

**EFFECTS OF PROJECT STAKEHOLDERS' ANALYSIS AND CONTROL ON HEALTH PROJECT MANAGEMENT IN THE CONTEXT OF ROCK OF AGES EMPOWERMENT NGO, KAMPALA-UGANDA. A CROSS-SECTIONAL STUDY.**

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**Abstract**

**Background**

Stakeholder analysis can be done once or regularly to track changes in stakeholder attitudes over time. The aim of the study is to the effects of Project Stakeholders' Analysis and control on Health Project Management in the context of Rock of Ages empowerment NGO.

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**Methodology**

A descriptive cross-sectional study. Structured and semi-structured questionnaires as well as focus group discussion and key resource persons discussion were used to collect data.

**Results**

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 as 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.

**Conclusion**

Stakeholder involvement in the control project enhances the assessment of stakeholder resources, enhances undertaking problem analysis to understand the extent of stakeholder contribution, improves the decision-making process, and addresses the concerns of stakeholders that were taken care of influencing Automobile emission control project performance.

**Recommendations**

Management should ensure stakeholder Involvement in the monitoring of the performance of control. Stakeholder Involvement in the monitoring control project led to cost efficiency, reduction discrepancy, customer satisfaction and reduction in rate, timeliness carbon control, reduction in project costs deviation, and reduction in operation costs to a great extent.

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**Keywords:** *Stakeholder analysis, customer satisfaction, Health Project Management.*

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**Background**

Stakeholder analysis is a more in-depth look at stakeholder group interests, how they will be affected to what degree, and what influence they could have on your project (Tsegaye et al, 2017). Stakeholder analysis can be done once or regularly to track changes in stakeholder attitudes over time; stakeholder analysis has the goal of developing cooperation between the stakeholder and the project team. It is important to identify all stakeholders to identify their success criteria and turn these into quality goals (Wikipedia, 2011) thus stakeholder identification is a process that feeds into stakeholder analysis. This permits the project manager to classify the stakeholders into four

categories—supportive, marginal, non-supportive, and mixed blessing. The supportive stakeholder is low in the potential to affect the project but high in the potential for collaboration. Supportive stakeholders may include suppliers, consultants, and financial institutions. Marginal stakeholders are neither highly threatening nor especially collaborative, potentially have a stake in the project and its decisions, and are generally not concerned about most issues (Karlsen, 2002). Non-supportive stakeholders include competing organizations, labor unions, public authorities, and sometimes the media. The mixed blessing stakeholders can play a major role in the project. Here, the project manager faces a stakeholder

whose potential to affect or to collaborate is equally high. This group of stakeholders may include clients, end users, and line organizations (Karlsen, 2002). Attention to stakeholders is needed to assess and enhance political feasibility (Meltsner, 1972; Eden and Ackermann, 1998) especially when it comes to articulating and achieving the common good (Bryson et al., 2002; Campbell and Marshall, 2002). Stakeholder analyses are more important than ever because of the increasingly interconnected nature in this shared power world where no one is fully in charge; no organization 'contains' the problem but many individuals, groups, and organizations are involved or affected or have some partial responsibility to act (John et al, 2011). In a stakeholder analysis, the impact or power of a stakeholder is defined as the extent to which they can persuade, induce, or coerce others into following certain courses of action. There are several ways to exert such power, for instance by direct authority, lobbying, or exerting a dominant market position (Dagmar, 2001). Typically, stakeholder analyses are undertaken as part of the policy, plan, or strategy change exercises; or organizational development efforts. Different analyses will be needed at different stages in these processes (Bryson, 2004). A classification of stakeholders based on the power to influence, the legitimacy of each stakeholder's relationship with the organization, and

the urgency of the stakeholders' claim on the organization (Mitchell et al,1997).

Analysis can be done in various ways mapping stakeholder expectations based on the value of hierarchies and the Key Performance Areas (Fletcher et al, 2003), ranking stakeholders based on the needs and the relative importance of stakeholders to others in the network (Cameron et al, 2010), assessment of awareness, support, and influence leading to strategies for communication and assessing stakeholder satisfaction, among others. The aim of the study is to the effects of Project Stakeholders' Analysis and control on Health Project Management in the context of Rock of Ages empowerment NGO.

## **Methodology**

### **Research Design**

A descriptive cross-sectional study. Secondary data sources were also combined with primary data to complement the results, which were collected from the field using structured and semi-structured questionnaires.

### **Study Area**

The study was conducted in the Rock of Ages empowerment NGO, Kampala-Uganda

**Table 1: Target Population**

<b>Category</b>	<b>Population</b>
Fundraising specialists	10
Advertising specialist.	08
Research associates.	06
Public relations specialists	08
Finance associates	04
Social media managers	02
Program coordinators	09
Program associates	02
Project managers	03
Director of special initiatives.	01
Project advocacy and communication officers	05
Research coordinators	05
IT specialists	07
Volunteers	15
Field officers	16
Drivers	10
Monitoring and evaluation officers	04
Business development and marketing offices	10
Human resource and logistics assistants/officers	05
Accountants/auditors	10
<b>Total</b>	<b>140</b>

The target population was 140 staff members of Rock of Ages empowerment NGO operating from different departments of the organization.

### **The Sample Size and Sampling Technique**

A purposive sampling method was used to select the sample for this study. The purposive sampling technique helped in the selection of respondents who provided relevant factual information for discussion (Leedy and Ormrod, 2005). The sample size of the

study was 103 and the response rate was 03. The actual sample size became 100. However, the sample size was determined from the Krejcie and Morgan (1970) Sample Table as appended in the appendices. The choice of target respondents was deliberate, based on whether the organization falls within the category of organizations that would be able to provide information for the study or not.

**Table 2: Sample Size Breakdown**

Sample category	Number of sampled
Program and Project Managers	30
Heads of Organizations/other senior staff	28
Frontline Project Staff	45
TOTAL	103

*Source: Researcher, 2023*

The target population was (140), but the sample size was 103, selected using Krejcie and Morgan's (1970) table of sample size selection. Note, that after the actual fieldwork, the non-response rate was three.

Microsoft Excel while the qualitative aspect was analyzed and interpreted by way of transcription as well as logical and deductive narratives mainly with the aid of tables, graphs, and charts.

### **Data Collection Procedures and Techniques**

This work relied mainly on primary and secondary sources of data but more heavily on primary data as the research was, a structured questionnaire and semi-structured guide. The structured questionnaire was made up of closed and open-ended questions administered to the program/project managers. The semi-structured guide was used for focused group and key resource personnel discussion. Alongside the questionnaires, the researcher gathered information using the interview schedule. This enhanced the questionnaire and direct first-hand information was collected from the respondents. The researcher also used an interview guide to collect information from the respondents.

### **Data Analysis**

To transform the raw data into information for useful and meaningful purposes, there was the need to put the data into a manageable form, thus creating summaries and categories and applying statistical inferences. The data were also edited to ensure consistency and as well identify and purge them of all forms of errors and omissions that could come up in the course of the data collection. The data were then coded thus classifying and categorizing the data into manageable and analyzable form. The quantitative aspect of the data was analyzed using statistical software known as,

### **Research limitations and challenges.**

Given the category of respondents, this study dealt with, the data collection was time-consuming and quite slow as some organizations had to be revisited and called severally before getting the scheduled officers for an interview. In some cases, it was not possible to have a face-to-face interview opportunity with scheduled officers. (103) questionnaires were issued and only 100 was returned

Another major challenge to this work was time; there was virtually no time to do respondent feedback and discussion of interpretations and conclusions of the research with the participants for verification and insight.

## **RESULTS**

### **The Effects of Project Stakeholders Analysis and control of Health Project Management in the context of Rock of Ages empowerment NGO, Kampala-Uganda**

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 3

**Table 3 Working definitions of Stakeholder Analysis by respondents**

INDUCTIVE CATEGORIES	PARTICIPANTS' RESPONSES	PERCENT GE OF RESPONDENTS
<b>Identification</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identification of key actors of a project and assessment of their interrelationship to achieve project goals.</li> <li><input type="checkbox"/> Identification of organizations or groups who influence your project goals.</li> <li><input type="checkbox"/> Identifying organizations that influence your project goals.</li> <li><input type="checkbox"/> Identifying roles, information, expertise, and support needs of your organization.</li> <li><input type="checkbox"/> Role identification and sharing and definition of terms of engagement.</li> <li><input type="checkbox"/> Looking at the principles, values, strengths, expertise, presence in operational areas, level of influence, and recognition.</li> <li><input type="checkbox"/> Identification of interests and groups.</li> <li><input type="checkbox"/> Identification of stakeholders' roles, impacts, and interests and categorizing them to determine the mode of involvement.</li> </ul>	40%
<b>Analyses</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> A systematic analysis of the various Stakeholders of a project so that all actors are mobilized towards achieving project objectives.</li> <li><input type="checkbox"/> Enumeration of roles, sharing responsibilities, identification of needs, and strategizing</li> </ul>	10%
<b>Others</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The various Stakeholders an organization Works with.</li> <li><input type="checkbox"/> The relevance of targeted concerned individuals or institutions.</li> <li><input type="checkbox"/> Determining the level of interests, influence, and power of various stakeholders</li> <li><input type="checkbox"/> A framework for addressing stakeholder needs in a tailored manner.</li> <li><input type="checkbox"/> A set of institutions or persons whose actions and inactions can affect a project.</li> </ul>	25%
<b>No working definition</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Do not have a known working definition of an organization</li> </ul>	25%

*Source: Field Survey, 2023*

As shown in Table 3, 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 as 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 project, 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 Karlsen (1998) 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.

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 (see figure 1) 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 Health Project Management tool that should be used to shape and direct projects as they roll on.

A remaining 30% as shown in Figure 1, of respondent Organizations, consider it only at the project initiation stage and this seems to be in contradiction with what Bryson (2002) 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 it. The need to make separate budgetary allocations for that.

## **Discussion**

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.

## **Conclusion**

Institutionalizing and mainstreaming Stakeholder Analysis 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. 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-making processes, and addresses the concerns of stakeholders was taken care of influencing Automobile emission control project performance.

## **Recommendations.**

Management should ensure stakeholder Involvement in the monitoring of the performance of control. Stakeholder Involvement in the monitoring control project led to cost efficiency, reduction discrepancy, customer satisfaction and reduction in rate, timeliness carbon control, reduction in project costs deviation, and reduction in operation costs to a great extent.

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