

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
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**The Role of Communication in a Projectized Organization:
A Case Study of Its Effect on Selected World Bank Financed Projects in Ghana**

By

Eunice Akomaa Anarfi

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DECLARATION

I hereby declare that, this thesis is the result of my own work, except for the literature whose sources have been explicitly stated and that, this thesis has neither in whole nor in party been prescribed by another degree elsewhere.

Eunice Akomaa Anarfi
(Student)

.....
(Signature)

.....
(Date)

Certified by
Mrs. Theodora Oduro
(Supervisor)

.....
(Signature)

.....
(Date)

Certified by
Prof. B. K. Baiden
(Head of Department)

.....
(Signature)

.....
(Date)

DEDICATION

I would like to dedicate this research work to the Lord Almighty through whose guidance and protection I have been able to reach this far in my education. I would also like to express my maximum gratitude to my parents, MADAM DORIS OWUSU and NANA AKORABO VI for their support.

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ABSTRACT

The study was conducted to first of all, determine how much project organizers value communication; secondly, to uncover the various communication channels employed in project management and finally, to determine how communication affects the success of World Bank projects. Using mixed research design, the study collected data from 50 respondents through questionnaire administration. Samples were selected by adopting purposive sampling techniques. The sampled data was analyzed using SPSS data analysis software (Version 22.0). Results of the analyses were discussed and presented using tables, figures/charts, frequencies and percentages. The study found that communication received some level of attention during World Bank projects of which the value assigned to it is quite significant, thus from 5% to 6% of total budget allocation. The World Bank used multiple communication channels which includes; staff suggestion scheme, satisfaction survey, social gathering, annual reports, site review meetings, website, noticeboards, newsletter, general meeting, formal communication, face-to-face communication and broadcast media. The study found again that there have been several challenges in the communication process during projects. Some of the identified barriers were, political/community interference, poor listeners, poor leadership, unclear objectives, cultural differences, unclear communication channels, ineffective reporting systems, information filtering, lack of trust, religious issues, language barrier, age difference, physical barriers, psychological barriers and lack of accountability. The study recommends that communication has a very important role in project management and hence should be given maximum attention. There should be enough effort to remove all barriers especially those that are easily avoidable.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The World Bank claims that Ghana's portfolio has 2.140 billion dollars on projects costing 342 million dollars as of march 2016 (World Bank, 2017). This clearly shows how Ghana has become the hub of West Africa in the areas of transport agriculture, energy, education and trade (World Bank, 2017). This makes Ghana a country worth researching to explore the role communication plays in a projectized organization of some selected World Bank funded projects.

The Millennium Development Goals of the United Nations called expects partners to be both committed financially in aid programs and put up innovative ways of dealing with economic, health, education, security, development as well as major problems that concern human right in developing worlds of which Ghana is not an exemption. In this regard, international institutions such as the IMF and the World Bank especially, have been very instrumental in the financing of projects in countries like Ghana. Several of these projects, however, do not reach their goals of creating development in the said communities. The main cause during periods of adversity, disappointment and failure of projects becomes poor communication. To avoid this downside, it is imperative that project organizers and team leaders have the ability to effectively and efficiently communicate with diverse set of stakeholders. These may include senior executives, politicians, contractors, technical specialists, functional groups, donors and beneficiaries of the project at hand (Odeh and Battaineh, 2002).

Communication remains a key component of project management as it has become one of the key tools for achieving project success. Rao (2011), confirms that project managers spend more than 75% of their time communicating. The success of a project has a direct relationship with the project manager's communication prowess (Kliem, 2008). Likewise, errors in communication contributing to the failure of the project rests on his neck. It is imperative to establish that misunderstandings as well as conflicts can delay the delivery of the project and increase the amount of resources needed for completion thereby not meeting the goal of efficiency. The smooth flow of work is determined by the project manager who combines as manager and regulator of the communication process.

The participatory component of project communication development cannot be disregarded. It is essential in all aspects of project development. The balanced nature of participatory communication that gives room for information sharing whereby information can flow in all directions of the communication channel. It is a means to achieving improved results, and to ensure effective and efficient participation. This requires effective communication, which creates a room for stakeholders to acquire knowledge, gain insight, facilitate engagement and take necessary action. Using different types of communication methods communication channels allows for active roles in the development process (ADB, 2011). Being clear about the message to deliver and using the right communication channels, the clarity of the message and the right recipients and the interaction between the right actors and stakeholders may help significantly in completing the project. Participation encourages transparency and accountability, and enhances the efficient and equitable distribution of project benefits. It has been accepted that communicating effectively during projects is important and so all project managers agree that it is the first to consider when listing the variables that

mostly affect the success of a project, however, it is mostly ignored in the process (Howard, 2016).

1.2 Statement of the problem

Communication plays a key role in awareness creation that helps in behavioral changes all geared towards creating good partnerships to achieve common goals. However, poor communication can be disastrous as it can break down negotiations, limit problem solving abilities, and slow down development and growth. It could also lead to restrict the attainment of set goals and targets.

Executing complex tasks like international projects especially multi-organizational ones is not so easy because these organizations are from different backgrounds and hence vary in technical, cultural and political scope (Koster, 2010). The Project Management Institute (2008) makes it clear that 40% of projects may not succeed due to poor communication. Effective communication is needed in all phases of the project to keep it flowing, even when things get tough.

However, a greater and more effective integration of communication into development programs is only possible if its strategic values are widely recognized. In reality, development projects tend to relegate communication components to secondary importance and earmark relatively small budgets (Waisbord and Larson, 2005). All too often, communication strategies are expressed in too generic a form in project designs. Underutilization of communication – giving only implicit and common sensual roles to communication without associating it with specific mandates on contents, channels, forms, actors, timing and so forth, based on firm theoretical underpinnings is not an uncommon practice in international assistance programs perennially strained by limited

budget and human resources. Development communication is the only way project beneficiaries can become the principal actors to make development programs successful (FAO, 2005).

It is important therefore not to lose focus on communication as a project winds down. Executive sponsors and other high-level stakeholders are typically more engaged as a project nears completion, and inadequate communication at this phase can create unfounded concerns about the team's quality of work or degree of preparation.

1.3 Aim and Objectives of the Study

The aim of this research is, to critically assess the effectiveness of communication in the project organization of some selected World Bank funded projects in Ghana. As such, research objectives are stated as follows:

1. To determine how such project officials value project communication
2. To uncover the various communication channels the project professionals employ
3. To explore the kind of communication challenges the project officers face in managing the selected World Bank funded projects
4. To determine how communication affects the success of the selected World Bank funded projects in Ghana

1.4 Research questions

This study is aimed at addressing the following research questions:

1. How much value do project officials place on communication?
2. What are the various communication channels used by project professionals on the selected World Bank funded projects?

3. What kind of communication challenges do the project officers face in managing selected World Bank funded projects in Ghana?
4. How does communication affect the success of some selected World Bank funded projects in Ghana?

1.5 Significance of the study

A reputable International Financial Institution like the World Bank has a core mandate to provide significant technical and financial support to developing countries to carry out developmental activities. Some of these activities include but not limited to capacity building, poverty eradication frameworks, achieving universal primary education, promoting gender equality, reducing infant mortality and child labor, improving maternal health and ensuring a sustainable environment. It is the duty of the World Bank to ensure these funded projects are carried out smoothly and free from any oppositions or limitations resulting from poor communication between and among stakeholders. One of the strategies to turn around the disregarded status of communication on development efforts is to demonstrate the positive impacts of communication on development initiatives that are funded by the World Bank in Ghana. This research will seek to contribute to this effort by collecting evidence empirically.

1.6 Assumptions, limitations and delimitations

1. The study is limited to five selected Accra-based World Bank funded projects
2. The study does not capture all the various sectors of development

1.7 Organization of the Study

This thesis was captured in five (5) comprehensive chapters. The framework of this piece of study was structured to gain insights into the above purpose and thus include five chapters namely the introduction, literature review, methodological approach, analysis of findings and discussion, conclusion, summary of findings as well as recommendation for future research.

Chapter One – Introduction

The introductory chapter set the motion for the thesis. It introduced the research topic, problem statement and stated clearly the objectives of the research.

Chapter Two – Literature Review

The literature review which relates to the study of previous secondary data available on the topic was scripted into detail here. This chapter primarily included reviews on research areas in communication model, communication channels, and communication planning. This research will draw on current literature in the area of communication development and highlight the empirical evidence of effective communication's impacts on some selected World Bank funded projects in Ghana. The paper will further propose areas of further research to address theoretical and research gaps in the field.

Chapter Three – Research Methodology

This chapter discussed the method adopted for this study and hence, the appropriateness of a quantitative method was adopted. So, the use of questionnaire was brought to bear. The sample size and data collection instruments were stated and justified accordingly.

Chapter Four – Analysis of Findings and Discussions

This chapter revealed the analysis and interpretation of the responses which were collected during the interviews and documentation review. A wide range of sub-topics under this theme was touched upon.

Chapter Five – Summary of Findings, Recommendations and Conclusions

The final chapter is related to the final conclusion where all the findings from the research was summarized. This chapter also includes a general concluding submission of on all the entire chapters constituting the project work. The limitations faced while conducting this research was well noted in this chapter, as well as direction and recommendations for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a review of literature both theoretical and empirical. As discussed earlier, the study is conducted to achieve these specific objectives, thus; determine how much project organizers value communication; uncover the various communication channels employed in project management and finally, determine how communication affects the success of World Bank projects. The theoretical review therefore covers literature on definitions, theories/models, forms of communication in project management, communication channels, barriers as well as benefits of effective communication in project management. The empirical review covers review of field work done by other researchers.

2.2 Theoretical review

This section is a review of theoretical/conceptual framework of communication, contract management and all related terms that helps the study to achieve its objectives, the theoretical review includes definition of key concepts, review of models/theories and topics related to communication.

2.3 Definition of key terms

Communication

There have been numerous definitions for communication by various authors. For instance, Little John and Karen (2010), simply put Communication as a way of expressing ones' self, using gestures, words or signs. He asserts that it is through communication that two or more people can interact. (Herbst, 2007) argued that

internal communication becomes relevant and necessary in everyday life because through effective communication people are able to accomplish their set goals.

Simcic (2010) asserts that communication should be considered as an activity but it does not happen on impulse rather, based on voluntary effort of the communicators. In his view, communication is learnt from the way people interact in communities, families, school or work and it is part of the nurturing process. Therefore, for effective communication, there is a need for the message to be understood. Making the message clear and understandable makes its delivery easy and reliable.

Drawing a summary from these definitions suggests that internal communication is critical for every company as its main function is to transfer information. Therefore, it is not simply regarded as a robotic process for distributing information for the employees. It concerns the people, their emotions, attitudes and relationships. It is from this point of view that internal communication is as the backbone of a project due to its effect on trust. Simcic asserts that communication is key in project management as it affects either the success or failure of the project.

JPIM (2010) adds that the process of communication utilizes various channels before messages are transferred between or among individuals or a team. To add to these, Samáková et al. (2013) argued that during projects it is important to communicate because without it, ideas and information cannot be transferred and there will be no proper understanding which will make the project unsuccessful. By this way, using good communication skills helps the project manager in planning, directing, controlling and coordinating operations throughout the project life cycle.

Project management

Project management includes all the activities and steps involved in getting a work done by a team to meet the team's targets by putting into consideration how well and timely it is executed (Kerzner and Kerzner, 2017).

Projectized organizations

These are organizations whose activities are implemented through projects and empower project teams to act autonomously. In this regard, a projectized organization has a project manager on top of the hierarchy and with other team members who directly report to him Demir and Kocabas (2010).

2.4 Models/theories

The concept of communication has been explained by several models. However, in this study, attention will be given to Mental Model, Lasswell's Model, and elaboration likelihood model. These models have been summarized below:

2.4.1 Mental Model

According to Norman (2014), this model describes human intentions and beliefs. It assumes everything done by a person starts from the minds which influences human beings in evaluation and taking of decisions. The model plays a role in human computer interaction (HCI), where it simplifies the difficulties involved in dealing with machines. It is out of this that machine languages are interpreted to enhance easy interaction between people and computers.

The relevance of reviewing the mental model in this study is that it informs the study that human beings have their own intuitions and therefore when a message is not communicated properly, they form their own assumptions and beliefs around it. This explains why sometimes the message gets distorted when communication is not very effective. In the case of project management, it could even lead to affect the success of the project.

2.4.2 Lasswell's Model

Sapienza and Veenstra (2015) assert that this model of communication points out the speaker, the message of communication, the communication medium, the receiver of the message and the possible result of the process. The model further describes the entire process and how the society gains from it. Lasswell believes that in a community, communication achieves three things, thus, surveillance of the environment, Correlation of components of society and Cultural transmission between generations. This model assumes that a society has a complex interrelation of human beings and communication moves from various directions. A review of this model points it out that the channels of communication as well as the content is important to consider, especially between the sender and the receiver.

2.4.3 Elaboration Likelihood Model

Elaboration Likelihood Model is developed by Richard E. Petty and John T. Cacioppo (Duane, 1999). The model emphasizes on persuasion in the communication process where the meaning of the message is expected to be extracted from the source. The model assumes that, in order to be persuaded one has to remember the message as ideas. The model deduces that the only way to remember something is by learning and

that leads to persuasion. The Elaboration Likelihood Model (ELM) explains how persuasive messages work in changing the attitude of reader or viewer. Therefore, in order to get to persuade with a given message there is a need for corporations and advertisement agencies, in designing their market strategies understand the attitudes of peoples.

Duane (1999) argued that during communication in projects, people mostly respond positively when they are persuaded by the message. Therefore, the model has enlightened that failure to persuade project members on the need to undertake certain tasks in a particular way might affect their responses and hence the success of the project.

2.4.4 The value of communication in organizations

Communication and its benefits cannot be overemphasized Nebo et al., (2015) argued that it is a critical factor when resources in a project need to be mobilized or directed to achieve organizational goals or objectives. It also enhances co-operation and team work and promotes effective performance. It is on this grounds that Richards and Schmidt (2014) believed that for the effectiveness and efficiency of organizations mostly depends on how communication is done within the organization. Likewise, it was observed that communication techniques have enhance relationship building that motivates staff to work harder and peacefully with the various Heads of Departments. Effective communication to the management and staff is the panacea for sustained and increased productivity of the workforce and organizational performances.

Zareen (2013) after drawing conclusions from various literature argued that, communication generates community Spirit. Communication makes members convinced of their role and impact in the team as they do not feel being left out in the process feel part it helps in self-categorization process and generates a community spirit.

Also, communication helps to build trust which improves the attitudes of staff and enhances higher levels of cooperation. In this way performance tends to increase due to employee confidence and commitment. Communication studies prove that commitment is linked to employee voice and argumentativeness and freedom to freely express opinions on crucial matters affecting work and employee welfare. (Zareen, 2013) therefore argue that it could lead to a higher job satisfaction.

The importance of communication is not limited to few members of a project team but to everyone involved. It is based on this reason that it is considered as a project's life blood (Osterrieder, 2013). It demands collective effort in collaboration and sharing of integrate information and knowledge to realize a project's objectives.

It is through communication that key messages about project design and impacts are disseminated and understood. It builds trust and strengthens the bond of teamwork thereby removing social and political risks World Bank (2006).

Communication binds a project team together and it is not just considered as expression of words but it includes listening and acting upon instructions. Notwithstanding, communication should possess the qualities of being clear and concise else even a small team working together will have major problems (Jyoithi, 2010).

2.5 How to make communication effective

Communication mostly achieves the desired purpose when it becomes effective. In this view, Huang (2010) identified that in order to make communication effective, the following has to be considered. Firstly, the parties involved should recognize and understand the differences. In this case, one has to know whom they are communicating with what their background is, what their experiences are and how to shape the team members' views, opinions, perspectives, and biases?

Also, there is a need to think about the message to be used considering the content and reason of the message. Communicators must be aware whether they are communicating to inform, ask for inputs and so on.

After creating the message, there is a need to plan for its delivery and the channels or mode of delivery it can get to the target group using different medium which may include written document, a team meeting, voice mail, e-mail, or face-to-face communication. Each communication medium has its own strengths and weaknesses. In this regard, care should be taken to select the medium that will be most effective and efficient. Therefore, Knowing the audience can greatly help determine when and how to deliver the message.

Finally, in the process of communication, there is a need to obtain a feedback. Communicators will have to be aware that recipients can decode and understand the message without any difficulty.

According to Zulch, (2014) it is more efficient and effective to use written, oral and electronic communication during projects, however, he points out that written and oral communication are the most outstanding methods. Leadership is considered as a

catalyst to the communication process as effective leadership is necessary to bring all project parties together.

2.6 Communication channels

Berger and Iyengar (2013) referred communication channels to be the medium through which people in an organization communicate. He asserts that the use of inappropriate channel can lead to negative consequences. In this regard, the various channels of communication remain vital to the communication process and hence needs to be reviewed.

Tang et al. (2010) identified the various communication processes as, face-to-face communication, broadcast media, mobile communications, communications through electronic channels and written communication which may be in different directions.

These channels have been explained as below:

2.6.1 Face-to-face communication

Face-to-face or personal communication is considered as one of the richest channels of communication that can be used within an organization. This involves physical presence, the tone of the speaker's voice and facial expressions which help recipients of a message interpret that message as the speaker intends. This is the best channel to use for complex or emotionally charged messages, because it allows for interaction between speaker and recipients to clarify ambiguity. A speaker can evaluate whether an audience has received his message as intended and ask or answer follow-up questions.

2.6.2 Broadcast media

Communication on TV, radio and loud speakers all fall within the broadcast media communication channel. These types of media is used when addressing a mass audience. Businesses seeking to notify customers of a new product may advertise or do promotions using a broadcast channel. Similarly, a CEO may do a global company address by having a television feed broadcast across global sites. When a message intended for a mass audience can be enhanced by being presented in a visual or auditory format, a broadcast channel should be used.

2.6.3 Mobile communications

A mobile communication channel is used when a private or more complex message needs to be relayed to an individual or small group. A mobile channel allows for an interactive exchange and gives the recipient the added benefit of interpreting the speaker's tone along with the message. Some within an organization may opt to use this channel versus a face-to-face channel to save on the time and effort it would take to coordinate a face-to-face meeting.

2.6.4 Electronic channels

Electronic communication channels encompass email, Internet, intranet and social media platforms. This channel can be used for one-on-one, group or mass communication. It is a less personal method of communication but more efficient. When using this channel, care must be taken to craft messages with clarity and to avoid the use of sarcasm and innuendo unless the message specifically calls for it.

2.6.5 Written messages

Written communication should be used when a message that does not require interaction needs to be communicated to an employee or group. Policies, letters, memos, manuals, notices and announcements are all messages that work well for this channel. Recipients may follow up through an electronic or face-to-face channel if questions arise about a written message.

Either of the aforementioned communication channels may fall in the category of formal, informal or unofficial communication. A formal communication channel transmits information such as the goals, policies and procedures of an organization. Messages in this type of communication channel follow a chain of command. This means information flows from a manager to his subordinates and they in turn pass on the information to the next level of staff.

Within a formal working environment, there always exists an informal communication network. The strict hierarchical web of communication cannot function efficiently on its own and hence there exists a communication channel outside of this web. While this type of communication channel may disrupt the chain of command, a good manager needs to find the fine balance between the formal and informal communication channel.

2.6.6 Unofficial Communication Channels

Good managers will recognize the fact that sometimes communication that takes place within an organization is interpersonal. While minutes of a meeting may be a topic of discussion among employees, sports, politics and TV shows also share the floor. The unofficial communication channel in an organization is considered as the organization's 'grapevine.' It is through the grapevine that informal information leak such as rumors

circulate. It is mostly characterized by discussions through groups, which translate into friendships outside of the organization. While the grapevine may have positive implications, it is mostly exaggerated and may cause unnecessary alarm to employees.

2.7 Challenges/Communication barriers

Communication, despite its numerous benefits comes with other challenges. Taylor et al. (2013) identified one of the major challenges to be the use improper language, lack of interest or distraction and different attitudes in receiving information. It also happens due to physical disabilities in hearing and speeches and also, cultural differences may all serve as barriers to effective communication.

Cameron et al. (2010) also identified that there are psychological barriers to communication which could be because of stress, anger, low self-esteem or discrimination. In such instances, victims may misinterpret the message of others.

Again, van Bruinessen (2013) believes that physiological barriers which may come because of the receiver's physical state tends to affect the communication process.

Lovell et al. (2010) posits that physical barriers tend to distort the communication process. Thus, communication is perceived to be easier over shorter distances than longer distances. In this regard, organizational environment or interior workplace design problems or technological problems may serve as physical barriers to effective communication in an organization. Madera (2011) discussed systematic barriers to be barriers that result from poor information systems or where there is doubt or misunderstanding in the agreed roles and responsibilities. According to Sommer et al. (2012) attitudinal barriers also affect the communication process when behaviors or people's thoughts prevent them from communicating effectively.

Similarly, Jenifer and Raman (2015) argued that barriers to communication may arise from undefined Goals. Thus, when project leaders fail to disclose the goals and objectives of a project clearly, the whole project and team can suffer. When upper management fail to agree to or support undefined goals, the project in question typically has little chance of succeeding.

Fischer et al. (2016) believe that one major barrier to effective communication in organizations is Scope Changes. This, they also referred to it as scope creep and occurs when project management allows the project's scope to extend beyond its original objectives. Clients and supervisors may ask for changes to a project, and it takes a strong project manager to evaluate each request and decide how and if to implement it, while communicating the effects on budget and deadlines to all stakeholders.

Cleland et al. (2012) assert that lack of Accountability can also serve as a challenge in projectized organizations. It is believed that a project manager's leadership qualities can be outstanding when each team member does well in their respective roles. On the contrary, if project managers are not transparent and also communicate poorly, it affects the success of a project. Project proper communication can help increase morale by bringing out clearly what the expectation is and its' able to establish a clear cut job role and assign tasks to each team member. Another challenge that may arise in conjunction with poor communication practice is resource Deprivation.

According to Zareen (2013) some members may react quickly to a message even though they may not understand the message and this could result in destroying the team or individual relation or serve as a barrier to completing a given task.

The barriers of communication as discussed above have proven to have a negative impact on project management but it needs much more creativity to overcome such barriers. In this regard, deliberate efforts need to be put in place to make the communication process effective during project management. The study will therefore inquire on the types of challenges that mostly affect World Bank projects and identify the most effective way of overcoming such challenges. Even though there have been numerous concerns raised to it, no much studies have concentrated on putting pragmatic steps in place to guide such projects but this study will achieve such targets.

2.8 Role of development communication

According to the Project Management Institute (2013), in every five projects, at least one becomes unsuccessful because the teams communication process has not been effective. This is enough highlight to understand and appreciate the importance of development communication in the execution of projects, especially those funded by the World Bank in developing worlds such as Ghana.



Source: ©2013 Project Management Institute, Inc. Pulse of the Profession In-Depth Report: The High

Communication can create a conducive atmosphere for development programs by re-linking and strengthening relationship between indigenous knowledge and science, elite national policymakers and rural communities, donor worlds and agencies and local NGOs, men and women, moral education and participation.

Moreover, going beyond the notion that communication essentially plays a supportive role assisting the core development efforts, some development communication practitioners have started to recognize communication as the objective in and of itself, seeing that communication empowers people (Melkote 2011); communication enables expression and dialog; raises awareness of socio-cultural problems; and fosters self-reflection among marginalized and disadvantaged populations.

2.9 Empirical review

This section is a review of empirical studies including the methods, aims and its findings from various authors as discussed in the paragraphs below.

Xianhai (2011) conducted a study to know how project communication affect progress at construction sites and concluded that when there is time delay or ineffective communication at the construction sites it affects the quality of work done. The study was conducted by using questionnaire distributed to some selected UK construction industries. The study focused on key indicators of supply chain in ten areas including mutual objectives, gain and pain sharing, trust, no-blame culture, joint working, communication, problem solving, risk allocation, performance measurement, and continuous improvement. The analysis further revealed that the deterioration of the relationship between project parties may increase the likelihood of poor performance.

Acta (2016) in a study to propose a model for construction project management communication found that when communication is ineffective, a project may fail to realize its objectives. The study was designed using questionnaire. The questionnaire was used for testing the importance of project management communication skills and applications of communication. A sample of 97 respondents were used and the results showed that there is a need to create a model that assists project managers in developing their communication abilities, and through improved communication, improve their management and leadership abilities, ensuring the successful execution of projects in the South African construction industry.

Also, Benita (2014) in a survey found that the project managers' skill to communicate has an influence on the overall success of the project. His assertions indicate that without effective communication there will be waste of time and other resources. It was therefore concluded that communication is needed in all aspects of project management. The study was done by using questionnaire distributed to different groups of workers in the construction project. A sample of 302 respondents were used and written communication was ranked as the most important communication method to use while Electronic communication was ranked as the most effective communication method.

In addition, Opeyemi (2017) conducted a study with the aim of first, exploring barriers to effective communication in nursing and secondly to find out how effective communication is connected to health. By using qualitative research inductive approach, data was collected from scientific literature sources. Data was collected by using internet survey. The study found that both personal characteristics like fear, anxiety etc together with poor communication skills had a negative impact on health

care. The result further showed a bidirectional relationship between effective communication and health with the implication that when health care providers communicate well, it can affect the health and recovery rate of patients. Therefore, it was recommended that effective communication should be adopted in quality health care delivery.

Cadogan et al. (1999) made a claim that effective communication between nurses and physicians is central to the clinical care of nursing home residents. In this regard, a study was conducted to compare perceptions of the likely communication barriers among nurses and physicians in four California nursing homes. By administering a research questionnaire, 59 registered nurses and 47 physicians were selected to participate in a survey. These barriers were seen amongst the physicians. The physicians perceive nursing competence to be a significant barrier. Nurses perceive physicians to be unpleasant. Both physicians and nurses perceive that physicians do not value nurses' opinions. But neither group perceived language expression, language comprehension, or time burden of phone calls to be barriers to communication.

Another study was conducted by Anooosheh et al. (2009) to investigate nurse patient and environment- related communication barriers perceived by patients and nurses in Iranian nursing. By using a descriptive survey, three educational hospitals in a large urban city in Iran were selected randomly. Data were collected using 61 patients and 75 nurses by administering questionnaire. Results indicated that heavy workload, hard tasks and lack of welfare facilities for nurses were the main communication barriers. Also, patients' difficulty in understanding nurses' dialect, having contagious diseases and sex differences between nurses and patients had high effect on the communication process. Other barriers included age difference and social class difference.

This shows clearly that communication barriers pose a great challenge to almost every organization and almost every field. It also identifies that key barriers may include age, social class status, sex, language and many others.

The study will therefore investigate the major barriers that are peculiar to the case of World Bank in order to find an excellent way of dealing with such challenges.

2.10 Summary

The theoretical review has established that communication is needed at various stages of project management to ensure that a complete success. However, the various channels remain equally important because it could lead to most of the challenges encountered in the communication process.

Similarly, the empirical literature agrees with what has been established theoretically and they are argued in tandem to show the tremendous benefits of effective communication to completing a project. It is due to this reason that communication continues to remain essential in all projects.

However, the problems identified in communication were general to all organizations and also literature could not establish the exact value that project managers place on communication and the actual importance they attach to it. This clearly shows that there is still much work to be done on the subject area. The current study addresses this gap by first of all, identifying all the communication channels, methods and challenges that is being used in the execution of World Bank projects. Secondly, the study investigates the actual values or importance that World Bank projects place on communication.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the various approaches and techniques used in the research process have been discussed. This includes the research methodology, the type of measurement, population and parameters of estimate (sampling size), sampling technique, source of data (primary and secondary), unit of analysis, data gathering procedures, and method of data analysis. Finally, the chapter shall discuss the limitation of the study.

3.2 Research strategy and justification

Research strategy in this regard includes the overall design/plan that was used in conducting the study. Therefore, this study adopted quantitative research design. This implies that only numerical data was used in the study analysis. Quantitative studies give more accurate result and a better prediction than qualitative studies. The quantitative approach in this study is descriptive and is conducted by using a survey.

The quantitative research approach has been accepted and utilized by numerous researchers due to the numerous benefits it serves. For instance, Creswell and Creswell (2017), Morse (2003); and Johnson and Onwuegbuzie (2004) commended the use of quantitative research method as they assert that its benefits outweighs that of qualitative design especially in terms of numerical accuracy and accurate predictions. Kitchenham et al. (2010), claim that some case studies are best suited for quantitative approach especially when numbers are relevant to the study results.

3.3 Sample design process

The sample size was chosen by using convenient sampling because this sampling technique allows for samples to be drawn without wasting time. The use of convenient sampling therefore allows for getting easy access to participants who are willing and able to contribute to the survey without wasting time and energy, thus making the survey very efficient. In due regards, samples were chosen based on accessibility, availability and the readiness of respondents to participate in the study. A significant number of the population were visited until the researcher got all 50 respondents to take part in the survey. Samples were chosen to include participants who are involved in World Bank projects. This includes; Quantity surveyors, Directors, Project managers, Project officers, Architects, Accountants, Consultants, Contractors, Beneficiaries and other stake holders.

3.4 Population definition

Population is defined to include all the members involved in a study (Lind et al., 2006). The population in this study represents all workers and stakeholders who are involved in World Bank projects in one way or the other.

3.5 Sample size obtained

A sample of 50 respondents have been chosen as being appropriate for the study. Dell et al. (2002) claim that samples for certain studies cannot be calculated due to lack of certain information about the sample size. In this regard, he advises that in exploratory studies of this nature, sample to be used could be chosen out of guess work or experience of the researcher. Israel (2015), in his contribution on sample size determination said that, a number of factors determine the size of sample to be used.

Choosing the sample size is affected by variables such as, size of the study population, and the margin of error. (Scott, 2005) also adds that choosing a very large sample could increase the cost of the study and even make it difficult to be conducted due to some possible harm. In this study, choosing 50 members of the population is significant. Also, there is just a little variability that could probably exist among the relevant variables studied about the respondents. In view of this, even though the sample size could have been increased a little bit, it would add no significant difference to the research result. Therefore, choosing 50 respondents would save time, energy and cost.

3.6 Data collection

Data collection was done by means of questionnaire administration. Questionnaire was designed and distributed to respondents which included both open ended and close ended questions. Questions were discussed to ensure that participants fully understood the questions. The questionnaires were issued to individuals by moving from one office to the other. In all, data collection lasted for 5 working days thus from 1st to 5^h September, 2018. The objectives and respondents' expectations were discussed with respondents before they were made to start giving out their responses and this was done on a one-on-one basis during an empirical visit to the workplace of respondents. Questionnaires were given back to the researcher on the same day, immediately after the questions have been correctly and appropriately answered.

3.7 Method of analysis

Data collected were entered into SPSS data analysis software. Before data entry, the data would be coded and values would be assigned to all non-numerical data. This was followed by data analysis and interpretation. Numeric data was analyzed using

frequencies and percentages. This will be supported by cross tabulation analysis, tables and graphs. Numerical codes were assigned to all nominal level and ordinal level data. These Values would range from a scale of 1 to 5.

3.8 Ethical consideration

Research ethics refers to the norms and attitudes followed by researchers to conduct research in a professional and regulated manner. Polonski (2004) argues that during the research process there is the likelihood of harms in one way or the other that may be caused as a result of interaction with participants so it is the duty of the researcher to foresee such harms and resolve them amicably. Some ethical issues considered in this study includes; the use of correct referencing so as to avoid plagiarism. In the course of data gathering, there would be assurance of confidentiality and Anonymity of data as the data would be restricted from third party usage. In addition, there will be no incidence of academic fraud and the study result will accurately be presented. Fouka and Mantzorou (2011) emphasized that informed consent is the major ethical issue in conducting research. Therefore, in getting access to the research data, management has been consulted and respondents would be well informed before the start of data collection. Further, the study is being conducted by observing all the research ethics and conduct in KNUST.

3.9 Limitations

One major hindrance to the study arises from financial and time constraints especially during data gathering. The time available is not enough to allow for an in depth study into all the issues relating to communication. However, despite these limitations, the study will use all possible measures to make some meaningful contributions to ensure that it does not affect the result of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The chapter presents and discusses analyzed results from empirical data gathered from respondents. As discussed earlier, the study was conducted to achieve these key objectives thus; determine how much project organizers value communication; uncover the various communication channels employed in project management and finally, determine how communication affects the success of World Bank projects. By using quantitative research approach, data was collected using questionnaires and analyzed with SPSS version 20 aided by Microsoft excel of which the results have been discussed entirely in this chapter. In this regard, the first part of the chapter presents the results accompanied with diagrams or tables and the second part of the chapter discusses the data and the results presented.

4.2 Demographic variables

This section discusses the basic but relevant data on the demographic characteristics of respondents including their sex, age, marital status, educational level, job position, and years of experience. These demographic features possibly affect the magnitude and nature of communication.

The sex distribution of respondents showed that 68% were males and 32% were females. About 44% of the respondents who participated in the survey were 30 years old and below, 50% were 31-40 years and 6% were 50 years and above. In terms of marital status 38% of the respondents were single, 42% were married, 6% were divorced, 4% were separated and 10% were widowed. In terms of educational level, 20% had first degree and the remaining 76% had masters' degree. 10% of respondents

were Quantity surveyors, 14% were stakeholders, 12% were Directors, 24% were project managers, 4% were Architects 14% were Accountants, 10% were consultants, and 8% were Contractors. In all, 36% had less than 5 years of experience in World Bank projects, 48% had 5 to 10 years of experience and 12% had 11 years' experience and above.

4.3 Value of project communication

All the respondents agreed that communication was valuable enough to have a budget allocation in World Bank financed projects. However, 80% of respondents believed that the budget allocation made was only 5% for communication and 20% said it was about 6%. In terms of the budget allocation, 80% believe that such provisions were inadequate and 20% said it was enough.

4.4 The various communication channels employed in World Bank projects

This section discusses staffs' opinion on the various communication channels used during World Bank projects. These include; staff suggestion scheme, satisfaction survey, social gathering, annual reports, site review meetings, website, notice board, newsletter, general meeting, formal communication, face-to-face and broadcast media.

4.4.1 Staff suggestion scheme

According to 54% of respondents, staff suggestion scheme was used very effectively, 8% said it was effective, 10% had neutral view, 4% said it was ineffective and 24% said it was very ineffective.

4.4.2 Satisfaction survey

About 34% of respondents confirmed that satisfaction survey was used very effectively, 22% said it was effective, 14% said it was neutral, 18% said it was ineffective and 12% said it was very ineffective.

4.4.3 Social gathering

Out of the total, 34% of respondents said that social gathering was very effectively utilized during World Bank projects, 32% said it was effective, 8% said it was neutral, 14% said it was ineffective and 12% said it was very ineffective.

4.4.4 Annual reports

The use of annual reports were employed and 52% said it was very effective, 26% said it was effective, 4% said it was ineffective, and 10% said it was very ineffective.

4.4.5 Site review meeting

In all, 38% of respondents said that there have been site review meetings which they considered to be very effective, 46% said it was effective, 4% said it was neutral, and 1% said it was very ineffective.

4.4.6 Website

By using website as a channel of communication, 36% said it was very effective, 44% said it was effective, 18% said it was neutral, 2% said it was ineffective and 2% said it was very ineffective.

4.4.7 Notice board

The use of notice board as communication channel was considered by 10% of respondents as very effective, 18% said it was effective, 46% said it was neutral, 22% said it was ineffective and 4% said it was very ineffective.

4.4.8 News letter

News letters were also used as a communication channel of which 20% said it was very effective, 28% said it was effective, 34% said it was ineffective, and 10% said it was very ineffective.

4.4.9 General meeting

World Bank also used general meetings to communicate during projects. Also, 46% of respondents said it was very effective, 34% said it was effective, 10% said it was ineffective, and 10% said it was very ineffective.

4.4.10 Formal communication (email, letter, telephone, fax)

Formal communication formed a key part of the communication channel of which 66% of respondents said it was very effective and 34% said it was effective.

4.4.11 Face-to face communication

In view of the responses given, 40% of the respondents recognized face-to-face communication as very effective, 50% said it was effective, 6% said it was neutral, and 4% said it was very ineffective.

4.4.12 Broadcast media

Out of the total, 26% of respondents said it was very effective, 22% said it was effective, 30% said it was neutral, 12% said it was ineffective and 10% said it was very ineffective.

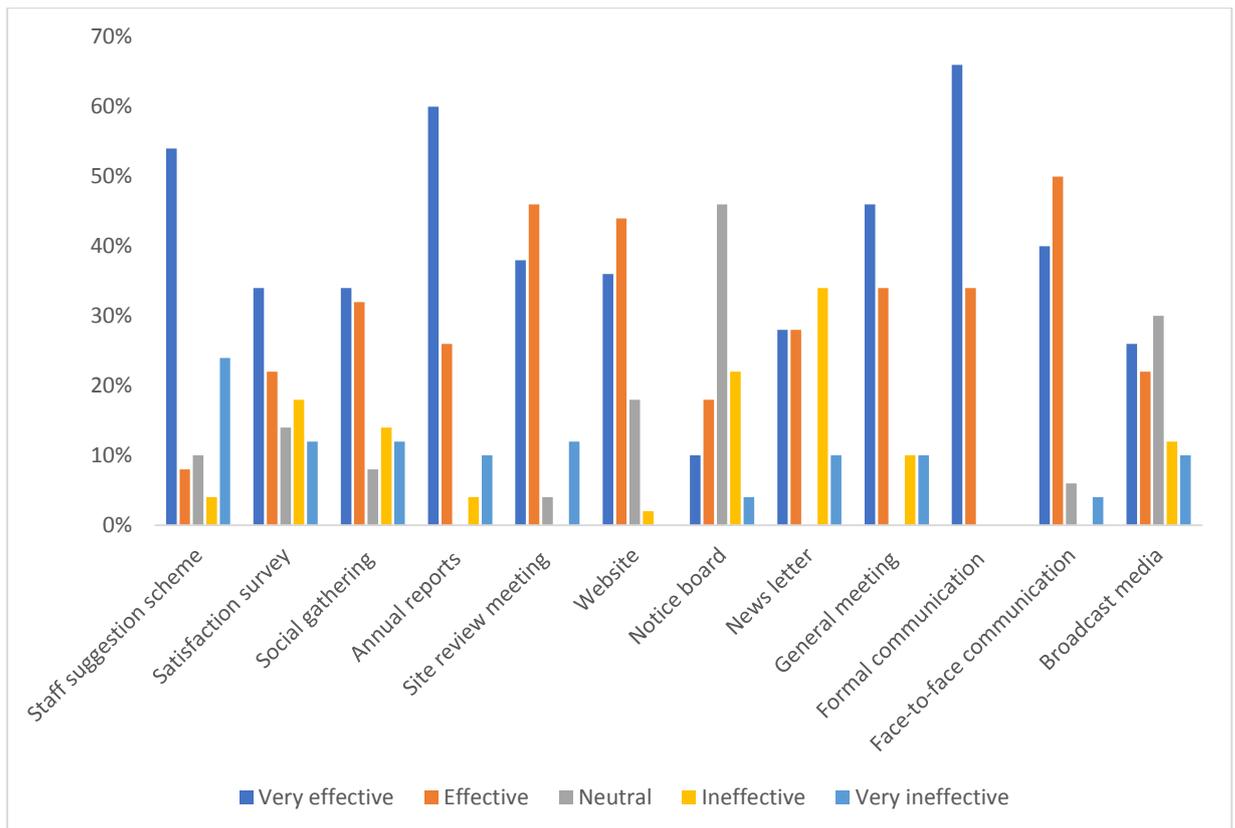


Figure 4.1: Communication channels

Source: Fieldwork (2018)

Table 4.1: Various communication channels employed in World Bank projects

COMMUNICATION CHANNEL	RATING					Total	ΣW	Mean	RII	Rank
	1	2	3	4	5					
Noticeboard	5	9	23	11	2	50	146	2.92	0.58	1st
Newsletter	10	14	4	17	5	50	143	2.86	0.57	2nd
Broadcast media - radio, TV etc	13	11	15	6	5	50	129	2.58	0.52	3rd
Social gatherings	17	16	4	7	6	50	119	2.38	0.48	4th
Staff suggestion scheme	27	4	5	2	12	50	118	2.36	0.47	5th
Satisfaction survey	17	11	7	9	6	50	118	2.36	0.47	6th
General meetings	23	17	0	5	5	50	102	2.04	0.41	7th
Site review meetings	19	23	2	1	5	50	100	2.00	0.40	8th
Annual report	26	13	4	2	5	50	97	1.94	0.39	9th
Website	18	21	9	1	1	50	96	1.92	0.38	10th
Face-face communication	20	25	3	0	2	50	89	1.78	0.36	11th
Formal communication - email, letter, telephone, fax	33	17	0	0	0	50	67	1.34	0.27	12th

4.5 Challenges encountered in managing the selected World Bank funded projects

This section discusses the various challenges/ communication barriers and it includes political/community interference, poor listeners, poor leadership, unclear objectives, cultural differences, unclear communication channels, ineffective reporting system, limited resources, information filtering, lack of trust, religious issues, language barrier, age differences, physical barrier, psychological barrier and lack of accountability.

4.5.1 Political/community interference

In terms of political interference, 64% said of respondents believed that political/community interference was a very strong communication barrier, 8% said it was a strong communication barrier, 14% said it was neutral, 8% said it was weak and 6% said it was very weak.

4.5.2 Poor listeners

About 48% said that poor listeners was a very strong communication barrier, 36% said it was strong, 12% said it was neutral and 4% said it was very weak.

4.5.3 Poor leadership

In all, 38% said poor leadership was a very strong communication barrier, 38% said it was strong, 14% said it was neutral, 2% said it was weak and 8% said it was very weak.

4.5.4 Unclear objectives

Setting unclear objectives had impact on communication and 22% said it was a very strong communication barrier, 46% said it was strong, 18% said it was neutral, 6% said it was weak and 8% said it was very weak.

4.5.5 Cultural differences

According to 18% of respondents, cultural differences was a very strong communication barrier, 26% said it was strong, 34% said it was neutral, 14% said it was weak and 8% said it was very weak.

4.5.6 Unclear communication channels

Also, 28% said unclear communication channels was a very strong communication barrier, 38% said it was strong, 16% said it was neutral, 8% said it was weak, 10% said it was very weak.

4.5.7 Ineffective reporting systems

One other barrier to communication that was identified is ineffective reporting systems. Out of 50 respondents, 30% considered it as a very strong communication barrier, 38% considered it as strong, 4% said they had a neutral view, 8% said it was weak and 20% considered it as very weak.

4.5.8 Limited resources

Another major problem that was reported as being a communication barrier was the case of limited resources. 26% of the respondents agreed that it was a very strong communication barrier, 42% said it was strong, 10% said it was neutral, 6% said it was weak and 16% said it was very weak.

4.5.9 Information filtering

Information filtering was considered as a communication barrier. Out of 50 respondents, 18% said it was a very strong barrier, 50% said it was a strong barrier, 26% said it was neutral and 6% said it was very weak.

4.5.10 Lack of trust

According to the respondents, lack of trust is a significant barrier to communication. Amongst them, 26% believed it was a very strong barrier, 22% said it was strong, 26% said it was neutral and 26% said it was weak.

4.5.11 Religious issues

Religious issues also affect communication during World Bank projects. 18% of respondents believed that it was a very strong barrier, 18% also believed that it was a

strong barrier but 8% said it was neutral, 48% said it was weak and 8% said it was very weak.

4.5.12 Language barrier

Another setback to communication that was reported on is language barrier. About 38% of respondents considered it as a very strong barrier, 26% said it was strong, 12% said it was neutral, 14% said it was weak and 10% said it was very weak.

4.5.13 Age difference

Age difference was considered by 22% of respondents as a very strong challenge, 18% said it was strong, 4% said it was weak and 22% said it was very weak.

4.5.14 Physical barriers

According to 26% of respondents said it was a very strong challenge, 22% said it was strong, 18% said it was neutral, 8% said it was weak and 26% said it was very weak.

4.5.15 Psychological barriers

About 52% of respondents believe that psychological barrier is a very strong communication challenge, 14% said it was a strong challenge, 16% said it was neutral, and 14% said it was very weak.

4.5.16 Lack of accountability

Accountability issues was identified as a challenge to effective communication when executing World Bank projects. Therefore, 52% of respondents said it was very strong challenge, 14% said it was strong, 16% said it was neutral and 14% said it was very weak.

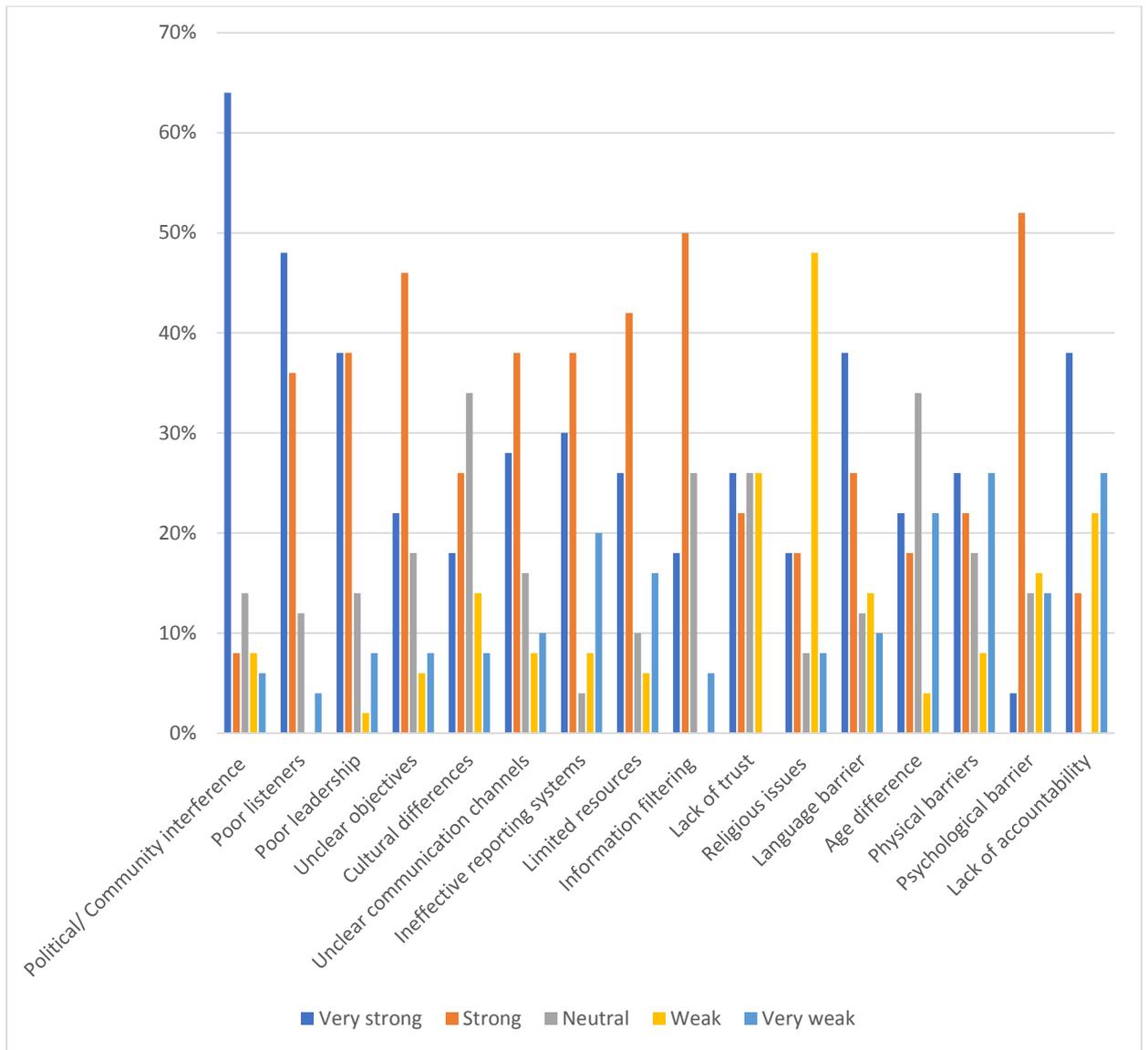


Figure 4.2: Communication barriers

Source: Fieldwork (2018)

Table 4.2: Challenges encountered in managing the selected World Bank funded projects

COMMUNICATION BARRIERS	RATING					Total	ΣW	Mean	RII	Rank
	1	2	3	4	5					
Religious issues	9	9	4	24	4	50	155	3.10	0.62	1st
Age difference	11	9	12	7	11	50	148	2.96	0.59	2nd
Physical barriers	13	11	9	4	13	50	143	2.86	0.57	3rd
Cultural differences	9	13	17	7	4	50	134	2.68	0.54	4th
Lack of trust	13	11	13	13	0	50	126	2.52	0.50	5th
Ineffective reporting system	15	19	2	4	10	50	125	2.50	0.50	6th
Limited resources	13	21	5	3	8	50	122	2.44	0.49	7th
Unclear channels of communication	14	19	8	4	5	50	117	2.34	0.47	8th
Unclear objectives	11	23	9	3	4	50	116	2.32	0.46	9th
Language barrier	19	13	6	7	5	50	116	2.32	0.46	10th
Information filtering	9	25	13	0	3	50	113	2.26	0.45	11th
Psychological barriers (stress, anger, low self-esteem, or discrimination)	26	7	8	2	7	50	107	2.14	0.43	12th
Lack of accountability	26	7	8	2	7	50	107	2.14	0.43	13th
Poor leadership	19	19	7	1	4	50	102	2.04	0.41	14th
Political/community interference	32	4	7	4	3	50	92	1.84	0.37	15th
Poor listeners	24	18	6	0	2	50	92	1.84	0.37	16th

4.6 How the Various Aspects of Communication Affects the Success of the Selected World Bank Funded Projects in Ghana

4.6.1 Project communication

About 86% said project communication had a very important effect on the success of World Bank funded project. 2% said it had an important effect and 12% said the effect was very unimportant.

Table 4.3: The effect project communication has on World Bank funded projects

Effect	Frequency	Percent
Very important	43	86.0
Important	1	2.0
Very unimportant	6	12.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.2 Communication plans and strategies

About 90% said communication plans and strategies had a very important effect on the success of World Bank funded project and 10% said it had an important effect.

Table 4.4: Determining and establishing communication strategies at the onset

Effect	Frequency	Percent
Very important	45	90.0
Important	5	10.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.3 Culturally sensitive and appropriate communication

About 68% of respondents said communication plans and strategies had a very important effect on the success of World Bank funded project, 26% said it was important and 6% had a neutral view.

Table 4.5: The use of culturally sensitive and appropriate communication to avoid misunderstanding

Effect	Frequency	Percent
Very important	34	68.0
Important	13	26.0
Neutral	3	6.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.4 Excellent communication skills

About 74% believed that excellent communication skills was necessary for the progress of World Bank projects of which they believed that excellent communication was very important and 26% believed that it was unimportant.

Table 4.6: Communication skills of project managers

Effect	Frequency	Percent
Very important	37	74.0
Unimportant	13	26.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.5 Two-way communication

Out of the population, 60% of respondents considered two-way communication as very important and hence it affects the success of World Bank projects, 36% said it was important and 4% had a neutral view.

Table 4.7: Encouraging two-way communication

	Frequency	Percent
Very important	30	60.0
Important	18	36.0
Neutral	2	4.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.6 Communication between project proponents and stakeholders

About 88% of the respondents agreed that on-going communication between project proponents and its stakeholders was very important in the communication process, 3% said it was unimportant and 6% said it was very unimportant.

Table 4.8: Communication between project proponents and stakeholders

Effect	Frequency	Percent
Very important	44	88.0
Unimportant	3	6.0
Very unimportant	3	6.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.7 Effective communication reflecting openness and tolerance of cultural differences

42% said it was very important to have tolerate cultural differences in the communication process because it had effect on the success of World Bank funded projects, 48% said it was important and 10% had a neutral view.

Table 4.9: Effective communication to reflect cultural tolerance

Effect	Frequency	Percent
Very important	21	42.0
Important	24	48.0
Neutral	5	10.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.8 Communication clarifying roles of stakeholders

It was accepted by 70% of respondents that it was very important to have a clear communication clarifying roles of stakeholders and 30% said it was important because it had effect on the successes of the projects.

Table 4.10: Communicating to determine role of stakeholders

Effect	Frequency	Percent
Very important	35	70.0
Important	15	30.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.9 Open communication

Open communication, according to 90% of respondents was very important to have open communications to provide management with some control and 10% considered it as important.

Table 4.11: Open communication to provide some level of control

Effect	Frequency	Percent
Very important	45	90.0
Important	5	10.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.10 Meetings

About 68% said it was very important to have regular meetings to help overcome communication barriers and increase performance levels and 32% said it was important.

Table 4.12: Meetings help overcome communication barriers and increase performance level

Effect	Frequency	Percent
Very important	34	68.0
Important	16	32.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.11 Regular review

About 58% said it is very important to have a regular review and adjustment of communication plan if need be, 34% said it was important and 8% said it was unimportant.

Table 4.13: Review of communication plans

Effect	Frequency	Percent
Very important	27	58.0
Important	17	34.0
Unimportant	4	8.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.12 Project type and duration

Per the results, 50% said knowing project type and duration was very important in the communication process, 34% said it was important, 4% had a neutral opinion and 12% said it was unimportant.

Table 4.14: Project type and duration

Effect	Frequency	Percent
Very important	25	50.0
Important	17	34.0
Neutral	2	4.0
Unimportant	6	12.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.13 Effective communication strategies

About 60% of respondents believed that effective communication strategies were paramount to the successes of such projects and its impacts were seen as very important as it helps minimize potential disputes and misunderstandings, 32% said it was important, 4% said it was unimportant and 4% said it was very unimportant.

Table 4.15: Communication strategies

Effect	Frequency	Percent
Very important	30	60.0
Important	16	32.0
Unimportant	2	4.0
Very unimportant	2	4.0
Total	50	100.0

Source: Fieldwork (2018)

4.6.14 Languages and practices of local culture

38% also believe that it was very important to understand the language of communication and practices of local culture as it enhances communication, 38% said it was important, 18% had a neutral view and 6% said it was unimportant.

Table 4.15: Understanding language and culture of local areas

Effect	Frequency	Percent
Very important	19	38.0
Important	19	38.0
Neutral	9	18.0
Unimportant	3	6.0
Total	50	100.0

Source: Fieldwork (2018)

Table 4.17: Effects of the various aspects of communication on the success of the selected World Bank funded projects in Ghana

EFFECTS OF COMMUNICATION	RATING					Total	ΣW	Mean	RII	Rank
	1	2	3	4	5					
Understanding the language(s) and practices of local culture enhances communication	19	19	9	3	0	50	96	1.92	0.38	1st
Project type and duration has a bearing on communication strategy and structure	25	17	2	6	0	50	89	1.78	0.36	2nd
Communication plan reviewed regularly, and adjusted if need be	27	17	0	4	2	50	87	1.74	0.35	3rd
Effective communication reflecting openness and tolerance of cultural differences	21	24	5	0	0	50	84	1.68	0.34	4th
Appropriate communication media for specific purposes/audiences are necessary	30	16	0	2	2	50	80	1.60	0.32	5th
Effective communication strategies are needed to minimise potential disputes and misunderstandings	30	16	0	2	2	50	80	1.60	0.32	6th
Project communication management is vital to the success of World Bank funded projects	43	1	0	0	6	50	75	1.50	0.30	7th
Communication plans and strategies must be determined /established at the outset	45	5	0	0	0	50	75	1.50	0.30	8th
Two-way communications must be encouraged for the smooth running of projects	30	18	2	0	0	50	72	1.44	0.29	9th
Project proponents and stakeholders communicate throughout the project	44	0	0	3	3	50	71	1.42	0.28	10th
Culturally sensitive and appropriate communication is necessary to avoid misunderstandings	34	13	3	0	0	50	69	1.38	0.28	11th
Meetings help overcome communication barriers and increase performance level	34	16	0	0	0	50	66	1.32	0.26	12th
On-going communication between project proponents and its stakeholders	44	3	0	0	3	50	65	1.30	0.26	13th
Communication gives project stakeholders the opportunity to comment or cast a vote	35	15	0	0	0	50	65	1.30	0.26	14th
Clear communication clarifying roles of stakeholders	35	15	0	0	0	50	65	1.30	0.26	15th
Project managers should have excellent communication skills to communicate effectively	37	13	0	0	0	50	63	1.26	0.25	16th
Open communication is required to provide management with some control	45	5	0	0	0	50	55	1.10	0.22	17th

4.7 To determine how communication affects the success of the selected World Bank funded projects in Ghana

4.7.1 Site meetings

All the respondents, thus 100% agreed that site meetings play important role between consultants and project managers.

4.7.2 Training of operatives

Also, 100% of respondents agreed that training of operatives was necessary for onsite communication.

4.7.3 Poor communication

Again, 100% of respondents further agreed that poor communication could result in delay during the execution of World Bank projects.

4.7.4 Poor and distorted information

It was confirmed by 100% of respondents that poor and distorted information affect the level and quality of work done.

4.7.5 Inexperienced interpretation of working drawings

About 48% of respondents agreed that inexperienced interpretation of working drawings can cause a failure in building components but 4% disagreed.

4.7.6 Poor means of communication

All the respondents agreed that poor means of communication leads to distort information and hence affected the communication process negatively.

4.7.7 Language use among operatives

In all, 96% of the respondents agreed to it that the importance of language used among operatives was very essential for effective communication but only 4% disagreed.

4.7.8 Late dissemination of information

About 92% agreed to it that late dissemination of information affected communication process while 8% disagreed.

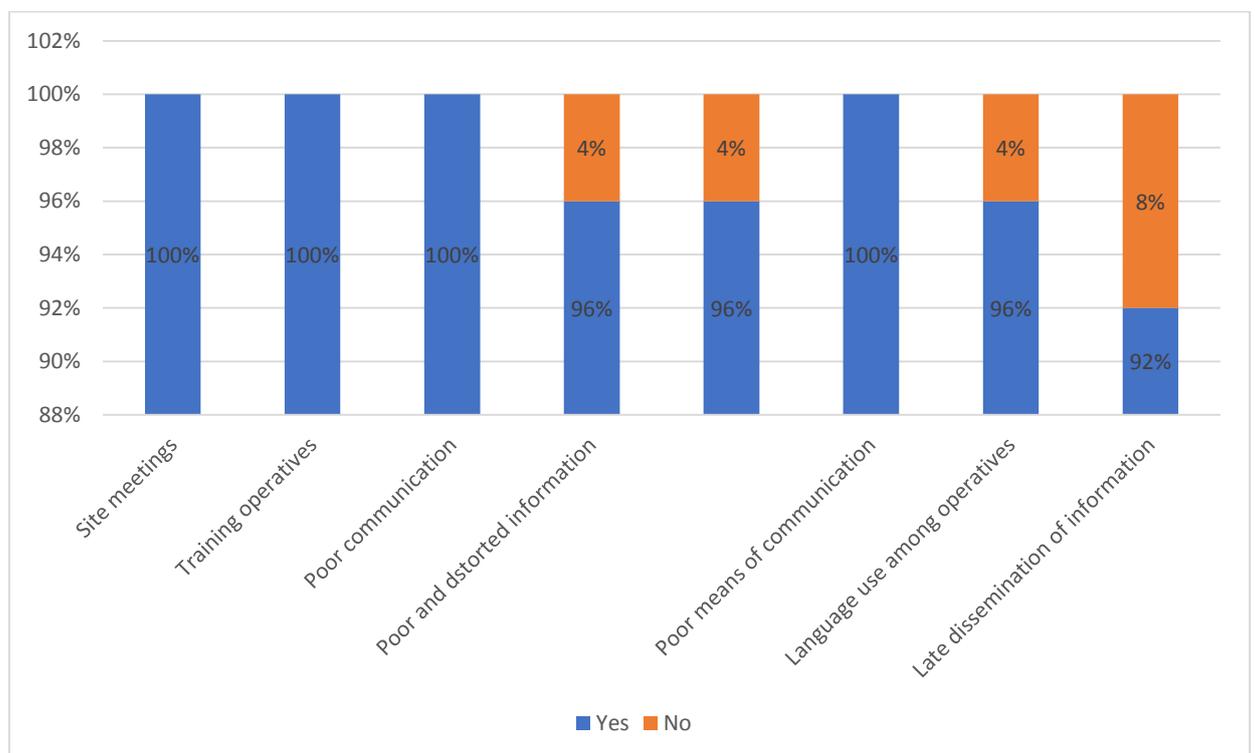


Figure 4.3: How communication affects projects

Source: Fieldwork (2018)

4.9 Discussion

This section discusses the data presented above from the survey results. The study sought to achieve four main objectives as discussed earlier. Results of the survey from the various themes have been elaborated as follows:

Majority of the respondents were males with age distribution mostly 40 years and below. Majority of them were married but a significant number of them were single. Respondents had a very good educational level of which about 76% had master's degree. Majority of the staff who took part of the survey were project managers. Most of them had more than 5 years of work experience with the World Bank. Demographic variables have a significant influence on various aspect of the communication process especially during instructions and project execution. It can either lead to affect the successes or failures of the project. In the Ghanaian culture for instance, age has a very important influence in the communication process because a little sign of poor gesture might be interpreted as disrespect or insubordination especially when dealing with superiors.

In the aspect of value assigned to communication during projects, it was very evident that communication was much valued in executing World Bank projects and in due regards significant amounts have been allocated to cater for communication during project execution. However, some staffs believed that that amount is still not enough and little attention has been given owing to how it can impact on the progress of such projects.

This agrees with the views of Nebo et al., 2015, Schmidt (2014) Zareen (2013), and Osterrieder, (2013) who argued differently that communication is very important in project management and its' much valued by the entire project team. Due to the high value placed on it, Osterrieder even referred to communication as the life blood of a project.

Multiple communication channels were used and in all the channels majority of respondents agreed that it was very effective even though a significant number of them also had a contrary view about the effectiveness of each communication channel employed in the World Bank projects. However, the first five most preferred means of communication were electronic channels followed by face-to-face communication, followed by written messages followed by mobile communication and lastly broadcast media. Project managers therefore, need to be conscious of this in order to achieve efficiency and effectiveness in the communication process.

The channels of communication utilized during World Bank projects were similar to those discussed by Berger and Iyengar (2013) and Tang et al. (2010)

The communication barriers were seen to be numerous ranging from technical, managerial, and human aspects all of which could be reduced with appropriate measures. The most disturbing barrier confirmed by a good number of respondents was the aspect arising from political/community interferences.

In most cases, staff agreed to it strongly that Site meetings, training operatives, poor and distorted information, inexperienced interpretation of working drawings, poor mean of communication, language use among operatives late dissemination of information had a significant effect on projects and could lead to success or failure. This implies that all these variables need due attention during project execution. The findings correspond with the opinions expressed by Cameron et al. (2010), van Bruinessen (2013), Lovell et al. (2010), Madera (2011), Sommer et al. (2012) and Cleland et al. (2012) among others.

CHAPTER FIVE

RESEARCH CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings, conclusion and recommendations of the entire study. The findings were gathered based on analysis of the empirical data collected from the survey. This is followed by recommendation and conclusion.

5.2 Summary of findings

The various findings made by the study have been summarized below

5.2.1 Value of project communication

The study found that communication received some level of attention during World Bank projects of which the value assigned to it is quite significant, thus from 5% to 6% of total budget allocation. In addition, staff were very concern about the communication process including the channel of communication and the way and many information is delivered as well as the time of delivery. However, not all staffs preferred the same medium so each staff had his or her most preferred way of receiving information.

5.2.2 The various communication channels employed in World Bank projects

The World Bank projects used multiple communication channels which includes staff suggestion scheme, satisfaction survey, social gathering, annual reports, site review meetings, website, noticeboards, newsletter, general meeting, formal communication, face-to-face communication and broadcast media. However, amongst these communication channels majority on their effectiveness liked electronic channels

followed by face-to-face communication, followed by written messages followed by mobile communication and broadcast media.

5.2.3 Challenges/communication barriers in World Bank projects

The study found that there have been several challenges in the communication process during projects. Some of the identified barriers were, political/community interference, poor listeners, poor leadership, unclear objectives, cultural differences, unclear communication channels, ineffective reporting systems, information filtering, lack of trust, religious issues, language barrier, age difference, physical barriers, psychological barriers and lack of accountability. It was further found that in most cases the intensity of these barriers were very strong and in few cases the intensity was weak. Nonetheless, each of these barriers was found to affect the success of project management but the most critical challenge had to do with poor communication.

5.2.4 The effect of communication on the success of World Bank funded projects in Ghana

It was found by the study that Site meetings, training operatives, poor and distorted information, inexperienced interpretation of working drawings, poor mean of communication, language use among operatives late dissemination of information had a significant effect on projects and could lead to success or failure.

5.3 Recommendations

- The study recommends that communication has a very important role in project management and hence should be given maximum attention. There should be enough effort to remove all barriers especially those that are easily avoidable. The study further recommends that project managers of World Bank project should utilize the most efficient and effective communication channels especially, electronic channels face-to-face communication, written messages, mobile communication and broadcast media.
- More attention should be given to eliminate variables that cause disturbances in the communication process more importantly, language barriers, cultural barriers, emotions and body language since these are key variables that could mostly cause distortion.

5.4 Conclusion

In sum, the findings reveal that communication is very vital in project management, in due regards it is highly valued by most project managers and so is the case of World Bank. An efficient and effective communication process helps achieve much successes in project execution. However, due to numerous challenges in the communication process and inadequate attention given to it, there has been lots of lapses and this mostly affect the success of project execution as in the case of World Bank project.

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APPENDICES

APPENDIX A

SURVEY QUESTIONNAIRE 1

RESEARCH QUESTIONNAIRE

This research questionnaire seeks to gather responses in order to determine how much project organizers value communication; uncover the various communication channels employed in project management, challenges and finally, determine how communication affects the success of World Bank projects. You are kindly required to provide your honest responses to all the questions in this questionnaire with the assurance that every information provided would not in any way be linked to you or your position and would be treated with utmost confidentiality.

Instruction: you are kindly required to tick your options in the boxes provided, where applicable. Where spaces are provided, please fill them.

Section 1: Demographic characteristics of respondents

	Male	Female
Sex		

	30 and below	31 - 40	41 - 50	50 and above
Age (years)				

	Single	Married	Divorced	Separated	Widowed
Marital status					

	SHS and below	First degree	Masters' degree	PhD
Education				

Section 2 - Respondent Profile

2.1 What World Bank funded project are you involved in?.....

2.2 Which of the following describes your position?

Quantity surveyor	
Director	
Project manager	
Project officer	
Architect	
Accountant	
Consultant	
Contractor	
Beneficiary	
Stakeholder	
Others, (specify)	

1.3 How many years of experience do you have in World Bank funded projects?

- a) Less than 5years b) 5 years to 10years c) 11 years and above

Section 3 - Questions Relating To Communication Channels on Selected Ghanaian World Bank Funded Projects

3.1 From your experience, please tick the appropriate cell if channel is present and indicate how effective or not any of these channels is.

Level of Effectiveness: 1 – Very effective, 2 – Effective, 3 – Neutral, 4 – Ineffective, 5 – Very Ineffective

Communication channel		Tick if present	Effectiveness				
			1	2	3	4	5
1	Staff suggestion scheme						
2	Satisfaction survey						
3	Social gatherings						
4	Annual report						
5	Site review meetings						
6	Website						
7	Noticeboard						
8	Newsletter						
9	General meetings						
10	Formal communication - email, letter, telephone, fax						
11	Face-face communication						
12	Broadcast media - radio, tv etc						

3.2 What is your most preferred channel of communication during World Bank projects? (Please tick only one option)

- Face-to-face communication
- Broadcast media
- Mobile communications
- Electronic channels
- Written messages

Others (if your most preferred option is not stated please write it here)

Section 4 - Questions Relating to Communication Barriers on Selected Ghanaian World Bank Funded Projects.

4.1 Below are potential influences of project communication barriers in Ghana. From your experience, please tick the appropriate cell by indicating how weak or strong any of these barriers is.

Strength of Barrier: 1 – Very strong barrier, 2 – Strong barrier, 3 – Neutral, 4 – Weak barrier, 5 – Very weak barrier

Communication barrier		Strength of Barrier				
		1	2	3	4	5
1	Political/community interference					
2	Poor listeners					
3	Poor leadership					
4	Unclear objectives					
5	Cultural differences					
6	Unclear channels of communication					
7	Ineffective reporting system					
8	Limited resources					
9	Information filtering					
10	Lack of trust					
11	Religious issues					
12	Language barrier					
13	Age difference					
14	Physical barriers					
15	Psychological barriers (stress, anger, low self-esteem, or discrimination)					
16	Lack of accountability					

Section 5 – Effects of Communication on Selected World Bank Funded Projects in

Ghana

(Please tick the approximate cell).

5.1 Relative importance: 1 – Very important, 2 – Important, 3– Neutral, 4 – Unimportant, 5 – Very Unimportant

Effects of Communication		Relative Importance				
		1	2	3	4	5
1	Project communication management is vital to the success of World Bank funded projects					
2	Communication plans and strategies must be determined /established at the outset					
3	Culturally sensitive and appropriate communication is necessary to avoid misunderstandings					
4	Project managers should have excellent communication skills to communicate effectively					
5	Two-way communications must be encouraged for the smooth running of projects					
6	On-going communication between project proponents and its stakeholders					
7	Effective communication reflecting openness and tolerance of cultural differences					
8	Clear communication clarifying roles of stakeholders					
9	Open communication is required to provide management with some control					
10	Meetings help overcome communication barriers and increase performance level					
11	Project proponents and stakeholders communicate throughout the project					
12	Communication plan reviewed regularly, and adjusted if need be					
13	Project type and duration has a bearing on communication strategy and structure					
14	Appropriate communication media for specific purposes/audiences are necessary					
15	Effective communication strategies are needed to minimize potential disputes and misunderstandings					
16	Understanding the language(s) and practices of local culture enhances communication					
17	Communication gives project stakeholders the opportunity to comment or cast a vote					

5.2 – Below are statements relating to project communication on Selected World Bank funded projects in Ghana. From your experience, please express your opinion on how True or Otherwise of each statement on project communication.

	Project Communication	TRUE	FALSE
1	Site meetings are an important channel of communication between the consultants and project managers		
2	Training of operatives is necessary for onsite communication		
3	Poor communication often results into delay, increase in cost, abandonment, amongst other problems		
4	Poor and distorted information will affect the level of work done		
5	Inexperience interpretation of working drawings can cause a failure in building components		
6	Poor means of communication leads to distorted information		
7	The importance of language used among operatives is very essential for effective communication		
8	Late dissemination of information will affect output negatively		

APPENDIX B

SURVEY QUESTIONNAIRE TWO

1. Is communication valuable enough to have a budget allocation?
 - a. YES b. NO

2. What percentage of the total budget is allocated for communication?
 - a. 5% or less b. 6 - 10% c. 11 - 15% d. 16 - 20% e. 21% or more

3. Will you say the allocation is enough or inadequate?
 - a. Enough b. Inadequate