

## **Effect of Communication on Performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County**

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### **ABSTRACT**

*Despite the substantial investment and resources allocated to the World Bank-funded informal settlements projects, there is an observable variation in their outcomes, with some projects failing to achieve their intended goals of improving living conditions and infrastructure therefore the study sought to assess the effect of communication on performance of world bank funded informal settlements improvement projects in Nakuru West Sub-County. A descriptive research design was adopted for the study. The total target population was 155 project representatives. Since the study population was manageable, a census was adopted to incorporate all the targeted respondents. The study collected primary data. A questionnaire was utilized to gather the primary data necessary for the study. A pilot test was conducted in Eldoret City for the World Bank funded KISIP projects. The content validity of this study was enhanced by seeking the views of experts in the field of study, especially the research supervisor. Reliability in this study was improved by pre-testing the questionnaire with a selected sample that was not included in the main study. An internal consistency technique was adopted through the utilization of Cronbach's Alpha. Quantitative data were analyzed using descriptive and inferential statistics with the Statistical Package for Social Sciences. Descriptive statistics involved the use of measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistics involved the use of Pearson correlation analysis to establish the nature of the affiliation amongst variables. After analysis, data was presented in the form of tables. From the findings, the study established that there exists a strong positive and significant relationship between communication ( $r=0.897$ ,  $p=0.018$ ) on the performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County. The study concluded that effective communication was a fundamental factor in influencing project performance by ensuring inclusivity among stakeholders and improving project efficiency. It also concluded that the use of diverse communication platforms, a clear communication plan, and frequent updates fostered stakeholder engagement, role clarity, and accountability. From the findings and conclusions, the study recommended that the communication team of the World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County should diversify and enhance communication platforms to ensure inclusivity and stakeholder engagement.*

**Key Words:** Communication, Performance, World Bank-funded informal settlements projects.

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### **1. INTRODUCTION**

Communication in projects refers to the structured exchange of information among stakeholders, team members, and management throughout the project lifecycle. It involves the timely and accurate sharing of ideas, instructions, feedback, and progress updates to ensure that all parties are aligned with the project objectives, timelines, and deliverables (PMI, 2017). Effective communication facilitates coordination, minimizes misunderstandings, enhances decision-making, and supports the successful execution of tasks (Kerzner, 2019). It includes both formal and informal channels such as meetings, emails, reports, and digital collaboration tools, and is essential for fostering transparency, trust, and accountability in project environments (Turner, 2014).

Communication is a central element in the success of development projects because it facilitates the flow of information, strengthens stakeholder engagement, and reduces misunderstandings that could derail project objectives.

According to Men and Yue (2019), effective communication enhances trust, promotes collaboration, and ensures that all project participants are aligned with common goals. In development projects, particularly those involving diverse stakeholders such as local communities, government agencies, and international donors, communication plays a critical role in coordinating activities and resolving conflicts (Mazzei, 2020). Without consistent and clear communication, projects are likely to face delays, resource misallocation, or even failure. In the context of projects targeting informal settlements, communication becomes even more vital because of the sensitive socio-economic dynamics and the need for community ownership and participation (Njiru, 2020). Therefore, an understanding of how communication influences project activities provide a valuable foundation for improving outcomes in such complex environments.

The performance of a World Bank-funded Informal Settlements Improvement Projects is a comprehensive evaluation of how effectively the project meets its goals of enhancing living conditions in informal settlements. This performance encompasses various dimensions, including the successful delivery of infrastructure improvements, the impact on residents' daily lives, and the long-term sustainability of the interventions (Ouma., Mitlin, & Beth Chitekwe-Biti, 2024). Essentially, the performance reflects the project's ability to achieve its intended outcomes, which typically include better sanitation, improved housing, and more reliable access to essential services like water and electricity. Evaluating performance involves assessing whether the project has met its objectives within the allocated budget and timeframe, and whether the benefits have reached the intended beneficiaries (Barang'a & Noor, 2024).

To measure performance, several key criteria are used. Firstly, infrastructure improvements are closely monitored to ensure that they meet quality standards and are completed on schedule (Mwafongo, 2022). This involves inspecting the construction of sewage networks, and other essential facilities. Performance is also gauged by the extent to which these improvements enhance the living conditions of residents. This can be measured through indicators such as the reduction in waterborne diseases, improved access to clean water and sanitation, and increased property values in the upgraded areas (Chen., Xiang., & Jia, 2022)

Another important measure of performance is the effectiveness of community engagement and participation. Successful projects often involve local residents in the planning and implementation phases to ensure that the interventions address their specific needs (Anyango, 2022). Performance in this area is evaluated by assessing the level of community involvement, the adequacy of capacity-building initiatives, and the degree to which local stakeholders are empowered to maintain and manage the improvements. Feedback from residents and community leaders provides valuable insights into the project's impact and helps identify areas for improvement (Abdi, 2020).

In Kenya, the performance of informal settlements improvement projects, particularly under programs like the Kenya Informal Settlements Improvement Project (KISIP), has been mixed. According to Gulyani and Talukdar (2018), projects that emphasized clear and consistent communication with settlement communities recorded better outcomes in areas such as land tenure security, infrastructure upgrades, and social service delivery, (Trzeciak & Jonek-Kowalska, 2021). Community meetings, participatory planning sessions, and information dissemination campaigns helped foster trust and align project goals with resident expectations. However, studies have shown that performance has often been undermined by poor communication strategies, especially where project information was not adequately shared with residents, leading to misconceptions and low project ownership (Mwangi & Wanjohi, 2020). The World Bank (2020) emphasized that improving communication frameworks remains crucial to enhancing the sustainability and effectiveness of settlement upgrading projects in Kenya.

### **1.1 Statement of the Problem**

The performance of the World Bank-funded Kenya Informal Settlements Improvement Projects (KISIP) has been a source of concern in Kenya, where it was intended to enhance living conditions and secure tenure in informal urban areas. Initiated in 2011, KISIP's goals included infrastructure enhancements, regularization of land, and strengthening institutional frameworks, but numerous challenges have affected its execution (World Bank, 2020). There are significant gaps in the delivery of key infrastructure improvements, such as roads, sanitation, and access to

clean water, which affect the overall effectiveness of these projects. For instance, the State Department of Lands and Urban Planning, (2022) indicated a sluggish progress in issuing land titles for tenure security. By 2021, only 540 titles were issued across settlements in Nyeri, Malindi, Kakamega, and Eldoret, indicating a vast disparity between objectives and achievements. This delay can be linked to bureaucratic hurdles, land disputes, and complex legal systems regarding land ownership in Kenya (World Bank, 2022). A report by the State Department of Lands and Urban Planning, (2022) further revealed that only 35% of the targeted roads in informal settlements had been fully constructed, while only 42% of homes had gained access to piped water connections under the World Bank-funded projects.

In Nakuru West Sub-County, a region significantly affected by informal settlements, the performance of World Bank-funded projects has been particularly problematic. With an estimated population of over 200,000 residents living in informal settlements such as Kaptembwa and Rhonda areas, the need for infrastructural improvements is urgent. However, progress in these areas has been slow, and residents continue to face inadequate infrastructure, (World Bank, 2022). For example, in Bondeni, less than 30% of households have access to basic sanitation facilities, and many families still rely on pit latrines that are prone to contamination, exacerbating health risks such as cholera outbreaks. Furthermore, while the World Bank-funded projects have been aimed at improving the housing quality in Nakuru West, over 40% of households have not yet benefited from the planned housing upgrades (Nakuru County Government, 2022). This slow implementation of infrastructure projects has led to continued poor living conditions, undermining the intended outcomes of the World Bank's investments. It's based on the mentioned problem that the current study sought to assess the effect of communication on performance of World Bank Funded Informal Settlements in Nakuru West Sub-County.

## **1.2 Objectives of the Study**

The objective of the study was to assess the effect of communication on performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Review**

The study will be anchored on the stakeholder theory. Stakeholder theory first articulated by Freeman (1984), emphasizes that organizations must address the needs and interests of all stakeholders who can affect or are affected by organizational outcomes. Unlike traditional shareholder-centered models, Stakeholder Theory proposes that business and project success depend on creating value for a wide range of actors, including employees, customers, suppliers, communities, financiers, and regulators. Freeman (1984) posited that effective communication forms the backbone of stakeholder management, ensuring that expectations are clarified, conflicts minimized, and cooperative relationships nurtured. The theory stresses that organizations and project teams are not isolated but are embedded within complex networks of relationships that must be continuously maintained through dialogue and engagement.

Despite its strengths, Stakeholder Theory has faced notable critiques, particularly regarding its broadness and practical applicability. Donaldson and Preston (1995) argue that the theory's inclusive nature makes it difficult to operationalize, as it offers limited guidance on how to prioritize between competing stakeholder interests. Agle, and Wood (2014) critique the theory for lacking a clear framework for stakeholder salience, observing that without a prioritization mechanism, project managers may face paralysis in decision-making. Additionally, Jensen (2017) contends that Stakeholder Theory can dilute an organization's primary objectives by trying to satisfy too many conflicting demands, potentially undermining efficiency and strategic focus. These critiques suggest that while Stakeholder Theory rightly highlights the importance of communication and inclusion, it requires careful adaptation to avoid overwhelming project decision-making processes.

The relevance of Stakeholder Theory to the current study lies in its ability to frame communication as a strategic tool for enhancing project performance in World Bank-funded informal settlements improvement projects in Nakuru West Sub-County. Specifically, by applying the theory's emphasis on dialogue, the study aligns with the objective of examining how communication with local residents, government agencies, NGOs, and other parties affects project outcomes. Projects in informal settlements often involve complex social dynamics, and Stakeholder

Theory offers a roadmap for managing these complexities through sustained and inclusive communication. Thus, in the context of the current research, Stakeholder Theory provides a foundational lens through which the effectiveness of communication strategies on project success can be critically assessed. Therefore, the study helps to explain the effect of communication on performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County.

## **2.2 Effect of Communication on Performance**

Communication underpins all strategic leadership practices and plays a pivotal role in project performance. Channels of communication refer to the various platforms used to convey information, including meetings, reports, emails, and stakeholder forums. Using the right mix of channels ensures that messages reach the intended audience effectively, thereby promoting coordination among project teams and community stakeholders (Daramola., Jacks., & Ajala, 2024).

Clarity of information is critical for minimizing misunderstandings and aligning expectations. When project goals, timelines, and responsibilities are communicated clearly, team members can execute their tasks efficiently. This also helps communities understand the benefits and scope of the projects, increasing their buy-in and cooperation. Feedback mechanisms create a two-way flow of communication, allowing project implementers to receive input from stakeholders and make necessary adjustments, which enhances responsiveness and inclusivity (El Khatib., Zitar., Al Marri., & Ankit, 2023).

The frequency of communication ensures that all parties stay informed about project progress and challenges. Regular updates and check-ins build trust and transparency, prevent misinformation, and keep all actors engaged. In informal settlements where residents may feel neglected or uninformed, frequent and transparent communication can foster a sense of ownership and partnership, thus improving project performance (Egan & Yang, 2019).

Kim and Lee (2017) conducted a study to examine the effect of communication on employee engagement in a multinational company. The study utilized a cross-sectional survey design, with a sample size of 352 employees from five different countries. The study found a positive relationship between communication and employee engagement, with effective communication practices leading to higher levels of engagement.

Cheng and Xie (2019) conducted a study to investigate the impact of communication on virtual team performance. The research design used in this study was a quantitative survey design, with a sample size of 300 virtual team members. The results showed that effective communication practices significantly improved virtual team performance. The study also found that virtual team members who perceived communication as effective reported higher levels of trust, commitment, and satisfaction.

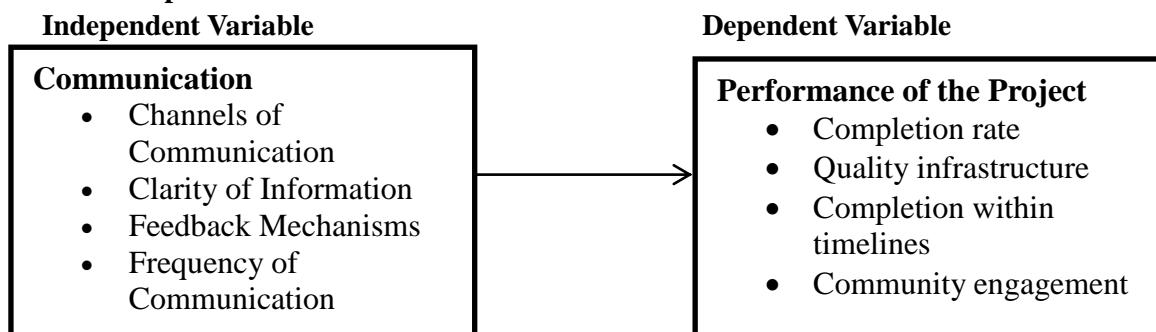
Li and Huang (2018) conducted a study to explore the role of communication in knowledge sharing among employees in a Chinese state-owned enterprise. The research design used in this study was a quantitative survey design, with a sample size of 321 employees. The study found that effective communication practices facilitated knowledge sharing among employees. The study also revealed that trust in coworkers and perceived organizational support positively influenced knowledge sharing behaviors.

Stoddard *et al.* (2019), conducted a study to investigate the effect of communication on patient satisfaction in a hospital setting. The research design used in this study was a quantitative survey design, with a sample size of 150 patients. The study found that effective communication practices between patients and healthcare providers significantly improved patient satisfaction. The study also revealed that communication practices such as listening attentively, being responsive, and providing clear explanations positively influenced patient satisfaction.

Zhang *et al.* (2020) conducted a study to examine the impact of communication on inter-organizational knowledge transfer in a Chinese manufacturing industry. The research design used in this study was a quantitative survey design, with a sample size of 223 employees. The study found that effective communication practices significantly improved inter-organizational knowledge transfer. The study also revealed that trust, social networks, and shared understanding positively influenced communication practices and knowledge transfer.

Abbas *et al.* (2021) conducted a study to investigate the role of communication in enhancing employee creativity and innovation in a Pakistani organization. The research design used in this study was a quantitative survey design, with a sample size of 352 employees. The study found that effective communication practices positively influenced employee creativity and innovation. The study also revealed that trust, supervisor support, and organizational culture significantly moderated the relationship between communication and employee creativity and innovation.

### 2.3 Conceptual Framework



**Figure 1: Conceptual Framework**

### 3.0 RESEARCH METHODOLOGY

This study adopted a descriptive research design. Descriptive research design will be effective for the current study as it will be used to solicit the desired information through an adoption of a questionnaire. The study targeted all members of the County Project Coordination Team and the Settlement Executive Committee members of World Bank funded KISIP Project in Nakuru West Sub-County. The target group was ideal for the study since they are directly involved in implementation of the projects in Nakuru West Sub-County. The distribution of the target population is as shown below.

**Table 1: Target Population**

Target Group	Target Population
County Project Coordination Team	11
Settlement Executive Committee (SEC)	144
Total	155

Since the study population was manageable census was adopted to incorporate all the targeted project respondents. A census is a study of every unit, everyone or everything in a population. Questionnaire was used to collect the primary data desirable for the study. A pilot-test was conducted in Eldoret City among the World Bank funded projects. The content validity of this study was enhanced in search of views of experts in the field of study especially the research supervisor. Reliability in this study was enhanced by pre-testing the questionnaire with a selected sample which was not included in the main study. An internal consistency technique was adopted by utilization of Cronbach's Alpha reliability of 0.70 or higher (obtained on a substantial sample) was acceptable. Quantitative data was analyzed using descriptive and inferential statistics using Statistical Package for Social Sciences. Descriptive and inferential statistics was employed in the study. Descriptive statistics involved the use of measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic involved the use of Pearson correlation analysis to establish the nature of the affiliation amongst variables at a generally accepted conventional significant level of  $P < 0.05$ . After analysis data was presented in form of tables.



## 4.0 RESEARCH FINDINGS AND DISCUSSION

### 4.1 Response Rate

The study issued 155 questionnaires to all members of the County Project Coordination Team and the Settlement Executive Committee members of World Bank funded KISIP Project in Nakuru West Sub-County. 115 questionnaires were successfully filled and returned. This represented 74% response rate. However, 26% response rate was not received because the 38 questions were not correctly filled by the supervisor. According to Draugalis et al. (2018) a response rate of a response rate of 70% or higher is generally considered excellent. Response rates in the range of 50% to 69% are often considered good, and researchers may still be able to draw meaningful conclusions from the data. Response rates below 50% are generally considered low, and researchers need to be especially vigilant about nonresponse bias. Therefore, the response rate of 74% was highly acceptable.

**Table 1: Response Rate**

Sampled No. of Respondents	No. of Questionnaires Returned	Response Rate (%)
155	115	74%

### 4.2 Communication on Performance of World Bank Funded Informal Settlements Improvement Projects

The study sought to establish the effect of communication on performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County. The findings were as shown in Table 2

**Table 2: Communication on Performance of World Bank Funded ISIP**

Statements on Communication	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std.
Communication channels used are easily accessible to stakeholders.	34	46	2	18	0	3.631	1.052
A variety of communication platforms are utilized to ensure effective communication.	54	30	6	10	0	4.351	.684
The management team communicates effectively, ensuring everyone is informed about project developments.	32	58	4	6	0	4.267	.858
The management has a communication plan that ensures all teams and community members are aware of their roles and responsibilities.	33	57	2	8	0	4.089	.914
Communication updates are shared regularly with all relevant stakeholders	44	50	0	4	2	4.273	.689
The frequency of communication ensures stakeholders are well-informed about project progress.	64	29	2	5	0	4.403	0.778
The management has a feedback mechanism in place that enhances performance through input from community members.	54	30	8	5	3	4.307	0.738
The feedback mechanism allows both team members and community to express their opinions and concerns.	49	33	12	3	3	4.452	0.592
Aggregate Mean and Std						4.221	0.788

The study found that 34% of respondents strongly agreed that communication channels used in the project are easily accessible to stakeholders, 46% agreed, 2% were neutral, and 18% disagreed that communication channels used in the project are easily accessible to stakeholders, with a mean of 3.631 and a standard deviation of 1.052. This suggests that accessibility of communication channels is moderately supported within the project. Regarding whether a variety of communication platforms are utilized to ensure effective communication, 54% strongly agreed, 30% agreed, 6% were neutral, and 10% disagreed, with a mean of 4.351 and a standard deviation of 0.684. This implies that the project prioritizes diverse communication tools to ensure effectiveness. These findings are in agreement with those of Kim and Lee (2017), who found that accessible communication channels significantly enhance project efficiency by ensuring inclusivity. They also found that multiple platforms increase stakeholder engagement. Proper communication with all stakeholders in project development is essential for clarity, collaboration, and project success. Effective communication ensures that all stakeholders, including project teams, community members, and funding bodies, have a clear understanding of project goals, timelines, and expectations, reducing misunderstandings and conflicts. It fosters transparency and accountability, allowing stakeholders to stay informed about progress, challenges, and key decisions.

The study also indicated that 32% of respondents strongly agreed the project team communicates effectively, ensuring everyone is informed about project developments, 58% agreed, 4% were neutral, and 6% disagreed that the project team communicates effectively, achieving a mean of 4.267 and a standard deviation of 0.858. On whether project leader has a communication plan that ensures all teams and community members are aware of their roles and responsibilities, 33% strongly agreed, 57% agreed, 2% were neutral, and 8% disagreed, resulting in a mean of 4.089 and a standard deviation of 0.914.

Furthermore 44% of respondents strongly agreed that communication updates are shared regularly with all relevant stakeholders, 50% agreed, 4% disagree while 2% disagreed that communication updates are shared regularly with all relevant stakeholders, with a mean of 4.273 and a standard deviation of .689. In addition, 64% of respondents strongly agreed that the frequency of communication ensures stakeholders are well-informed about project progress, 29% agreed, 2% were neutral while 5% disagree that the frequency of communication ensures stakeholders are well-informed about project progress, with a mean of 4.403 and a standard deviation of 0.778.

The findings also indicated that 54% of respondents strongly agreed that the project leader has a feedback mechanism in place that enhances project performance through input from community members, 30% agreed, 8% were neutral, 5% disagree while 3% strongly disagreed that the project leader has a feedback mechanism in place that enhances project performance through input from community members, with a mean of 4.307 and a standard deviation of 0.738. Finally, 49% of respondents strongly agreed that the feedback mechanism allows both team members and community to express their opinions and concerns, 33% agreed, 12% were neutral, 3% disagree while 3% strongly disagreed that the feedback mechanism allows both team members and community to express their opinions and concerns, with a mean of 4.452 and a standard deviation of 0.592.

These findings are in consistent with findings by Cheng and Xie (2019), who reported that effective communication enhances team cohesion and project success. Communication plans promote role clarity and accountability in development projects. Clear coordination between different departments involved in a project is crucial for efficiency, synergy, and successful project execution. Proper coordination ensures that each department understands its roles, responsibilities, and timelines, preventing duplication of efforts and resource wastage. It enhances communication and collaboration, allowing teams to work towards shared objectives while addressing challenges proactively. A well-structured feedback system allows project teams and stakeholders to identify challenges, assess progress, and make necessary adjustments to improve efficiency and effectiveness. It fosters transparency and communication, ensuring that all parties are informed and engaged in the decision-making process.

### **4.3 Performance of World Bank Funded Informal Settlements Improvement Projects**

The study sought to establish performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County. Kenya. The findings were as shown in Table 3

**Table 3: Performance of World Bank Funded Informal Settlements Improvement Projects**

<b>Statements on Performance of World Bank Funded Informal Settlements Improvement Projects</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>N (%)</b>	<b>D (%)</b>	<b>SD (%)</b>	<b>Mean</b>	<b>Std</b>
The infrastructure developed under the project (roads, lighting, sanitation) meets the community's needs.	49	39	10	2	0	4.333	.893
Access to basic services such as water, electricity, and waste management has improved in the settlement.	48	39	6	4	3	4.534	.831
Community members were actively involved in the planning and decision-making processes of the project.	38	44	4	9	5	3.994	.989
The project included all stakeholders and ensured that the needs of different groups (e.g., women, youth) were considered.	32	52	3	10	3	3.375	1.176
Training provided under the project has enhanced the skills and capabilities of local institutions.	69	21	0	5	5	4.403	0.557
The local institutions have the capacity to maintain and manage the developed infrastructure after project completion.	40	55	0	2	3	4.145	0.807
<b>Aggregate Mean and Std</b>						<b>4.130</b>	<b>0.8755</b>

According to the findings, 49% of the respondents strongly agreed that the infrastructure developed under the project, including roads, lighting, and sanitation, meets the community's needs, 39% agreed, 10% were neutral, 2% disagreed, and none of the respondents strongly disagreed with a mean of 4.333 and a standard deviation of 0.893. This implies that the infrastructure development was largely considered satisfactory and responsive to community needs. Furthermore 48% of respondents strongly agreed that access to basic services such as water, electricity, and waste management has improved in the settlement, 39% agreed, 6% were neutral, 4% disagreed, and 3% strongly disagreed with a mean of 4.534 and a standard deviation of 0.831. This suggests a positive impact of the project on essential service delivery. These findings align with those of Li and Huang (2018), who found that donor-funded programs improve access to basic services in underprivileged areas. Moreover, community-driven infrastructure projects significantly enhance satisfaction among residents in informal settlements.

Regarding whether community members were actively involved in the planning and decision-making processes of the project, 38% strongly agreed, 44% agreed, 4% were neutral, 9% disagreed, and 5% strongly disagreed with a mean of 3.994 and a standard deviation of 0.989. This indicates moderate levels of community participation, although there were concerns about inclusivity. On whether the project included all stakeholders and ensured that the needs of different groups (e.g., women, youth) were considered, 32% strongly agreed, 52% agreed, 3% were neutral, 10% disagreed, and 3% strongly disagreed with a mean of 3.375 and a standard deviation of 1.176, indicating mixed perceptions about inclusivity. These results are consistent with those of Stoddard *et al.* (2019), who found that while efforts are often made to include various stakeholders, gaps in addressing specific group needs persist in large-scale



projects. The study also found that partial involvement of community members can affect the perceived effectiveness of development projects.

In addition, 69% of respondents strongly agreed that training provided under the project has enhanced the skills and capabilities of local institutions, 21% agreed, none were neutral, 5% disagreed while 5% strongly disagreed with a mean was 4.403, with a standard deviation of 0.557. This implies that capacity-building initiatives were highly effective. Lastly, 40% of respondents strongly agreed that the local institutions have the capacity to maintain and manage the developed infrastructure after project completion, 55% agreed, none were neutral, 2% disagreed, and 3% strongly disagreed that local institutions have the capacity to maintain and manage the developed infrastructure post-completion. The mean was 4.145, with a standard deviation of 0.807. This suggests optimism regarding the sustainability of the project outcomes. These findings align with those of Zhang and Liu (2019), who found that training programs are critical in building institutional capacity for sustainable development. They also emphasized the importance of institutional strengthening for the long-term success of development projects.

#### 4.4 Correlation Analysis

The study sought to establish the nature of the relationship between communication and performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County. The findings were as shown in Table 4

**Table 4 : Correlation between Communication and Performance of World Bank Funded Informal Settlements Improvement Projects**

Performance of World Bank Funded Informal Settlements Improvement Projects	Communication	
	Pearson Correlation	.897*
	Sig. (2-tailed)	.018
	N	115

\*. Correlation is significant at the 0.05 level (2-tailed).

In addition, the correlation coefficient indicates that there exists a strong, positive and significant relationship between communication and performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County ( $r=0.897$ ,  $p=0.018$ ). The study findings are in tandem with those of Kim and Lee (2017) who found a positive relationship between communication and employee engagement, with effective communication practices leading to higher levels of engagement. Clear and timely communication ensures that all stakeholders, including project teams, government agencies, and communities, are well-informed about project goals, progress, and challenges. It enhances transparency and accountability, fostering trust and encouraging active participation from beneficiaries. Additionally, strong communication minimizes misunderstandings, improves collaboration, and ensures swift problem-solving, leading to efficient project execution.

#### 4.5 Overall Model

Table 5 shows the overall significant test results for the hypothesized research model.

Table 5: Regression Coefficients					
Model	Unstandardized Coefficients			t	Sig.
	B	Std. Error	Beta		
(Constant)	2.026	.420		4.824	.000
Communication	.241	.147	.421	1.639	.001

The interpretations of the findings indicated follow the following regression model.

$$Y = 2.026 + 0.241 X_1 \dots\dots\dots 4.1$$

The value of performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County without the effect of the predictor variables is 2.026. This explains that, at any given time, performance of

World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County will be 2.026 holding other factors constant at 0. Moreover, a unit increase in communication would result to 0.241 times increase in the performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County.

Moreover, the study sought to test the hypothesis that: **H<sub>01</sub>**: There is no statistically significant effect between communication and performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County. From the findings, the p-value was 0.001 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis (H<sub>01</sub>) and concluded that; there is statistically significant effect between communication and performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County.

## **5.0 CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Conclusions of the Study**

The study found out that effective communication was a fundamental factor influencing project performance. Accessibility of communication channels was moderately supported, ensuring inclusivity among stakeholders. The study also found that the use of diverse communication platforms increased stakeholder engagement and project efficiency. Respondents agreed that the project team communicated effectively, with a clear communication plan ensuring role clarity and accountability. Moreover, the frequency of communication was identified as a key element in keeping stakeholders well-informed, contributing to improved project cohesion. The study further revealed that there exists a strong, positive and significant relationship between communication and performance of World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County ( $r=0.897$ ,  $p=0.018$ ).

The study concluded that leave programs, such as bereavement leave, makes employees feel that the organization cares about their social welfare. Bereavement leave recognizes the personal and emotional impact of losing a loved one. By providing dedicated time off for employees to grieve and attend to funeral arrangements, organizations show empathy and understanding during a difficult time. Offering bereavement leave demonstrates compliance with legal and ethical standards related to employee rights and well-being (Enenifa and Akintokunbo (2020). Organizations that prioritize these standards build trust and credibility with their workforce.

The study concluded that effective communication was a fundamental factor in influencing project performance by ensuring inclusivity among stakeholders and improving project efficiency. It also concluded that the use of diverse communication platforms, a clear communication plan, and frequent updates fostered stakeholder engagement, role clarity, and accountability. Furthermore, the study concluded that there exists a strong positive and significant relationship between communication and performance of the World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County.

### **5.2 Recommendations of the Study**

The study recommended that the communication team of the World Bank Funded Informal Settlements Improvement Projects in Nakuru West Sub-County should diversify and enhance communication platforms to ensure inclusivity and stakeholder engagement. It also recommended that the project adopt a more structured communication plan, emphasizing frequent updates and role clarity to improve accountability and cohesion among stakeholders.

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