Community’, ‘Coordination’ and ‘Communication’ in post-conflict reconstruction and development: Triple ‘C’ lessons from projects implemented in Kosovo

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ABSTRACT

The international community and its local partners face many strategic challenges in the execution of projects, including weak communication, poor coordination and lack of community participation at various stages of a project life cycle. In a post-conflict society deeply affected by continuing periodic violence, a comprehensive strategic communication plan is vital given the complexity and politically sensitive nature of project implementation. Under these circumstances, while emphasising the importance of strategic communication and coordination, it is critical to develop processes and practices in a coherent and cohesive manner to promote and support reconstruction and development of projects used by the beneficiary community.

Keywords: Volatility, Risk, Instability, Flexibility, Extremes, Organisational/Personal Learning

1. POST-CONFLICT RECONSTRUCTION MANAGEMENT

In the aftermath of a conflict, international and humanitarian organisations play a key role in the process of stabilising a fragile and split society (Korhonen, 2004). The World Bank and other agencies have conducted a systematic ‘review and evaluation’ of completed projects over a period of many years. In the reviews, it has been concluded that there was genuinely no mutual agreement on the primary goals and objectives of the projects implemented by funding agencies, civil society organisations and the local community. More often, it was perceived that in development projects there was weak team leadership, inconsistent support from senior management and a lack of clarity from key stakeholders. In particular, not determining and clarifying the roles and responsibilities of stakeholders directly hampered the projects’ success and such projects often lacked adequate local resources to fully implement and enforce programs. There were few feedback mechanisms, even though the objective in monitoring and controlling projects was to provide early detection of problems. Detailed analyses of major risks undertaken in the life cycle of the project were poor or non-existent. Similarly, effective implementation often was delayed by bureaucratic processes such as obtaining financial, procurement and personnel approvals (Austin, 2000; Youker, 1999, 2003). Thus, security and stability are major prerequisites for sustainable growth in order to continue the efforts of reconstruction (Ahmad, 2001).
The aim of the paper is to understand the ‘project communication management’ techniques for planning and implementing reconstruction projects.

1.1 Role of the International Community

The international community is making continued efforts to restore peace and strengthen the livelihood of many countries in the wake of conflict. Examples include rehabilitation programs in Rwanda after the 1994 genocide to restructure the imbalanced economic, social and political institutions (Green & Ahmed, 1999), bilateral aid and development programs built on peace agreements by international financial institutions such as those in Guatemala and El Salvador (Pearce, 1999), the involvement of the USA in nation-building in Afghanistan and Iraq (Brownlee, 2007) and the United Nation (UN) involvement in the economic reconstruction programs in Bosnia, Kosovo and East Timor (Matheson, 2001).

Given the widespread, unsettling nature of uncertainty after a conflict, there can be strong indications that peaceful resolutions may not be imminent. Consequently, the international community must put greater emphasis on economic recovery and social reforms to prevent outbreaks of further violence (Baly, 2004). The reconstruction of infrastructure projects in a post-conflict society commences after the emergency and recovery phase which, in most cases, is three to four years, but can be even more after the conflict ends. Even with a relatively secured environment in which to implement long-term projects, post-conflict reconstruction (PCR) is deemed to be a development challenge (Barakat & Chard, 2002).

In the aftermath of serious conflict, international and humanitarian organisations play a key role in the process of stabilising a fragile and split society (Korhonen, 2004). They need to develop a framework to ensure adequate investment opportunities in key infrastructure are part of comprehensive development projects. Thus, a post-conflict society depends upon external funding to implement rebuilding projects for a considerable period of time after the war. When the situation stabilises, the resource development projects can be designed to provide opportunities and improve the future political and economic prospects of the conflict-prone and war-torn societies. The international
Community should aim to focus on conflict resolution by supporting and strengthening local capacity building. This can be achieved through economic revitalisation of society and reconstruction processes that, ultimately, lead to long-term development plans (Maresca, 2004).

1.2 Lack of Communication and Community Participation

While members of civil society often are described as partners in the implementation of development projects, seldom are they included in decision-making processes. To achieve sustained growth and development, beneficiaries must be engaged systematically in the planning and decision-making processes throughout the life cycle of the project (Gennip, 2005; World Bank, 2006). However, a study of the post-war recovery projects in Kosovo found that the views of the members of the community were not utilised effectively in the reconstruction process (King & Mason, 2006).

Despite community participation being espoused as a key component of development strategy, consultation demands significant time and resources (Brown, 2005; Engel, 2003). It is difficult to strengthen early and continuous participation of local stakeholders and beneficiaries in the project design and implementation, as many skilled and educated persons do not return to the reconstruction zone immediately after the conflict. In the aftermath of war, donors also find it hard to communicate potential concerns or challenges about projects at an early enough stage, due to distance and poor communication infrastructure (Youker, 1999). To help restore and nurture the confidence of the local community throughout the reconstruction process, it is vital to develop a comprehensive communications strategy (Locurcio, 2005; Mashatt, Long & Crum, 2008).

1.3 Effective Communication Strategy in Post-Conflict Society

Project communication management provides the critical links between people, ideas and information that are necessary for success. The knowledge area is required to ensure timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information (PMBOK\textsuperscript{1}, 2008). Communication plays a fundamental role in providing sustained, coordinated and focused support for the effective implementation of projects in PCR development. In a rapidly

\textsuperscript{1}A Guide to the Project Management Body of Knowledge (PMBOK Guide) is a book which presents a set of standard terminology and guidelines for project management
evolving society, an effective communication plan and active participation by all stakeholders in the decision-making process significantly can improve transparency and accountability (World Bank, 2006). They can offer appropriate opportunities to contribute to the decision-making process and policy development involving marginalised and isolated members of the community. It is also crucial that the project information shared is understood fully by the beneficiaries in order to foster acceptance of the services and resources associated with the project. The communication strategy is aimed at formulating coordinated action between development agencies and local stakeholders to promote community involvement in the design and implementation of projects and dissemination of results (FAO, 2006; World Bank, 2006).

Within the framework of the communication plan, mechanisms must be created to:

- balance exchanges of information and establish strong consensus on key issues and problems among multiple stakeholders; and
- support the beneficiaries or target groups of the project by assisting in identifying and defining project objectives that reflect the needs of the community.

The framework, then, can facilitate and strengthen the active participation of all relevant stakeholders at any moment in all stages of the project cycle. Full and effective involvement of all stakeholders of the project can promote sustainable development efforts (Mefalopoulos, 2005).

The key research question for this paper was to examine the complexities of communication in planning and implementing large infrastructure projects.

2. RESEARCH METHODOLOGY

2.1 Study Design and Sampling

Kosovo’s recent history has been dominated by the Post-conflict Reconstruction ‘developmental’ phase with international donors financing major construction and engineering projects. A combined quantitative/qualitative study was used to examine the complexities of planning and implementing large infrastructure projects, to establish whether they address some of the problems facing post-conflict societies, to assess how effectively they can be implemented in actual communities and to explore what can be learnt from these projects to widen their application to other post-conflict
situations. A total of 420 respondents were involved in the study process, which involved Project Managers and Country Directors who took part in the survey and semi-structured interviews.

In this study, a case study approach was used as the method of data collection. Conducted in Kosovo, the exploratory study was designed to identify how well the infrastructure reconstruction projects had been established, planned, organised, executed and controlled by multilateral agencies in the post-conflict society. Analysis of project attributes was aimed at identifying the areas of project strength and weakness but, more importantly, it also focused on identifying differences of opinion within reconstruction project teams. Interactive methods were established to gather high quality data to investigate the post-conflict reconstruction projects within social, physical and governance contexts.

2.2 Selection and Recruitment of Participants

It was determined to select as participants for the study those who were practitioners within the NGOs, government personnel, donors and personnel from other national/international agencies who played a role in infrastructure reconstruction projects within the previous four years; viz., from 2004 to 2008. Access to potential participants for the study was through the European Agency for Reconstruction (EAR) whose main responsibility was to identify, prepare and implement reconstruction projects in Kosovo (EAR, 2009). A purposive sampling technique was used to recruit the participants. Purposive sampling is the method by which the researcher chooses participants because of their insight and experience in the research topic (Cooper & Schindler, 2008; McMillan, 2004). Snowball sampling was used to identify additional participants who could provide information on practice-based personnel during the process (Cooper & Schindler, 2008). A formal approach was made to the Country Directors of the international and local reconstruction and development agencies in Kosovo. The Country Directors of these organisations were given an opportunity to complete the survey questionnaire and to take part in the interview. The Country Directors also provided the names of project managers working on their projects.
3. RESEARCH FINDINGS AND DISCUSSION

Questionnaires, being commonly used in management research (Moorman & Podsakoff, 1992), can be an effective means of gathering comparable information and making decisions when dealing with a wide range of complex information from organisations and individuals.

3.1 Quantitative Findings for Project Communication Management

Table 1: (Appendix 1) provides summary statistics of project communication management responses regarding project delivery. The influence of the project communication management style factors on project delivery that measures the specific variables from the point of view of PMs/Engineers was examined.

3.1.1 The key stakeholders were correctly identified.

In societies emerging from conflict, there is a sense of commitment and urgency to identify and communicate with the stakeholders early in the life of the project (Mashatt et al., 2008). For timely and effective restoration of economic and social implementation of reconstruction program and projects, 59.5 percent of the respondents said they had identified all relevant stakeholders involved in the development of the civil society (42.4 percent of the respondents said ‘largely’, and 17.1 percent said ‘great deal’). Of the respondents, 28.1 percent reported the most appropriate stakeholders were ‘somewhat’ identified, especially early in the project’s life cycle ($\bar{X}=3.63$, $M=4.00$ and Mode=4).

3.1.2 There was a common understanding of agreement on stakeholders’ requirements.

A vital component of the project organisation is to secure a common understanding of the roles and responsibilities of key stakeholders and to ensure they are kept actively involved and informed (Brinkerhoff & Brinkerhoff, 2002). Though most PMs were involved in infrastructure reconstruction projects in Kosovo, only 63 percent of the respondents acknowledged that the stakeholders developed a common understanding of the goals and objectives that need to be achieved (49.3 percent of the respondents said ‘largely’, and 13.7 percent said ‘great deal’). Approximately 26.5 percent of the respondents believed that the stakeholders ‘somewhat’ developed a common understanding and agreement for the purpose of the project ($\bar{X}=3.64$, $M=4.00$ and Mode=4).
3.1.3 The communication channels for reporting project problems are clear.

In the light of changes in its operating environment, there is a need for a clear and transparent channel of communication to be outlined for reporting project problems (Gordon, Rodt & Wolff, 2006). In ensuring that there is an effective communication strategy maintained and respected between the various parties involved in the program, 66.4 percent of the respondents agreed that organisations do have a reporting strategy appropriate to a post-conflict environment (41.1 percent said ‘largely’, 25.3 percent said ‘great deal’). At the same time, 27.5 percent said reporting project status within affected communities was only ‘somewhat’ clear ($\bar{X}$=3.84, M=4.00 and Mode=4).

3.1.4 The communication channels are clear between the organisation and the community.

There is a lack of effective community participation in the decision-making process by representatives from all major groups in the society. This deprives the community of the right to participate and to be consulted before initiating any development projects. Implementing understandable mechanisms and processes of communication between the organisation and the community can assist effective community participation (Orr, 2002). The majority (61.1 percent) of the PMs in practice believed there was a two-way relationship between the community and the organisation (37.2 percent of the respondents said ‘largely’, and 23.9 percent said ‘great deal’). Despite the existence of organisation and beneficiary communication channels, 28.7 percent of the respondents said the projects had only established a ‘somewhat’ lucid communication process ($\bar{X}$=3.73, M=4.00 and Mode=4).

3.1.5 The project meetings provided helpful and accurate project information.

To address complex, challenging issues, the use of follow-up meetings and ongoing reviews on the progress of the project can have a positive impact on the beneficiary communities (Roche, 1999). The PMs were asked if the project review meetings were especially helpful. Remarkably 71 percent of the PMs said they were beneficial to all parties concerned (45.1 percent said ‘largely’, 25.9 percent said ‘great deal’). However, 24.6 percent said they were ‘somewhat’ helpful to the organisation ($\bar{X}$=3.91, M=4.00 and Mode=4).
3.1.6 The project is committed to keeping all stakeholders informed about the project’s progress.

The implementing agency should be committed to openness and transparency in its decision-making, and must keep all relevant stakeholders proactively informed of the project’s activities and anticipated impact (Mutebi, Stone & Thin, 2003). In relation to approaches for drawing and sustaining stakeholder’s participation and having an impact on local decision-making, 71.4 percent of the respondents gratefully acknowledged that the organisation’s project team is committed to keeping stakeholders informed (43.8 percent said ‘largely’ and 27.7 percent said ‘great deal’). Of the total respondents, 23.7 percent reported the PMs were committed ‘somewhat’ to keeping stakeholders informed about project progress, delays and milestones achieved (X̄=3.93, M=4.00 and Mode=4).

3.1.7 Project team members often informally discussed project matters.

Regardless of the approach undertaken, in order to build relationships and encourage teamwork it is good to exchange project-related matters in an informal way (Agadjanian & Menjivar, 2008). Asked within the team if informal communications were supported, 68.3 percent of the respondents believed they had experienced informal discussion of the project’s progress in the organisation (38 percent said ‘largely’, while 30.3 percent responded ‘great deal’). More than 24.4 percent reported the team ‘somewhat’ encouraged informal communication in organisations (X̄=3.89, M=4.00 and Mode=4).

3.1.8 The organisation had detailed information tracked for the project.

Due to the lack of skilled resources and severe shortfalls of funding, PMs may control multiple projects simultaneously in different areas of operations. It is crucial for the project team to track systematically the progress of the project (Payne, 1995). Even though different team roles have different functional areas formally assigned, overall only 60 percent of the PMs stated that the organisation had sufficient information tracked for the projects implemented (32.7 percent said ‘largely’, and 27.3 percent said ‘great deal’). Of the total respondents, 31.4 percent of the respondents indicated the projects only ‘somewhat’ tracked a record of information (X̄=3.76, M=4.00 and Mode=4).
3.1.9 *Project stakeholders review information on the project and seek to address any issues raised.*

Stakeholders are affected by the outcome of the project and responsibility for engaging the stakeholders rests with the project team to seek information on key issues and concerns about the project (Pinto, 2000). In engaging stakeholders in the review process, close to 62.8 percent of respondents reported that the stakeholders reviewed information and endorsed action to address them (48.8 percent said ‘largely’, and 14 percent said ‘great deal’). In these initiatives, 27.9 percent said that stakeholders only ‘somewhat’ monitored and responded to the issues raised by the group ($\bar{X}=3.67$, $M=4.00$ and Mode=4).

3.1.10 *The organisation could resolve conflict when it arose.*

In volatile and fast-changing circumstances, conflict is inevitable in project organisations, and project teams have to deal with many issues throughout the life cycle of the project (Nicholas, 2004). Drawing from the experience of the PMs, 62.3 percent believed the organisations they represented could resolve conflict situations successfully (39 percent stated ‘largely’ and 23.3 percent acknowledged ‘great deal’). In examining the needs of the society, 28.7 percent reported the organisation involved in reconstruction projects had a policy that ‘somewhat’ addressed conflict as and when it arose ($\bar{X}=3.75$, $M=4.00$, Mode=4).

3.2 **Principal Component Analysis**

Principal Component Analysis (PCA) was used on each section of questions that focused on the planning, execution and management of the projects to determine the internal structure of the scales. The cut-off point used was an eigenvalue of at least 1.0 and it provided a meaningful lower limit for determination of factors (Hattie, 1985; Kaiser, 1960). A PCA analysis performed on the statements in project communication management resulted in two factors with an eigenvalue greater than 1, accounting for 60% of the variance in the data. Table 2 (Appendix – 2) shows the Varimax Rotated Factor Matrix and the factor loadings for the 10 statements.
3.2.1 Factor 1: Implement effective communication strategies

In stabilising a post-conflict situation, it is important to establish a process of information sharing and coordination both for the organisation and intended beneficiaries. Furthermore, it is important to find out what the intended beneficiaries actually want and develop a better mechanism for information sharing. Also, the practice of sharing information within and across agencies will minimise duplication of services, streamline operations, invest in resources in critical areas of need and identify both internal and external key stakeholders to the project for the decision-making process. Doing so early in the life of the project will assist the project team to implement the project effectively.

3.2.2 Factor 2: Engage stakeholders

The key issues PMs try to address within the diversity of a post-conflict environment are outreach and engaging all stakeholders. Gaining the support of the stakeholders is crucial and, at the same time, it is important to keep them informed and consulted in the decision-making process. In a situation like this, the project team should initiate more informal discussion on technical aspects of the project and, at times, the discussion could help reduce potential disputes and assist to resolve conflicts and disagreements.

3.3 Qualitative Findings:

In strengthening civil society post–conflict peace building processes, respondents stated that the community was actively involved, albeit only in the last couple of years. Immediately after the transition phase, the community was asked to participate in the project planning and implementation processes. Nonetheless, respondents reported that during the emergency phase it was not possible to consult the community due to the critical need for the projects to be completed before the harsh winter set in. A significant number of respondents commented on the need to ensure continued citizen mobilisation and participation during the development phase of large infrastructure projects, knowing that, eventually, they would have a profound impact on the community at large, and help the beneficiaries to shape their national social and economic policies.
All respondents zealously stated that communication is one of the biggest problems in a conflicting society where one is working with the team, and multiple stakeholders, to deliver the project on time and to a given budget. Moreover, in addition to bureaucratic and political influences, most respondents indicated that by not having proper communications standards and processes planned out much earlier in the life of the project, it does have a strong impact on project success or failure. Respondents emphasised that, faced with a high level of uncertainty and complexity, miscommunication amongst project stakeholders, contractors and relevant government departments leads to a slowing down in the delivery of development programs. A program coordinator working for a school infrastructure project in Pristina had this to say about community participation:

If there is no participation by the local people to know what infrastructure the community requires, then the organisation is reigniting the economic and social tension.

The respondents nominated cooperation, coordination, government buy-in and community engagement as key variables. Respondents were complimentary about the continued level of international military presence (North Atlantic Treaty Organisation) in Kosovo, which promoted security. Many suggested that with a strong security presence there was considerable scope for making coordination more efficient. However, Kosovo still lacked functional coordination among the donors, United Nation and the Non-Government Organisations (NGOs), which slowed the process of rebuilding. They also identified a low level of cooperation between the government and civil society.

Also, participants commented about adopting a coherent communication strategy to be factored into the planning process on how reporting would be carried out with stakeholders to ensure the exchange of all relevant information. Respondents emphasised that not all those engaged in the process were aware of the project status and, as a result, there was a long-term development impact on a project. Lastly, and more importantly, potential beneficiaries themselves felt they were left out of the whole process when they had to use the project’s resultant products and services. The following quote describes the impressions from many respondents:

I think communication is the heart of the problems in projects that we have implemented.
Respondents were totally mixed in their response to the query of community participation in policy development, program design or implementation. No doubt, there was very limited community participation in Kosovo immediately after the war; however, there has been considerable progress made by the international community in promoting good governance to accept them in the political, social and economic processes of the society. Finally, respondents felt that there was a necessity for building relationships and trust between factions of the conflict-affected groups to support the peace-building agenda. The following quotes give a clear picture of the communication challenges:

*There is a lack of communication sometimes … there is sometimes miscommunication between different departments, which unnecessarily slows down the project implementation process and it does affect efficient delivery.*

*Well communication challenges are left out because the stakeholders are not always involved in the implementation of a project. Therefore, that could create a lot of confusion, and there are no proper procedures for communication … and if there is a problem, people gather around, but there are no standard procedures of how to do it.*

*In the planning phase we need to initiate, we need to clarify, what communications processes are used, who is responsible for what, and what is the process of communication that needs to be used for decision-making, or for solving problem.*

4 CONCLUSION

Kosovo represented a form of support and collaboration among the international donor community in countries emerging from a destructive civil war. Following the end of hostilities, the local community welcomed the military intervention, and the international community appeared poised to support the local development. Kosovo received a large amount of external financial aid. Unlike other post-conflict states such as East Timor, Afghanistan and Iraq, the presence of humanitarian organisations and the implementation of donor programs in Kosovo were more effective. Nevertheless, the project team and the organisation should make information accessible to key stakeholders at key project stages in a transparent and timely manner. It is essential to establish formal channels of communication standards within the project plan.

In essence, before an organisation proceeds with the execution of the project, it is important that all key stakeholders are rightly identified and that they have a common understanding and acceptance of deliverables associated with milestones. The project team must ensure that there is clear and regular
communication with the local community, have interagency interaction and keep stakeholders updated on the implementation process. There are project issues that arise during planning and implementation processes and PMs, in consultation with the community and stakeholders, should address grievances and resolve conflicts before they escalate. Finally, the project organisation should establish supportive mechanisms for the field staff to report, document activities and encourage discussion of conflicting views on issues important to the community.

While post-conflict societies differ from one country to another, the study indicated a need for recommendations to ensure engagement through broader community participation. Programs and projects should be aimed at supporting civil society participation throughout the life cycle of a project. In the volatile and fast changing circumstances of post-conflict societies, project risks are extremely complex when expediting the project development schedule, though wider community participation can help minimise the risks. It is also recommended that the community become involved in the selection of projects in order to help reduce conflicts regarding their scope, and increase acceptance of the project outcomes by intended beneficiaries.
REFERENCES


## APPENDIX 1

### Table 1: Responses to Project Communication Management Variables

<table>
<thead>
<tr>
<th>Project Communication Management</th>
<th>Frequency Valid</th>
<th>Not at all</th>
<th>Little</th>
<th>Somewhat</th>
<th>Largely</th>
<th>Great deal</th>
<th>Unsure</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The key stakeholders were correctly identified.</td>
<td>Frequency</td>
<td>2</td>
<td>25</td>
<td>61</td>
<td>92</td>
<td>37</td>
<td>13</td>
<td>230</td>
</tr>
<tr>
<td></td>
<td>Valid %</td>
<td>.9</td>
<td>11.5</td>
<td>28.1</td>
<td>42.4</td>
<td>17.1</td>
<td></td>
<td>100.0</td>
</tr>
<tr>
<td>There was a common understanding of agreement on stakeholders’ requirements.</td>
<td>Frequency</td>
<td>4</td>
<td>19</td>
<td>58</td>
<td>108</td>
<td>30</td>
<td>11</td>
<td>230</td>
</tr>
<tr>
<td></td>
<td>Valid %</td>
<td>1.8</td>
<td>8.7</td>
<td>26.5</td>
<td>49.3</td>
<td>13.7</td>
<td></td>
<td>100.0</td>
</tr>
<tr>
<td>The communication channels for reporting project problems are clear.</td>
<td>Frequency</td>
<td>3</td>
<td>11</td>
<td>63</td>
<td>94</td>
<td>58</td>
<td>2</td>
<td>231</td>
</tr>
<tr>
<td></td>
<td>Valid %</td>
<td>1.3</td>
<td>4.8</td>
<td>27.5</td>
<td>41.1</td>
<td>25.3</td>
<td></td>
<td>100.0</td>
</tr>
<tr>
<td>The communication channels are clear between the organisation and the community.</td>
<td>Frequency</td>
<td>5</td>
<td>18</td>
<td>65</td>
<td>84</td>
<td>54</td>
<td>4</td>
<td>230</td>
</tr>
<tr>
<td></td>
<td>Valid %</td>
<td>2.2</td>
<td>8.0</td>
<td>28.7</td>
<td>37.2</td>
<td>23.9</td>
<td></td>
<td>100.0</td>
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<tr>
<td>The project meetings provided helpful and accurate project information.</td>
<td>Frequency</td>
<td>3</td>
<td>7</td>
<td>55</td>
<td>101</td>
<td>58</td>
<td>5</td>
<td>229</td>
</tr>
<tr>
<td></td>
<td>Valid %</td>
<td>1.3</td>
<td>3.1</td>
<td>24.6</td>
<td>45.1</td>
<td>25.9</td>
<td></td>
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<tr>
<td>The project is committed to keeping all stakeholders informed about the project’s progress.</td>
<td>Frequency</td>
<td>3</td>
<td>8</td>
<td>53</td>
<td>98</td>
<td>62</td>
<td>6</td>
<td>230</td>
</tr>
<tr>
<td></td>
<td>Valid %</td>
<td>1.3</td>
<td>3.6</td>
<td>23.7</td>
<td>43.7</td>
<td>27.7</td>
<td></td>
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<tr>
<td>Project team members often informally discussed project matters.</td>
<td>Frequency</td>
<td>5</td>
<td>11</td>
<td>54</td>
<td>84</td>
<td>67</td>
<td>10</td>
<td>231</td>
</tr>
<tr>
<td></td>
<td>Valid %</td>
<td>2.3</td>
<td>5.0</td>
<td>24.4</td>
<td>38.0</td>
<td>30.3</td>
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<td>The organisation had detailed information tracked for the project.</td>
<td>Frequency</td>
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<td>14</td>
<td>69</td>
<td>72</td>
<td>60</td>
<td>7</td>
<td>227</td>
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<tr>
<td></td>
<td>Valid %</td>
<td>2.3</td>
<td>6.3</td>
<td>31.4</td>
<td>32.7</td>
<td>27.3</td>
<td></td>
<td>100.0</td>
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<tr>
<td>Project stakeholders review information of the project and seek to address any issues raised.</td>
<td>Frequency</td>
<td>2</td>
<td>18</td>
<td>60</td>
<td>105</td>
<td>30</td>
<td>12</td>
<td>227</td>
</tr>
<tr>
<td></td>
<td>Valid %</td>
<td>.9</td>
<td>8.4</td>
<td>27.9</td>
<td>48.8</td>
<td>14.0</td>
<td></td>
<td>100.0</td>
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<tr>
<td>The organisation could resolve conflict when it arose.</td>
<td>Frequency</td>
<td>3</td>
<td>17</td>
<td>64</td>
<td>87</td>
<td>52</td>
<td>5</td>
<td>228</td>
</tr>
<tr>
<td></td>
<td>Valid %</td>
<td>1.3</td>
<td>7.7</td>
<td>28.7</td>
<td>39.0</td>
<td>23.3</td>
<td></td>
<td>100.0</td>
</tr>
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</table>
APPENDIX 2

Table 2: Varimax Rotated Factor Matrix for Project Communication Management

<table>
<thead>
<tr>
<th>Project Communication Management</th>
<th>Factor 1</th>
<th>Factor 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>The communication channels for reporting project problems are clear.</td>
<td>.834</td>
<td>.123</td>
</tr>
<tr>
<td>The communication channels are clear between the organisation and the community.</td>
<td>.792</td>
<td>.257</td>
</tr>
<tr>
<td>The project meetings provided helpful and accurate project information.</td>
<td>.671</td>
<td>.417</td>
</tr>
<tr>
<td>There was a common understanding of agreement on stakeholders’ requirements.</td>
<td>.663</td>
<td>.185</td>
</tr>
<tr>
<td>The key stakeholders were correctly identified.</td>
<td>.607</td>
<td>.234</td>
</tr>
<tr>
<td>The organisation could resolve conflict when it arose.</td>
<td>.573</td>
<td>.388</td>
</tr>
<tr>
<td>The organisation has detailed information tracked for the project</td>
<td>.446</td>
<td>.706</td>
</tr>
<tr>
<td>Project stakeholders review information on the project and seek to address any issues raised.</td>
<td>.431</td>
<td>.548</td>
</tr>
<tr>
<td>The project is committed to keeping all stakeholders informed about the project’s progress.</td>
<td>.405</td>
<td>.685</td>
</tr>
<tr>
<td>Project team members often informally discussed project matters.</td>
<td>.016</td>
<td>.888</td>
</tr>
</tbody>
</table>