

## STAKEHOLDERS' ORGANIZATION ON HEALTH PROJECT MANAGEMENT: A CASE OF HEALTH OPPORTUNITY, NGO, RUBAGA KAMPALA-UGANDA

*Saabir Mohamud Gure, Dr. Twalib Zanzu\**  
*Kampala university*

Page | 1 **ABSTRACT**

### **Background:**

The focus of the study was to assess stakeholders' organization on health project management: in the case of network health empowerment NGO, Kampala-Uganda.

### **Methodology:**

The study used a cross-sectional survey and a quantitative data collection approach. Data was analyzed using descriptive statistics, the target population was (140) and the sample size was 103 respondents who were selected using the Sloven formula.

### **Results:**

Another notable revelation is that labor unions (67%) and insurance companies (60%) are their stakeholders, indicating that some of these organizations may have issues with their understanding and application of some of the stakeholder management processes, which could pose a challenge to them when it comes to getting the most out of their stakeholders.

All respondents consider communication to be a critical component of stakeholder management processes, and as such, respondent organizations incorporate it into their management processes; nevertheless, it was revealed that this occurs in various and sometimes comparable ways.

Delays in timeliness, inadequate quality objectives, limited collaboration from key actors, difficulty in reaching consensus, overburdening of the project team, disinformation, and incorrect understanding of project objectives and activities, which impede project implementation and successful completion when expected deliverables are not met on time and within budget. The majority of the difficulties have distinct effects, but some have cross-cutting effects, such as limited/poor donor commitment (inadequate/delayed cash release) and dwindling donor support.

### **Conclusion:**

Successful management of project Stakeholders and eventual realization of project objectives hinge heavily on a better and clearer understanding by Project teams of the complex stakeholder trade-offs and related challenges as well as the necessary processes required to manage the challenges.

### **Recommendations:**

There is a need to educate all stakeholders on the project and clear communication from the beginning to ensure better understanding among all stakeholders.

---

**Keywords:** Stakeholders, Organization, Project Management, Advocacy and Empowerment, Non-Governmental Organization

*Submitted: 2024-03-08 Accepted: 2024-06-28*

---

**Corresponding author:** Dr. Twalib Zanzu

**Email:** [twalibun@gmail.com](mailto:twalibun@gmail.com)

*Kampala University*

---

## **INTRODUCTION**

Running a successful project/program in a non-governmental organization requires a high degree of stakeholder management. Conceptually, stakeholders are the people and or institutions who affect and are affected by the outputs or inputs of a project.

Accordingly, (Bernie Roseke, et al, 2019) reiterate that the term project stakeholder refers to any individual or groups of individuals or institutions who may affect or be affected by or perceive themselves to be affected by a project's decision, activity, or outcome.

Notably, Stakeholders in the NGO sector include everyone: (both insiders and outsiders) who are involved in one way

or the other in the project activities, inputs, and outputs. There are four major types of stakeholders: Primary stakeholders (those ultimately affected either positively or negatively by an organization's actions), and Secondary stakeholders: persons or organizations indirectly affected by an organization's actions. Intermediaries: and Key stakeholders can belong to the first two groups.

Stakeholder management is both an art and a science. As a science, stakeholders have four major parts:

- i. Stakeholder identification
- ii. Stakeholder engagement
- iii. Stakeholder analysis
- iv. Stakeholder control.

Strikingly, stakeholders can be classified into four types to allow ease of identification; upwards to include executives from the parent organizations, lenders, creditors, and shareholders. It also provides project sponsors. These stakeholders wish that projects succeed as a part of the business.

Down wards: these are stakeholders who carry out the project work. It includes project teams, contractors, and suppliers and they require compensation for their work to leave the project in a better position than they found them.

Outwards these are traditional stakeholders of a project and are different for every project. Like the government regulatory agency, an adjacent landowner, or an environmental agency, and side wards include the stakeholders who compete with the project for limited resources. Eg Technical department managers who provide resources for the project, unions, trade groups, committees, and boards. They intend to set requirements for the project, with penalties if they are not satisfied. (Bernie, 2019).

Stakeholder management has several advantages, including eliminating conflicting interests among stakeholders, reducing management's pressure to produce short-term results, lowering the costs associated with high stakeholder turnover, and providing the firm with committed stakeholders in an environment characterized by increasing competition.

Different stakeholders will expect very different results from projects. A vital part of stakeholder management is managing these competing expectations from the initial phase through to final implementation; Stakeholder objectives tend to fluctuate during the program and project lifecycle, which compounds the difficulty; managing stakeholders constitutes a key political challenge for all program and project managers (Neil, 2011).

Alongside, the NGOs in the empowerment sub-sector are faced with the peculiar situation of limited understanding and appreciation among stakeholders because empowerment project deliverables are intangible and take time to be realized. To be able to deal with the multiple and complex development problems of divergent and conflicting

interests and needs of the complex opportunity of stakeholders, there is the need to understand the stakeholder trade-offs and all challenges thereof. The effectiveness of NGOs as actors in development and change depends on successful engagement with both internal and external elements. The searching questions and also on the successful articulation between issues of internal and external management. However, the ability of these NGOs to effectively address the increasing and complex stakeholder management challenge is limited due to limited ideas on the nature and trade-offs of stakeholders. Based on scenarios such as these, the researcher sharply seeks to find out the project stakeholders' organization for appropriate project management in the opportunity health empowerment NGO, Kampala-Uganda.

### **The purpose of the study**

To determine project stakeholders' organization for appropriate project management in Opportunity Health Empowerment NGO, Kampala-Uganda.

### **The major objective of the study**

To find out Stakeholders' Organization on health project management in the case of health opportunity NGO, Rubaga Kampala-Uganda

### **Specific objectives**

- To assess the effects of project stakeholders 'engagement in the identification, classification, and analysis of project performance in the context of health opportunity NGO, Rubaga Kampala-Uganda.
- To identify the effects of project stakeholders' concepts and roles on project monitoring and evaluation in the milieu of health opportunity NGO, Rubaga Kampala-Uganda.
- To examine the contribution of stakeholders' engagement as per project management in health opportunity NGO, Rubaga Kampala-Uganda.
- To ascertain stakeholders' management challenges and their effects on project management from the perspective of Health Opportunity NGO, Rubaga Kampala-Uganda.

## **METHODOLOGY**

### **Research design**

The research design is a descriptive case study design. A quantitative approach was used.

**Study area and population**

The study was conducted in a health opportunity NGO, Rubaga Kampala-Uganda. The time scope for the study ranges from the years 2020 to 2022. Shockingly, 2020 was a year of many challenges and increased need for NGOs. Then the researcher developed an interest in conducting research in this line, consequently, the year 2022, witnessed the actual research period.

**Sampling Size**

The researcher used Slovene's formula, in terms of the sampling process. The sample population is 110 while the researcher's sample size was 100 respondents. The researcher used the Slovene formula which is:

$$n = \frac{N}{1 + Na^2}$$

Where n = sample size  
 N = target population  
 a = 0.05 coefficient of validity  
 $N = \frac{110}{1 + 100(0.05)^2}$   
 $N = \frac{110}{1 + 100(0.0025)}$   
 $n = \frac{100}{1.25}$   
 n = 100

**Table 1: Sample Size**

Respondents	Population Size	Sample Size
Doctors	5	4
Mothers	60	44
Lab technician	10	32
Other health technician	25	20

**Sampling techniques**

The researcher deploys probability sampling; which is a selection of a sample from a population, based on the principle of randomization or chance.

**Reliability of the study**

**Reliability Test**

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003). Reliability is the degree to which an assessment tool produces stable and consistent results (Cherry, 2015). It contributes to the standardization of research instruments. Was used and then the results split into odd and even numbers.

The researcher used the test re-test reliability test and split-half method of testing instrument reliability. This method involved scoring two halves usually odd and even items of a test separately for the category of the instruments and then calculating the correlation coefficient for the two sets of scores.

**Validity**

Validity was ensured using pilot testing while the reliability of the instruments was ensured using a test re-test, where the tools were subjected to six respondents of the sampled group before the actual collection of the data, and their responses were used to adjust the tools to align with the study objectives.

**Data analysis**

Data was analyzed using SPSS.

**Ethical Considerations**

Ethics is regarded as a code of conduct that governs humanity and significantly affects its well-being (Cooper and Schindler, 2006). In this study, confidentiality was ensured by enhancing the trust between the respondents and the researcher by so doing, the researcher was able to collect reliable data limitations  
 The major limitations of the study were that not all the tools were 100% free of error.

**RESULTS AND DISCUSSION**

**Scope of Stakeholders in the Advocacy and Community Empowerment NGO Sector**

Table 1 contains and represents a whole range of groups and institutions constituting stakeholders for the sampled organizations; though the (NGOs) belong to one sector, it is not all the groups and institutions that are regarded as stakeholders in the organizations. This is partly a result of differences in a project context and partly due to the limited definition and inclusion of all possible stakeholders by some of the organizations. It came out during a focus group discussion with a cross-section of frontline project staff that, the list of stakeholders for a typical Advocacy activity is inexhaustible, so what matters most is, those who matter at a given time, in other words, it is the active stakeholders 'who they say must be identified and included for planning

and engagement. Out of the total range of groups and institutions, six of them namely: Public and Traditional authorities, clients/beneficiaries, project community, the media, and donors were seen by all the 20 organizations as Stakeholders due to several reasons such as those shown in column four of table 2. Some notable revelations from the data include the following: apart from the six groups and

institutions that were generally recognized as Stakeholders, several groups and institutions such as Line Organizations, Project teams, consultants, Financial Institutions, and others qualify to be considered Stakeholders according to basic definitions of stakeholder were not seen by some of the organizations as stakeholders.

**Table 2: Range of Stakeholders of the Sector**

Range of likely stakeholders	Freq.	%	Why they are stakeholders
Traditional Authorities	10	10	Power to cause change, Community custodians, and Information/consent, have a critical role to play in community mobilization.
Donors/Project sponsors	02	02	Power to cause change, provide funds, and have interest in project objectives, Expertise
Public Authorities	10	10	Power to cause change, Policy controllers, have interest, implementation mobilization, collaborators, hosts of activities, technical service providers,
Sister/line organizations	2	02	Have Common interests, collaborators, Expertise, support in implementation,
Project team	12	12	Lead managers/implementers coordination, planning, Central key process drivers
Clients/end Users	18	18	Beneficiaries/center of work Main targets, owners of project results, Process, and outcome/service owners, their needs justify the action/project.
Contractors/Consultants	02	2	Expertise/technical Service provision, support in project design and strategies, monitor and evaluate work
Financial Institutions,	05	5	Technical/financial services are impacted and impact work
Labour unions	01	1	Man-power/labour and information contribute to the implementation
Media	03	3	Influence on impact, Publicity, and pressure to facilitate work, does education/sensitization.
Insurance Companies	02	2	Ensures project property and staff
Project Community	18	18	Part of the beneficiaries, Owners of project results
BOD	05	5	Monitoring and evaluation
Volunteers	10	10	Participate in project implementation
	100	100	

*Source: Field Survey:2022*

Also, the percentage of NGOs as shown in Table 2 who did not see some of the groups and Institutions such as the Labour unions (67%) and insurance Companies (60%) as their stakeholders is another notable revelation that points perhaps to the fact that some of these organizations have

problems with their understanding and application of some of the stakeholder management process and which could become a challenge to them when it comes to getting the best from their stakeholders.

### Stakes and Responsibilities of Identified Stakeholder Groups

As represented in table 3, who becomes a stakeholder in the sector does not happen in a vacuum, it comes with who has a stake or interest in a given project or activity? as well as who has a responsibility towards the project or activity. As varied as the stakeholders are, so too are the stakes and

interests; they range widely from poverty alleviation for entire communities to personal and institutional economic rewards (see column 2 of table 3). Some of the stakeholders 'stakes such as poverty alleviation change or community development cut across a number of the stakeholders' groups. For stakeholder responsibilities, they also came in variedly representing the potential wealth of resources at the disposal of the sector and its players which can effectively be harnessed through effective stakeholder management.

**Table 3: Stakes/interest areas of stakeholders**

Stakeholders	Stakes/interests	Responsibilities (Have or provide the following)	Relevance of SH responsibilities
Traditional authorities	Poverty reduction/development/welfare of their people	Influence /consent Mobilization Mentoring Monitoring	93% very critical 7% critical
Donors/Project Sponsors	Poverty alleviation/development/change Project outcomes Efficient use of funds	Funding of projects Technical service M & E	93% very critical 7% critical
Public Authorities	Poverty alleviation/development Empowerment for the people	Policy and information support Implementation Legal backing/consent Expertise	93% very critical 7% critical
Line organizations	Knowledge sharing Empowerment Poverty alleviation/development	Knowledge/ideas/information Expertise Monitoring/implementation	66% very critical 26% critical 13%/ Not critical
Project team	Poverty alleviation/development Economic rewards Project objectives Raise the image of the organization	Execution/implementation/facilitation	100% very critical
Clients/end Users	Project deliverables Empowerment	Implementation Monitoring Information Taking ownership	100% very critical
Contractors/Consultants	Economic rewards Project objectives Change/development	Expertise/technical services/evaluation	66% very critical 20% Critical 14% Not critical
Financial Institutions,	Economic Rewards/Profit	Technical Services Financial services	40% Critical 33% Not critical
Labour unions	Economic rewards	Labour, Expertise	33% Critical 60% Not critical 7% Not sure
Media	Accountability Economic rewards Public Education	Publicity Education/Information	100% very critical
Insurance Companies	Economic rewards	Technical Services/Insurance	27% very critical 13% Critical 47% Not sure

Project Community	Empowerment Development Project benefits	Implementation Monitoring, project ownership Information	87% Very critical 13% critical
BOD	Achievement of project Objectives	Monitoring and Evaluation	60% very critical 30% critical 10% not sure
Volunteers	Change in the lives of Beneficiaries	Contribution of labour and expertise for project implementation	50% critical 50% not critical

*Source: Field Survey:2022*

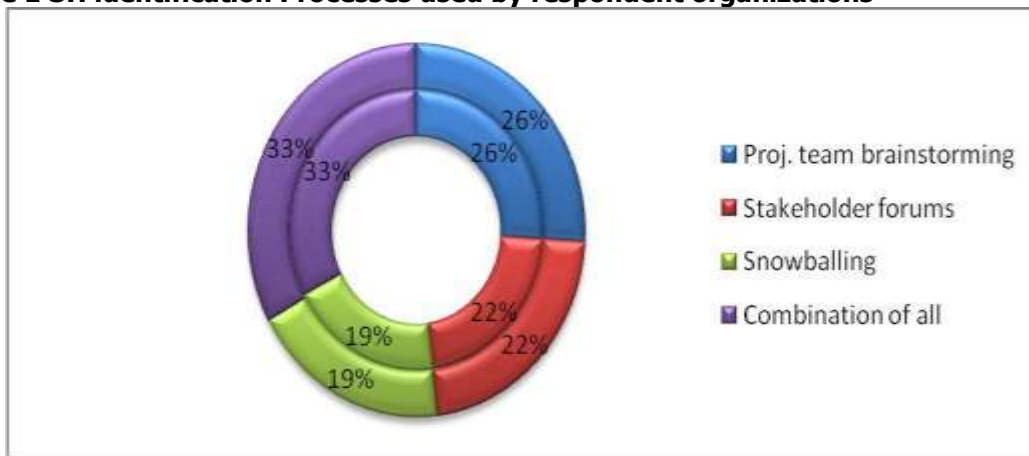
As portrayed by the data, the role of stakeholders in project management and success for that matter is important and as shown in the last column of Table 3, the level of relevance of their contributions comes in levels ranging from very critical to not critical. It can be seen here that the level of relevance of most of the groups and institutions to the sector varied from organization to organization; hence, who is relevant to organization/project A may not be that relevant to organization/project B, an indication that there is no

universality of relevance of some stakeholders to all organizations and projects.

Some stakeholders (Project team, clients, and the media) however in this case were generally seen to be very critical. Besides these, some organizations did not see the roles or responsibilities of some stakeholders to be critical, some of these include Labour Unions (60%), Volunteers (50%), and Insurance Companies (33%)

### Stakeholder (SH) identification

**Figure 1 SH identification Processes used by respondent organizations**



*Source: Field Survey:2022*

### Stakeholder Identification Processes

The processes and criteria used by the target organizations are shown in figures 1 and 2 respectively; the processes include in a general order: Project team brainstorming – to identify some core relevant duty bearers as they are alternatively called, usually at the project team level followed by Stakeholder Forums during which the project problem/background and objectives are discussed, roles identified, resources are assessed and more duty bearers are identified and tentative action plans made; the participants

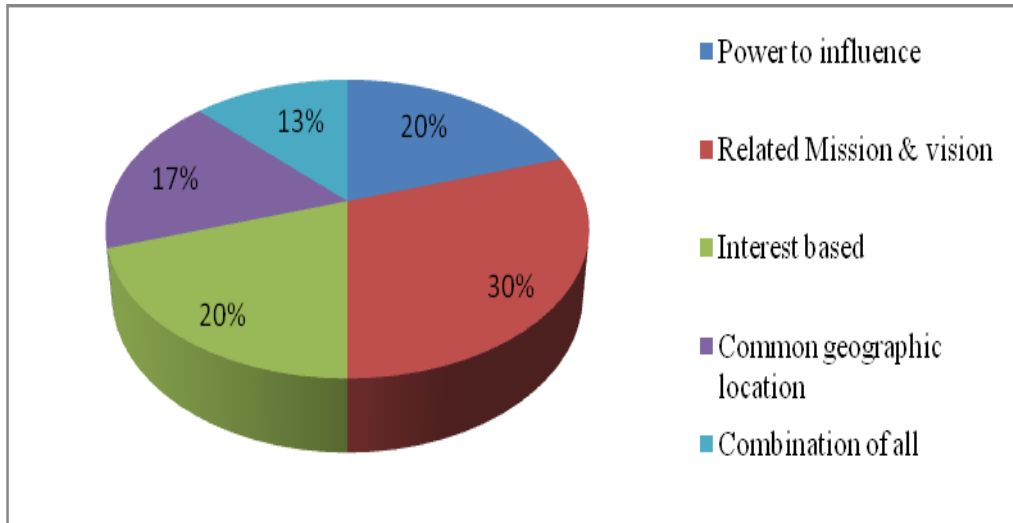
of these forums include project team, the rights owners’ or beneficiaries, sister NGOs/agencies and other identified relevant players and including or excluding the Action targets’ or ‘main duty bearers’ (i.e. those who are expected to cause the expected change or objectives to be realized) depending on the issue at stake; and either during, or after or even before the forum snowballing can be used to reach out to more stakeholders; in some cases, checklists are developed and used in identifying Stakeholders.

Thirty-three percent (33%) of the respondent organizations use this general order or combination of all three processes

in the general order. The remaining 67% use either one or two of the processes; though these identified processes are not exhaustive of all stakeholder identification processes the scenario here indicates that majority of the organizations could either be dealing with predetermined stakeholders as the International Finance Corporation did indicate that, —Remember that certain stakeholder groups might be pre-determined through regulatory

requirements, or they do not make exhaustive use of all the available stakeholder management tools and processes and thereby stand the risk of facing unidentified stakeholders and the challenges inherent in that. And because the processes are interlinked and interdependent, challenges from this level could spell doom in the subsequent processes and fact the success of such projects.

**Figure 2: Stakeholder Identification Criteria**



Source: Field Survey:2022

**Stakeholder Identification Criteria**

Even with these processes in hand, this study found out that, the identification has to be done in a guided manner with the aid of criteria comprising the following factors which may jointly or otherwise be satisfied to determine the inclusion of a group or institution as a Stakeholder; as portrayed in figure 2 every organization and how it goes about its stakeholder identification; as 13% of the respondent organizations combine all the factors in the criteria depicted in Figure 2, the rest resort to one or two factors in the criteria.

Figure 2 also gives a clue about the value of these factors used in determining who becomes a partner or player in a given advocacy activity or not. Perhaps more value is given to those who share a common Mission and Vision with the organization carrying out the identification than how influential or interested the group is in the project; however, comparing influence and interest with geographic location, more value is placed on interest and influence as shown in figure 2.

**Stakeholder identification timing**

The processes and criteria that guide and determine the identification process, and the timing of it concerning the stages of the project life is of equal vitality if not greater importance in ensuring, the contribution or due of relevant players in the project are taken care of when they are most required; from figure 3, it shows clearly that a greater number (70%) of the project managers are quite aware of this and would not risk the consequence of one-time kind of identification but made it an on-going process that spans from pre-feasibility to completion stages of their projects (throughout project life).

Contrary to the above, a significant portion (accumulated 30%) of some program/project managers and their organizations practice a one-stop type of stakeholder identification (pre-feasibility, initiation stage, implementation stage. The different time preferences for these 30% of respondents, thus when they carry out their stakeholder identification is shown in the frequency table 4.

**Table 4: Stakeholder identification is conducted without fail in project life**

Response	Frequencies	Percentage (%)	Valid percentage	Cumulative Percentage
Strongly agree	50	50	50	50
Agree	20	20	20	70
Strongly disagree	2	2	2	72
Disagree	28	28	28	100
Total	100	100	100	

Source: Field Survey:2022

**Types of stakeholder categorizations and criteria for categorization.**

To ascertain how project/program managers deal with their stakeholders after they have been identified, there was the need to find out whether there are any forms of categorizing them to facilitate planning and further engagements, and as shown in Table 4 three basic ways were involved; namely three-way, two-way and the classless form of categorization.

Under the three-way categorization, as shown in table 5, there are three sub-different categories - Primary, Secondary, and Key Stakeholders; the critical determinants of a stakeholder as key or not according to the respondents are shown in table 5. Each of these categories has different organizations and their unique ways of classifying which stakeholder comes under which subcategory. However, some organizations have common or similar classifications as can be seen through the frequencies in Tables 4 and 5.

**Table 5: Critical determinants of Stakeholders' Status (influence over project resources, stakes on deliverables, political influence, and information access and control)**

Response	Frequencies	Percentage (%)	Valid percentage	Cumulative Percentage
Strongly agree	46	46	46	46
Agree	50	50	50	96
Strongly disagree	2	2	2	98
Disagree	2	2	2	100
Total	100	100	100	

Source: Field Survey:2022

Under the two-way categorization, there are further two different ways under which stakeholders are classified, these are; internal, and external stakeholders (category 1) as well as direct and indirect stakeholders (category 2)

Beside these two broad categorizations is the classless type adopted by 45% of the respondent organizations; under this, the only form of categorizing Stakeholders is by their names or the sector from which they come.

For planning, the classless group faces the risk of disorganization when it comes to dealing with the various stakeholders as individuals due to the obvious reason that, Stakeholder Management is a process and control that must be planned and guided by underlying Principles (Wikipedia, 2010); For the same reason, (Mitchell, et al., 1997) proposed a classification of stakeholders based on power to influence, the legitimacy of each stakeholder's relationship with the organization, and the urgency of the stakeholder's claim on

the organization. The results of this classification may assess the fundamental question of which groups are stakeholders deserving or requiring managers' attention, and which are not. This salience is the degree to which managers give priority to competing stakeholder claims. However, in this case, that is missing by this last group of organizations and even to some extent by those (in tables 6 and 7) who have some form of categorization, because some of their categorizations are done loosely around noncritical headings such as *'\_internal'* and *'\_external'*, or *'direct'* and *'indirect'* instead of critical determining factors such as the power to influence, importance, legitimacy of stakeholder's relationship with the organization or even the urgency of the stakeholder's claim on the organization or those in Table 5.

**Finding the nature of categorization (three ways, two ways, and no categorization)**



**Table 6: Three-way Categorization of Stakeholders**

PRIMARY STAKEHOLDERS		SECONDARY STAKEHOLDER		KEY STAKEHOLDERS	
Clients/end Users	20	Media	2	Donors/project Sponsors	02
Traditional Authorities	10	Sister/line Organizations	02	Clients/end users	20
Sister/line Organizations	02	Public Authorities	10	Project team	10
Public Authorities	10	Project community	18	Traditional Authorities	10
Project team	10	Contractors/consultants	02	Public Authorities	10
				Sister/line Organizations	02
Total	52		42		54

Source: Field Survey:2022

**Table 7: Three-way Categorization of Stakeholders**

Response	Frequencies	Percentage (%)	Valid percentage	Cumulative Percentage
<b>PRIMARY STAKEHOLDERS</b>				
Traditional Authorities	10	10	10	10
Clients/end Users	20	20	20	30
Project team	10	10	10	40
Public Authorities	10	10	10	50
Sister/line Organizations	02	2	2	52
<b>SECONDARY STAKEHOLDERS</b>				
	Frequencies	Percentages	Valid percentage	Cumulative Percentage
Media	03	3	3	3
Sister/line Organizations	02	2	2	5
Public Authorities	10	10	10	15
Project Community	18	18	18	33
Contractors/Consultants	02	2	2	35
<b>KEY STAKEHOLDERS</b>				
	Frequencies	Percentages	Valid Percentages	Cumulative Percentages
Donors/project Sponsors	02	2	2	2
Clients/end	20	20	20	22

Users				
Project team	10	10	10	32
Traditional Authorities	10	10	10	42
Public Authorities	10	10	10	52
Sister/line Organizations	O2	2	2	54

*Source: Field Survey:2022*

**Table 8: Two-way stakeholder categorization**

Category 1				Category 2			
INTERNAL	Freq.	EXTERNAL	Freq	DIRECT	Freq	INDIRECT	Freq
Project team	10	Donors	2	Clients	20	Project Community	18
Clients	20	Public Authority	10	Project team	10	Sr. NGOs	2
Public Authorities	10	Traditional auth.	10	Traditional authority	10	Media	3
Traditional Authorities	10	Consultants	2	Public authority	10	Consultants	2
Consultants/contractors	2	Media	3	Donors	2	Insurance companies	2
Media	3	Financial Institutions	5				
Project Community	18						
Financial Institutions	5						

*Source: Field Survey:2022*

**Table 9: No Categorization of Stakeholders**

Range of likely stakeholders	Freq.	Percentage %	Valid Percentage	Cumulative Percentage
Traditional Authorities	10	10	10	10
Donors/Project Sponsors	02	2	2	12
Public Authorities	10	10	10	22
Sister/line organizations	O2	2	2	24
Project team	10	10	10	34
Clients/end Users	20	20	20	54
Contractors/consultants	02	2	2	56
Financial Institutions,	05	5	5	61
Labour unions	01	1	1	62
Media	03	3	3	65
Insurance Companies	02	2	2	67

Project Community	18	18	18	85
BOD	05	5	5	90
Volunteers	10	10	10	100
Total	100	100	100	

Source: Field Survey:2022

### Operational meaning of stakeholder analysis among project managers

Even though the term Stakeholder analysis in practice may have a cross-cutting meaning, the understanding of

project managers and other frontline project staff of the term stakeholder analysis according to the working definitions of their respective organizations varied widely as shown in Table 10.

**Table 10: Working definitions of Stakeholder Analysis by respondents**

INDUCTIVE CATEGORIES	PARTICIPANTS' RESPONSES	PERCENTAGE OF RESPONDENTS
Identification	<input type="checkbox"/> Identification of key actors of a project and assessment of their interrelationship to achieve project goals. <input type="checkbox"/> Identification of organizations or groups who influence your project goals. <input type="checkbox"/> Identifying organizations that influence your project goals. <input type="checkbox"/> Identifying roles, information, expertise, and support needs of your organization. <input type="checkbox"/> Role identification and sharing and definition of terms of engagement. <input type="checkbox"/> Looking at the principles, values, strengths, expertise, presence in operational areas, level of influence, and recognition. <input type="checkbox"/> Identification of interests and groups. <input type="checkbox"/> Identification of stakeholders 'roles, impacts, and interests and	40%
Analyses	<input type="checkbox"/> A systematic analysis of the various stakeholders of a project so that all actors are mobilized towards achieving project objectives. <input type="checkbox"/> Enumeration of roles, sharing responsibilities, identification of needs, and strategizing	10%
Others	<input type="checkbox"/> The various Stakeholders an organization works with. <input type="checkbox"/> The relevance of targeted concerned individuals or institutions. <input type="checkbox"/> Determining the level of interests, influence, and power of various stakeholders <input type="checkbox"/> A framework for addressing stakeholder needs in a tailored manner. <input type="checkbox"/> A set of institutions or persons whose actions and inactions can affect a project.	25%
No working definition	<input type="checkbox"/> Do not have a known working definition as an organization	25%

Source: Fieldwork:2022

As shown in Table 10, 40% of the target organizations operationalize Stakeholder Analysis basically as an identification and decision-making process regarding those who have some form of link with their projects, 25% of them however consider it in different ways: a set of institutions and persons, a framework, list of stakeholders of an organization and a way of determining levels of interests, influence, and power of various stakeholders. 10% also see it as a systematic analysis of various stakeholders of a project and a way of enumerating roles, sharing

responsibilities, identification of needs, and strategizing. Another 25% of the respondent organizational representatives said they do not have a working definition for the term Stakeholder Analysis however some of these carry out some of the basic Stakeholder Analysis tasks during Project Review Meetings, Conferences, and Annual General Meetings. Considering this group of organizations, it was revealed that stakeholder Analysis is not an institutionalized activity they undertake as a core component of Stakeholder Management processes, and because it is not,

it is likely to be subsumed by other activities or at worse ignored and thereby forfeiting such organizations all the relevant and critical contributions this process brings to bear on successful Stakeholder management.

Considering the above range of working definitions by the respondent organizational representatives, it is obvious that their definition of the term is a theoretical representation of what Stakeholder Analysis is, and how they do stakeholder analysis organizations and comparing the various definitions with that of the International Finance Corporation that, Stakeholder Analysis is —a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your projectl, most of the organizations are theoretically within context.

However, the vast variation in working definitions of the term among the different organizations within the same sector (Advocacy and Community Empowerment)could also be another justification for why Kennedy A. (2012) said that Stakeholder management is often characterized by spontaneity and casual actions, which in some situations are not coordinated and discussed within the project team leading to unpredictable outcomes.

**The relevance and timing of stakeholder analysis**

Concerning the necessity or relevance of stakeholder analysis, all respondents were unanimous in their positions that it is necessary and that it is performed in their respective organizations, the relevance of which can be deduced from some of the operational definitions.

However, regarding what stages of the project life Stakeholder Analysis is done, 70% of the respondent

organizations (figure 3) treat it as an ongoing process covering the whole life cycle of projects; at a focus group discussion, it was added that Stakeholder Analysis is a contingent project management tool that should be used to shape and direct projects as they roll on.

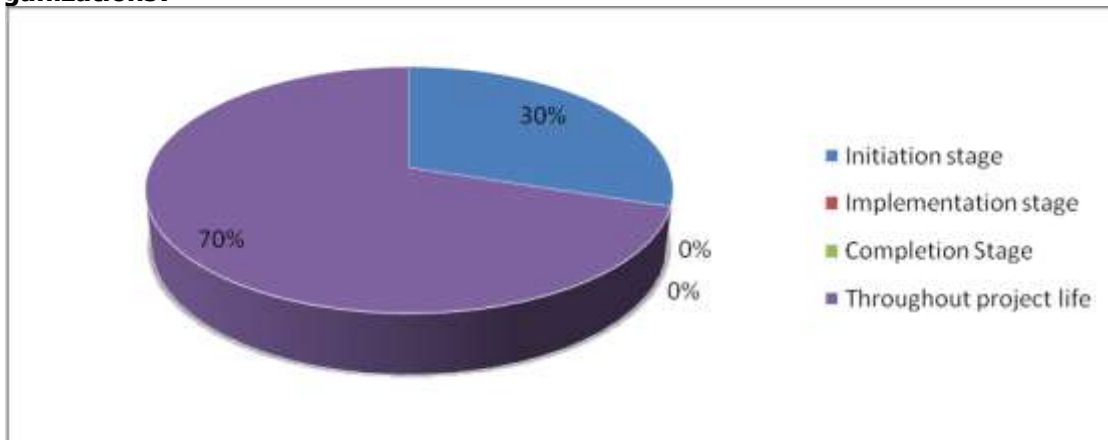
A remaining 30% as shown in Figure 3 of respondent Organizations consider it only at the project initiation stage and this seems to be in contradiction with what John et al., 2004 said, that, —typically, stakeholder analyses are undertaken as part of policy, plan or strategy change exercises; or organizational development efforts. Different analyses will be needed at different stages in these processes; perhaps using different analysis/mapping methods “

As to why some organizations do a one-stop, analysis of their stakeholders, the following reasons were given:

1. High project cost
2. It is not all that necessary
3. Donor restrictions
4. Project time may not permit more than one or a given number
5. Duplication of efforts.

From the reasons given, it is clear that it may not have been deliberate or out of ignorance on the part of some organizations to carry out Stakeholder Analysis as a one-stop activity but because there are certain underlying factors; however the question remains that, if Stakeholder Analysis is that relevant and necessary as generally acclaimed why will it not be made a distinct component of the Project plans? But there again, it was revealed that it is sometimes done during Project Reviews and Annual General Meetings, and because of that some donors do not see the need to make separate budgetary allocations for that.

**Figure 3: When and how often Stakeholder analysis is undertaken by respondent organizations?**



Source: Field Survey:2022

**Stakeholder engagement**

The operational definition of stakeholder engagement by the respondents included the following: a way of working with Stakeholders, a two-way dialogue process between management and their Stakeholders, an event to let Stakeholders know what is/should be expected from and by them, a process from start to end of a project to pull energies and strategies to build synergies (because numbers count in advocacy work) and a way of engaging people that impact or will be impacted by your project (See Table 11). Though there are variations in the operationalization of the term, there are commonalities in its application as the frequencies in Table 11 show; however, the level of variation gives credence to Karlsen’s assertion about spontaneity and casualness in stakeholder management processes. Also comparing the different working definitions here with Wikipedia encyclopedia’s definition that, Stakeholder Engagement is the opportunity to discuss and agree on

expectations of communication and, primarily, agree on a set of Values and Principles that all stakeholders will abide by, one can see cracks and challenges in the subsequent processes and activities this particular one will be feeding into.

However, when it comes to when in the project life Stakeholder engagement is done, there are no contradictions between what the respondent organizations practice and what the International Finance Institute says, that, —stakeholder engagement is emerging as a means of describing a broader, more inclusive, and continuous process between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project (IFC, 2007) as they'll undertake it throughout the project life.

**Table 11: Working definition of Stakeholder engagement by respondent organizations**

No.	Working definition	Frequencies	Percentage%
1	A process of working with Stakeholders	25	25
2	A two-way dialogue process between project management and Stakeholders	50	50
3	An event to let Stakeholders know what is/should be expected from and by them	10	10
4	A process from start to end of project to pull energies, strengths, and numbers to build synergies	12	12
5	Engaging the people that impact or are impacted by your work as an organization	3	3
	Total	100	100

Source: Field Survey:2022

**Contributions or Benefits of Stakeholder Engagement as Per the Project and Programme Managers Interviewed**

In response to the question, what contributions does stakeholder engagement offer to project management? The following responses were provided by the respondents and these justify why stakeholder engagement was generally found to be used by all respondent organizations.

- i. It serves as a platform for monitoring and evaluation of your project to determine what to do next
- ii. It ensures transparency, accountability, and responsiveness as well as efficiency in project delivery; it equally serves as a check on the project team and as such makes them time-conscious.

- iii. Ensures/enhances project success in the form of project effectiveness and sustainability, in other words, it guarantees the effective realization of project results
- iv. Bring out a clearer and better understanding of roles and expectations
- v. Clear definition and understanding of project objectives among stakeholders.
- vi. It works to bring the numbers that are very critical for successful advocacy
- vii. work mainly because there is strength in numbers.
- viii. It brings to the fore understanding by all parties regarding the roles each has to play in achieving project objectives.
- ix. Ensures success through the influence and participation of all stakeholders by how they are oriented.

- x. It provides the organization with valuable information as well as serves as a platform for continued sharing of best practices with key stakeholders.

Given the above contributions of stakeholder engagement to project management, it came out that, all organizations interviewed undertake it periodically throughout the project life cycle.

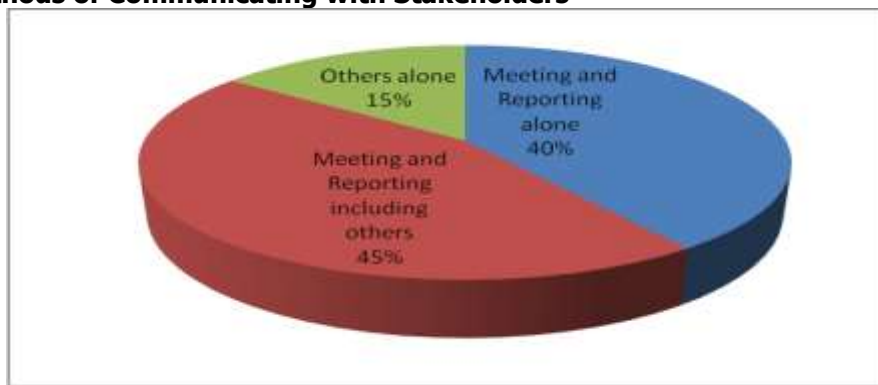
**Communication.**

All respondents see communication as a very essential part of Stakeholder management processes and as such

respondent organizations use it as part of their management processes, but as to how they ensure that, it was discovered that it takes place in various and some cases similar forms.

The various forms and the numbers of organizations sharing similar or the same ways of communicating with their stakeholders are portrayed in figure 4. The methods of communication as used in the chart include: Meetings, Reporting and others, where others comprised the following (Phone calls, E-mails, Formal and informal letters, durbars/social gatherings, media programs, workshops, Annual Meetings, conferences, and forums)

**Figure 4: Methods of Communicating with Stakeholders**



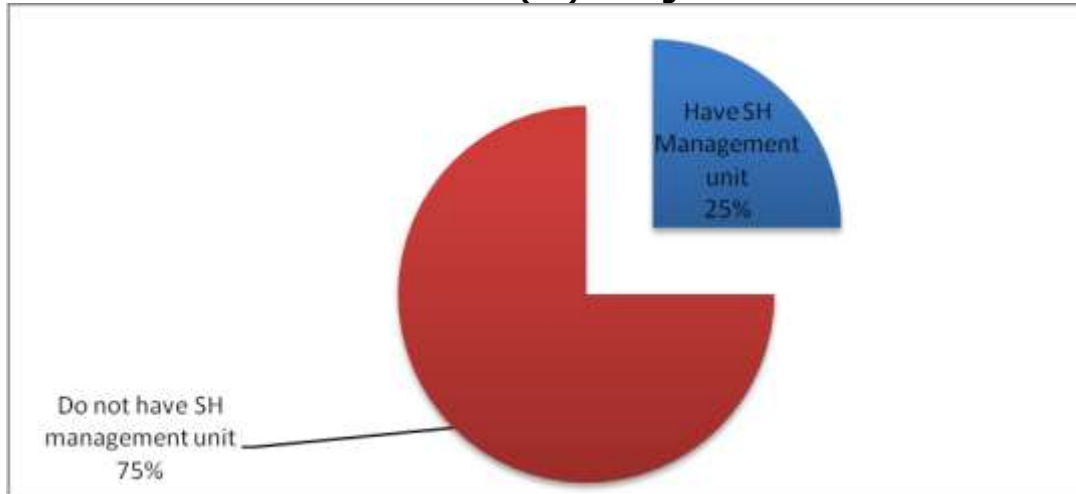
*Source: Field Survey:2022*

**Institutionalization of stakeholder management**

As shown in Figure 4, the level of Stakeholder institutionalization in the sector is low even though there is general awareness and appreciation for the Stakeholder management function in the Advocacy and Community Empowerment work; 25% representing 5 out of the 20 organizations interviewed have separate units within their organization solely taking charge of the Stakeholder Management function with the following assigned tasks:

- i. Stakeholder analysis to determine their relevance and needs at every stage of the project which is then fed into project intervention as well as project design or redesign
- ii. Information management and dissemination
- iii. Stakeholder engagement and communication (internal and external affairs management)
- iv. Plays all Public Relations (PR) roles, giving out project outcomes and general outreach activities
- v. They also do publicity and damage control.
- vi. Relations management, stakeholder identification, and networking as well as stakeholder mobilization for implementation.

**Figure 5: Institutionalization of Stakeholder (SH) Management**



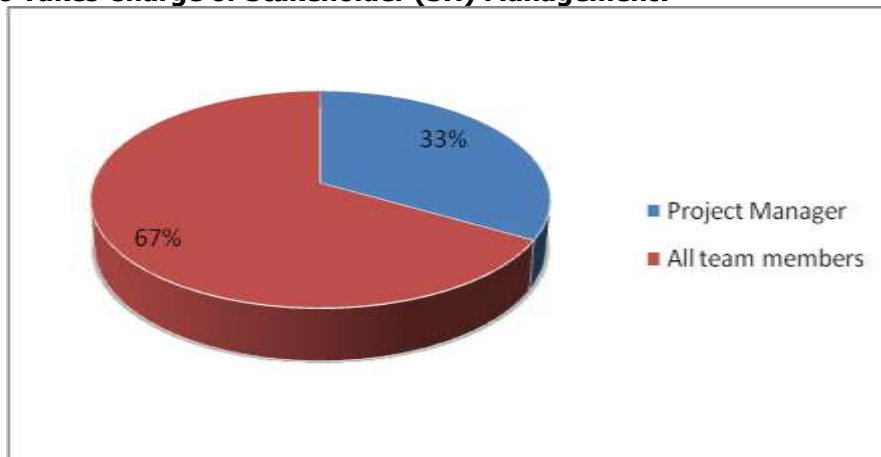
Page | 15

*Source: Field Survey:2022*

Notwithstanding the above, it is clear the sector is not fully ready to institutionalize stakeholder Management as a distinct functional unit in their work, and this was attested by 75% of respondent organizations (see figure 5) without even a desk put in charge of the critical role of Managing Stakeholders thereby leaving that function to either the Project Manager (33%) or all team members (65%) as

shown in Figure 5, but this is against best practice requirements because, according to Peter(2007), whilst traditional Project managers focus on tools and templates that allow us to complete the creation of the products or services being delivered, the discipline of Stakeholder management focuses on human dynamics; managing relationships and communications.

**Figure 6: Who Takes Charge of Stakeholder (SH) Management?**



*Source: Field Survey: 2022*

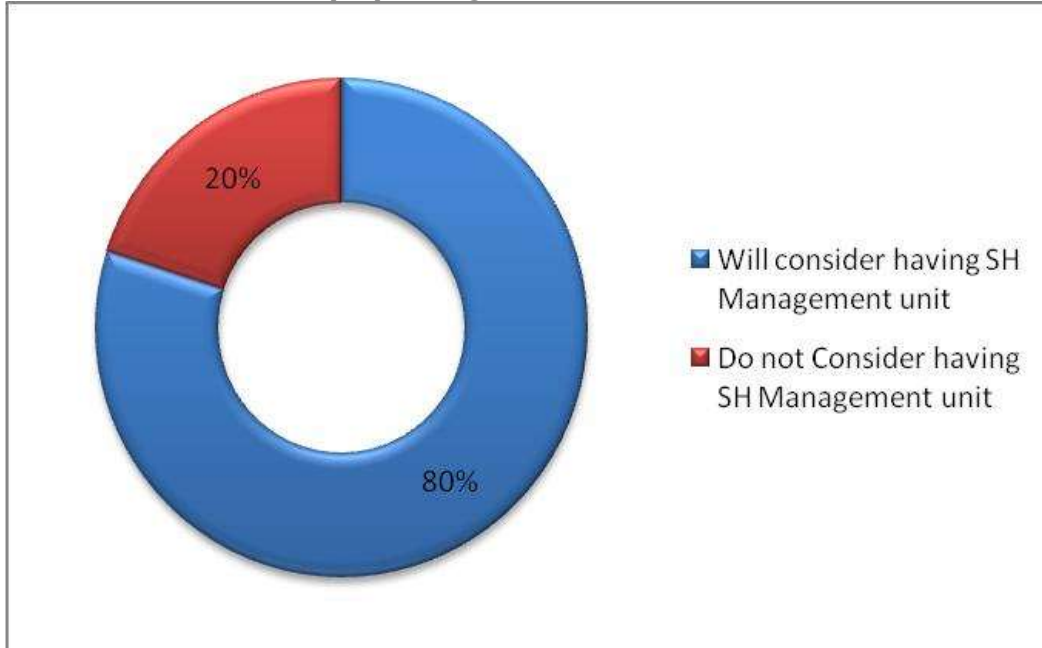
Therefore, Stakeholder management is a unique discipline or function that may not be successfully handled by anybody in the project team especially because it has to do with human relations; according to the Society of Professionals in Dispute Resolution (SPIDR), the growing utilization of stakeholder processes has drawn a growing number of individuals and firms into the field. While many of these newer entrants are well qualified, a number possess neither sufficient knowledge of stakeholder process management nor a substantive understanding of the issues. In addition,

there is a growing need to ensure that activities labeled as stakeholder processes do live up to the expectations and standards of experienced practitioners in the field.

For those who do not have Stakeholder Management units in their organizations, the main reasons were that they either did/did not see the need or did not have the capacity. As depicted in Figure 7, 80% of the organizations without separate Stakeholder Management units will consider having some at any moment because they have realized how

imperative the unit is to successful Stakeholder and project management; however, 20% of think they do not need to change the status quo.

**Figure 7: Need for Stakeholder (SH) Management Unit**



Source: Field Survey: 2022

**Stakeholder management challenges and their effect on project management**

**Table 12: Stakeholder Management Challenges and their effects on Project Management.**

<b>Table 12b): Stakeholder Management Challenges and their effects on Project Management.</b>							
Challenges	Freq	Sources	Effects	Extend			
Management			producing deliverables	2	3	4	9
Political differences and conflict	3	P. As, T. As, PCs	Division among implementers	3	3	3	9
Ethnic differences	2	P.C, PAs, TAs, Partner NGOs	Division among implementers	2	4	3	9
Hidden stakeholders (inability to identify all stakeholders)	5	All	Limits project content or quality.	4	2	3	9
Anti-stakeholder Leadership problems, dictatorial attitudes	5	Project team	Limits full participation and contribution	3	2	3	8



Challenges	Freq.	Challenge source	Effect(s) of challenge	Extent of effect. Rated from Mild to severe			Subtotal
				Mild	Moderate	Severe	
Conflicting/varied interests and opinions, beliefs, and orientations	10	All	Affects timing & quality, limits cooperation, difficulty in building consensus, too much burden on the project team	2	6	5	13
Limited/poor understanding of Issues	6	Public Authorities (PAs) Media, Traditional Authorities (TAs)	Misinformation & wrong interpretation, impeded implementation	3	4	2	9
High cost of management	7	All	Eats into resources meant for other things	2	5	2	9
Limited/poor commitment (inadequate/delay in releasing funds, diminishing donor support	8	PAs, Donors, TAs, Clients	Implementation and objectives, poor Participation	2	2	7	11
Value difference (religious & cultural)	4	P. As, Donors	Delays impact, lowers commitment to full Contribution	2	2	3	7
Personal gains seeking	6	TAs Project community.	Conflict, diversion of project resources	2	3	3	8
Gate crashing	4	All	Timing effectiveness of the team	4	2	2	8
Wild/unrealistic expectations	8	Public Authorities, clients, Traditional Authorities, Project community	Conflict and poor participation/cooperation, kills intent, failure to give the best	2	5	3	10
Communication difficulties/ineffective communication	2	All	Misinformation about activities failed expectations, poor information flow	4	2	3	9
Deviation from agreed principles	5	Focal NGOs, Pas	Failure to achieve set targets	3	4	3	10
Time-consuming/ poor time	2	All	Limits participation, undue delays in	2	2	2	6
<b>Total</b>	<b>62</b>			<b>28</b>	<b>37</b>	<b>35</b>	<b>100</b>
Unproductive criticism is driven by competitive motives/witch hunting/sabotage	8	Sister/line organizations, P. As	Strains relations and lowers confidence in collaboration, unwillingness to fully cooperate, turns collaboration into unhealthy competition	2	3	3	8

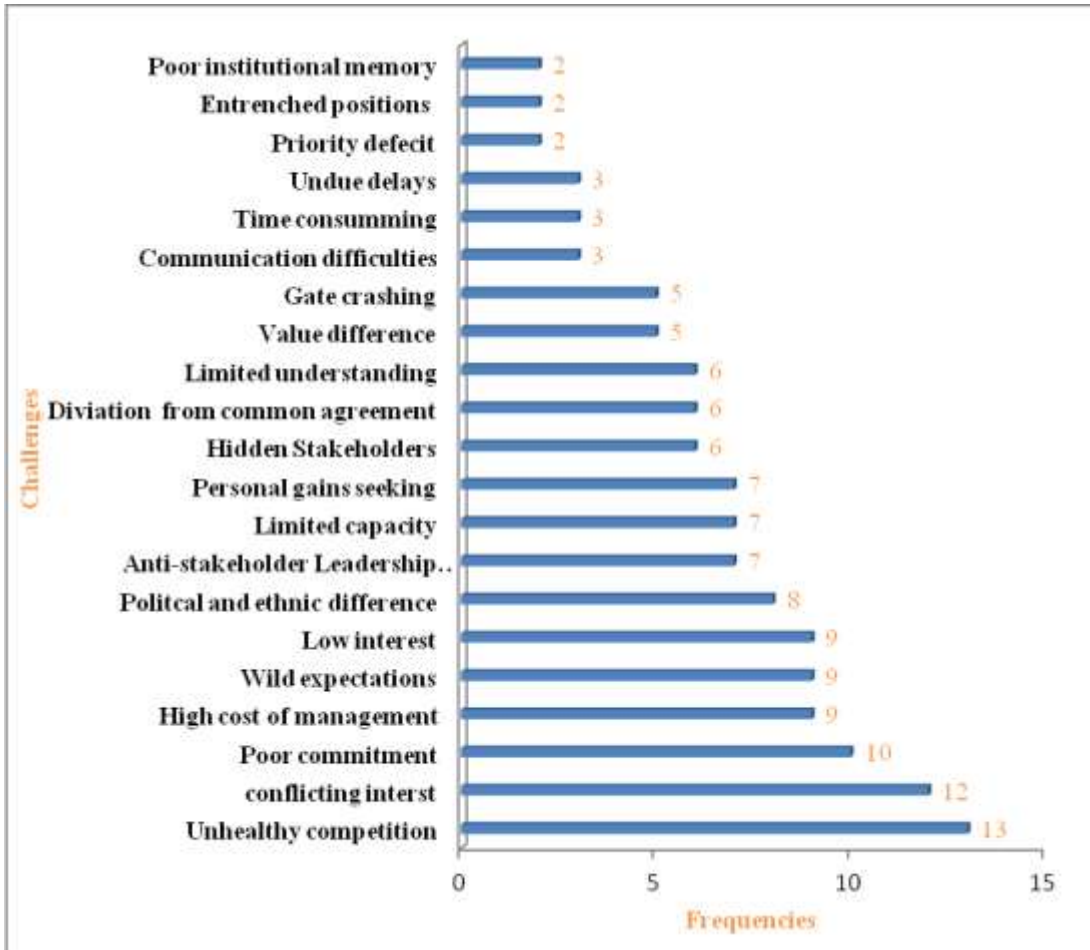
Limited interest among Stakeholders for intangible long-yielding and difficult-to-measure project results associated with advocacy	5	Beneficiaries project community	Reduces participation	1	3	4	8
Undue delays	2	All	Unmet deadlines and failures	3	2	4	9
Limited capacity (resources, knowledge and skills)	5	P. As, a project community clients, project. Team	Success and sustainability are not assured, unable to effectively play their role	3	2	4	9
Priority deficit – due to lack of understanding of the true value of project objectives	1	Clients	Pulls back implementation efforts	2	2	3	7
Entrenched positions, beliefs and Practices	1	Project community, beneficiaries	Delays impact	3	3	2	8
Poor institutional memory due to high staff turnover	1	PAs, Partner NGOs, Project	Loss of vital working information	2	2	3	7
Total	38			30	31	39	100

Source: Field Survey:2022

**Frequency Rankings of The Identified Challenges**

The activity of managing stakeholders is indeed faced with numerous challenges as reflected in table 12 and figure 8 for the most popular and common challenges, figure 8 presents that in ascending order from top to bottom using frequency values for the challenges.

Figure 8: Challenge rankings by frequency



Source: Field Survey:2022

The commonest challenges here are the ones that are felt more in organizations – thus the higher the frequency, the more common the challenge in the sector, and the first in that order is unhealthy competition followed by conflicting

interest, poor commitment, and high cost of managing stakeholders with the less popular challenge being poor institutional memory.

**Table 13: Who poses the most challenges and what levels of attention do they require from project teams?**

No.	Stakeholder	Frequencies	Level of attention required (Attention Barometer)
1	Volunteers	3	Require some attention
2	labor unions	5	Require a high level of attention
3	Insurance companies	5	Require a high level of attention
4	Financial institutions,	5	Require a high level of attention
5	Contractors/ consultants	5	Require a high level of attention
6	BOD	6	Require a high level of attention
7	Media	8	Require the highest level of attention
8	Project team	8	Require the highest level of attention
9	Donors/project sponsors	8	Require the highest level of attention
10	Sister/line organizations	7	Require the highest level of attention
11	Traditional authorities	8	Require the highest level of attention
12	Clients/end users	10	Require the highest level of attention
12	Project Community	10	Require the highest level of attention
14	Public authorities	12	Require the highest level of attention
		100	

*Source: Field Survey:2022*

From Table 13, which stakeholders present the most challenges and for that matter what level of attention they require are shown by the frequency values and Attention Barometer. They are sorted in ascending order from the top to the bottom of the table. It is shown here that those who pose the most challenges are those who require the highest attention of project teams and these seem to be at the center of activities in the work of Advocacy and Community Empowerment; in descending order these include; Public Authorities or the —key duty bearers for—the change agents, Project Communities, Clients/project beneficiaries or —rights owners, Traditional Authorities (another change agent), Sister NGOs, Donors, Project Team, and the Media. It came out that all these falls within the key stakeholder group. It therefore implies the higher one’s involvement in the system the higher your impact not just in a positive direction but adversely too. Linking this with the ranked challenges, it appears the highly ranked challenges are coming from these same sources.

It was revealed through the researcher’s interaction with members of the sector that, the greatest success weapon to the sector is ‘numbers’ as they say, —the change agents are only moved by strong voices backed by numbers who know what they are asking for. As in numbers the sector members achieve success, it appears it is in the same numbers the sector is challenged and the question then becomes whether to have or not to have. But going through what Peter (2008) said about what stakeholders do, as listed hereunder, one would see the link that the most common and critical stakeholders’ management challenges are caused mostly by the key Stakeholders and perhaps those who are more at the center or greatly involved.

What stakeholders can do? According to Peter (2008)

- Always find fault with deliverables.
- Not providing feedback on interim deliverables and milestones.

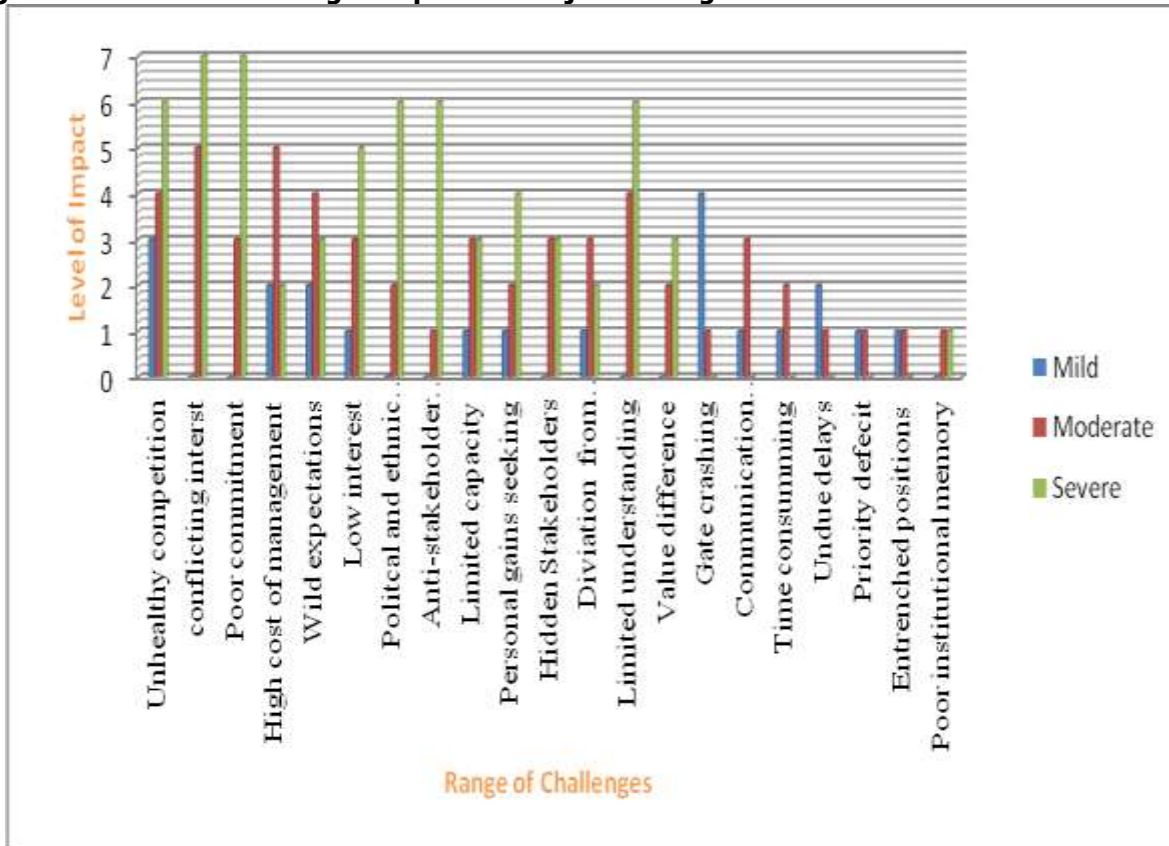
- Delay the approval process.
- Not provide any direction.
- Steal your team members.
- Undermine your authority with politics.
- Make a case against the project public.
- Start a competing project.

the middle to the bottom portion of the table representing those with higher frequencies are the groups who can cause all the above those at the upper half of the Table.

**Extent of impact of identified challenges on project management**

Considering these as what stakeholders can do, then it goes to confirm the rankings in Table 13 because those occupying

**Figure 9: Extent of Challenges impact on Project management**



Source: Field Survey:2022

## **Interpretation of challenge impact**

**Mild:** Where the particular challenge can only delay project activities

**Moderate:** Where the effect of the particular challenge can lead to delay in activities and consequently lower quality of objectives or deliverables

**Severe:** Where the effect of the challenge can lead to the collapse of the entire project

Page | 22

From figure 9, the effects of the stakeholder management challenges on project management and consequently the success or otherwise of projects in the advocacy and empowerment sector are obvious and to a large extent threatening the overall effectiveness of the sector players due to the high level of interrelationship and interdependence characterizing their operations. From the numerous challenges come complex and multiple effects; some of the effects include the following: Delays in timing, poor quality objectives, limited cooperation from key actors, difficulty in building consensus, overburdening of the project team, misinformation, and wrong interpretation of project objectives and activities consequently impeding project implementation and successful completion of projects, where intended deliverables fail to be achieved within time and cost. As shown in Table 12, most of the challenges have their unique effects but there are some of them with cross-cutting effects, an example is Limited/poor commitment from donors (inadequate/delay in funds release) and diminishing donor support.

The extent of effects of this challenge is severe, meaning it leads to project collapse or failure, some of the challenges with severe effects include unhealthy competition, poor commitment from Donors and Public authorities, political and ethnic differences from public authorities, other NGOs, and project communities, and value difference or conflicting interests from beneficiary communities.

Unhealthy competition among the sector players instead of collaborating to a large extent is not just a challenge but a serious threat to the sector because the sector is highly interdependent and interrelated; there are some projects where a host organization is required to use other NGOs as implementing partners to see to the execution of that project

and also, there are cases where one donor sponsors several NGOs to undertake similar or different activities and inadvertently creating grounds for some form of competition among the sponsored organizations. —We have had some betrayal of trust by other stakeholders due to conflicting interests/hidden agendas in these types of relationships; some usually will want to find favors with donors at the expense of their peer organizations by having double standards or miss presentation of other NGOs before donors.

Also, the dwindling donor commitment perhaps is one of the killer challenges that threaten the very existence, survival, and sustainability of the sector as much of the work in the sector is highly donor-reliant, to the extent that certain projects will simply not grow beyond their conception stages without donor support.

The issue of some stakeholders not understanding and appreciating the work of advocacy is yet another challenge from the grass root level that players say is very difficult to deal with mainly because precedence has been set by the relief and charity NGOs whose mode of operation made the clients and their entire communities feel that all NGO work comes with physical or tangible handouts without which their participation levels can be low to the extent of stifling, intangible yielding projects; this aspect of the clients and their communities is born from the fact that the immediate needs of most of the stakeholders are bread and butter related and which cannot be obtained immediately from Advocacy. Also, ignorance on the part of some actors limit their understanding of the true merits and nature of Health opportunity NGO, works.

## **Scope of stakeholder in the advocacy and empowerment NGO subsector and their stakes and corresponding responsibilities**

It was found out that there are about fourteen groups and institutions recognized as stakeholders; however, not all the groups and institutions are stakeholders to all the respondent organizations. It was also revealed that Stakeholders come with some form of interests or stakes and responsibilities. The summary statement about the various stakeholders and their stakes and responsibilities are shown in table 14.

**Table 14: Stakeholders, their Stakes, and Responsibilities**

Stakeholders	Stakes/interests	Responsibilities
Traditional authorities	Poverty reduction, development or welfare of their people	Influence, consent, Mobilization Mentoring, Monitoring
Donors/project sponsors	Poverty alleviation, development or change, Project outcomes, Efficient use of funds	Funding of projects, provide technical service as well as Monitoring & Evaluation
Public authorities	Poverty alleviation/development Empowerment for the people	Policy and information support, Implementation, Legal backing/consent, provision of expertise
Line organizations	Knowledge sharing, Empowerment alleviation/development	Knowledge/ideas/information Expertise in monitoring implementation
Project team	Poverty alleviation/development, Economic rewards, Project objectives, Raising the image of the organization	Execution/implementation/ Facilitation
Clients/end users	Project deliverables Empowerment	Implementation, Monitoring Information supply, Taking ownership of projects
Contractors/Consultants	Economic rewards, Project objectives Change/development	Expertise/technical, services/evaluation
Financial institutions,	Economic Rewards/Profit	Technical Services, Financial services
labor unions	Economic rewards	Labour, Expertise
Media	Accountability, Economic rewards, Public Education	Publicity, Education/Information
Insurance companies	Economic rewards	Technical Services/Insurance
Project Community	Empowerment, Development Project benefits	Implementation, Monitoring, project ownership, Information
Board of Directors	Achievement of project objectives	Monitoring and evaluation
Volunteers	Change in the lives of beneficiaries	Contribution of labour and expertise for project implementation

Source: Field Survey:2022

### Stakeholder management processes

It was confirmed that Stakeholder management is done through the following processes: Stakeholder Identification, Stakeholder Analysis, and Stakeholder Engagement communication.

### Stakeholder identification processes

In carrying out the Identification some organizations either go through one or more of the following processes: Project Team brainstorming, Stakeholder forums, Snowballing, or

in some cases through the use of a checklist. Beside these processes, is a set criterion of four factors or indicators that guide project teams to determine who to include as Stakeholders. These include the power of the group or institution to influence, how related its mission and vision are to the project/organizational objectives, whether there is a shared interest or not, and whether it has a common geographic presence with the project or the Project organization. The identification process either takes place as a one-stop or ongoing activity at the various stages of the project life cycle.

### **Stakeholder categorizations**

For planning, various forms of categorizations were found to be used by some of the organizations whilst some do not have any structured form of categorization. For the first group of organizations, it came out that two broad forms of categorizations are used namely the two-way and three-way categorizations; under the two-way categorization, there are two subcategories: category one – Internal and external Stakeholders and category two – Direct and Indirect Stakeholders. Under the three-way type, the categories are Primary, Secondary, and Key Stakeholders. The determinants of a stakeholder's category or status were found to include; influence over project resources, level of claim on project deliverables, level of political influence, and access and control over project information.

### **Stakeholder analysis**

The working definition of Stakeholder Analysis according to respondents came under three broad categories namely: as an identification process, analytical process, and others; apart from these, a quarter of the respondents indicated their organizations do not have a working definition for Stakeholder Analysis even though some of them undertake some of the basic tasks of Stakeholder Analysis at different forums such as Project reviews and AGMs. About its relevance however, it was unanimously acclaimed as very essential and 70% of respondents undertake stakeholder Analysis periodically throughout the project life, 30% do so only at the Project implementation stage as a one-stop activity for several reasons including cost, donor priorities, and project duration.

### **Stakeholder engagement and communication**

Stakeholder Engagement in the working terms of the respondents varied a little from one group to the other; however, the majority of them seem to be applying the term similarly as a two-way dialogue process between Project management and their stakeholders, however, others interpret it as a way of working with stakeholders or an event to let Stakeholders know what is/should be expected from and by them. Its contribution to project success as enumerated by respondents among several others includes: a platform for monitoring and evaluation, ensures transparency, accountability, and responsiveness among stakeholders. Regarding the time this

Activity is carried out; it was discovered all the respondent organizations do it throughout the project life.

On communication, it came out that all respondent organizations consider it as important and have institutionalized it as part of stakeholder management processes and the various ways it is carried out include: Meetings, Reporting, Telephone calls, Conferences, E-mails, Formal and Informal letters, Workshops, Media programs and Stakeholder Forums.

### **Institutionalizing stakeholder management**

The idea of Stakeholder management becoming a distinct functional unit within the Advocacy and Empowerment sub-sector of the NGO sector as per this study seems to be a novelty as the majority (75%) of the players interviewed did not have units managing Stakeholders, instead, it is the duty of all team members. The momentum has started somehow though, as some (25%) of the organizations interviewed have units, some in the form of Internal and External Affairs outfits playing the Stakeholder management role across projects.

### **Management challenges and their effects**

Indeed, the Advocacy and Community empowerment NGO sector as in the case of those operating in Juba of the Republic of South Sudan is faced with numerous stakeholder management challenges and the impact of these challenges on the project management efforts of these organizations is equally numerous and daunting.



**Table 16: Categorization of challenges by sources.**

Internal challenges	External challenges	Dual source
<input type="checkbox"/> Unidentified stakeholders <input type="checkbox"/> Limited/poor understanding of issues <input type="checkbox"/> High cost of stakeholder management <input type="checkbox"/> Communication difficulties/ineffective communication <input type="checkbox"/> Narrow consideration of stakeholders <input type="checkbox"/> Spontaneous and Casual Stakeholder Management Practices <input type="checkbox"/> Lack of appropriate stakeholder planning mechanisms <input type="checkbox"/> Limited knowledge and skills in stakeholder management	<input type="checkbox"/> Unproductive criticism driven by competitive motives/witch hunting/sabotage <input type="checkbox"/> Limited interest among SHs for intangible long- long-yielding and difficult-to-measure project results associated with advocacy <input type="checkbox"/> Limited capacity (resources, knowledge, and skills) <input type="checkbox"/> Priority deficit – due to a lack of understanding of the true value of project objectives <input type="checkbox"/> Entrenched positions, beliefs, and practices <input type="checkbox"/> Limited/poor commitment (inadequate/delayed in releasing funds, diminishing donor support <input type="checkbox"/> Value difference (religious & cultural) <input type="checkbox"/> Gate crashing <input type="checkbox"/> Wild/unrealistic expectations <input type="checkbox"/> Deviation from agreed principles	<input type="checkbox"/> Poor institutional memory due to high staff turnover <input type="checkbox"/> Anti-stakeholder Leadership problems, dictatorial attitudes <input type="checkbox"/> Personal gains seeking <input type="checkbox"/> Conflicting/varied interests and opinions, beliefs and orientations <input type="checkbox"/> Time-consuming/ poor time management <input type="checkbox"/> Political differences and conflict <input type="checkbox"/> Ethnic differences

Source: Field Survey:2022

The challenges range from conflicting interests to competition from peer institutions and many more; the challenges can be classified into two broad categories, thus internal.

External, where the internal ones are those that come from within the individual organizations, inherent mainly from the types of stakeholder management processes they implore and how they are carried out; with this category of challenges, the organizations are in a better position to have greater control over them than the external challenges which come from outside the particular organizations. The latter category is a result of the former even though the fact is established that some external challenges are truly beyond the control of project management, thus it is due to poor stakeholder identification, analysis, engagement, and communication that give rise to most of the external challenges such as poor commitment, unidentified/hidden stakeholders and others.

The effects of the challenges on project management are equally numerous and the extent of impact ranges from mild to moderate to severe; more of the effects have milder and severe effects, and generally, very few of the challenges have mild effects on project management success. The challenges with severe effects are those mainly from donors, Line/sister Organizations, public authorities, Project Teams, and Clients; those challenges posing severely on Project Management efforts include ethnic and political related problems, competition among

players, dwindling donor commitment, low interest, conflicting interests, limited understanding and appreciation or advocacy work, anti-stakeholder leadership problems and personal gains seeking.

## CONCLUSION

Stakeholder management challenges and their impact on Project implementation in Health Opportunity NGO, Kampala-Uganda has been the focus of this study, this was done against the backdrop that successful management of project Stakeholders and eventual realization of project objectives hinge heavily on a better and clearer understanding by Project teams of the complex stakeholder trade-offs and related challenges as well as the necessary processes required to manage the challenges thereof. The task was therefore begun with the identification of categories of Stakeholders in the sector.

Though the exact range of players in the sector is inexhaustible, a good number (14 groups and institutions) were identified by the sector players as recognized stakeholders; they include Public and Traditional Authorities, End users or Clients or Rights Owners, Project Teams, Line or sister organizations, the Media, Consultants, Project Communities, Financial Institutions, Board of Directors, Volunteers and Labour Unions. Following this was an enumeration of the stakes or interests and corresponding responsibilities of the various Stakeholders which bond the complex relationship between the sector

members and their various actors. It came out that, though there are common interests, stakes, and responsibilities shared by the various actors, there are many conflicting interests indeed, enough to make a clearer understanding of any trade-offs equally complex and confusing to ordinary none non-professional actors of the sector. This was followed by an assessment of the various management processes implored or expected to be used by the sector players in managing their stakeholders, from which came out several revelations prominent among which were: one-stop Stakeholder identification and analysis, no or less technical Stakeholder Categorization, planning and engagements and communication as well as casual and ad hoc application of some of the processes.

Consequently, institutionalizing and mainstreaming Stakeholder Management within the organizational setups of the sector members was found to be very low principally owing to late or no realization of the import of it or sheer ignorance of the need to do so, instead, as critical and technical as the function of Stakeholder Management is, it is, in sector wise still over 70% left in the unprofessional hands of either Project Managers oral project team members. Besides these low sides, however, some organizations were found to be conscious of the need and are up to touch with some of the processes and their applications. The final part of the work looked at the challenges posed by the various Stakeholder groups and their resultant impact on successful Stakeholder and Project management. And here again, the findings revealed that the Advocacy and Empowerment sub-sector is highly dependent on human —numbers| and for that matter Collaboration and Networking for its operations and success. The human numbers in the forms of groups and institutions were discovered as necessary evils because these same human numbers captured under the broad term —Stakeholders, have challenges and are damaging enough to undermine the very survival and sustainability of the work, thus successful management of the sector members and by extension, the welfare of the masses whose needs and concerns justify the work of advocacy and empowerment.

Among the numerous challenges are: Competition among line/sister organizations instead of collaboration and networking, dwindling commitment from key factors such as Donors and Public and Traditional Authorities, conflicting interests, and limited understanding and appreciation of the advocacy and empowerment work mainly because it does not yield bread and butter to meet the immediate needs of beneficiaries but rather some intangible yielding deliverables.

## RECOMMENDATIONS FOR ENHANCED STAKEHOLDER MANAGEMENT

To ensure enhanced stakeholder management, it was recommended that there is a need to educate all stakeholders on the project and clear communication from the beginning to ensure better understanding among all stakeholders.

Effective stakeholder involvement and management should be given priority right from project design, and project designers should make sure there is adequate budgetary provision for that.

There is a need to build stronger collaborative relationships through continuous engagement and information sharing as well as harmonization of stakeholder plans at all levels of National development; for instance, composite budgeting by the District Assemblies.

Also, there is a need to have separate organizational units entrusted with the complex task of stakeholder management. Participatory planning with full commitment from all key actors especially from public authorities and donors, effective management of stakeholder expectations, and formalization of expectations and other terms are necessary and should be done by putting them into a Memorandum of Understanding (MOU), in other words, there should be clear cut relationships and expectations. It should be a process that permits the entire project development through to implementation and evaluation.

Furthermore, line/sister organizations should be true collaborators instead of the unproductive pseudo-competition that is increasingly infesting the NGO sector as a result of individual organizational or personal gains.

All stakeholders should always look at the holistic development or the bigger picture projects are designed to bring and avoid seeking individual or personal gains as the reasons for their participation in project implementation.

Last but not least, all relevant stakeholders should be identified from project inception and all partnering, collaborative, and other terms well explained to stakeholders at all levels.

The study recommends that stakeholder Involvement in project identification should be enhanced as this would contribute significantly to controlling project performance through enhancing support for the project, use of Automobile emission control acts, and stakeholder analysis in identification.

Extent of decision making. The respondents indicated that stakeholder Involvement in the control project enhances the assessment of stakeholder resources, enhances undertaking

problem analysis to understand the extent of stakeholder contribution, improves decision processes, and addresses the concerns of stakeholders who were taken care of influencing Automobile emission control project performance.

Page | 27

The study recommends that stakeholder Involvement in project planning influences the performance of the Control Project. From the findings, the majority of the respondents indicated that stakeholder involvement in budgeting for the project, identifying roles and responsibilities of personnel, availing of resources, and intervening in securing donor funding influence project performance to a very great extent. The respondents indicated that involvement in control project planning in delivery method, identification of automobile control project, and instituting work plans influence project performance to a great extent. The findings also indicated that stakeholder Involvement in control planning through resource specification influences project performance to a greater extent.

The study recommends that stakeholder Involvement in the control project implementation influences project performance as stakeholder Involvement in control project implementation through auditing of the project, identifying roles and responsibilities, intervening in securing donor funding, and responsibility sharing influence project performance to a very great extent. Stakeholder engagement

In offering grants, project officials prepare the project budget and determine what to purchase for the project, holding a kick-off meeting is also generally advisable, and holding culture events in support of the project control project implementation influences project performance to a great extent. This implied that stakeholder Involvement in control project implementation influences project performance to a great extent.

The study recommends that stakeholder Involvement in project monitoring influences the performance of the control project by providing project progress feedback, effective reporting of project progress and reporting on risks, and taking action to enhance improvement of the project influence project performance to a very great extent. The respondents indicated that stakeholder Involvement in project monitoring of resources, acting to collect that project requires, and identification of deviations in the project influences project performance to a very great extent.

The study recommends that management should ensure stakeholder Involvement in the monitoring of the performance of control this is so because stakeholder Involvement in monitoring control project to cost efficiency, reduction discrepancy, customer satisfaction and reduction

in rate, timeliness carbon control, reduction in project cost deviation and reduction in operation costs to a great extent.

### **Suggestion for further studies**

Another study could be directed to establish challenges facing stakeholders in the implementation of health projects and control in Uganda.

### **ACKNOWLEDGMENT**

I give thanks to the Almighty Allah for the wisdom and courage that HE has given me which has made this work successful.

To my parents, for nurturing me and providing me the foundation for education.

To my supervisor for the consistent academic and professional support given to me throughout research this research work

To the rest of the people who have supported me in one way or the other, and whose names I have not written here, kindly accept my deep appreciation.

Once again, I thank you all, and may Almighty Allah bless you abundantly.

### **SOURCE OF FUNDING**

The study was not funded.

### **CONFLICT OF INTEREST**

The author declares no conflict of interest.

### **REFERENCES**

1. Bernie Roseke(2019) A guide to project management, Body Knowledge. Washington, DC: Brookings
2. IFC, (2007) Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging markets ([www.ifc.org](http://www.ifc.org)) {Accessed 15<sup>th</sup> November 2011}
3. Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22(4), 853–886. <https://doi.org/10.2307/259247>
4. Neil, Walker A. (2011) Managing Stakeholder Expectations
5. Peter, G. (2008). Project Stakeholders. ([www.projectstakeholders.com](http://www.projectstakeholders.com)) [Accessed:prosjekter,|| Ph.D. Thesis, Norwegian University of Science and Technology.Public Work, Philadelphia, PA: Temple University Press

6. Stakeholder management. (2024, July14). In Wikipedia.  
[https://en.wikipedia.org/wiki/Stakeholder\\_management](https://en.wikipedia.org/wiki/Stakeholder_management)
7. Kennedy Ayatah Atiibo (2012)Examining stakeholder management challenges and their
9. Technique  
**Publisher Details**

impact on project management in the case of advocacy and empowerment NGOs in the upper east region of Ghana

8. John, Prof & Bryson, John & Humphrey, Hubert. (2004). What to do when stakeholders matter: A guide to stakeholder identification and analysis

## **SJC PUBLISHERS COMPANY LIMITED**



**Category: Non Government & Non profit Organisation**

**Contact: +256 775 434 261 (WhatsApp)**

**Email: [info@sjpublisher.org](mailto:info@sjpublisher.org) or [studentsjournal2020@gmail.com](mailto:studentsjournal2020@gmail.com)**

**Website: <https://sjpublisher.org>**

**Location: Scholar's Summit Nakigalala, P. O. Box 701432,Entebbe Uganda, East Africa**

