

**EXAMINING STAKEHOLDER MANAGEMENT CHALLENGES AND
THEIR IMPACT ON PROJECT MANAGEMENT IN THE CASE OF
ADVOCACY AND EMPOWERMENT NGOs IN THE UPPER
EAST REGION OF GHANA**

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Of

**COMMONWEALTH EXECUTIVE MASTERS DEGREE IN BUSINESS
ADMINISTRATION**

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DECLARATION

I hereby declare that this work is my independent work with the guidance of my supervisor hereby submitted for the first time to the Institute for Distant Learning KNUST as part fulfillment for the award of the Commonwealth Executives Masters in Business Administration degree.

The work contains no previous published work by any person or Institution, nor material which has been accepted for the award of any other degree of the University except where due acknowledgement has been made in the text.

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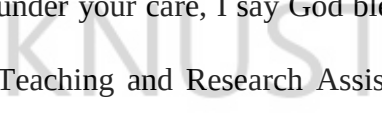
DEDICATION

This work is dedicated first of all to the Almighty God for the gift of life and the opportunity of Education; I also dedicate this to Nma Kavugu Ayatah, my dear Mum of blessed memory through who God gave me life and whose selfless love, foresight and commitment in the face of all intimidating odds have made me who I am today. Thank you Nma! Your memory will forever stay alive as long as God grants me life and no one can ever take that special place you have in me.



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I also owe all my friends and family a gratitude for all your support and concern, for always being there for me I say thank you and God bless all of you.

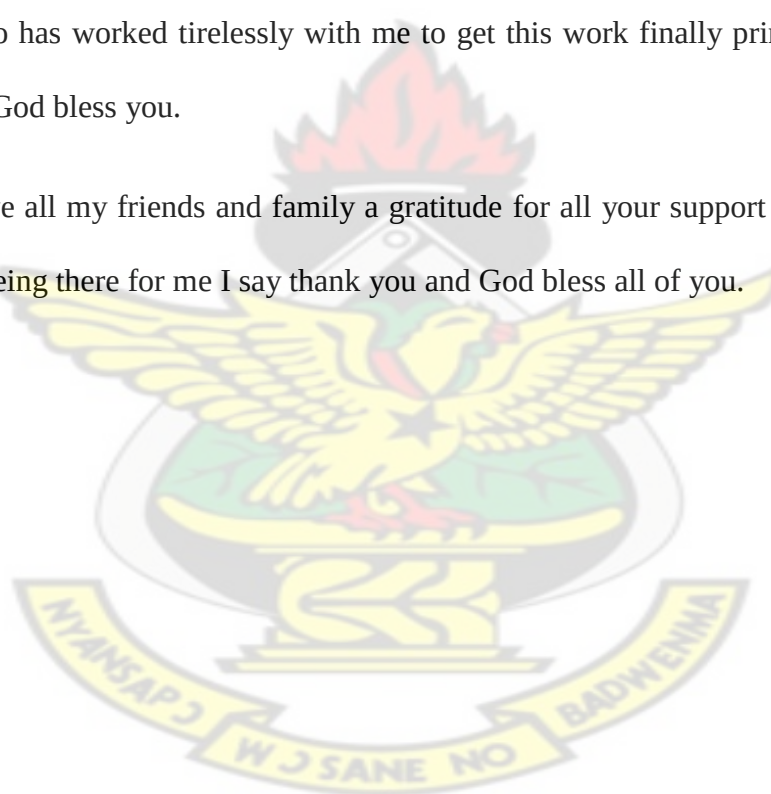


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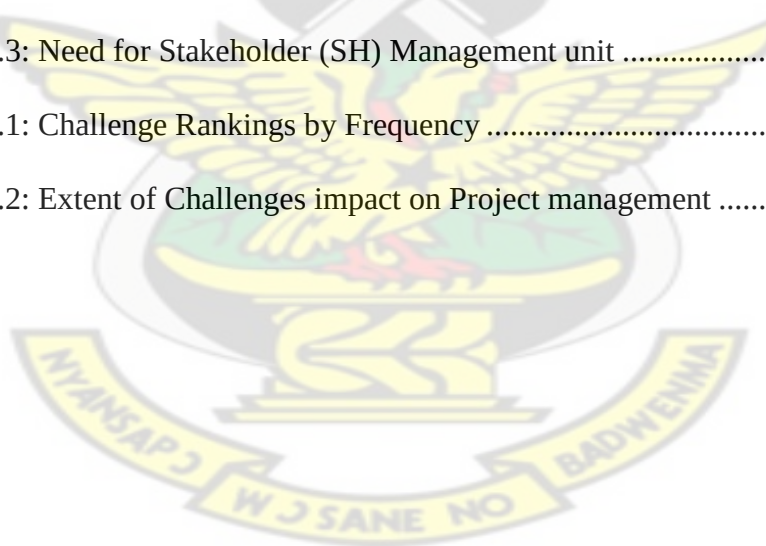
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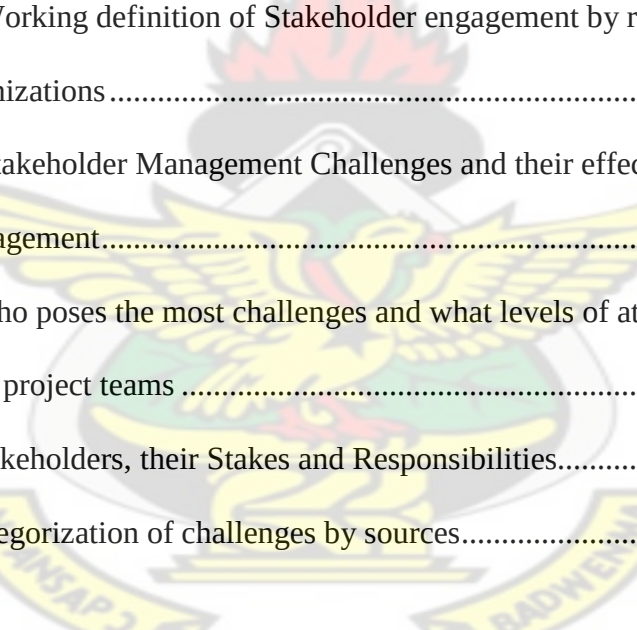
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LIST OF ABBREVIATIONS

ACDEP	Association of Churches Development Projects
AGM	Annual General Meeting
BOD	Board of Directors
CENRED	Center for Rural Empowerment and Development
CENSUDI	Center for Sustainable Development Initiative
CEO	Chief Executive Officer
CODAC	Community Development and Advocacy Center
CSRC	Community Self Reliance Center
FIDA	Federation of African Women Lawyers
FoodSPAN	Food Security Policy Advocacy and Network
GTLC	Ghana Trade and Livelihood Coalition
IFC	International Finance Corporation
NGOs	None Governmental Organizations
PAs	Public Authorities
PCs	Project Communities
PRIDE	Programme for Rural Integrated Development
SEND	Social Enterprise Development
TAs	Traditional Authorities
WOM	Widows and Orphans Ministry
ZOFAFA	Zuuri Organic Vegetable Farmers Association

ABSTRACT

NGOs in the UER of Ghana face challenges from different people and groups by serving multiple stakeholders with potentially conflicting needs and interests. The study examined the challenges in stakeholder management and their impact on project management in advocacy and empowerment NGOs in the UER of Ghana. Purposive sampling was used to select 35 respondents comprising 20 project and programme managers, 10 frontline project staff and 5 key resource persons. Structured questionnaire was used to obtain information from project and programme managers while semi-structured questionnaire was used to elicit information from frontline staff and key resource persons. The study identified traditional and public authorities, donors, clients, sister NGOs, the media and project communities as generally recognized key stakeholders to the sector. Labour unions, volunteers and insurance companies were also identified as stakeholders but by few of the NGOs. It was revealed also that the interests and roles of the key Stakeholders were very critical to the operations of the NGOs; however stakeholder management was found to be characterized by casual and ad-hoc actions and predominantly not institutionalized. Challenges like unhealthy competition, conflicting interests, poor commitment, limited interest, understanding and appreciation, anti-stakeholder leadership problems, entrenched positions, beliefs and practices were found to impact severely on the work of the NGOs. The study concluded that the many challenges encountered were due to the casual and ad-hoc actions and the non institutionalization of stakeholder management by the NGOs. The researcher recommend that stakeholder management should be institutionalized and entrusted to professionals with the relevant training and skills who can ensure stakeholder processes do live up to the expectations and standards of experienced practitioners in the field.

CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND TO THE STUDY

Running a successful project/programme in the Non-Governmental Organization setup requires a high degree of stakeholder management; stakeholders are the people and or institutions who affect and are affected by the outputs or inputs of a project. According to Wikipedia (2009), a stakeholder is any person or organization who can be positively or negatively impacted by, or can cause an impact on the action or the decisions of a company, government, or organization. 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.

Types of stakeholders may include Primary stakeholders (those ultimately affected either positively or negatively by an organization's actions), Secondary stakeholders (persons or organizations who are indirectly affected by an organization's actions- 'intermediaries') and Key stakeholders (can belong to the first two groups) Wikipedia, (2009).

Stakeholders in NGO programmes and projects will need to be managed through every phase of the programme/project. Stakeholder management involves process and control that must be planned and guided by underlying principles. The advantage of stakeholder management include eliminating conflicting interests among stakeholders, reducing the pressure of management to produce short-term results, reducing the cost associated with a high turn-over among stakeholders and providing the firm with

committed stakeholders in an environment characterized by increasing competition (Wikipedia, 2011)

Different stakeholders will want very different outcomes from projects. A vital part of stakeholder management is managing these competing expectations from the initial phase through to final implementation; Stakeholder priorities have a tendency to change during the programme and project lifecycle and as such compounds the challenge; Managing stakeholders represents a major political challenge to all programme and project managers (Neil, 2011)

1.1 NGOs AND MANAGERIAL CHALLENGES

The World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development" In wider usage, the term NGO can be applied to any non-profit organization which is independent from government (United Nations Economic Commission for Europe, 2006).

NGOs involved in development and advocacy face the management of a complex relationship between themselves and diverse range of stakeholders. They face internal management issues, as well as the management of external relationships (government, the private sector, other NGOs and with their target communities). The effectiveness of NGOs as actors in development and change depends on successful engagement with both internal and external management questions and also on the successful articulation between issues of internal and external management (Journal of Turkish Weekly, 2011).

The work of Non-Governmental Organizations is mainly focused on the development and advocacy needs of disadvantaged communities or citizens. Thus they aim at

poverty reduction, self-help, improvement of the welfare of the disadvantaged and encouraging the observance of human rights and other policy issues targeting mainly national and international governing bodies, Corporate Institutions and Traditional authorities. In the Ghanaian context, the operations of most of these NGOs are mainly centered in and for the interest of deprived areas in various regions particularly those in northern Ghana (Northern, Upper East and Upper West Regions), Greater Accra and Central Regions. NGOs in Ghana can be grouped broadly under operational NGOs and Advocacy NGOs. The primary purpose of advocacy NGOs/Civil societies is to defend or promote a specific course for the sake of change in favour of those they call 'rights owners or clients'. Examples of advocacy NGOs in Ghana include Third World Network-Africa; SEND Foundation, Action Aid, FIDA, GTLC, ISODEC-Ghana and FoodSPAN. The Upper East Region hosts about 100 registered local and international NGOs (Department of Social Welfare Achieves, 2012). Table 1.1 provides a list of some Advocacy and Empowerment NGOs in the Upper East Region.

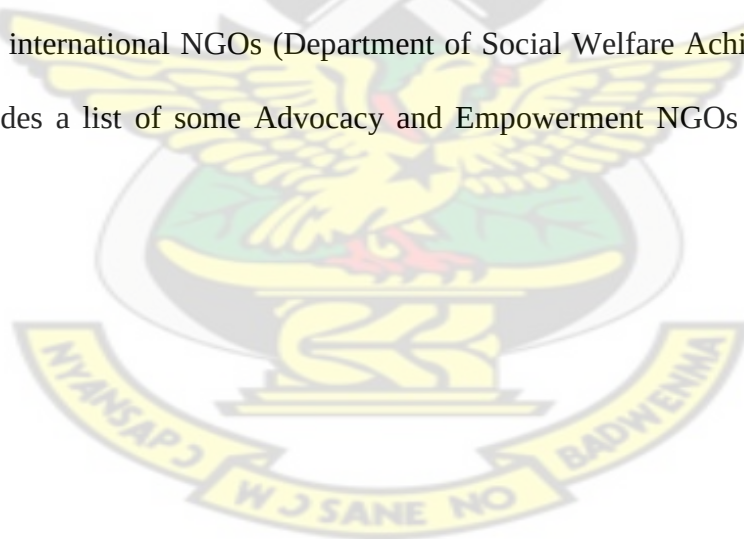


Table 1.1 Some Advocacy and Empowerment NGOs operating in the UER

No.	Organization	Focus	Coverage
1.	Trax Support Ghana	Agriculture – Advocacy and Development	Selected Districts in NR. UER.
2.	ACDEP	Agriculture – Advocacy and empowerment	The three Northern regions
3.	CSRS	Agriculture – Advocacy and training	Selected Districts in NR. and UER.
4.	Trade Aid Integrated	Trade and Agric – Advocacy and Livelihood Support	Selected Districts UER & UWR
5.	Afrikids	Culture, human rights and Education – Advocacy	Selected Districts in Upper East region
6.	CENSUDI	Gender and human rights – Advocacy and support	Selected districts in the UER.
7.	PATH FINDERS	Reproductive Health – Advocacy and Institutional support	Nation wide
8.	SingGhana	Education – Advocacy and support	Selected districts in Upper East region
9.	WOM	Culture and Gender – Advocacy and Livelihood support	Selected Districts in the UER. & NR.
10.	SEND GHANA	Public policy – Advocacy	Nation wide
11.	CODAC	General Policy issues – Advocacy, Training and development	Selected Districts (8) in the UER
12.	PRIDE	Health – Advocacy and Development	Selected districts in Upper East and Northern regions
13.	WORLD VISION	Education, food security and Water and Sanitation – Advocacy and Development	Selected Districts across the country
14.	CENRED	Education, food security health and agric – Advocacy and Development	Selected districts in UER. & UWR.
15.	ZOAFa	Agriculture – Advocacy and Development	Selected Districts in UER. NR.
16.	GTLC	Agriculture and Trade – Advocacy	Nation wide
17.	FoodSPAN	Food security - Advocacy	Nation Wide
18.	FIDA	Gender and Child rights – Advocacy	Nation wide

Source: Field Survey 2012

1.2 PROBLEM STATEMENT

The Upper East Region of Ghana has a fair share of development and advocacy NGOs operating mostly in its deprived districts and communities. These NGOs face the interests and the impact of different people and groupings as their missions serve multiple stakeholders with potentially conflicting needs and interests. In addition to this is the complexity and multiplicity of the development problems they task themselves to deal with.

Also NGOs in the Advocacy sub sector are faced with the peculiar situation of limited understanding and appreciation among stakeholders because advocacy project deliverables are intangible (not butter and bread) and takes time to be realized.

To be able to deal effectively with the multiple and complex development problems to meet the divergent and conflicting interests and needs of their complex networks of stakeholders, there is the need to understand the stakeholder trade-offs and all challenges thereof. According to the Journal of Turkish Weekly (2011), the effectiveness of NGOs as actors in development and change depends on successful engagement with both internal and external 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 idea on the nature and trade-offs of stakeholders.

This study therefore seeks to examine the stakeholder management challenges encountered by these NGOs particularly in the advocacy and empowerment sector in the Upper East Region and how these challenges affect project management efforts of the NGOs.

1.3.0 RESEARCH OBJECTIVES

1.3.1 MAIN OBJECTIVE

To examine the challenges of stakeholder management and their impact on project management in the case of Advocacy and Empowerment NGOs in the UER of Ghana.

1.3.2 SUB OBJECTIVES

1. To identify the various categories of stakeholders, their needs/interests and responsibilities with reference to advocacy/empowerment Nonprofit Organizations in the UER.
2. To explore the stakeholder management processes of the targeted Advocacy and empowerment organizations in the UER.
3. To identify challenges of target NGOs in managing their stakeholders in the UER.
4. To ascertain the effects of stakeholder management challenges on project management with reference to Advocacy and Empowerment NGOs in the UER and collate recommendations on how to improve stakeholder management in the NGO sector.

1. 4. RESEARCH QUESTIONS

In view of the objectives of this study, the key questions this work sought to answer include the following:

1. Who are the Stakeholders of a typical project in the empowerment/advocacy NGOs sector and what are their corresponding stakes and responsibilities in the UER?

2. What are the stakeholder management processes of the targeted Advocacy and Empowerment NGOs in the UER?
3. What challenges are there in managing Stakeholders in the Advocacy and Empowerment NGO sector in the UER?
4. What are the effects of the management challenges on project management with reference to Advocacy and Empowerment NGOs in the UER?
5. What can be done to improve Stakeholder management and project management for that matter?

1.5 SIGNIFICANCE OF THE STUDY

1. This study will provide useful lessons and guidelines principally to advocacy and empowerment development Organizations and also to other agents and agencies who are involved in programme/project management.
2. The study will help programme/project managers to have a better and wider understanding and appreciation of the concept 'stakeholders' its application and the challenges it comes with.
3. The study will also serve as a reference material for other researchers who will be doing work around the topic area.
4. It will also contribute to the development efforts in the study region in particular and society at large as well as contributing to the knowledge bank in this critical area of programme and project management.

1.6 SCOPE OF THE STUDY

This study covered twenty selected nonprofit making advocacy and community empowerment organizations operating in the Upper East Region. Project and programme Managers as well as frontline project staff of the selected Non-

governmental Organizations are the target respondents who provided information for this study. The decision to use the region was based on the fact that Upper East region has an appreciable number of NGOs working in the region and their contribution to the development of the area is very crucial and as such there is the need to understand the critical issues such as stakeholder management challenges that affect the sector.

The choice of the region was also influenced by the researcher's familiarity with the region.

1.7 ORGANIZATION OF THE STUDY

This study is made of five Chapters; the first chapter includes the study background, problem statement, research objectives and questions. Also included in this chapter are the significance and scope of the study.

The following chapter, (two), deals with review of some relevant literature on the topic; the chapter is basically a review of books, journals, published and unpublished related works, articles, magazines, reviews and conference papers. The third chapter contains the methodology and design, the research population sample and sampling methodology of the research. This chapter goes further to look at the variables of the methods of data analysis as well as the challenges of the study.

Chapter four consists of the results and discussions of the research presented in narratives, tables and charts. The last chapter (five) is made up of the summary of the findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 THE CONCEPT “STAKEHOLDER”

The word 'stakeholder' has assumed a prominent place in public and nonprofit management theory and practice in the last 20 years, and especially in the last decade. The term refers to persons, groups or organizations that must somehow be taken into account by leaders, managers and front-line staff (Bryson, et al., 2002). According to Freeman (1984), a stakeholder is 'any group or individual who can affect or is affected by the achievement of the organization's objectives'.

In a similar line, Peter (2008) also defined stakeholder as anybody whose interest can be negatively or positively affected by the project and who may be able to affect the success or failure of the project. “Any person or organization that is actively involved in a project, or whose interests may be positively or negatively affected by execution or completion of the project”.

It is a curious term – stakeholder – which has come to mean almost totally the opposite to its original sense. A stakeholder was someone who held money on behalf of two or more other people pending the resolution of an issue between them – usually the outcome of a wager. He was bound to hand over the money to the successful party. In other words, the stakeholder had a formal responsibility towards his principals. Even in jurisdictions where wagering contracts are unenforceable (including England to this day) the stakeholder still had to pay up. In the American Wild West, if the stakeholder ran off with the stakes the aggrieved parties could haunt him down and shoot him (Sunderland, 2006).

As quoted by Bryson et al., (2002), typical definitions of stakeholder from the public and nonprofit sector literatures include the following variants: 'All parties who will be affected by or will affect [the organization's] strategy' (Nutt and Backoff, 1992). 'Any person, group or organization that can place a claim on the organization's attention, resources, or output, or is affected by that output' (Bryson, 1995). 'People or small groups with the power to respond to, negotiate with, and change the strategic future of the organization' (Eden and Ackermann, 1998).

'Those individuals or groups who depend on the organization to fulfill their own goals and on whom, in turn, the organization depends' (Johnson and Scholes, 2002). According to the IFC (2007) Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses.

The sample definitions from the public and nonprofit management literatures differ in how inclusive they are. According to Eden and Ackermann (1998), stakeholders can only be people or groups who have the power to directly affect the organization's future; absent that power, they are not stakeholders. Their definition is similar to many in the business management literature (Mitchell et al., 1997; Jones and Wicks, 1999), and makes sense for their purposes, as they are writing for both business management and public and nonprofit management audiences. In contrast, Nutt and Backoff (1992), Johnson and Scholes (2002) (who also address a primarily business

audience) think in same line with Bryson (1995) that, there should be a consideration of a broader array of people, groups or organizations as stakeholders, including the nominally powerless. While there is no explicit ethical content in any of the four definitions, the foregoing definitions would seem to be more compatible with typical approaches to democracy and social justice, in which the interests of the nominally powerless must be given weight (Lebacqz, 1986; Lewis, 1991; Boyte and Karl, 1996; Stone, 1997).

Kalsern (2002) of the Norwegian School of Management BI, also gave a broader view of the concept stakeholders when he included clients, end users, contractors, consultants, labor unions, line organizations, public authorities, financial institutions, insurance companies, controlling organizations, media, third parties, and competitors as stakeholders.

Types of stakeholders are:

- Primary stakeholders: are those ultimately affected, either positively or negatively by an organization's actions.
- Secondary stakeholders: are the 'intermediaries', that is, persons or organizations who are indirectly affected by an organization's actions.
- Key stakeholders: (who can also belong to the first two groups) have significant influence upon or importance within an organization. (Wikipedia, 2011)

2.2 THE ROLE OF STAKEHOLDERS

To this end, it is obvious the relevance of stakeholders towards the achievement of every organization's objectives is to some extent manifest in the above conceptualizations from the different authors but more of it can be seen in Bryson

(1995) and Moore, (1995), when they said; Attention to stakeholders is important throughout the strategic management process because 'success' for public organizations and certainly survival depends on satisfying key stakeholders according to their definition of what is valuable.

As quoted by Bryson (2004) in his work, "What to do when stakeholders matter", he argues that, 'Public agencies are born of and live by satisfying interests that are sufficiently influential to maintain the agencies' political legitimacy and the resources that come with it'. If key stakeholders are not satisfied, at least minimally, according to their criteria for satisfaction, the normal expectation should be that something will change -' for example, budgets will be cut, elected or appointed officials will lose their job, new initiatives will be undermined, and so on.

Attention to stakeholders is also needed to assess and enhance political feasibility, especially when it comes to articulating and achieving the common good (Bryson et al., 2002; Campbell and Marshall, 2002). Finally, attention to stakeholders is important to satisfy those involved or affected that requirement for procedural justice; procedural rationality and legitimacy have been met (Eden and Ackermann, 1998; Suchman, 1995; Alexander, 2000). Note that what is being said does not imply that all possible stakeholders should be satisfied, or involved, or otherwise wholly taken into account, only that the key stakeholders must be, and that the choice of which stakeholders are key is inherently political (Stone, 1997), has ethical consequences (Lewis, 1991; Cooper, 1998) and involves judgment (Vickers and Vickers, 1998). Think about everyone involved in your activities. But what gets more challenging is all the 'outsiders' who may be impacted by the activity and who might have an interest. This is why Stakeholder Management is so important. Stakeholder

management supports an organization in achieving its strategic objectives by interpreting and influencing both the external and internal environments and by creating positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. The advantages of Stakeholder Management include eliminating conflicting interests among stakeholders, reducing the pressure of management to produce short-term results, reducing the costs associated with a high turnover among stakeholders, and providing the firm with committed stakeholders in an environment characterized by increasing competition (Wikipedia, 2011).

2.3 STAKEHOLDER IDENTIFICATION

Research and writing on the subject has both contributed to the rise in the use of the term and to knowledge about what it might mean in practice. Ironically, while the term has passed the 'tipping point' into common use (Gladwell, 2000), and the notion that key stakeholders must be attended to is an idea 'in good currency' (Schon, 1971), there is relatively little in the public and nonprofit literatures on exactly how to systematically identify and analyze stakeholders. But Peter (2008) said that, the first step in developing Project Stakeholder Management strategy is to identify the stakeholders. These are people or organizations that are actively involved in a project, or whose interests may be positively or negatively affected by execution or completion of the project. Overlooking negative stakeholders can increase the likelihood of failure. Whatever list you produce will need to be re-visited during the project lifecycle as new information becomes available and as the project progresses.

In order to start the identification process you'll need the following inputs:

- Project Charter
- Procurement documents
- Company information
- Lessons learned from previous projects

The output of this exercise will simply be a listing of stakeholders, with no analysis at this stage. He went further to suggest an initial identification exercise by the Project Manager, followed by exercises with the project team in the form of brainstorming or other group-facilitation methods. However in this process caution needs to be taken because; according to IFC (2007) while priority should be given to individuals and groups in the project area who are directly and adversely affected, drawing the line between who is affected and who is not can be challenging. Even with the best of efforts, problems can arise. Communities lying just outside of the designated project impact area can “perceive” impacts or feel they have been arbitrarily excluded from project benefits. For these reasons, defining stakeholders too narrowly should also be avoided.

Thus when identifying stakeholders it is not enough to focus on the formal structure of the organization. Rather it is necessary to have a look at informal and indirect relationships too. A useful model for this purpose is to visualize the stakeholder environment as a set of inner and outer circles. The inner circles stand for the most important stakeholders who have the highest influence (Dagmar, 2001).

The IFC (2007) also emphasizes that, the first step in the process of stakeholder engagement is stakeholder identification—determining who your project stakeholders are, and their key groupings and sub-groupings. (Remember that certain stakeholder groups might be pre-determined through regulatory requirements). From this flows

stakeholder analysis, 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. The answers to these questions will provide the basis from which to build your stakeholder engagement strategy. Here it is important to keep in mind that not all stakeholders in a particular group or sub-group will necessarily share the same concerns or have unified opinions or priorities.

This group also indicated that “Relationship-building takes time. Many of the hallmarks of good relationships – trust, mutual respect, and understanding – are intangibles that develop and evolve over time, based on individual and collective experiences and interactions. For this reason, companies are now beginning to engage with stakeholders at a much earlier stage of a project than in the past. This is especially true for larger, more complex or controversial projects, where companies are initiating engagement at the very early pre-feasibility or pre-exploration phases, signaling to communities and other local stakeholders that their views and well-being are considered important; In the high-pressure context of getting a project up and running, interacting with stakeholders when there doesn’t seem to be any urgent need to do so can be viewed as a low priority and not a particularly good use of scarce time and resources.

However, if a conflict or crisis does arise, the absence of established relationships and channels of communication puts the project at an immediate disadvantage in trying to manage the situation. Thus early engagement provides a valuable opportunity to influence public perception and set a positive tone with stakeholders early on and enables a proactive cultivation of relationships that can serve as “capital” during challenging times.

Unlike other authorities and writers who consider Stakeholder Identification as the first step in Stakeholder management, Karlsen (2002) however sees stakeholder Identification as a second step that comes after the first step of initiation of the process. The identification process focuses on identification of stakeholders. This includes both stakeholders that are involved in the project and potential stakeholders. There are several techniques that can support this work, e.g., interviews with experts, brainstorming in group meetings, and the use of checklists. What one team member identifies as a potential stakeholder may not be obvious for others. This identification procedure should, therefore, take place in a group of participants with different background, which will also improve the support and ownership to the stakeholder management process.

"How much attention does each stakeholder group deserve or require?" is a central question being raised by Rawlins (undated) cited in Ovaith (2006) in his newest research paper, published online by the Institute for Public Relations, reviews several approaches for identifying stakeholders and synthesizes a new model.

The new approach begins by identifying stakeholders according to their connection to the organization. It then proceeds to prioritize stakeholders by their attributes, their relationship to the issue, and ultimately their place in the communication strategy.

The Linkages Model, which dates to 1984, is used to identify stakeholders by their relationship to the organization: functional linkages (e.g., suppliers provide raw materials while customers receive a company's output), enabling linkages (investors and a favorable regulatory climate make business possible), normative linkages (industry groups and competitors influence the business environment), and diffused

linkages (non-governmental organizations and media also can have a strong influence, even without a well-defined connection Ovaatt (2006).

The Stakeholder Typology model developed in the late '90s offered a new approach to prioritizing based on the attributes of power, legitimacy and urgency. Parties with only one of these attributes are latent stakeholders. For example, an activist group may have an urgent issue, but with neither power nor legitimacy, it can make demands without necessarily deserving much management attention. Two attributes characterize expectant stakeholders - such as employees and investors, who always have a degree of power and a legitimate claim on the resources of the company. Parties with all three attributes are definitive stakeholders and always take top priority.

What's tricky here is that the real world is a fluid place. Investors or employees are always important to the company, but a suddenly urgent issue can catapult them from expectant to definitive stakeholder status.

To deal with such constant change, Situational Theory prioritizes stakeholders by the relationship to the situation. Latent publics don't recognize that an issue affects them or don't consider it much of a problem. Aware publics are more knowledgeable but don't see much need to get involved. Active publics recognize a significant problem and feel they can do something about it, and so their level of involvement is much higher.

Putting all of this together, Rawlins (undated) cited in Ovaatt (2006) synthesizes a new model that offers the prospect of prioritizing stakeholders in a way that is especially relevant for communications managers - by communication strategy.

2.4 STAKEHOLDER ANALYSIS

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 (IFC, 2007). It is a critical process that feeds into stakeholder engagement and organizational change process in general; according to the International Finance Corporation, It is not practical, and usually not necessary, to engage with all stakeholder groups with the same level of intensity all of the time.

Being strategic and clear as to whom you are engaging with and why, before jumping in, can help save both time and money. This requires prioritizing your stakeholders and, depending on who they are and what interests they might have, figuring out the most appropriate ways to engage. Stakeholder analysis should assist in this prioritization by assessing the significance of the project to each stakeholder group from their perspective, and vice versa. The IFC (2007) added that whilst doing this, it is important to keep in mind that the situation is dynamic and that both stakeholders and their interests might change over time, in terms of level of relevance to the project and the need to actively engage at various stages. It is frequently used during the preparation phase of a project to assess the attitudes of the stakeholders regarding the potential changes.

Stakeholder analysis can be done once or on a regular basis to track changes in stakeholder attitudes over time; stakeholder analysis has the goal of developing cooperation between the stakeholder and the project team and, ultimately, assuring successful outcomes for the project. Stakeholder analysis is performed when there is a need to clarify the consequences of envisaged changes or at the start of new projects and in connection with organizational changes generally. It is important to identify all

stakeholders for the purpose of identifying their success criteria and turning these into quality goals (Wikipedia, 2011) thus stakeholder identification is a process that feeds into stakeholder analysis.

In stakeholder analysis, one possible consideration is to evaluate the stakeholder in relation to selected issues, e.g., his or her area of interests in the project, desired contribution to the project, expected rewards, domains, attitudes, possible moves, etc. Another technique is to assess the stakeholder along two dimensions—the potential for threatening or affecting the project, and the potential for collaboration with the project. This assessment permits the project manager to classify the stakeholders into four categories—supportive, marginal, non-supportive, and mixed blessing (Savage et al., 1991).

The supportive stakeholder is low in potential to affect the project but high in potential for collaboration. This is an ideal stakeholder that supports the project's goals and actions. Most project managers wish all their stakeholders were of this type. Supportive stakeholders may include suppliers, consultants, and financial institutions. Marginal stakeholders are neither highly threatening nor especially collaborative. Although they potentially have a stake in the project and its decisions, they are generally not concerned about most issues (Karlsen, 2002).

Stakeholders of this kind may include third parties like neighbors or groups of environmentalists; however, certain issues such as pollution from the project could activate one or more of these stakeholders, thus increasing their potential for either affecting or cooperating. Non-supportive stakeholders that have a high potential to affect the project but are low on the potential for collaboration are the most distressing for a project and the project manager (Karlsen, 2002).

Typical 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 organization (Karlsen, 2002).

Stakeholder analysis in conflict resolution, project management, and business administration, is the process of identifying the individuals or groups that are likely to affect or be affected by a proposed action, and sorting them according to their impact on the action and the impact the action will have on them. This information is used to assess how the interests of those stakeholders should be addressed in a project plan, policy, program, or other action. Stakeholder analysis is a key part of stakeholder management. Stakeholder analysis is a term that refers to the action of analyzing the attitudes of stakeholders towards something (most frequently a project). Because attention to stakeholders is so important, stakeholder analyses become important. If they can help public organizations better fulfill their purposes, then there is much to commend them. Specifically, stakeholder analyses should be undertaken because they can make important contributions to creating value through their impact on the functions or activities of strategic management. Said differently, strategic management processes that employ a reasonable number of competently done stakeholder analyses are more likely to be successful that is, meet mandates, fulfill missions and create public value than those that do not. At a minimum, stakeholder analyses should help public managers figure out who the key stakeholders are and what would satisfy them. Ideally, the analyses will help reveal how ways of satisfying those key stakeholders will also create public value and advance the common good. Attention to stakeholders is also 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 now arguably more important than ever because of the increasingly interconnected nature of the world.

Choose any public problem, economic development, poor educational performance, natural resources management, crime, AIDS, global warming, terrorism - and it is clear that 'the problem' encompasses or affects numerous people, groups and organizations. In this shared power world, no one is fully in charge; no organization 'contains' the problem (Kettl, 2002). Instead many individuals, groups and organizations are involved or affected or have some partial responsibility to act.

In a stakeholder analysis, impact or power of a stakeholder is defined as the extent to which they are able to 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)

Stakeholder analyses are undertaken for a purpose and that purpose should be articulated as clearly as it can be before the analyses begin - while also understanding that purposes may change over time. The purpose should guide the choices concerning who should be involved in the analyses and how. 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 (Bryson, 2004); perhaps using different analysis/mapping methods:

- 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 manager's attention, and which are not?" This is salience - "the degree to which managers give priority to competing stakeholder claims".

- Fletcher et al., (2003) defined a process for mapping stakeholder expectations based on value hierarchies and Key Performance Areas (KPA),
- Cameron et al., (2010) defined a process for ranking stakeholders based on needs and the relative importance of stakeholders to others in the network.
- Savage et al., (1991) offer a way to classify stakeholders according to potential for threat and potential for cooperation.
- Turner et al., (2002) have developed a process of identification, assessment of awareness, support and influence leading to strategies for communication and assessing stakeholder satisfaction, and who is aware or ignorant and whether their attitude is supportive or opposing.

Mapping techniques include the following sub-set of results from a Web search of analysis techniques being used by aid agencies, governments or consultant groups:

- Influence-interest grid (Imperial College, 2009)
- Mendelow's Power-interest grid (1991), see table 2.1 below.

Table 2.1 Interest Power Grid

	High Interest	Low Interest
High Power	A	B
Low Power	C	D

- Three-dimensional grouping of power, interest and attitude (Murray-Webster and Simon 2005)

The first step in building any stakeholder map is to develop a categorized list of the members of the stakeholder community. Once the list is reasonably complete it is then possible to assign priorities in some way, and then to translate the 'highest priority' stakeholders into a table or a picture. The potential list of stakeholders for any project will always exceed both the time available for analysis and the capability of the mapping tool to sensibly display the results, the challenge is to focus on the 'right stakeholders' who are currently important and to use the tool to visualize this critical sub-set of the total community. The most common presentation styles use a matrix to represent two dimensions of interest with frequently a third dimension shown by the colour or size of the symbol representing the individual stakeholders.

Some of the commonly used 'dimensions' include:

- Power (high, medium, low)
- Support (positive, neutral, negative)
- Influence (high or low)
- Need (strong, medium, weak)

Stakeholder analyses no doubt have always been important. For example, Tuchman (1984) in her sobering history, *The March of Folly: From Troy to Vietnam*, recounts a series of disastrous misadventures that followed in the footsteps of ignoring the interests of, and information held by key stakeholders. She concludes 'Three outstanding attitudes obliviousness to the growing disaffection of constituents, primacy of self-aggrandizement, and the illusion of invulnerable status are persistent aspects of folly'.

The story continues with Nutt's *Why decisions fail* (2002), a careful analysis of 400 strategic decisions. Nutt finds that half of the decisions 'failed' - that is they were not implemented, only partially implemented or otherwise produced poor results –in large part because decision makers failed to attend to interests and information held by key stakeholders. Other quantitative and qualitative studies report broadly similar findings with respect to the importance of paying attention to stakeholders (e. g. Bryson et al. 1990; Bryson and Bromiley 1993; Burby 2003; Margerum 2002).

Failure to attend to the information and concerns of stakeholders clearly is a kind of flaw in thinking or action that too often and too predictably leads to poor performance, outright failure or even disaster. According to Lynn (1996), and Bardach (1998), like any other technique designed to aid strategic thinking and acting, stakeholder analyses must be undertaken skillfully and thoughtfully, with a willingness to learn and revise along the way.

2.5 Stakeholder Engagement and communication

Today, the term “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) This definition encompasses the entire process of stakeholder management in any project management. However stakeholder engagement as a process according to (Wikipedia, 2009) is the process by which a firm's stakeholders engage in dialogue to improve a firm's decision-making and accountability toward corporate social responsibility (CSR) and achieving the triple bottom line. Stakeholder engagement works to take into account the concerns and

objectives of a firm's stakeholders in its decisions. Stakeholder engagement takes into account the varying perspectives, priorities, and limitations of different stakeholders.

The practitioners in stakeholder engagement are often businesses, non-governmental organizations (NGOs), labor organizations, trade and industry organizations, governments, and financial institutions. The company most often initiates open, two-way dialogue seeking understanding and solutions to issues of mutual concern. Stakeholder engagement occurs when a company wants to consider the views and involvement of someone or some group in making and implementing a business decision. Stakeholder engagement must occur when a company truly wants input from groups that will be affected by the company's decision (Wikipedia, 2009).

This is very different from when a company wants to issue a message or influence groups to agree with a made decision. Stakeholder engagement does not seek to develop the project/business requirements, solution or problem creation, or establishing roles and responsibilities but rather primarily focused at getting to know and understand each other, at the Executive level. Engagement is the opportunity to discuss and agree expectations of communication and, primarily, agree a set of Values and Principles that all stakeholders will abide by (Wikipedia, 2009).

2.6 Stakeholder Management Challenges and Impact

Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses

the deployment and manipulation of human resources, financial resources, technological resources, and natural resources (Wikipedia, 2009)

Whilst traditional Project managers focuses on tools and templates that allow us to complete the creation of the products or services being delivered, the discipline of Stakeholder management focus on human dynamics; managing relationships and communications (Peter, 2007)

Stakeholder Management is a process and control that must be planned and guided by underlying Principles. Stakeholder Management, within business or projects, prepares a strategy utilizing information (or intelligence) gathered during the following common processes: Stakeholder Identification, Stakeholder Analysis, Stakeholder Engagement, Stakeholder Matrix, and Stakeholder Communication. Project stakeholder management is a key stakeholder skill – as your stakeholders can either make or break your project (Wikipedia, 2010).

That notwithstanding, Society of Professionals in Dispute Resolution (SPIDR) Practices (1997) indicated that, 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 substantive understanding of the issues. In addition, there is a growing need to ensure that activities labeled as stakeholder processes do, in fact, live up to the expectations and standards of experienced practitioners in the field. Also, stakeholder process managers are sometimes directed by their clients to engage in practices that present ethical and practical problems.

These include unrepresentative selection of stakeholders, excluding certain questions from the dialogue, and writing reports that favor the position advocated by the client. Another challenge the group identified is how to balance participation with focus.

The benefits of successful Stakeholder Management are that:

- The most powerful stakeholders can be identified early and their input can then be used to shape the architecture; this ensures their support and improves the quality of the models produced.
- Support from the more powerful stakeholders will help the engagement win more resource, thus making the architecture engagement more likely to succeed.
- By communicating with stakeholders early and frequently, the architecture team can ensure that they fully understand the architecture process, and the benefits of enterprise architecture; this means they can support the architecture team more actively when necessary.
- The architecture/project team can more effectively anticipate likely reactions to the architecture models and reports, and can build into the plan the actions that will be needed to capitalize on positive reaction while avoiding or addressing any negative reactions.
- The architecture/project team can identify conflicting or competing objectives among stakeholders early and develop a strategy to resolve the issues arising from them.

The reasons for performing a stakeholder management process are several: First, to become acquainted with the projects' stakeholders; second, it is important for ensuring the balance between contribution and reward; third, it is a basis for managing

the stakeholders; Fourth, it is a basis for deciding who should be involved in determining the project goals and how success should be measured (Karlsen, 2002).

The IFC, (2007) reported that, Companies that have grasped the importance of actively developing and sustaining relationships with affected communities and other stakeholders throughout the life of their project, and not simply during the initial feasibility and assessment phase, are reaping the benefits of improved risk management and better outcomes on the ground; and that, the risks associated with poor stakeholder relations – and the opportunities provided by constructive ones – are now better understood by the private sector and financial investors alike.

They went further to state that, Companies, and in this case NGOs need to be prepared for the fact that they are entering into a pre-existing yet dynamic context, with established histories and cultures, and often complex political, social, and economic relations between groups that can be thrown into flux by the advent of a project and the development process that accompanies it. In other words, stakeholder relations can become politicized and complicated, and can lead to or exacerbate conflicts and other unanticipated outcomes.

The project environment is complex and changing (Gilbert, 1983). If stakeholder management is not adequately addressed in the project, this can mean unexpected problems and uncertainty to the project caused by stakeholders. For instance, a clear and comprehensive definition of project success and failure may not be determined, and consequently the project manager may strive to meet goals that were never intended by the stakeholders (Meredith and Mantel, 2000).

Highlighting more on Project environment, Peter (2008) also said that Project stakeholder management involves gaining an understanding of the social and political

environment in which your project is taking place. He went further to add that, “Now that’s easy to say, but more difficult to find out. Luckily, there are ways to get a good idea about what’s going on in a particular company, region, or country before you embark on your project. For example, if you are going to be involved in a project with a company called ABC Ltd, then you could search Google Trends for ‘ABC Ltd’ to see how the interest in that company varies over time, and how that interest links to news stories. This is good for an overall view of what’s going on and saves having to read all the detail in the annual report or the news that the company posts on its own website. The same thing can be done for a country”.

He then concludes that, “Project Stakeholder Management focuses on the human dynamics of a project environment: managing relationships and communications. This essential process can help to ensure that your projects succeed where others fail. That notwithstanding Project managers need to know that, some stakeholders are very powerful people, but YOU know more about the project than anyone else. There will inevitably be some stakeholder requirements that can’t be met within the bounds of your project so it’s important to explain why, and be honest up-front”.

What can stakeholders do?

- Always find fault with deliverables
- Not provide 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 in public
- Start a competing project

People will resist change. The best way to influence them to support your project is to educate them about the benefits of the product and the project. Reframe to the stakeholder's perspective and ask "What's in it for me?" (Peter, 2008). Tushman's account in her book, "The Match of folly" identifies some challenges in stakeholder management when she wrote that, ignoring the interests of, and information held by, key stakeholders and 'Three outstanding attitudes: obliviousness to the growing disaffection of constituents, primacy of self-aggrandizement, and the illusion of invulnerable status are persistent aspects of folly'. Nutt (2002) analyzed 400 strategic decisions and revealed that half of the decisions 'failed' - that is they were not implemented, only partially implemented or otherwise produced poor results – in large part because decision makers failed to attend to interests and information held by key stakeholders.

Additional problems and uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope of work, unfavorable news about the project in the press, and negative community reactions to the project (Kalsen, 2002)

Results from earlier research have identified that in many projects, management of stakeholders lacks strategies, plans, and methods (Kalsen, 1998). Stakeholder management is often characterized by spontaneity and causal actions, which in some situations are not coordinated and discussed within the project team. The result of this practice is often an unpredictable outcome. To address this, Peter (2008) said, "Project Managers are also Project Stakeholders, and therefore have a responsibility to improve themselves"; you must be self-directed under changing and unclear conditions. You cannot hope to stabilize the world around you, but you must stabilize

yourself. If you are constantly overstressed, anxious, lacking in self-discipline and without vision then you are out of control and will have little credibility with those around you. You might be able to get people to comply by virtue of your position, but will not be able to motivate under stressful conditions from start to finish of the project; for a variety of reasons, you will probably not receive effective feedback from team members, customers or functional managers. So give feedback to yourself, like this:

1. Find out your core strengths and weaknesses.
2. Be introspective (look within yourself), and determine your 'Personal Value Profile' (which values are most important to you?).
3. Shift your focus from tracking individual tasks to completing deliverables.

A study carried out by Karlsen (1998) revealed that stakeholders create both problems and uncertainty regarding project execution. From the research, such problems and uncertainties are caused by "... decisions that were not taken," "... unexpected changes in specifications," "... the client was too focused on details," "... the stakeholder did not understand his or her role in the project," "...political guidelines that were unexpected changed," and "... the end user did not know his or her needs.

According to Kastner (2010) there are three major sources of Stakeholder Management challenges:

- Unclear Stakeholders – those who do not clearly articulate enough or who are not open and honest about their interests and expectations
- Unidentified Stakeholders – those who were not identified early in the project
- Unreasonable Stakeholders – those who do not embrace what some refer to as "reason" and "the laws of physics"

Kastner (2010) goes on to expatiate on these three challenges and how a good project manager will address them;

Unclear Stakeholders

Now there's a big difference between a stakeholder who does not articulate their expectations well and the stakeholder who is not totally open about their expectations. But the impact is the same: you are unclear about their true expectations of the project.

Case 1: Inarticulate stakeholders

The successful Project Manager will address the inarticulate stakeholder issue by using the Stakeholder Expectation matrix. The Expectation Matrix allows the successful Project Manager to “read back” to the inarticulate stakeholder what the PM heard about the stakeholder's expectations and how those expectations will be communicated to all the other identified stakeholders. At this point, when the project manager seeks confirmation, the inarticulate stakeholder is very likely to see the discrepancy between what they meant and what was written, and the PM and stakeholder should use this opportunity to clarify and document the correct expectations.

If the stakeholder doesn't catch the misunderstanding at this point, then yes, those incorrect expectations will be carried forward into the project, because the inarticulate stakeholder will have signed off on the wrong expectations. Later, when the stakeholder identifies that there's an issue, the successful Project Manager will (first, scratch their head, and then) ask the inarticulate stakeholder to refer to the stakeholder-approved matrix and ask for their help in identifying a reasonable corrective action to re-align any new expectations with the approved baseline expectations.

Case 2: Less than candid stakeholders

Why might a stakeholder be less than 100% open and candid about their expectations?

There can be many reasons for this. When a stakeholder is intentionally unclear about interests and expectations, the stakeholder may have issues based upon prior experiences. Maybe the stakeholder has previously had a less than stellar experience with a Project Manager due to issues with credibility or capability. Maybe there are organizational issues in play. If one group does not have open and honest communications with the other group, the stakeholder may be modeling that behavior.

Regardless of the cause, the successful Project Manager can prevent this from occurring by taking a cue from Covey's Speed of Trust (undated) cited in Kastner (2010) and using one of the building blocks of developing credibility: stating intent.

By stating intent, the successful Project Manager clearly identifies to the stakeholder why he or she is gathering expectations and how that information will be used. When this is done correctly, the stakeholder will understand the PM's motivation, connect the dots between the expectation gathering efforts to the benefits to the project, and see how this enhances the probability of meeting the stakeholder's expectations.

One more trick to convincing stakeholders to open up is to tell a story of when a project was negatively and significantly impacted by not correctly identifying stakeholder interests and expectations early in the project. That might be exactly what happened between the specific stakeholder and PM previously and even more reason to prevent it from occurring again.

2.7 Best practices in stakeholder management.

According to Clarkson (1995) successful Stakeholder management can be achieved through the following principles:

- Principle 1: Managers should acknowledge and actively monitor the concerns of all legitimate stakeholders and should take their interests appropriately into account in decision-making and operations.
- Principle 2: Managers should listen to and openly communicate with stakeholders about their respective concerns and contributions, and about the risks that they assume because of their involvement with the corporation.
- Principle 3: Managers should adopt processes and modes of behavior that are sensitive to the concerns and capabilities of each stakeholder constituency.
- Principle 4: Managers should recognize the interdependence of efforts and rewards among stakeholders, and should attempt to achieve a fair distribution of the benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities.
- Principle 5: Managers should work cooperatively with other entities, both public and private, to insure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated.
- Principle 6: Managers should avoid altogether activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks which, if clearly understood, would be patently unacceptable to relevant stakeholders.

- Principle 7: Managers should acknowledge the potential conflicts between (a) their own role as corporate stakeholders, and (b) their legal and moral responsibilities for the interests of stakeholders, and should address such conflicts through open communication, appropriate reporting and incentive systems, and, where necessary, third party review.

In a more purely business perspective and largely relevant in the NGO sector, the IFC (2007) points out that like any other business function, Stakeholder Engagement needs to be managed. It should be driven by a well-defined strategy and have a clear set of objectives, timetable, budget, and allocation of responsibilities. All staff should be made aware of the program, and understand why it is being undertaken and what implications it might have for project outcomes. Entities that take a systematic (rather than ad-hoc) approach that is grounded in business operations, are likely to get better results in terms of the time and resources they invest, and are able to track and manage stakeholder issues and risks more effectively.

Allocating responsibilities for stakeholder engagement to business units and mainstreaming it into project operations increases the chances that it will serve the purposes of the project, rather than becoming a costly peripheral exercise that is out of touch with operational realities and raises expectations that cannot be met. As with other key business functions, direct reporting lines and the engagement of senior management is critical (IFC, 2007).

Ten Ways to be better at Stakeholder Management according to Foote (undated):

1. **Realize it!** There is a big opportunity to make whatever you do successful.
Tell those who need to know and don't miss anyone important.

2. **Involve Your People;** Make this a team effort. Your people will enjoy the input and they will probably have a far deeper understanding of the consequences of what you are doing than you alone. This is not a one person effort.
3. **Check the Risk;** Using a simple grid, checkout who has the Impact and who can Influence most. Those with 'high' on both are your biggest targets to work with.
4. **Don't assume;** you really need to check what the score is for everyone - 'assumptions' tend to go wrong. So watch out for anyone who you 'believe' is a given. Check it out.
5. **Ponder a Little;** OK - so **don't assume**, but do try to get into the head of every Stakeholder. What's important to them? What are the current pressures? How can you help? Come at them from their angle as well as yours.
6. **Make Time;** you need to talk to influential people - explain what you are doing that impacts on them. Making the time; honouring them with their 'need to know' smoothens the path. Invest here - it's worth it.
7. **Adapt;** create personal behaviour styles which match your stakeholder and you will stand a greater chance of getting them onboard. Meet them more than half-way.
8. **Do more;** Watch out for things that you can do to maximize the relationships - checkout mutual acquaintances who may be able to help them; seek resources to help fix their problems. Be helpful - go the extra mile for them - it will be a worthwhile investment.
9. **Keep in Touch;** with your stakeholders and your own team. This is a moving target, attitudes change, so you need to be alert. Keeping in touch with

everyone will minimize surprises. Good, focused, consistent communication is the key to success here.

10. **Be Honest;** with yourself. This will help you learn for the future and redress issues as they arise with any of your stakeholders. If problems are arising - get them sorted fast and step over your sensitivities. This could save your venture!

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CHAPTER THREE

THE RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter is principally made of the following; the research design, brief profile of the study area and population, study sample and sampling technique, the data collection procedure and techniques, data analysis and the research challenge or limitation

3.1 THE RESEARCH DESIGN

The research design includes a background of what the study is about; this study is mainly a survey one that combined secondary data sources with primary data which were collected from the field using structured and semi-structured questionnaire as well as focus group discussion and key resource persons discussion. Thus quantitative and qualitative data, which are most appropriate for this kind of study, were collected from these sources. To ensure corroboration or otherwise of facts and issues that were gathered, there was data sources and methods triangulation at all levels of this study.

3.2 THE STUDY AREA

The Upper East region is the second youngest region; second smallest in land mass and 9th most populous region according to provisional figures from the 2010 National census, located in the North Eastern part of Ghana with its administrative capital in Bolgatanga - the largest and most cosmopolitan urban community in the region. The Upper East region shares borders to the north and east with Burkina Faso and Togo respectively, and on its southern and western borders are the Northern and Upper

West regions respectively. Administratively the region has two Municipalities and nine districts namely, Bolgatanga and Bawku municipalities, Bongo, Builsa, Bawku West, Bawku East, Garu-Timpone, Kassena - Nankana West, Navrongo Central, Nabdam and Talensi Districts. According to the Ghana Statistical Service – 2010 provisional Census figures, the Upper East region contributes 4.3% of Ghana's population of 24,223,431. The most populous districts in order of population size in the region are the Bolgatanga and Bawku municipalities and the Navrongo and Builsa districts (Regional Statistical Service, 2011).

The region is predominantly rural and relatively deprived for a number of reasons among which are; its geographic location, administrative age, and place in national history. Due to its deprived nature, it attracts a number of Development Organizations both local and international especially in the NGO sector. Most of these are head quartered in the regional capital with their operational areas scattered across or in some districts. In all there are about 100 registered Non Governmental Organizations operating in the region (Department of Social Welfare, 2012), out of which over 50 are head quartered in the region with the rest having their headquarters outside the region; over 80% of the Organizations headquartered in the region are local while the remaining are international. Out of the organizations operating in the region, about 40 of them are mainly into advocacy and community empowerment.

The advocacy and empowerment activities of these development organizations in the region cover a wide range of thematic areas including agriculture, education, health, culture trade and commerce, Gender and Human rights, food security and others (Department of Social Welfare, 2012)

3.3 STUDY POPULATION

The target population for this study was the Non Governmental Organizations in the Advocacy and Empowerment sub sector of the NGO community operating in the Upper East region of the Republic of Ghana. There are about 100 local and international NGOs recognized by the Social Welfare Department of the Upper East region to be operating in the region; out of this number, about 40 of them are mainly into Advocacy. The sampled organizations comprised both local and international NGOs whose operations cut across wide and holistic development thematic areas including Agriculture, Trade and Commerce, Culture, Gender and Human rights, Health and Education. NGOs operating in all these areas were considered for the study so as to obtain a holistic and broader view of the research topic.

3.4 THE RESEARCH SAMPLE AND SAMPLING TECHNIQUE

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)

A sample size of 35 was selected for the study. This comprised 20 Project and Programme managers, 10 frontline project staff and 5 key resource persons made up of one head of programmes, two project Coordinators and one CEO. The sample size was determined from the Krejcie and Morgan Sample Table (1970). Even though the NGOs generally in the region number about 100, the target population for this research is the 40 advocacy and empowerment organizations among them, out of which the sample size is selected.

The choice of target respondents was deliberate, based on whether the organization fall within the category of organizations that would be able to provide information for

the study or not. In all, twenty project/programme managers from twenty target Non Governmental Organizations were interviewed using structured questionnaire and semi-structured guide for focus group and key resource personnel discussion sessions with some frontline project staff and one CEO, two Heads of Programmes and two Project Coordinators of the sampled Organizations.

Table 3.1: Sample Size Breakdown

Sample category	Number of sampled members	Percentage
Programme and Project Managers	20	57
Heads of Organizations/other senior staff	5	14
Frontline Project Staff	10	29
TOTAL	35	100

Source: Field Survey, 2012

3.5 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 purely a survey type which utilized structured questionnaire and semi-structured guide. The structured questionnaire was made up of close and open-ended questions administered directly and indirectly to mainly programme/project managers. The semi-structured guide was used for focused group and key resource personnel discussion.

About 60% of the questions of this research were closed-ended to enable the researcher obtain the exact information needed for the study purpose, the rest of the questions were open ended to elicit information that are bordering on peculiar

institutional situations and styles as well as difference in programme/project conditions.

3.6 DATA ANALYSIS

To transform the raw data into information for useful and meaningful purposes, there was the need to put the data into manageable form, thus creating summaries and categories and applying Statistical inferences. From here, the following was done to finally analyze the data in order of the research objectives and questions. First and foremost the data were edited to ensure consistency and as well identify and purge them of all forms of errors and omissions which 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, 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.

3.7 RESEARCH CHALLENGES/LIMITATIONS

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 phone called severally before getting the scheduled officers to grant the interview. In some cases it was not possible to have a face to face interviewing opportunity with scheduled officers so the questionnaire had to be given to them so that at their own convenient time they respond; in such cases there was limited avenue for some of them who needed clarification on some aspects of the questionnaire and that subsequently

affected the quality and relevance of some of their responses which necessitated some form of triangulation and revisits as well as phone calls to clarify issues.

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 the purpose of verification and insight.

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CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.0 INTRODUCTION

This chapter presents the findings of the study in line with the following research questions the researcher sought to find answers to: Who are the Stakeholders of a typical project in the empowerment and advocacy NGOs sector and what are their corresponding stakes and responsibilities?, What are the stakeholder management processes of the targeted advocacy and empowerment NGOs?, What challenges are there in managing stakeholders in the Advocacy and Empowerment NGO sector?, What are the effects of the management challenges on project management and what can be done to improve Stakeholder management and project management for that matter?

4.1.1 SCOPE OF STAKEHOLDERS IN THE ADVOCACY AND COMMUNITY EMPOWERMENT NGO SECTOR

Table 4.1 contain and represent a whole range of groups and institutions constituting stakeholders for the sampled organizations; though they (NGOs) basically belong to one sector, it is not all the groups and institutions that are regarded as stakeholders by all the organizations. This is partly as a result of differences in project context and partly due to limited definition and inclusions 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

the purpose of 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 a number of reasons such as those shown in column four of the table 4.1 below. Some notable revelations from the data include the following: apart from the six groups and institutions which were generally recognized as Stakeholders, a number of groups and institutions such as Line Organizations, Project teams, consultants, Financial Institutions and others which qualify to be considered Stakeholders according to basic definitions of stakeholder were not seen by some of the organizations as stakeholders.

Table 4.1: Range of Stakeholders of the sector

Range of likely stakeholders	Freq. for yes	%	Why they are stakeholders
Traditional authorities	20	100	Power to cause change, Community custodians, Information/consent, have critical role to play, Community mobilization
Donors/project sponsors	20	100	Power to cause change, provides funds, have interest in project objectives, Expertise
Public authorities	20	100	Power to cause change, Policy controllers, have interest, implementation mobilization, collaborators, hosts of activities, technical service providers,
Sister/line organizations	19	93	Have Common interest, collaborators, Expertise, support in implementation,
Project team	19	93	Lead managers/implementers coordination, planning, Central key process drivers
Clients/end users	20	100	Beneficiaries/center of work Main targets, owners of project results, Process and outcome/service owners, their needs justifies the action/project
Contractors/consultants	16	73	Expertise/technical Service provision, support in project design and strategies, monitor and evaluate work
Financial Institutions,	15	67	Technical/financial services, are impacted and impact work
Labour unions	10	33	Man-power/labour and information contribute

			in implementation
Media	20	100	Influence on impact, Publicity and put pressure to facilitate work, does education/sensitization
Insurance companies	11	40	Ensures project property and staff
Project community	20	100	Part of beneficiaries, Owners of project results
BOD	19	93	Monitoring and evaluation
Volunteers	10	40	Participate in project implementation

Source: Field Survey, 2012

Also the percentage of NGOs as shown in the table above who did not see some of the groups and Institutions such as the Labour unions (67%), Insurance Companies (60%) as their stakeholders is another notable revelation which 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.

4.1.2 STAKES AND RESPONSIBILITIES OF IDENTIFIED STAKEHOLDER GROUPS

As represented in the table 4.2 below, 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 4.2). Some of the stakeholders' stakes such as poverty alleviation or 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 but which can effectively be harnessed through effective stakeholder management.

Table 4.2: Stakes/interest areas of stakeholders

Stakeholders	Stakes/interests	Responsibilities (Have or provide the following)	Relevance of SHs 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 image of 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
labor 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
Board of Directors	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, 2012

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 4.2 above, the level of relevance of their contributions come 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 stakeholders. Beside 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%).

4.2. STAKEHOLDER (SH) IDENTIFICATION

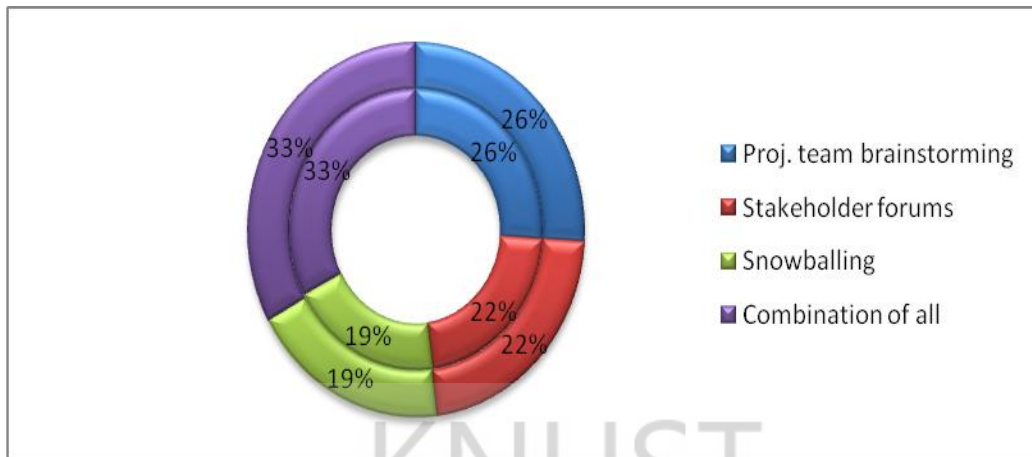


Chart 4.2.1 SH identification Processes used by respondent organizations

Source: Field survey, 2012

4.2.1: STAKEHOLDER IDENTIFICATION PROCESSES

The processes and criteria used by the target organizations are shown in charts 4.2.1 and 4.2.2 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 the 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 gives an indication that majority of the organizations could either be dealing with predetermined stakeholders as the International Finance Corporation did indicated 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 in fact the success of such projects.

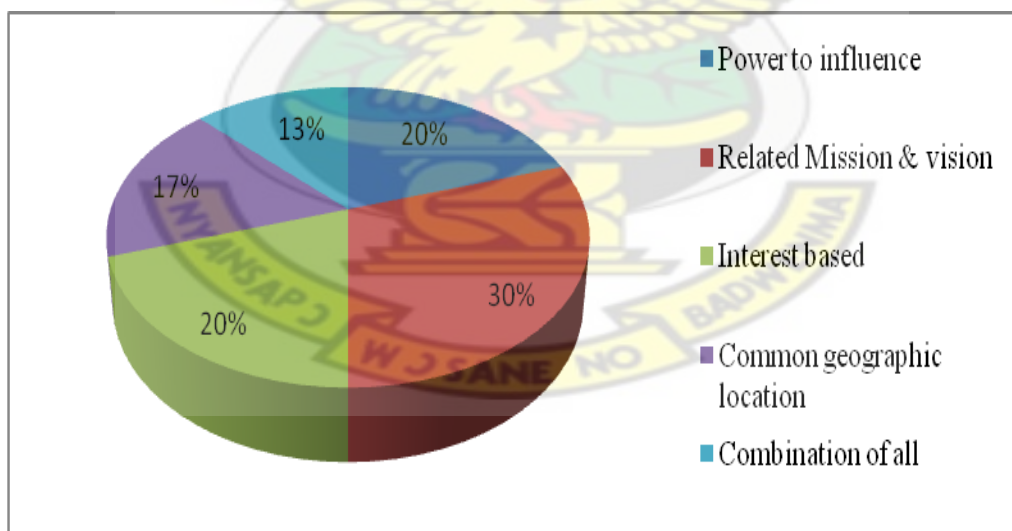


Chart 4.2.2 Stakeholder Identification criteria

Source: Field survey, 2012

4.2.2: 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 a 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 the Chart 4.2.2 above, 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 Chart 4.2.2, the rest resort to one or two factors in the criteria.

This chart also gives clue of 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 Chart 4.2.2.

4.2.3: STAKEHOLDER IDENTIFICATION TIMING

Beside the processes and criteria that guide and determine the identification process, the timing of it with reference to the stages of the project life is of equal if not greater importance in ensuring that the contribution or due of relevant players in your project are taken care of when they are required most; from Chart 4.2.3 below, 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. Contrary to the above, a significant portion (accumulated 30%) of some programme/project managers and their organizations practice one-stop type of

stakeholder identification. The different time preference for these 30% respondents, thus when they carry out their stakeholder identification are shown in Chart 4.2.3 below.

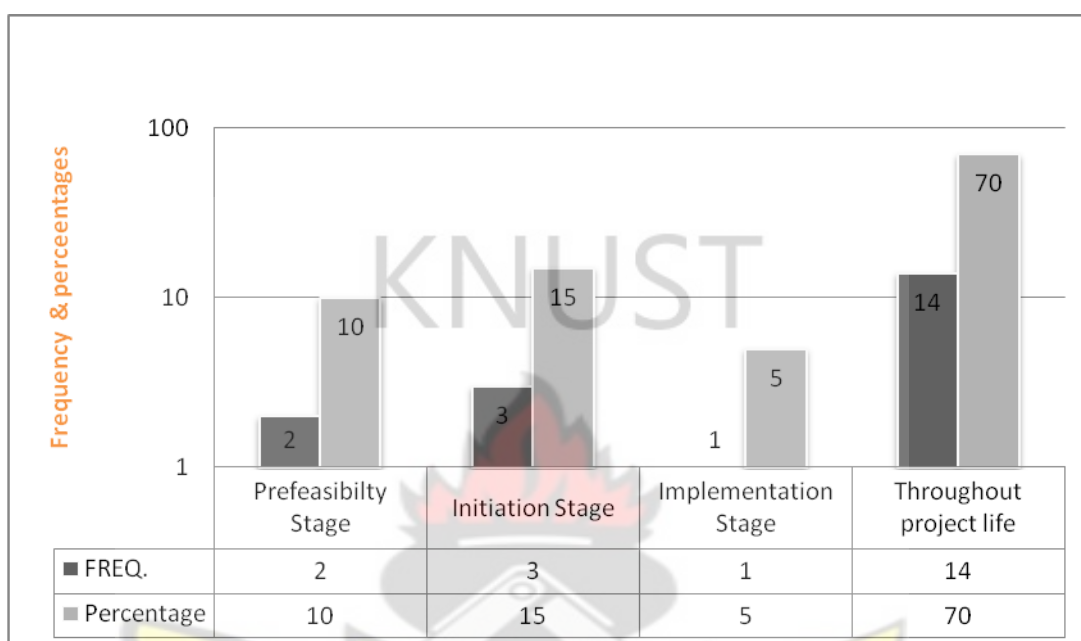


Chart 4.2.3: When Respondent Organizations undertake identification in a project life

Source: Field Survey, 2012

4.3.1: TYPES OF STAKEHOLDER CATEGORIZATIONS AND CRITERIA FOR CATEGORIZATION

To ascertain how project/programme 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 Chart 4.3.1, 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 4.3.1 (page 54) below, 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 Chart 4.3.1 in page below. Under each of these categories, different organizations

have their unique ways of classifying which stakeholder comes under which sub category. However some organizations have common or similar classification as can be seen through the frequencies in Tables 4.3.1 and 4.3.2.

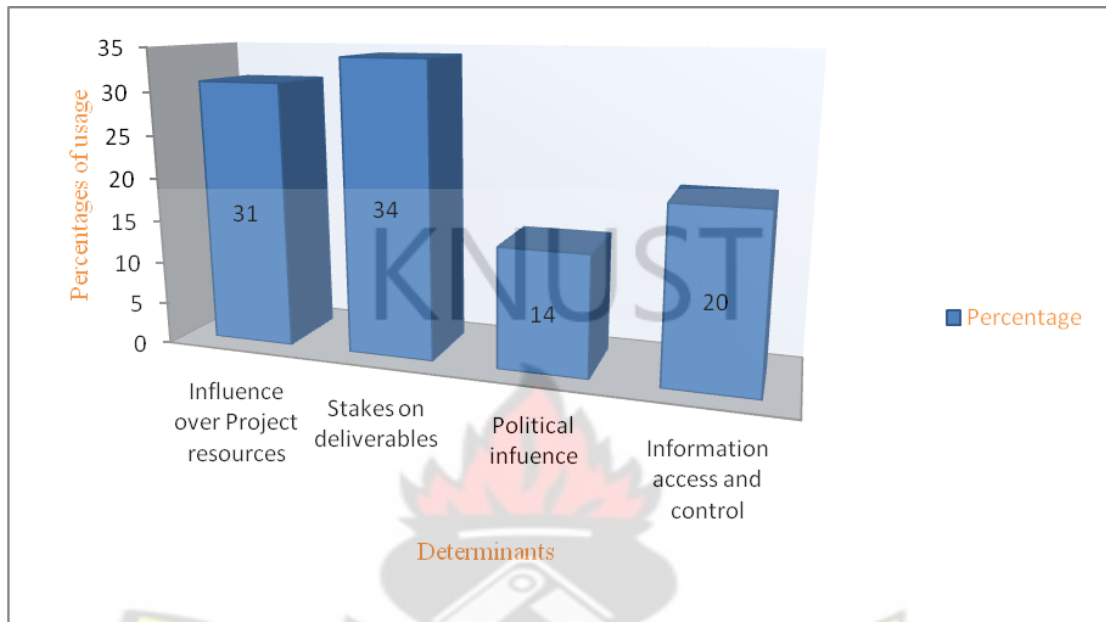


Chart 4.3.1 Critical determinants of Stakeholders Status

Source: Field survey, 2012

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 the purposes of 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 manager's attention, and which are not?" This is salience - "the degrees 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 4.3.1 and 4.3.2 below) who have some form of categorizations, because some of their categorizations are done loosely around non critical headings such as 'internal' and 'external,' or direct and 'indirect' instead of critical determining factors such as power to influence, importance, legitimacy of stakeholders' relationship with the organization or even the urgency of the stakeholders' claim on the organization or those in Chart 4.3.1 above.

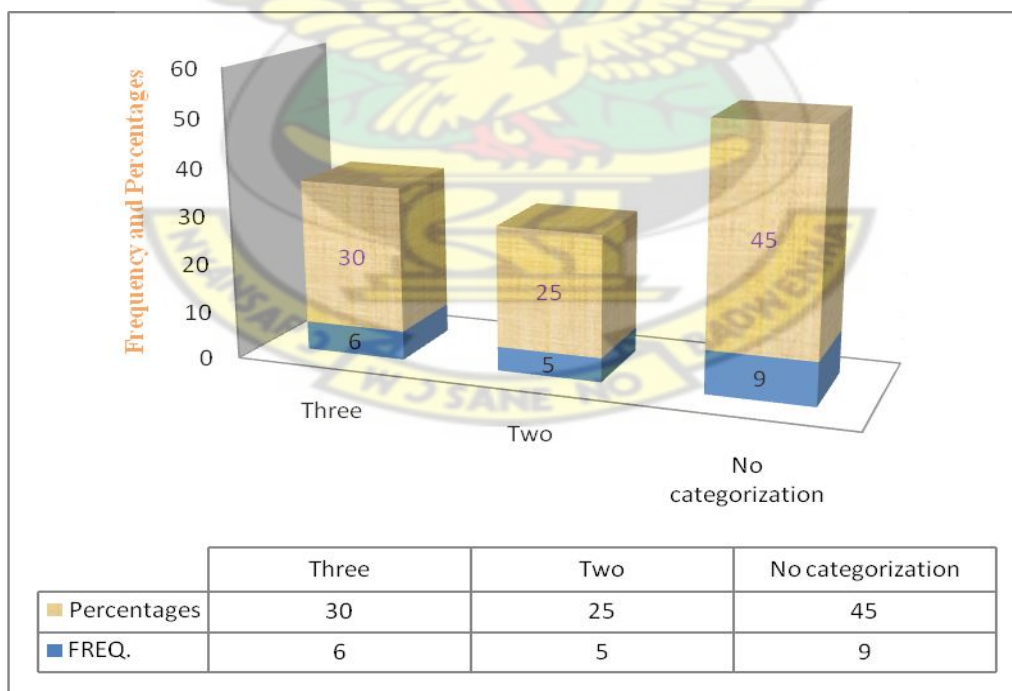


Chart 4.3.2: How respondent organizations categorize their stakeholders

Source: Field Survey, 2012

Table 4.3:1 Three-way categorization of Stakeholders

PRIMARY STAKEHOLDERS		SECONDARY STAKEHOLDER		KEY STAKEHOLDERS	
	Freq.		Freq.		Freq.
Clients	4	Media	2	Donors	4
Traditional Authorities	4	Sister NGOs	3	Clients	4
Sister NGOs	2	Public Authority	3	Project team	4
Public authority	3	Project community	2	Traditional authority	3
Project team	1	Consultants	2	Public authority	3
				Sister NGOs	2

Source: Field Survey, 2012

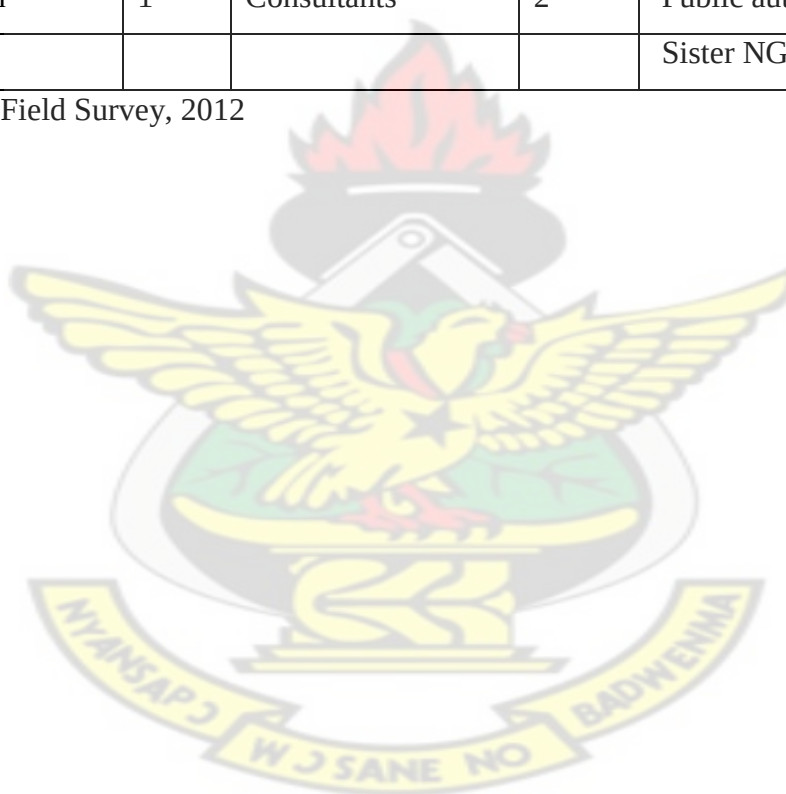


Table 4.3.2: Two-way stakeholder categorization

Category 1				Category 2			
INTERNAL	Freq.	EXTERNAL	Freq.	DIRECT	Freq.	INDIRECT	Freq.
Project team	3	Donors	3	Clients	2	Project community	2
Clients	3	Public authority	2	Project team	2	Sist. NGOs	2
Public authorities	1	Traditional auth.	1	Traditional authority	1	Media	1
Traditional authorities	1	Consultants	1	Public authority	1	Consultants	1
Consultants/contractors	1	Media	2	Donors	2	Insurance companies	2
Media	1	Financial Institutions	2				
Project community	1						
Financial institutions	1						

Source: Field Survey, 2012

4.4.1 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 the table 4.4.1 below.

Table 4.4:1 Working definitions of Stakeholder Analysis by respondents

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

Source: Field survey, 2012

As shown in table 4.4.1 above, 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: 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 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 as 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 to why Karlson (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.

4. 4.2 THE RELEVANCE AND TIMING OF STAKEHOLDER ANALYSIS

Concerning the necessity or relevance of stake holder 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 chart 4.41 below) 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 chart 4.4.1 below 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 underlining factors; however the question still 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 allocation for that.

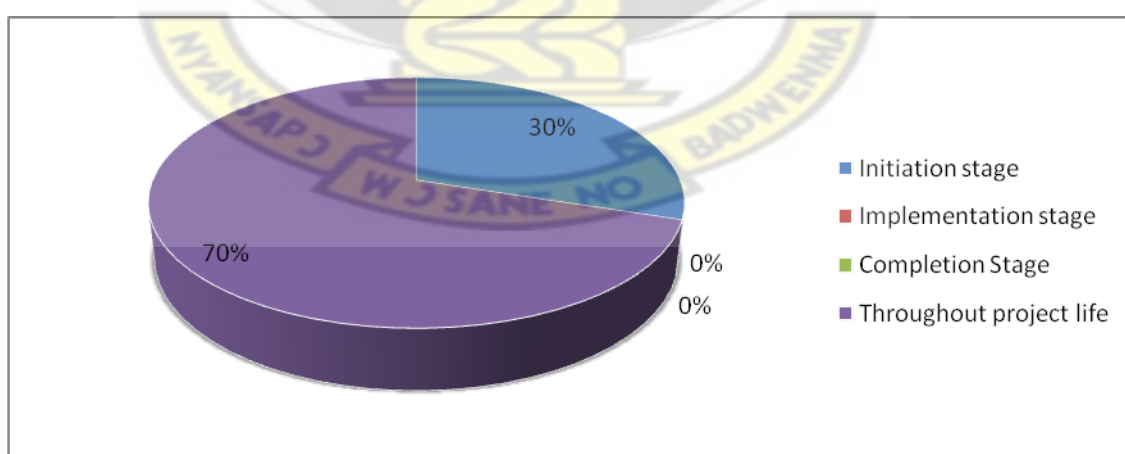


Chart 4.4.1: When and how often Stakeholder analysis is undertaken by respondent organizations

Source: Field Survey, 2012

4.5.1 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 4.5.1). Though there are variations in the operationalization of the term, there are commonalities in its application as the frequencies in Table 4.5.1 below shows; 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 expectations of communication and, primarily, agree 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 say, 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 all undertake it throughout the project life.

Table 4.5.1: Working definition of Stakeholder engagement by respondent organizations

No.	Working definition	Frequencies	%
1	A process of working with Stakeholder	5	25
2	A two-way dialogue process between project management and Stakeholders	10	50
3	An event to let Stakeholders know what is/should be expected from and by them	3	15
4	A process from start to end of project to pull energies, strengths and numbers to build synergies	4	20
5	Engaging the people that impact or are impacted by your work as an organization	2	10

Source: Field survey, 2012

4.5.2 CONTRBUTION 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 in order 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 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 effective realization of project results
- iv. Brings out 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 which are very critical for successful advocacy work mainly because there is strength in numbers.
- vii. It brings to fore understanding by all parties regarding the roles each has to play in achieving project objectives.
- viii. Ensures success through influence and participation of all stakeholders by how they are oriented.
- ix. It provides the organization with valuable information as well as serving as a platform for continued sharing of best practices with key stakeholders.

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

4.6.1 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 in some cases similar forms.

The various forms and the numbers of organizations sharing similar or same ways of communicating with their Stakeholders are portrayed in Chart 4.6.1 below. 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 programmes, workshops, Annual General Meetings, conferences and forums)

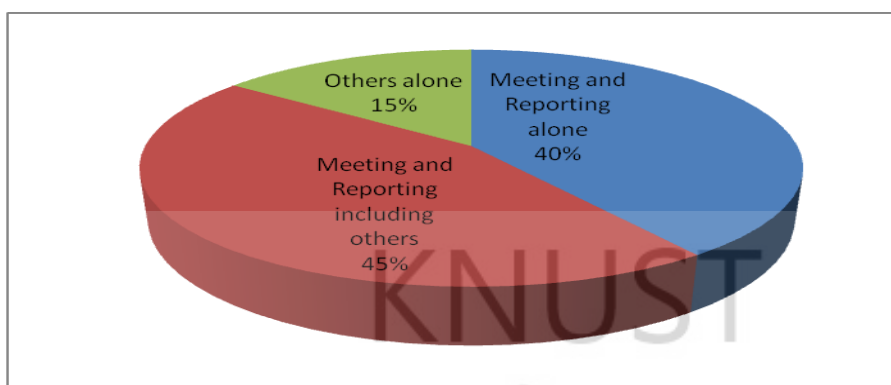


Chart 4.6.1: Methods of Communicating with Stakeholders

Source: Field Survey, 2012

4.7: INSTITUTIONALISATION OF STAKEHOLDER MANAGEMENT

As shown in Chart 4.7.1 below, 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.

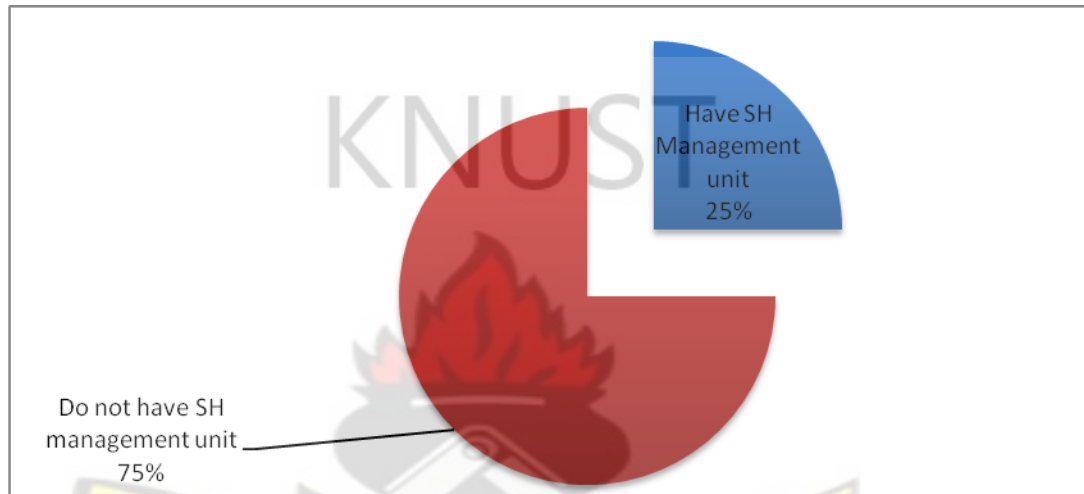


Chart 4.7.1: Institutionalization of Stakeholder (SH) Management

Source: Field Survey, 2012

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 chart 4.7.1 above) 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 Chart 4.7.2 below, 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.

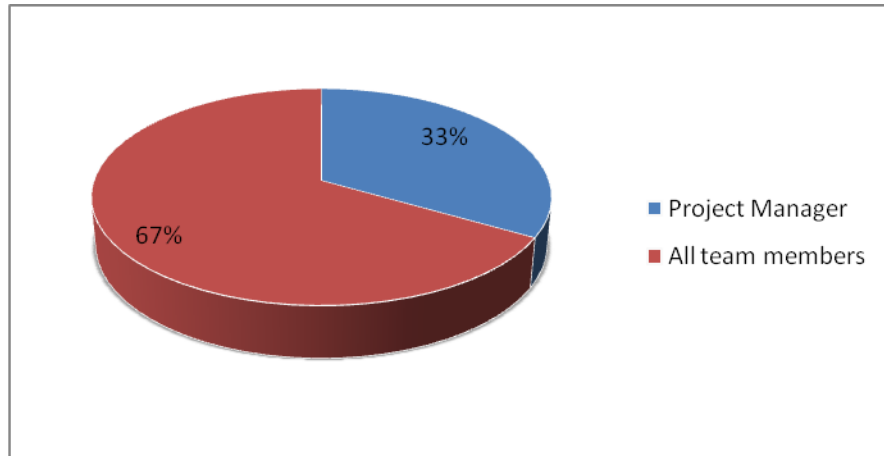


Chart 4.7.2: Who Takes Charge of Stakeholder (SH) Management?

Source: Field Survey, 2012

Therefore, Stakeholder management is a unique discipline or function that may not be successfully handled by anybody in the project team especially due to the fact that it has to do with human relations; according to Society of Professionals in Dispute Resolution (SPIDR), Practices (1997) 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 possesses neither sufficient knowledge of stakeholder process management nor substantive understanding of the issues. In addition, there is a growing need to ensure that activities labeled as stakeholder processes do, in fact, 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/do not see the need or do not have the capacity. As depicted in Chart 4.7.3 below, 80% of the organizations without separate Stakeholder Management units will consider having some any moment because they have realized how imperative the unit is to successful Stakeholder and project management; however 20% of them think they have no need changing the status quo.

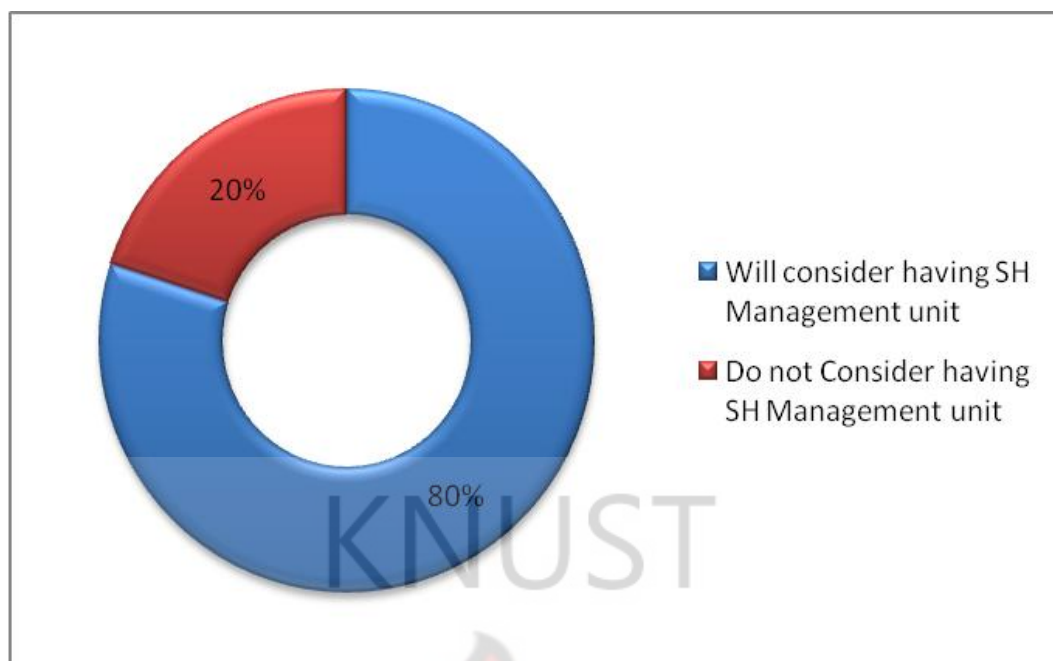
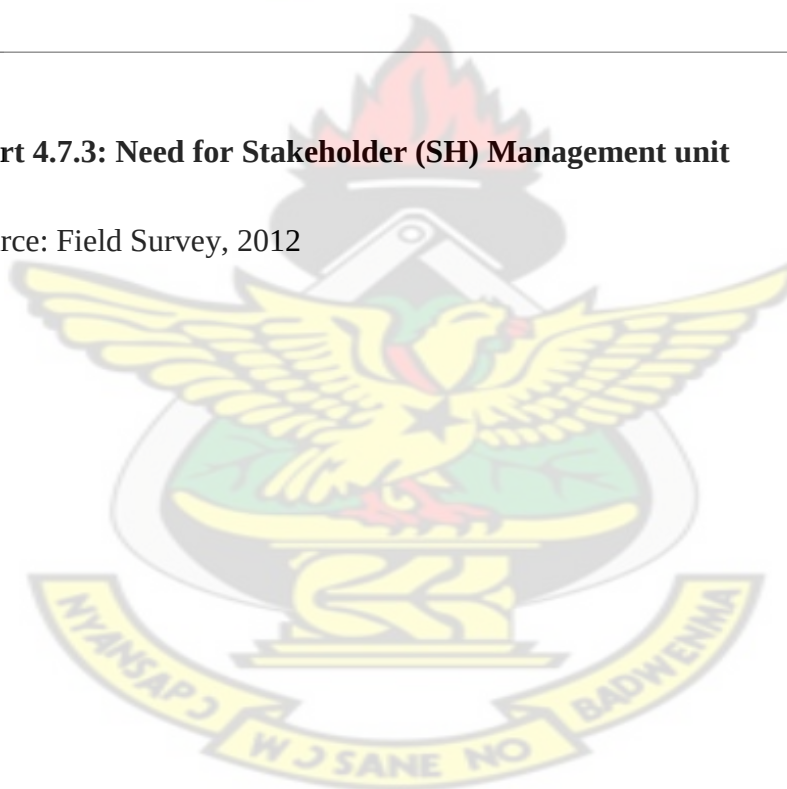


Chart 4.7.3: Need for Stakeholder (SH) Management unit

Source: Field Survey, 2012



4. 8 STAKEHOLDER MANAGEMENT CHALLENGES AND THEIR EFFECT ON PROJECT MANAGEMENT

Table 4.8.1: Stakeholder Management Challenges and their effects on Project Management

Challenges	Freq.	Challenge source	Effect(s) of challenge	Extent of effect. Rated from Mild to severe		
				Mild	Moderate	Severe
Conflicting/varied interests and opinions, beliefs and orientations	12	All	Affects timing & quality, limits cooperation, difficulty in building consensus, too much burden on project team	1	6	5
Limited/poor understanding of issues	7	Public Authorities (PAs) Media, Traditional Authorities (TAs)	Misinformation & wrong interpretation, impeded implementation	1	4	2
High cost of management	9	All	Eats into resources meant for other things	2	5	2
Limited/poor commitment (inadequate/delay in releasing funds, diminishing donor support)	10	PAs, Donors, TAs, Clients	Implementation and objectives, poor participation	1	2	7
Value difference (religious & cultural)	5	P.As, Donors	Delays impact, lowers commitment to full contribution	1	1	3
Personal gains seeking	7	TAs Project community.	Conflict, diversion of project resources	1	3	3
Gate crashing	5	All	Timing effectiveness of team	4	1	
Wild/unrealistic expectations	9	Public Authorities, clients, Traditional Authorities, Project community	Conflict and poor participation/cooperation, kills intent, failure to give the best	1	5	3
Communication difficulties/ineffective communication	3	All	Misinformation about activities, failed expectations, poor information flow	1	2	
Deviation from agreed principles	6	Focal NGOs, PAs	Failure to achieve set targets	1	3	1
Time consuming/ poor time	3	All	Limits participation, undue delays in		1	2

management			producing deliverables			
Political differences and conflict	5	P.As, T.As, PCs	Division among implementers		2	3
Ethnic differences	3	P.C, PAs, TAs, Partner NGOs	Division among implementers			3
Hidden stakeholders (inability to identify all stakeholders)	6	All	Limits projects content or quality.		1	
Anti-stakeholder Leadership problems, dictatorial attitudes	7	Project team	Limits full participation and contribution		1	6
Unproductive criticism driven by competitive motives/witch hunting/sabotage	13	Sister/line organizations, P.As	Strains relations and lowers confidence in collaboration, unwillingness to fully cooperate, turns collaboration to unhealthy competition	2	5	6
Limited interest among Stakeholders for intangible long - yielding and difficult to measure project results associated with advocacy	9	Beneficiaries, community project	Reduces participation		3	6
Undue delays	3	All	Unmet deadlines and failures		2	1
Limited capacity (resources, knowledge and skills)	8	P.As, project community clients, project. Team	Success and sustainability not assured, unable to effectively play their role	1	3	4
Priority deficit – due to lack of understanding of the true value of project objectives	2	Clients	Pulls back implementation efforts		1	1
Entrenched positions, beliefs and practices	2	Project community, beneficiaries	Delays impact			2
Poor institutional memory due to high staff turn over	2	PAs, Partner NGOs, Project team	Lose of vital working information	1	1	

Source: Field Survey, 2012

4.8.1 FREQUENCY RANKINGS OF THE IDENTIFIED CHALLENGES

The activity of managing stakeholders is indeed faced with numerous challenges as reflected in table 4.8.1(page 41) and Chart 4.8.1 below; for the most popular and common challenges, Chart 4.8.1 presents that in ascending order from top to bottom using frequency values for of the challenges.

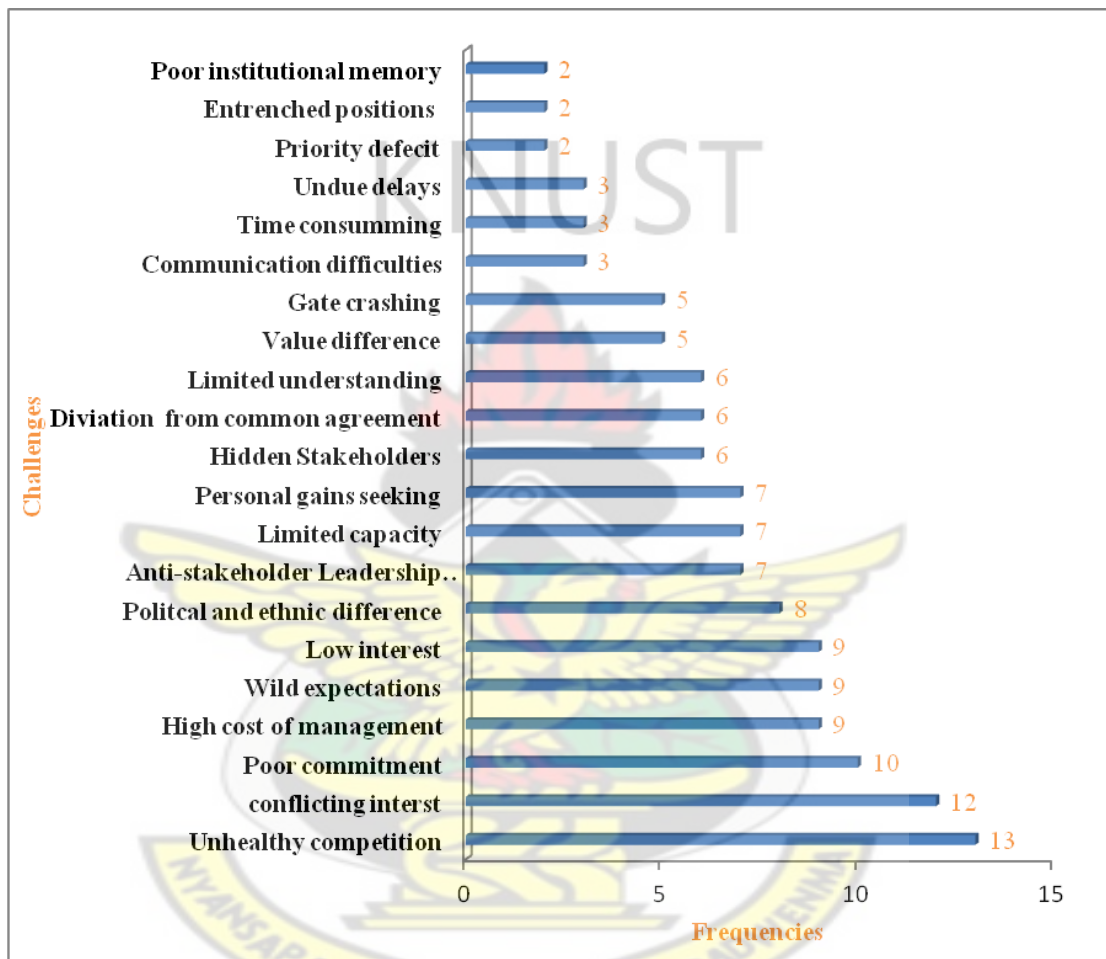


Chart 4.8.1: Challenge rankings by frequency

Source: Field Survey, 2012

The commonest challenges here are the ones that are felt by more 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 4.8.2 who poses the most challenges and what levels of attention they require from project teams

No.	Stakeholder	Frequencies	Level of attention required (Attention Barometer)
1	Volunteers	4	Require some attention
2	labor unions	7	Require high level of attention
3	Insurance companies	7	Require high level of attention
4	Financial institutions,	8	Require high level of attention
5	Contractors/ consultants	9	Require high level of attention
6	BOD	9	Require high level of attention
7	Media	10	Require highest level of attention
8	Project team	10	Require highest level of attention
9	Donors/project sponsors	10	Require highest level of attention
10	Sister/line organizations	11	Require highest level of attention
11	Traditional authorities	12	Require highest level of attention
12	Clients/end users	14	Require highest level of attention
12	Project community	14	Require highest level of attention
14	Public authorities	16	Require highest level of attention

Source: Field Survey, 2012

From table 4.8.2 above, 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” or “the change agents”, Project Communities, Clients/project beneficiaries or “rights owners”,

Traditional Authorities (another change agent), Sister NGOs, Donors, Project Team and the Media. From earlier sections of this chapter it came out that all these fall 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 questions then becomes to have or not to have? But going through what Peter (2008) said about what Stakeholders can 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 provide 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 in public
- Start a competing project

Considering these as what stakeholders can do, then it goes to confirm the rankings in Table 4.8.2 because those occupying the middle to the bottom portion of the table representing those with higher frequencies are the most groups who can cause all the above than those at the upper half of the Table.

4.8.2 EXTENT OF IMPACT OF IDENTIFIED CHALLENGES ON PROJECT MANAGEMNET

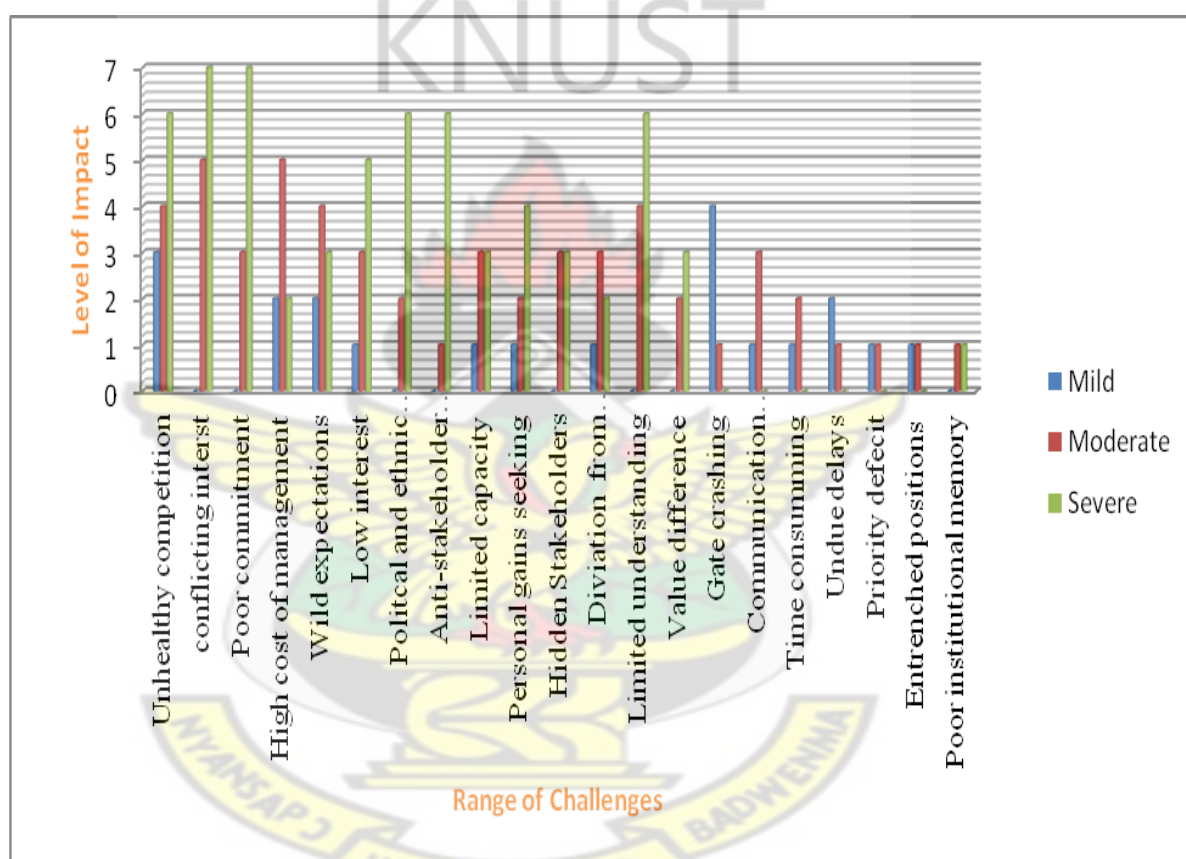


Chart 4.8.2: Extent of Challenges impact on Project management

Source: Field Survey, Feb. 2012

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*

From Chart 4.8.2, 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 to 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, and over burdening of 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 4.8.1, 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 effect 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 difference 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 of the 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 a number of 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 agenda in these types of relationships”; some usually will want to find favours 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 have made the clients and their entire communities feel that all NGO work comes with physical or tangible hand outs 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 limits their understanding of the true merits and nature of Advocacy and Empowerment works.

Advocacy work as per some of the sector players in some cases is more costly than what it takes to directly tackle some of the target issues because the expected trade-offs from some key players are not always forthcoming.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter presents the summary of the research findings, conclusions and recommendations based on the research results. The aim of this study is to examine the challenges of stakeholder management and their impact on project management in the case of Advocacy and Empowerment NGOs in the Upper East Region of Ghana, with the following specific objectives: To identify the various categories of stakeholders, their Stakes and responsibilities with reference to advocacy and empowerment Nonprofit Organizations in the Upper East Region, to explore the stakeholder management processes of the targeted Advocacy and empowerment organizations, to identify challenges of the target NGOs in managing their stakeholders and to Ascertain the effects of Stakeholder management challenges on project management. The following summaries are therefore based on the results presented in the preceding chapter.

5.1 SCOPE OF STAKEHOLDER IN THE ADVOCACY AND EMPOWERMENT NGO SUB SECTOR 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 various Stakeholders and their stakes and responsibilities are shown in the table below.

Table 5. 1: 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 Poverty alleviation/development	Knowledge/ideas/information Expertise, Monitoring implementation
Project team	Poverty alleviation/development, Economic rewards, Project objectives, Raise image of 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, 2012.

5.3 STAKEHOLDER MANAGEMENT PROCESSES

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

5.3.1 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 on-going activity at the various stages of the project life cycle

5.3.2 STAKEHOLDER CATEGORIZATIONS

For the purpose of planning, various forms of categorizations were found to be used by some of the organizations whilst some do not have any structured form of categorizations. 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 sub categories: 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.

5.4 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 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 a number of reasons including: cost, donor priorities, and project duration.

5.5 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Stakeholder Engagement in the working terms of the respondents varied a little from one group to the other; however 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 include: 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, Durbars, Conferences, E-mails, Formal and Informal letters, Workshops AGMs, Media programmes and Stakeholder Forums.

5.6 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 seem to be a novelty as 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.

5.7 MANAGEMENT CHALLENGES AND THEIR EFFECTS

Indeed the Advocacy and Community empowerment NGO sector as in the case of those operating in the Upper East region of the Republic of Ghana is faced with numerous Stakeholder management challenges and the impact of the challenges on project management efforts of these organizations are equally numerous and daunting.

Table 5.2: Categorization of challenges by sources

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

Source: Field Survey, 2012

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

and 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 more in a better position to have greater control over them than the external challenges which come from outside the particular organizations. The latter category are as 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 range from mild moderate to severe; more of the effects have milder and severe effects, 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.

5.8 CONCLUSION

Stakeholder management challenges and their impact on Project implementation in the Advocacy and Community Empowerment NGO sub sector 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 and conflicting interests indeed, enough to make a clearer understanding of any trade-offs equally complex and confusing to ordinary none 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 a number of 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 set ups 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 or all project team members. Beside 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 from these same human numbers captured under the broad term “Stakeholders,” come challenges, numerous and damaging enough to undermine the very survival and sustainability of the work, thus Successful Project 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 actors such as Donors and Public and Traditional Authorities, conflicting interest 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 long yielding deliverables.

5.9 RECOMMENDATIONS FOR ENHANCED STAKEHOLDER

MANAGEMENT

To ensure enhanced Stakeholder management, it was recommended that there is the 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 the need to build stronger collaborative relationship 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 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 seeking.

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 the least, all relevant stakeholders should always be identified from project inception and all partnering, collaborative and other terms well explained to all stakeholders at all levels.



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APPENDIX

Questionnaire

Preamble

Stakeholder management is very key to the work of project management particularly to NGOs in the advocacy and empowerment sector mainly because their work affects and is in turn affected by many stakeholders whose interests and needs are potentially conflicting thereby posing some challenges to successful project management. This tool is therefore designed and used to collect data that brought out the real challenges of stakeholder management and how they impact on project management with regards to advocacy and empowerment NGOs in the UER of Ghana.

SECTION A: STAKEHOLDER IDENTIFICATION, CLASSIFICATION AND RELEVANCE

1. Which of the following would you consider or otherwise as stakeholders of an empowerment project of your organization and why?

	<i>Range of likely stakeholders</i>	<i>Status with reference to typical project of your organization (yes or no)</i>	<i>Why a given group is or not your stakeholder</i>
i.	<i>Traditional authorities</i>		
ii.	<i>Donors/project sponsors</i>		
iii.	<i>Public authorities</i>		
iv.	<i>Sister/line organizations</i>		
v.	<i>Project team</i>		
vi.	<i>Clients/end users</i>		
vii.	<i>Contractors/ consultants</i>		
viii.	<i>Financial institutions,</i>		
ix.	<i>labor unions</i>		
x.	<i>Media</i>		
xi.	<i>Insurance companies</i>		
xii.	<i>Project community</i>		
<i>Mention any other stakeholder of your empowerment project not included here.</i>			

2. What are the stakes and corresponding responsibilities/contributions of these stakeholders of an empowerment project of your organization, and how critical are the contributions to your project success? Filled the table below with responses in the order given.

Stakeholder group	Stake(s)-needs interests/demands	Responsibility or contribution	Level of relevance of contribution to project success-(rate:1-critical, 2-not critical 3-uncertain)

3. How do you identify your Stakeholders?

- a. Project team brainstorming ☐ c. snowballing (through peers) ☐
b. Stakeholder forums ☐ d. Combination of
e. Other.....

4. What is/are the bases for your stakeholder identification?

- a. Influence ☐ b. Mission and vision based ☐ c. Interest based ☐
d. Geographic reasons ☐ e. Combination of

5. At which stage of your project life do you identify stakeholders? a.

- Prefeasibility stage ☐ b. Initiation stage ☐ c. Implementation stage ☐
d. Throughout Project life

6. Into how many categories do you categorize your stakeholders? Name them
.....

7. Out of the categories, which is/are the key Stakeholders? Name the category(s)
.....

8. What determines their status as key?

- a. Influence over project resources ☐ b. Stake on project deliverables ☐
c. Political influence ☐ d. Information access and control ☐
e. other.....

SECTION B; STAKEHOLDER ANALYSIS

9. What is the operational definition of stakeholder analysis in your organization?

.....
.....

10. Is stakeholder analysis an activity you undertake as part of your project management processes?

Yes ☐ No ☐

11. Do you find stakeholder analysis necessary in project management? Yes ☐

No ☐

12. If yes, which stage of project implementation is ideal for stakeholder analysis to be undertaken a. Initiation stage ☐ b. Implementation stage ☐

Completion stake ☐ d. on-going activity ☐

13. If no, why? Explain

.....

SECTION C; STAKEHOLDER ENGAGEMENT AND COMMUNICATION

14. What is the operational meaning of the term stakeholder engagement in the context of stakeholder management I your organization?

- a. process of working with stakeholders ☐
b. A two-way dialogue process between project management and stakeholders ☐
c. An event to let Stakeholders know what is/should be expected from and by them. ☐
d. Other (specify)

15. What does it contribute to your project?
16. Which stage of your Project life cycle do you carry out Stakeholder engagement?
- a. Prefeasibility stage ☐ b. Initiation stage ☐ c. Implementation ☐
stage
- d. Completion stage ☐ e. Throughout the project life ☐
17. Is communication part of your Stakeholder management process?
- Yes ☐ No ☐
18. If yes, how do you ensure it? a. Meetings ☐ b. Reporting ☐ c. Both ☐
d. Other (specify).....
19. If no why?
20. Mention any other stakeholder management tool not included in this questionnaire.....

SECTION D; STAKEHOLDER MANAGEMENT, ITS RELEVANCE AND CHALLENGES;

21. Is there a unit in your organization that is responsible for stakeholder management (managing relationships and communications)? Yes ☐ No ☐
(Probe if there is any PR function)
22. If yes what specific functions does it perform? Name them.....
23. If no, who performs the stakeholder management function in your organization?
- a. Project Manager ☐ b. All team members ☐ Other (specify).....
24. If no, are you considering having one? Yes ☐ No ☐
25. What **challenges** do the stakes and stakeholders present to project management? List

26. What are the effects of the challenges on the management of your projects?

Challenges	Particular source-where the challenge is coming from	Effects	Extent of effect.(rate 1- Mild, 2-moderate, 3-severe see interpretation below)

Mild - delayed project time – 1, Moderate – affected quality of deliverables – 2, Severe – Project collapse – 3

27. From your experience, what would you recommend to better enhance stakeholder management and successful project management for that matter?
Mention

THANK YOU.