



UGANDA MANAGEMENT INSTITUTE

STAKEHOLDER MANAGEMENT AND PROJECT SUSTAINABILITY IN UGANDA:

A CASE STUDY OF KIGEZI HEALTH FOUNDATION (KIHEFO) IN KABALE

DISTRICT

By

NELSON TABU

12/MMSPPM/27/009

A DISERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD

OF A MASTER'S DEGREE IN MANAGEMENT STUDIES

(PROJECT PLANNING & MANAGEMENT) OF

THE UGANDA MANAGEMENT INSTITUTE

NOVEMBER, 2014

DECLARATION

I **TABU Nelson**, hereby declare that this dissertation entitled Stakeholder management and project sustainability: A case study of KIHEFO in Kabale District; is entirely my own original work, and has never been submitted to any other University or Institution of higher learning for any award.

Sign..... Date.....

Nelson Tabu

APPROVAL

This dissertation “Stakeholder Management and Project Sustainability in Uganda; A case study of KIHEFO in Kabale District” is an original work of Mr. Nelson Tabu, Reg. No.12/MMSPPM/27/009 and has been produced under our supervision and submitted for examination with our approval.

Signed

Date

MR. ADRIAN BEINEBYABO

(UMI SUPERVISOR)

Signed

Date

MR. ROBERT MUGABE

(UMI SUPERVISOR)

DEDICATION

I dedicate this work to my parents Mrs.Tideru Mary, Nyakua John (R.I.P) and my dear aunt Mrs. Lekuru Maria, who did not have formal education, but did all they could so that I attain the education which has laid the foundation of what I am today. Special appreciation to my cousin brothers Mr. Acidri Charles and Enzama Richard (R.I.P) who stood by my side through thick and thin and was my tower of strength and inspiration through all my academic journey. Your inspirational words of advice made immeasurable difference in my life. Lord be with you till we meet again.

Last but not least, to my dearest wife Mrs. Nabaasa Sarah who stood by my side through this trying time. I love you Sarah.

ACKNOWLEDGEMENT

I thank God for enabling me go throughout this trying moment. I would like to extent my thanks to the following people without whom it would have been very hard for me to make it up here.

I am deeply grateful to my supervisors Mr. Beinebyabo Adrian and Mr. Mugabe Robert for all the guidance, brilliant inputs and supervision of this dissertation.

I am very grateful to Capt. David Bashaija, the Director Ngabo academy, my employer and all the staff members of the school for the support and cooperation you rendered me.

I would like to extend my thanks to my classmates and friends especially Nankunda Michael, Onencan Moses, Mr. and Mrs. Rwebishaka, Otim Patrick, Kitayimbwa Michael and Abeine Jordan for all the morale and emotional support.

TABLE OF CONTENTS

DECLARATION.....	i
------------------	---

APPROVAL.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xiv
LIST OF ABBREVIATIONS.....	xv
ABSTRACT.....	xvii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background to the Study.....	1
1.2.1 Historical Background.....	1
1.2.2 Theoretical Background.....	5
1.2.3 Conceptual Background.....	7
1.2.4 Contextual Background.....	8
1.3 Statement of the Problem.....	9
1.4 Purpose of the Study.....	10

1.5	Objectives of the Study.....	10
1.6	Research Questions.....	11
1.7	Hypotheses of the Study.....	11
1.8	Conceptual Framework.....	12
1.9	Significance of the Study.....	13
1.10	Justification of the Study.....	14
1.11.	Scope of the Study.....	14
1.11.1	Geographical Scope.....	14
1.11.2	Content Scope.....	15
1.11.3	Time Scope.....	15
1.12	Operational Definitions.....	15
CHAPTER TWO: LITERATURE REVIEW.....		17
2.1	Introduction.....	17
2.2	Theoretical Review.....	17
2.3	Actual Review about Stakeholder Management and Project Sustainability.....	19
2.3.1	Stakeholder Management and Project Sustainability.....	19
2.3.2	Stakeholder Identification and Project Sustainability.....	21
2.3.3	Stakeholder Analysis and Project Sustainability.....	23
2.3.4	Stakeholder Participation and Project Sustainability.....	24
2.4	Summary of Literature Review.....	27

CHAPTER THREE: METHODOLOGY.....	29
3.1 Introduction.....	29
3.2 Research Design.....	29
3.3 Study Population.....	29
3.4 Sample Size and Selection.....	30
3.5 Sampling Techniques and Procedure.....	31
3.5.1 Simple Random Sampling.....	32
3.5.2 Purposive Sampling.....	32
3.6 Data Collection Methods.....	33
3.6.1 Interview.....	33
3.6.2 Documentary Review.....	33
3.6.4 Questionnaire Survey.....	34
3.7 Data Collection Instruments.....	34
3.7.1 Interview Guide.....	34
3.7.2 Documentary Review Checklist.....	35
3.7.4 Questionnaire.....	35
3.8 Data Quality Control	36

3.8.1	Validity of Instruments.....	36
3.8.2	Reliability of Instruments.....	37
3.9	Procedure of Data Collection.....	37
3.10.	Data Analysis.....	38
3.10.1	Quantitative Technique for Data Analysis.....	38
3.10.2	Qualitative Technique for Data Analysis.....	39
3.11	Measurement of Variables.....	39
3.12	Ethical Considerations.....	40
 CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION		
OF FINDINGS.....		
		41
4.1	Introduction.....	41
4.2	Response Rate.....	41
4.3	Background Characteristics of the Respondents.....	42
4.3.1	Gender Distribution of the Respondents.....	43
4.3.2	Age of the Respondents.....	43
4.3.3	Education Level of the Respondents.....	44
4.3.4	Longevity of Service of the Respondents.....	45
4.3.5	Terms of Employment of the Respondents.....	46

4.4	Description of the independent variable: Stakeholder management.....	47
4.4.1	Objective One: Stakeholder identification and sustainability of KIHEFO.....	48
4.4.1.1	Respondents’ opinions on Project Sustainability.....	51
4.4.1.2	Objective Two: Stakeholder analysis and Project Sustainability.....	58
4.4.1.3	Objective Three: Stakeholder participation on the sustainability of KIHEFO.....	63

CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSIONS AND

	RECOMMENDATIONS.....	69
5.1	Introduction.....	69
5.2	Summary of the findings.....	69
5.2.1	Stakeholder identification and Project Sustainability.....	69
5.2.2	Stakeholder Analysis and Project Sustainability.....	70
5.2.3	Stakeholder Participation and Project Sustainability.....	71
5.3	Discussion.....	71
5.3.1	Stakeholder Identification and Project Sustainability.....	71
5.3.2	Stakeholder Analysis and Project Sustainability.....	72
5.3.3	Stakeholder Participation and Project Sustainability.....	73
5.4	Conclusions.....	74

5.4.1	Stakeholder identification and project sustainability.....	74
5.4.2	Stakeholder analysis and project sustainability.....	75
5.4.3	Stakeholder participation and project sustainability.....	75
5.5	Recommendations.....	76
5.5.1	Stakeholder Identification and Project Sustainability.....	76
5.5.2	Stakeholder Analysis and Project Sustainability.....	76
5.5.3	Stakeholder Participation and Project sustainability.....	77
5.6	Contributions of the study.....	78
5.7	Areas for further Research.....	78
	References.....	79

Appendices

Appendix iSelf administered Questionnaire
Appendix iiInterview guide for key informants (Board/Founders)
Appendix iiiDocumentary Review
Appendix ivInterview Guide for KIHEFO management
Appendix vInterview Guide for KIHEFO board members/founders

LIST OF TABLES

Table 3.1: Sample population.....31

Table 3.2:	Cronbach’s Reliability Index.....	37
Table 4.1:	Response Rates.....	42
Table 4.2:	Gender characteristics of the respondent.....	43
Table 4.3:	Age characteristics of the respondents.....	44
Table 4.4:	Education characteristics of the respondents.....	45
Table 4.5:	Respondents’ tenure of employment.....	46
Table 4.6:	Respondents’ terms of employment.....	47
Table 4.7:	Descriptive statistics respondents’ opinions on stakeholder identification	49
Table 4.8:	Descriptive statistics on respondents’ opinion on project sustainability.....	52
Table 4.9:	Pearson’s linear correlation coefficient between stakeholder identification and project sustainability.....	56
Table 4.10:	Model summary for regression of project sustainability on project stakeholder identification.....	56
Table 4.11:	ANOVA results on regression of project sustainability on stakeholder identification.....	56
Table 4.12:	Descriptive statistics on respondents’ opinions on stakeholder analysis.....	59
Table 4.13:	Pearson’s linear correlation coefficient between stakeholder analysis and project sustainability.....	61

Table 4.14:	Model summary for regression of project sustainability on stakeholder analysis.....	61
Table 4.15:	ANOVA results on regression of project sustainability on stakeholder analysis.....	62
Table 4.16:	Descriptive statistics on respondents opinion on stakeholder participation.....	64
Table 4.17:	Pearson’s linear correlation coefficient between stakeholder participation and project sustainability.....	66
Table 4.18:	Model summary for regression of project sustainability on stakeholder participation.....	66
Table 4.19:	ANOVA results on regression of project sustainability on stakeholder participation.....	67

LIST OF FIGURES

Figure 1.1: Conceptual framework showing how stakeholder management relates to project sustainability.....11

LIST OF ACRONYMS

KIHEFO	Kigezi Health Foundation
CVI	Content Validity Index
SPSS	Statistical Package for Social Sciences
SRI	Stanford Research Institute
IKP	Indigenous Knowledge Project
NRHM	National Rural Health Mission
IFAD	International Fund for Agricultural Development
HIV	Human Immune Virus
AIDS	Acquired Immune Deficiency Syndrome
ARV	Antiretroviral
USAID	United States Agency for International Development
CDIE	Centre for Development Information and Evaluation
UWA	Uganda Wildlife Authority
UNOPS	United Nations office for Project Services
SWOT	Strength Weakness Opportunities and Threats
UNICEF	United Nations International Children Fund
NGO	Non Governmental Organization

FAO	Food and Agricultural Organization
ILO	International Labor Organization
UNRISD	United Nations Research Institute For Social Development
SDB	African Development Bank
CBO	Community Based Organization
NERCORMP	North Eastern Regional Community Resource Management Project for Upland Areas
FGD	Focus Group Discussion

ABSTRACT

This study sought to establish the influence of stakeholder management on project sustainability in Uganda using a case study of KIHEFO. The study was guided by three objectives with the first being to find out the relationship between stakeholder identification and sustainability of KIHEFO. The second objective was to establish the effect of stakeholder analysis on the sustainability of KIHEFO and the third one was to find out the effect of stakeholder participation on the sustainability of KIHEFO in Kabale District. A correlational case study research design was employed using both qualitative and quantitative research approaches. A sample of 103 respondents was used and the response rate was 100%. Data collected was presented using frequencies and percentages to show the distribution of respondents on different items. The collected data were prepared for analysis by editing, then categorizing and entering it into the computer using the Statistical Package for Social Sciences (Version 16). Pearson's Linear Correlation Coefficient (r) was used to determine the level of association between the variables. The study findings showed that: there was a significant positive effect or relationship between stakeholder identification, stakeholder analysis, stakeholder participation and project sustainability of KIHEFO. The study concluded that stakeholder management positively affects project sustainability. Therefore the researcher recommended that project managers should put greater emphasis on stakeholder management to influence the sustainability of projects. Stakeholders should be involved and be given chance to participate in project activities according to priorities to stimulate sustainability. KIHEFO should look at a sound stakeholder management strategy and that should be viewed as a core in ensuring robust project sustainability which is the cornerstone of a well-functioning project through stakeholder identification, analysis and full participation in all project activities.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Stakeholder management concept has achieved wide spread popularity among academicians, projects, managers, businesses and organizations that it is part of strategic management and regarded indispensable during the project's life cycle as an important issue to project sustainability (Mainardes 2012). The concept has thus attracted a lot of scholars throughout the world today. Yang (2009), indicates that 476 articles have been written about stakeholder management in the last ten years.

This study examined the effect of stakeholder management on project sustainability in Uganda using KIHEFO as a case study. Stakeholder management in this study was conceived as the independent variable and project sustainability as the dependant variable. Stakeholder management was measured in form of identification, analysis, and participation while project sustainability was measured inform of institutional, administrative/managerial, and technical sustainability as explained in the conceptual framework in figure 1. This chapter covers the background to the study, the statement of the problem, the purpose, the objectives of the study, the research questions, the hypotheses, the scope of the study, the significance, justification and operational definitions of terms and concepts.

1.2 Background to the study

1.2.1 Historical background

The historical roots relating stakeholder concept to sustainability dates back to the 1960s when academicians at the Stanford Research Institute (SRI) first articulated what was considered at the

time to be a controversial proposal and first use of the actual word “stakeholder” (Freeman, 1984). The term stakeholder was chosen as a literary device to call into question managements’ sole emphasis on stockholders and instead suggested that the project managers be responsible to a variety of stakeholders but not only stockholders, and that, without their support, the organization would not be sustained (Freeman, 1999).

During the 1970s, projects began experiencing increased levels of change in their external operating environment. Projects began responding to this more dynamic and uncertain external environment that threatened sustainability by setting up stakeholder analysis as formal environmental scanning systems (Preble, 1978). These systems were designed to act as “early warning signs” that would detect changes, events, and emerging issues (threats) early in their development so that organizations and projects could prepare effective and timely project sustainability responses. In support of this, Freeman et al (2006) calls for managers to use the stakeholder framework to help interpret external events. Managers need to understand the concerns of all shareholders such as employees, beneficiaries, lenders, suppliers and authorities in order to develop objectives that all stakeholders could support to sustain projects.

Initial experiences of sustainability and stakeholder management in some Indian states emerged due to the failure of community health projects to achieve the needed lasting sustainable impacts on the community (National Rural Health Mission-India, 2012). As a result, sustainability principles were outlined at Alma-Ata 1978, a conference that was organized by the government of India to ensure lasting impact of all health projects in the country. These included among others, health system strengthening for managerial and administrative sustainability, human resource development for technical sustainability through stakeholder capacity building and regulation in public health. These were identified as the most important areas within the health

sector that required immediate action to ensure lasting and sustainable delivery of health project services (National Rural Health Mission-India, 2012). The government ruled that, gender mainstreaming and empowerment, reducing the impact of disasters on health, improving community participation and governance issues (administrative and managerial) were key areas for stakeholder management action and sustainability of Indian health projects, hence making public health a shared participatory value across the various stakeholders. Such collective stakeholder action was crucial for health project sustainability (National Rural Health Mission-India, 2012).

Since the 1990s, more than 100 river basin project stakeholder committees have been created in Brazil, following trends in other policy sectors to create stakeholder councils for decision-making with the participation of government, civil society and the private sector. The committees have legal attributions to negotiate conflicts, approve river basin project plans, and define the prices for water among others. Parallel to the creation of the committees, inter-municipal consortia have been created in some river basins, including local government, bulk water users and often civil society organizations. Unlike the committees, these are created on the initiative of their members, without formal legal attributions to sustain all community projects (Neaera et al 2006)

In Ghana there had been a problem with an effective sustainability of community projects. This had its roots in the prevailing institutional arrangements that determine who owns and controls community projects (Adeleke, Adomala & Derkyi, 2006). The pre 1980s' policies and laws as a way of sustainable project management in Ghana recognized community stakeholder ownership and assigning important roles to the traditional authorities including the right to constitute

projects under bye-laws, to be involved in the early stages of negotiating legitimate rights of all stakeholders intended to sustain the projects through participation. The reforms of the 1990s and beyond recognized the need to identify project stakeholder and stimulate the development of structures and institutions to enable stakeholder members participate effectively, appropriately and hence share benefits equitably (Adeleke et al 2006). This was meant to create project ownership for sustainability purposes. Through its participatory approach, it brought together and confronted the protagonists of conflicts and contributed to forums for stakeholder consultation, dialogue, negotiation and partnership between the vast stakeholders. This stakeholder management idea was soon spread to other projects in education, health and business with project sustainability as the major objective (Adeleke et al 2006).

Recognizing the problems of the Barabaig tribe in Tanzania and the deficiencies of state assistance, the Indigenous Knowledge Project (IKP) conceived 'The Barabaig Project' with members of the tribe. A fully participatory scheme, the project sought to empower members of the Barabaig tribe to help themselves out of their then crisis and to secure an autonomous and sustainable future (Hannibal, 2012). "This initiative is a rarity", the author writes "founded on the ideals of sharing, autonomy, participation and sustainability". In the words of the IKP co-founder Heather Cruise, it has to be "heart-to-heart, grass roots participatory" (Hannibal, 2012). Unlike the state initiative, this goal was to be achieved through integrative local education to achieve stakeholder project ownership, the sharing of knowledge and accessible technologies to all. Any offer of input from the IKP was voted on by the village stakeholders themselves so that they could choose to align the initiatives they accept with their own culture, knowledge and hopes for the future. This full participation and democratic process was a central and an indispensable ingredient of the project sustainability; and made great strides to confirm what

many scientists and researchers had only theorized: that giving people the power to choose will bear fruits of stakeholder commitment and project sustainability (Hannibal, 2012).

In Uganda, stakeholder management evolved inform of the decentralization programme in government projects which encouraged citizen stakeholder participation in planning, budget allocations and rule making initiated by leaders; a bottom-up management strategy. This was seen to improve project governance, service delivery and sustainability by bringing different stakeholders together across sectors as a more sustainable poverty reduction strategy (World Bank, 2002). Decentralization programme and devolution of power was meant to curb problems of implementation of projects which used to be conceived from the centre and expected to be implemented at the grass root level with minimum participation of beneficiary community (Vision 2025, 1998). Communities were identified as major players and expected to participate during the initiation, implementation, monitoring and evaluation of projects and programs, which affect their daily lives. This would also bring transparency and accountability in decision making to ensure sustainable project development.

1.2.2 Theoretical background

This study was guided by the sustainability theory advanced by Taylor (1993). It states that resources are finite and cannot support the world's projected population at current levels of resource utilization and growth. Project sustainability involves sustaining free markets, human knowledge capacities and resources. Threats to project sustainability come mainly from overpopulation, consumption and bad stakeholder policies (Graham-Tomasi 1991). Project sustainability is a process that goes beyond technology transfer and centers on the better use of local resources (Sharif, 1992). This implies that project sustainability involves striking a balance

between aspects of technical, institutional, administrative and managerial sustainability to facilitate sustainable resource flows.

Donaldson (1995) looks at the sustainability in terms of descriptive, analytic and instrumental approaches. Descriptive theory is aimed at understanding how managers deal with sustainability and how their actions represent stakeholder interests. The project is viewed as a constellation of stakeholder interests, some time competitive and some time cooperative. The analytic theory shows how the projects can deal with these divergent interests of classified stakeholders on project sustainability. Instrumental Approach studies the organizational consequences (effect) of taking into account sustainability in management examining the connections between the practice of institutional, managerial and technical aspects in the achievement of various project sustainability goals. Normative approach deals with moral or philosophical guidelines stakeholder identification, analysis and stakeholder participation linked to the activities projects. The obligation to serve all stakeholder interests, which is often called “stakeholder management is seconded by researchers (Post, Preston & Sachs, 2002; Bowie, 2004)..

As far as this study was concerned the instrumental approach of sustainability theory guided the researcher because it was the only one that explores the relationship between the cause (the management of stakeholders) and effects (project sustainability) (Psequeux & Damak-Ayadi, 2005). In addition it assumes that managing stakeholders leads to project sustainability in a project environment unlike other approaches. The approach provides a framework for examining the relationships between stakeholder management and project sustainability. The framework includes practices, processes and structures related to project sustainability (Donaldson, 1995). The practices addressed by this approach are: - stakeholder identification which entails the project manager at KIHEFO to find out which groups are internal and external stakeholders,

analyze the stakeholders basing on the attributes they possess namely power, urgency and legitimacy (Mitchell et al., 1997) and involve them in the project in a mutually interactive ways through stakeholder participation and empowerment as principle agents of project sustainability.

1.2.3 Conceptual background

Stakeholder management was seen as the process of managing the expectations of any one or groups of people or organizations/institutions who have an interest in a project or will be affected positively or negatively by project deliverables or outputs (Llewellyn, 2009).

Project sustainability refers to the ability of an organization or project to develop a strategy of growth and development that continuous to function indefinitely (Llewellyn, 2009).

Stakeholder participation means the process through which stakeholders influence and share control over development initiatives, decisions and resources which affect them by getting involved through priority setting, policy-making, information sharing and consultation, collaboration and empowerment (McCracken, 1998).

Stakeholder identification looks at as the process of determining who the project stakeholders are, and their key groupings and sub-groupings including considerations for certain stakeholders groups that might be pre-determined through regulatory requirements (McCracken, 1998).

Stakeholder analysis an in-depth look at stakeholder groups' interests, how they will be affected and to what degree, and what influence they could have on project in order to build a stakeholder engagement strategy (Llewellyn, 2009).

Institutional sustainability explains where functional institutions would be self-sustaining after the end of the project (IFAD 2009).

Technical sustainability-technical soundness, appropriate solutions, technical training for operations and maintenance, access to and cost of spare parts and repairs (IFAD 2009).

Managerial sustainability seen as the application of sustainable management practices in projects in a way that will ensure maintaining the outcomes, goals and objectives, products and institutionalizing the project processes (AACPS, 2005).

1.2.4 Contextual background

Kigezi Health Foundation (KIHEFO) is a local non-for-profit; non-governmental organization (NGO) dedicated to community development in Kabale District, founded in 2001 in response to raising HIV rates and poverty in the Kigezi region. In December 2000, two people caring for 3 self-disclosed terminally ill HIV/AIDS patients sought health care services for their patients and came to Doctor Geoffrey Anguyo (Founder). A combination of counseling, treatment of opportunistic infections and advice on nutrition, social acceptance and confidence building led to visible improvement. Next they brought their children to be tested and similar therapy was administered. The success story of these interventions about the first three clients, their care givers and children sparked the community to demand for HIV/AIDS testing, care and nutritional support. The founder had no answer but to start community clinic in 2001. It was clear that people frequented the clinic seeking to establish their sero status. The others had children whose parent(s) had died of suspected HIV/AIDS and did not only need to establish their children's sero status but also required treatment of opportunistic infections, nutritional support and sustainable financial assistance to get food and school fees since they were poor. A decline in any of the services affected the survival on other interventions. Today, this message is the backbone of KIHEFO. This inspired the founder to establish KIHEFO Group as a local non-governmental organization dedicated to community development in Kabale, south west Uganda. The organization was started with a vision to combine counseling, treatment of opportunistic infections, nutritional education and advice for social acceptance and confidence building. KIHEFO projects include an HIV/AIDS clinic, a General clinic, and a Maternal Child health. The services address a diverse array of community needs including medical care, education, economic development and counseling. In its approach, KIHEFO project encourages stakeholders to participate in identification, design and implementation of project activities. The

key to its bottom-up strategy is to educate and empower local people so that they can contribute towards living a positive, economically productive and sustainable healthy life (Anguyo, 2012). As part of its sustainability strategy, KIHEFO welcomes volunteers from across the globe to share a skill and gain valuable experience. KIHEFO programs are focused on finding sustainable solutions for problems affecting local communities. They are encouraged and involved through sensitization to embrace the project and its activities so as to attract the needed support and input from within the project environment and immediate stakeholders.

KIHEFO provides curative health services, General clinical care, HIV/AIDS counseling and testing, Treatment of opportunistic infections, Administration of ARV therapy to HIV/AIDS clients and patient therapies. KIHEFO takes care of orphaned children, provides Nutritional supplements and conducts community outreaches including a Nutrition Rehabilitation Center which educates mothers about child nutrition and demonstrates how families may provide a nutritional diet in an economical manner. The target area of KIHEFO operations is limited to Kabale district.

1.3 Statement of the Problem

Involvement of both internal and external stakeholders helps an organization to establish stakeholder level of influence and power and design appropriate participation strategies to achieve project sustainability through good management of stakeholder expectations.

Despite this popular practice, sustainability of KIHEFO project has not improved as two (2) projects (HIV/AIDS and Child Nutrition) out of initial five (5) that have been completed are still in operation in the Kigezi region (KIHEFO, 2011). Beneficiary groups and project implementers are not cooperative and hence some project services have either failed to reach the intended persons or are not implemented at all yet resources have been committed to this cause. This scenario of lack of stakeholder cooperation has persisted for five years and is becoming a major

concern and wasteful venture in terms of resources since projects do not live to achieve the intended lasting impact on the beneficiary communities. According to KIHEFO Annual Report (2011), poor stakeholder identification and stakeholder grouping may not have encouraged effective participation. This has proved wasteful in terms of resources such as finance and time and project objective of delivering sustainable benefits to the beneficiary community failing to be achieved. KIHEFO has tried different approaches to reach stakeholders through the church and community leaders though this has not been comprehensive enough to cover the vast Kigezi region. Comprehensive stakeholder identification approaches that can lead to thorough analysis and stakeholder participation is lacking. While all this is happening, the local community, district authorities and government have paid little attention. This has raised a question as to whether KIHEFO project can achieve the intended lasting sustainability without proper stakeholder management, yet stakeholder management through full participation of beneficiaries are said to enhance project sustainability (Uddin, 2005). It is against this background that the researcher conducted a study to establish the scientific relationship between stakeholder management and sustainability of KIHEFO project in Kabale district.

1.4. Purpose of the study

The purpose of this study was to assess the effect of stakeholder management on project sustainability in Uganda using KIHEFO as a case study.

1.5. Objectives of the study

- (i) To find out the relationship between stakeholder identification and sustainability of KIHEFO.
- (ii) To establish the effect of stakeholder analysis on the sustainability of KIHEFO.

- (iii) To find out the effect of stakeholder participation on the sustainability of KIHEFO.

1.6. Research questions

This study sought answers to the following research questions:

- (i) What is the relationship between stakeholder identification and sustainability of KIHEFO?
- (ii) How does stakeholder analysis affect sustainability of KIHEFO?
- (iii) How does stakeholder participation affect the sustainability of KIHEFO?

1.7. Hypotheses of the study

The study tested the following hypotheses:

- (i) There is no positive relationship between stakeholder identification and project sustainability.
- (ii) Stakeholder analysis positively affects project sustainability.
- (iii) There is a positive relationship between stakeholder participation and project sustainability.

1.8 Conceptual framework

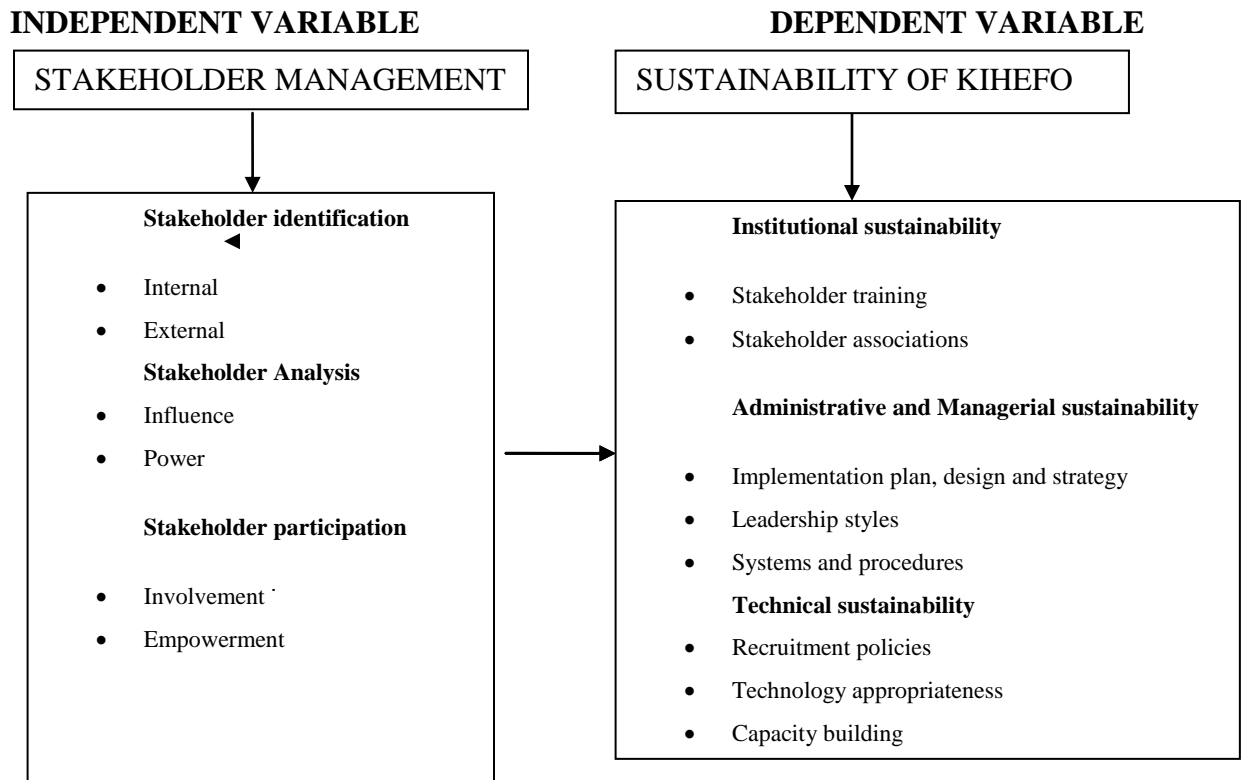


Fig.1.1: Conceptual framework showing how stakeholder management relates to project sustainability

Source: Stakeholder management by Llewellyn, May, 2009 and modified by the researcher.

The conceptual frame work depicted in the figure above where stakeholder management was hypothesized to influence project sustainability. Stakeholder management was defined by stakeholder identification which meant finding out those who are positively and negatively affected by project activities and have rights, interests, resources, skills and abilities to take part in or influence the course of the project, creating awareness of the existence of multiple and diverse project stakeholders and build useful alliance for institutional, technical and administrative/managerial sustainability. Stakeholder analysis is carried out for any entity/persons whose interests are likely to be affected by the project activities, the way these power and influence affect the risks or viability of the project, hence contributing to good project

design and implementation to ensure administrative and managerial project sustainability. This clarifies the roles played by the various stakeholders in departments such as technical, financial and administration hence ensuring project sustainability. Participation ensures administrative and managerial sustainability through responsibility/duty and project ownership when stakeholders are involved and empowered.

1.9. Significance of the study

1.9.1. This study would contribute valuable knowledge to the field of project sustainability in general. As such, it was expected to produce hitherto unavailable knowledge on this subject .It should therefore form a useful material for reference to other researchers and other readers in general.

1.9.2. This study was also expected to suggest significant policy statements through its recommendations on institutional, administrative and technical project sustainability. Such recommendations would guide policy formulations and improve decision making in organizations because they were originated through valid research data.

1.9.3. It was expected that this study would assist planners, managers and monitors of projects to become aware of issues that are important for project sustainability and help in incorporating the elements of sustainability right at the design stage of the projects.

1.9.4. This study would also influence the practice of project management in Uganda. In an attempt to deal with low project sustainability and its related problems, the management of organizations would focus on specific issues of project sustainability generated through research. Henceforth, they would need not to follow theories, rules or traditions that are remote and

without specific relevance to them, but base their practices, decisions and other managerial behaviors on products of research that are specific to their situations.

1.10. Justification of the study

There has been very huge expenditure of money in development projects by governments and organizations with a view of transforming the lives of people and bringing lasting support to community development initiatives in Uganda and Kabale district in particular. However, these projects have failed to adequately meet the needs of the intended beneficiaries to change livelihoods according to the objectives set from the start. In Uganda, this scenario had become a wasteful venture for scarce resources which would have otherwise been put to better alternative use with good social benefits and high level of sustainability. It had furthermore discouraged government and donor funding to development projects since goals are not achieved within the project life time and no guaranteed benefits after project termination. Through this study, the researcher investigated stakeholder management practices at KIHEFO and suggested solutions to change the trend of events and guaranteed support for project sustainability in organizations hence improve both short and long term benefits of KIHEFO projects and ensure continuous delivery of project benefits.

1.11 Scope of the study

1.11.1 Geographical scope

The study was carried out at Kigezi Health Foundation (KIHEFO) found in Kabale District, located in south west Uganda with offices in Kabale town on plot 110 south western umbrella of water and sanitation house, Mbarara road.

1.11.2 Content Scope

The study was restricted to investigate the influence of stakeholder management on project sustainability at KIHEFO. Stakeholder management was studied in form of stakeholder identification, stakeholder analysis and stakeholder participation while study on project sustainability was restricted to institutional, technical, administrative and managerial sustainability.

1.11.3 Time scope

The study utilized data for six years from 2006 to 2011. This period was preferred because it was when issues of project sustainability took centre stage at Kabale district due to the inability of many development projects to attain continuity especially after donor assistance were withdrawn, which resulted to many people lacking access to sustained service delivery like health, education (Kabale District Health office, 2010). KIHEFO intensified its activities in the district during this period and it was the same period of rapid increase in the spread of HIV/AIDS and an increase in the level of poverty, ignorance and disease in greater Kigezi region (Kabale District Health Office, 2010). This brought the question of whether there was proper sensitization of community stakeholders to create awareness about HIV/AIDS and helping the community that is grappling with poverty out of this situation by adopting stakeholder management strategies.

1.12. Operational Definitions

Stakeholder identification means all efforts by the project managers to find out who and where the project's stakeholders are.

Stakeholder participation concerned all endeavors to ensure those who are affected by the project activities are able to determine their destiny through for example; need identification, resource allocation, consultation and having access to project deliverables.

Administrative/managerial sustainability meant adoption of management practices that foster improved stakeholder management for project sustainability.

Technical sustainability means ensuring that the project employs sufficiently qualified and experienced people and use of technology that was appropriate for the project and its environment.

Stakeholder management, in this study meant the process of managing the expectations of any one or groups of people or organizations who have interests in the project or would be affected by its deliverables or outputs. It involved looking at; stakeholder identification, stakeholder analysis, participation or involvement or empowerment and stakeholder communication.

Project sustainability means the goal of creating and successfully launching a project that is capable of continuing to generate benefits for an extended period of time.

Stakeholder analysis recognized and acknowledged the needs, concerns, wants, authority, common relationships, and interfaces to stakeholders and aligned this information within the stakeholder matrix.

Institutional Sustainability meant that all the procedures, systems and structures set up to facilitate project activities remained functioning indefinitely.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains the description, comparison, contrast and evaluation of the major theories, arguments, themes and controversies in a scholarly literature on how stakeholder management influences project sustainability. The review was conceptualized under objectives of the study and focused mainly on stakeholder identification, stakeholder analysis and stakeholder participation with respect to their influence on project sustainability as the main issues in this study. It was organized under the following contents:-the theoretical review, the conceptual review, the actual literature review that was thematic, and the summary of literature review. The sources of literature reviewed were mainly from journals, news papers and text books.

2.2 Theoretical Review

The concept concerning sustainability theory was first employed in relation to natural resources and how they should be used. In any case, most theorists agree that project sustainability is a process that goes beyond technology transfer and centers on the better use of local resources, be they for research, technology design, or development implementation (Sharif 1992).

The theories looks at sustainability as "the ability to maintain a given flow over time from the base upon which that flow depends," and as "primarily an issue of intergenerational equity" (Norgaard 1992). It involves calculation of the balance between present and future use of a resource or set of resources, as well as debate over the valuation of resources in relation to different uses. Within the development community, the notion of sustainability came to be applied to financial resources, including project funds, indicating that projects and donor support are not limitless and must be used efficiently in ways that local actors support so that benefit

flows are sustained through proper managerial and administrative measures. Randal (2005) synthesized USAID lessons to show how project sustainability is best attained. Financial resources that cover program operational costs; a program technology appropriate to the recipient country's financial, ecological, and institutional capabilities, well integrated into the country's social and cultural setting; community or stakeholder participation; ecological soundness; technical assistance oriented toward transferring skills and increasing institutional capacity and ability of project to provide training to transfer the skills needed for capacity building; a perception by the host country that the project is "effective"; the degree of the program's integration into the existing institutional framework; and analysis of external political, economic and environmental factors (CDIE 1990). Much as KIHEFO has most of these attributes, the project struggles especially in the areas of financial resources to sufficiently cover operational costs.

Boatwright (2006) argues that the concept of a stakeholder is one of the more prominent contributions of recent project ethics), a concern for the interests of all stakeholder groups has become a widely recognized feature, if not the defining feature, of ethical project sustainability. It has been expressed most often in the moral prescription that managers, in making decisions, ought to consider the interests of all stakeholders if project sustainability must be achieved. This obligation to serve all stakeholder interests, which is often called "stakeholder management (Post, Preston, and Sachs, 2002; Bowie, 2004), is generally contrasted with the standard form of project governance, in which shareholder interests are primary. This latter view which might be called "stockholder management" is regarded by advocates of stakeholder management as morally unjustified as it does not promote project sustainability. To focus attention on only one stakeholder, they argue, is to ignore other important groups' interests a project organization

ought to serve and jeopardize sustainability. At KIHEFO, attention is focused on the stakeholders rather than stockholders; however inadequacy of resources is a huge stumbling block to implementation of project stakeholder plans.

Donaldson and Preston (1995) look at sustainability theory as having multiple distinct aspects of stakeholder that are mutually supportive and take the form of being descriptive, instrumental and normative. According to the authors, descriptive approach is used in research to describe and explain characteristics and behaviors of project managers including how projects are managed to promote sustainability, how the board of directors considers project constituencies, the way the managers think about managing, and the nature of the project itself. The instrumental approach uses empirical data to identify the connection that exists between the management of stakeholder groups and the achievement of project sustainability goals while the normative approach identified as the core of the theory by Donaldson and Preston (1995) examines the function of the project and identifies the moral philosophical guideline for the operation and management of project stakeholders to create the much needed sustainability.

2.3 Actual Review about stakeholder management and project sustainability

This section reviewed literature related to the respective objectives in this research. However the literature was not limited to project sustainability of KIHEFO in Kabale district only but other projects where need be.

2.3.1 Stakeholder Management and Project Sustainability

According to Llewellyn (2009), stakeholder management helps to find out the interests of the stakeholders and identifies potential conflicts to assign a level of risk or challenges to the project's success and sustainability. Stakeholder management supports an organization's 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 to ensure project sustainability. Stakeholder research has repeatedly demonstrated that an organization cannot survive in the long run unless it provides fair treatment to all its key stakeholders Freeman (1984). Similarly, Worthington (2014) argues that stakeholder management is a process and control that must be planned and guided by underlying principles. The author further stresses that stakeholder management within projects prepares a strategy utilizing information (or intelligence) gathered during processes of stakeholder identification- where interested parties either internal or external to organization/project are recognized. Worthington (2014) further recommends that project managers must give due consideration to the people issues surrounding projects and recognize that the appropriate involvement and management of stakeholders is a critical sustainability factor. Project managers should therefore have a formal stakeholder management process that is appropriate for the circumstances of the project. However, the literature reviewed did not clearly show the level of association stakeholder has with project sustainability. The researcher went to the field to collect data and provide evidence to this.

Similarly as a sustainability strategy, UNICEF (1994) looks at contingency planning as prudent. It should be apparent that the benefits of a project can be sustained only if resources are sustained. Environmental assessments are needed to identify potential impacts and recommend mitigation measures that can be designed into the project. Is there support for environmental protection? Public (stakeholder) education should be included in project objectives to enhance the environmental ethics of the population. Policies should be aimed at placing more emphasis

on conservation, waste and bio solids reuse, and on rehabilitating existing facilities and equipment in order to save limited resources.

Perrini and Tencati (1996) discovered that the capacity of a project to continue operating over a long period of time depends on the sustainability of its stakeholder relationships. Projects need appropriate systems to measure and control their own behavior in order to assess whether they are responding to stakeholder concerns in an effective way and to communicate the results achieved.

In order to achieve an outcome from the project, good stakeholder management practices are required. Stakeholder management is the effective management of all participants in a project be it internal or external contributors. Arguably, Worthington (2014) stresses that the most important element in stakeholder management is communication where a manager has to spend his 99% time in doing meetings, checking and replying emails and updating distributing reports among others.

2.3.2 Stakeholder Identification and Project Sustainability

Stakeholder management involves identification of the project's key stakeholders and classification. This is a task that must start at the planning stage of the project as part of the Strength, Weaknesses, Opportunities and Threat (SWOT) analysis that helps to guarantee project sustainability among other factors (UNICEF, 1994)

McCracken (1998) affirms that, the identification stage should go beyond the project to study the entire social and institutional framework, in order to determine the beneficiaries of the project, those that can manipulate the project, the vulnerable groups, the supporters and opponents of the project. People other than the project team who have a stake in your project also have to be

managed (Field & Keller, 1998). Similarly Crow (2009) emphasizes, that those parties who may be positively or negatively impacted on by the completion of the project, those who stand to gain or lose through the success or failure of the project, those who may possess different authority levels which will affect the project and its deliverables or those who are affected by the outcome of the project need to be clearly identified such that project management can take informed decisions. This implies that, it is imperative to identify all people, organizations and authorities impacted by the project and subsequently documenting relevant information regarding their interests, involvement and impacts on project sustainability.

Cobalt (2012) encourages managers to find out who the stakeholders are. The project does not stand much of the chance if you do not find out quickly who the stakeholders are. Only when you have done this can you feel confident about starting the project safe in the knowledge that all of the relevant people are included in your meeting and circulation lists. Getting this wrong at the start is a sure way to upset stakeholders and waste some valuable time.

Closely related to this are the views of Field & Keller (1998), where a project is seen as having a very large range and number of potential stakeholders. The writers content that, identifying stakeholders, assessing their interests in the project and using that information to manage relationships with such groups is an important project management sustainability function. Once such stakeholders are identified, it is useful to draw up a systematic plan to secure and maintain their support to forestall any trouble.

However, the literature reviewed did not clearly state the methodology of stakeholder identification. The researcher will therefore go to the field to collect data to fill the knowledge gap on criteria and methodology for stakeholder identification.

2.3.3 Stakeholder Analysis and Project Sustainability

According to UNICEF (1998), stakeholder analysis is frequently used during the preparation phase of a project to assess the attitudes of the stakeholders regarding the potential changes brought by the project. Stakeholder analysis can be done once or on a regular basis to track changes in stakeholder attitudes over time so that project managers can take actions to control their influence and power in a way that promotes project sustainability. This view is shared by Bourne (2009) who consents that, the most important stakeholders will almost always change from month to month, so you need to regularly re-assess who is a top influencer at any given time, knowing why those stakeholders matter and what they need or want. This will enable project managers to take appropriate measures that do not jeopardize the sustainability of the project. These views are complementary to that of CDIE (1990) where it is observed that sustainability requires continued stakeholder analysis and the flexibility to adopt new management approaches

Phillips (2012) asserts that, you need to segment your stakeholders into categories of similar attributes. This will enable project managers to take those crucial actions that promote project sustainability. The main problems affecting the stakeholder group, such as economic, social, ecological, cultural should be noted. The main needs wishes, interests and motives (hopes, expectations, and fears) and attitudes (friendly/neutral/hostile towards implementation agencies and others). Project managers design efficient response to different stakeholders according to problems faced in interest of project sustainability.

After identification, a number of models can be used for classification, according to roles and priority/legitimacy (Mitchell et al, 1997).The linkages indicating main conflicts of interests,

patterns of cooperation or dependency with other groups. It may be advantageous to define three categories: active, beneficiaries, and those affected. Set priorities in that decide whose interests and views are to be given priority in addressing problems? Which are the groups most in need of external assistance? Which interest groups should be supported in order to ensure positive development of the project's sustainability? What conflicts would occur by supporting given interest groups and what measures can be taken to avoid such conflicts? Essentially, how should the project react towards the group?

Stakeholder analysis allows project managers to pay special attention to groupings and assuring that marginalized group leaders are part of the process and that their particular needs are included (USAID, 1994). This creates some form of affirmative action which is all-inclusive in supporting project sustainability. Once the project is launched and begins to generate some type of benefits, it is possible to continue utilizing the same general approaches to allow the project to continue moving forward, supplying those benefits for as long as necessary

However, the literature reviewed here does not provide scientific and quantitative evidence showing the relationship between stakeholder management and project sustainability. This is the issue why the researcher went to the field to collect and analyzed data and provided an authentic report.

2.3.4 Stakeholder Participation and Project Sustainability

Definitions and concepts of stakeholder participation in development projects have evolved over time. Their roots can be traced back to community and popular participation, promoted mainly by non-governmental organizations (NGOs) in the 1950s and 1960s. In the late 1970s and early 1980s, multilateral agencies, such as FAO, ILO and UNRISD, also began to promote popular

participation in development projects and programs as a means of ensuring project sustainability (Rudqvist and Woodford-Berger 1996).

ADB (2001) views stakeholder participation in development as the process through which stakeholders with an interest to influence and share control over development initiatives, the decisions and resources that affect them. In practice this involves employing measures to identify relevant stakeholders, share information with them, listen to their views, involve them in processes of development planning and decision-making, contribute to their capacity-building and, ultimately, empower them to initiate, manage and control their own self-development to ensure that such projects stand the test of time in all dimensions of sustainability. However, the extent of participation required from differently analyzed stakeholder groups necessary to influence project sustainability is not clearly articulated and this is what took the researcher to the field to collect and analyze data.

The International Fund for Agricultural Development (IFAD) traditionally implements its projects through host country institutions: Government agencies, NGOs, CBOs or some combination of these. The core idea behind this is to build the capacity and experience of stakeholders in partner institutions in ways that will permit them to participate and sustain the types of services provided by the project into the future (IFAD, 2009). In creating a “viable, equitable and sustainable village institutions” in India, the project design anticipated considerable training and capacity building of government agencies and NGOs. NERCORMP staff members feel that the heavy emphasis on training for members of partner institutions has been an important aspect in assuring their sustainability (IFAD, 2009). In agreement to this, Cobalt (2012) writes that, your stakeholders are very important people in the project and keeping

them happy and involved has got to be one of your priorities. If the stakeholders are happy and onboard then there is a far better chance that the project will achieve sustainability.

Book-keeping that is open to stakeholder scrutiny will develop community trust that funds are being collected and distributed equitably. Cost-sharing involves a delicate balance. Briefing them periodically and showcasing project successes at opportune times is an important participation strategy (Jerome, 2012).

Relatedly, at the launch of the World Bank Participation Source book, the then World Bank President in 1998, James D. Wolfensohn stated, “The message is very simple: stakeholder participation works,” the president continued, “Empowering stakeholders-particularly the poor-beyond information sharing and consultation to decision-making gives project ownership” (Deepa & McCracken 1998). Wolfensohn stressed that “as we move forward in a renewed Bank, in a changed Bank, participation is one of the guiding principles that will follow.” A key element for sustainability outcomes is a design that is based on a holistic consideration of livelihoods, system, needs and opportunities. Narrow, sector-focused interventions can be a risk to sustainability in a variety of ways (IFAD, 2009). According to World Bank Participation Source Book (1995), participatory approaches have been shown to enhance project quality, ownership and sustainability; to empower targeted beneficiaries and to contribute to long term capacity building for self sufficiency.

However according to Gajanayake & Gajanayake (1993), the active involvement of stakeholders, though considered a key ingredient in project sustainability is governed by the conditions of the context in which development activity takes place. Furthermore, stakeholder participation varies according to the nature of the project. The authors elaborate that stakeholder participation in most counties lies on a continuum ranging from high participation to nominal participation with

the variation depending on many factors including the model of development, style of management, level of empowerment, and the socio-cultural context of the community. The propensity of the project managers to get participation and the potential of the target group or stakeholders to participate are also determining factors.

2.4 Summary of the Literature

A review of literature was carried out in relation to the objectives of the study. In this review, stakeholder identification stage was found to be the first activity project managers carry out and it goes beyond the project to study the entire social and institutional framework. If properly carried out, identification of stakeholders leads to findings that will reveal the legitimate beneficiaries of the project, those that can manipulate the project, the vulnerable groups, the supporters and opponents.

Stakeholder analysis helps project managers assess and manage the environment around the planned project and bring out the interests of the stakeholders and identify potential conflicts to assign a level of risk or challenges to the projects sustainability. It therefore helps and identifies the existing relationships between stakeholders that is to build coalitions and potential partnerships that go on to build valuable trust and collaboration among the stakeholders to sustain project.

As far as participation is concerned, development project's degree of sustainability was found to be determined in large measure by the extent of buy-in by the local population, and that buy-in is determined for the most part by the extent of participation involved. Unless an innovation is highly compatible with clients' needs and resources, and unless clients feel so involved with the innovation and they regard it as "theirs", it will not be continued over the long term. Stakeholder

participation in World Bank-funded projects and programs is key to ensuring their long-term sustainability.

In brief, the salient ingredients of project sustainability involve but not limited to financial resources that cover program operational costs; a program technology appropriate to the recipient country's financial, ecological, and institutional capabilities, well integrated into the country's social and cultural setting; community participation; ecological soundness; technical assistance oriented toward transferring skills and increasing institutional capacity and ability of project to provide training to transfer the skills needed for capacity building; a perception by the host country that the project is effective; the degree of the program's integration into the existing institutional framework; and analysis of external political, economic and environmental factors (CDIE 1990).

However, the literature reviewed does not show the extent to which identified stakeholders should influence project activities. The literature reviewed did not clearly explain the relationship and effect of the three constructs namely stakeholder identification, stakeholder analysis and stakeholder participation to project sustainability. Guided by these identified gaps, it is on this basis that the researcher went to the field to collect and analyze data to produce authentic and reliable information which was used to support sustainability of projects in Uganda.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter presents a detailed description of research methodology that includes the research design, study population, determination of sample size, sampling technique and procedure, data collection methods, data collection instruments, validity and reliability, procedures of data collection and data analysis.

3.2. Research Design

This study adopted correlational case-study research design. As recommended by Amin (2005), Kothari (2003), and Sarantakos (2005), this design was justified by its ability to provide the researcher an opportunity for intensive analysis of many specific details often disregarded by other approaches. More so, the researcher would not be able to cover all the projects in Kabale District due to resource constraints and limited time factor. As suggested by Oso and Onen (2009), case-study allowed intensive, descriptive and holistic analysis of a single entity in-depth in order to gain insight into larger cases, describe and explain rather than predict a phenomenon. The researcher used triangulation which involved collecting and analyzing data from both qualitative and quantitative strategies. This approach was justified by its ability to serve a larger transformative purpose and advocated for marginalized groups of stakeholders such as people with disabilities, women and children (Amin, 2005 p.63).

3.3. Study Population

The study population included a target population of 103 stakeholders out of which the researcher picked a sample size totaling to 56 stakeholders from various categories that included;

beneficiaries(10), Board members(03), project coordinators(02), volunteer project coordinator(04), HIV/AIDS clinical officers(04), Religious leaders((11), Donors(01), Community mobilization and education(03), nutritionists(03), counselors((03), accounts assistants(03), Local Council Representatives(05), Clinical officers(04). Beneficiaries were selected because they utilized the project deliverables while the rest of the respondents were selected because of having first hand information about the project.

3.4. Sample Size and Selection

To select a representative sample with a high degree of generalization, the researcher constructed a sampling frame using stakeholder information of KIHEFO from which sample size were determined by use of guiding sampling table as presented by Sakaran (2000, p.294) , Amin (2005, p.454) and Sarantakos (2005). According to Sarantakos (2005p.173), determining sample sizes using mathematical tables of Morgan and Krejcie (1970) provided for population proportions, population size, degree of freedom and degree of accuracy. On this basis, the sample of the study was as follows.

Table 3.1: Samples of the study

Category	Target Population	Sample Size	Sampling technique
Founder(s)/Board members	03	03	Purposive
Beneficiaries	15	10	Simple Random Sampling
Program Coordinator	05	02	Simple Random Sampling
Volunteer Project Coordinator	07	04	Simple Random Sampling
In charge HIV/AIDS Clinic	07	04	Simple Random Sampling
Donors	01	01	Purposive
Religious leaders	18	11	Simple Random Sampling
Counselors	07	03	Simple Random Sampling
Accounts assistants	08	03	Simple Random Sampling
Local Council Representatives	11	05	Simple Random Sampling
Clinical Officers	08	04	Simple Random Sampling
Mobilization and Education	08	03	Simple Random Sampling
In charge Nutrition	08	03	Simple Random Sampling
Total	103	56	

Source: Krejcie and Morgan (1970), KIHEFO Annual Report (2013)

3.5. Sampling Techniques and Procedure

Probability sampling method is any method of sampling that utilizes some form of random selection by setting up a process to ensure that the different units in the population have equal chances of being chosen. It allowed the researcher to select a reasonable number of KIHEFO

stakeholders (employees and beneficiaries) that represented the target population (Mugenda & Mugenda, 2003). This provided the researcher with accurate information about the project stakeholders. Random sampling was where every sample of the given size in the accessible population had an equal chance of being selected as it allowed generalizability to the large KIHEFO stakeholder representatives with margin of error that was statistically determinable (Mugenda & Mugenda, 2003).

3.5.1 Simple random sampling as a probability sampling method where the sample was obtained from the population in such a way that samples of the same size are representative of the whole KIHEFO stakeholder population and have equal chances of being selected (Amin, 2005 p.224). It was used for selecting Program Coordinators, Volunteer Program Coordinator, in charge HIV/AIDS Clinic, Religious leaders, Counselors, Accounts assistants, Local Council Representatives, Clinical Officers, Community Mobilization and Education Officers and In charge nutrition.

3.5.2 Purposive sampling was where stakeholders were hand picked because they were informative. It was hence used to select Board members and Donors. This technique was relevant because it was a viable sampling method for obtaining the type of information that was required from the very specific pockets of stakeholders who possessed the needed facts about KIHEFO for the study. As recommended by Sarantakos (2005, p 164), the researcher purposely chose respondents who in his opinion, were relevant to the study. The choice of the respondents was guided by the judgment of the investigator.

As argued by Sekaran (2003), it would be practically impossible to collect data from every KIHEFO stakeholder because it would be prohibitive in terms of time, cost and other human

resources and study of a sample rather than a population was sometimes likely to produce more reliable results.

3.6. Data Collection Methods

3.6.1 Interviews

Interviews were used as one of the data collection methods. The selection of this method was justified by the nature of data to be collected, the time available as well as by the objectives of the study. Interviews were carried out with KIHEFO Board members and Donors. This enabled acquisition of firsthand information and probing since it involved a face to face interface with a respondent which was justified by its high response rate. This method provided in-depth data which was not possible to get using other methods. Besides, data collected using this method met specific study objectives, where questions were clarified by the interviewer through more information by using probing questions (Mugenda & Mugenda, p.84, 2003). This method was hence chosen because of its ability to guard against confusing the questions since the interviewer could clarify the questions which helped the respondent to give relevant responses.

3.6.2 Documentary Review

Documentation review was the other method of data collection used during the investigation. This involved critical examination of recorded information from KIHEFO related to issues and subjects under investigation. This enabled the researcher to obtain the language and words of the informants, accessed data at a convenient time and above all, obtained data that are thoughtful in that the informants had given attention to compiling them as it saves time and expenses. Review of documents enabled study of past issues, guaranteed high quality information, and was less costly and convenient (Sarantakos, 2005). Documents reviewed included: annual project reports,

management reports, policy statements, policies and procedures at Kihefo, cheques issued, beneficiary reports, and activity completion reports, bank statements.

3.6.3 Questionnaire Survey

Questionnaire survey was the main mode of collecting primary data from KIHEFO employees who included: Program coordinators, Volunteer project coordinators, in charge HIV/AIDS clinic, Counselors, Accounts assistants, Clinical officers, Community mobilization and education officers and in charge nutrition, beneficiaries and religious leaders. The choice of this method was because it was less expensive to administer, produced quick results in a short time, provided for convenience and anonymity and allowed for extensive coverage (Amin, 2005 and Sakaran 2003). Questionnaires also enabled respondents to answer without bias. Each item related to a research question and hypothesis hence the response was in an immediate usable form.

3.7 Data collection Instruments

3.7.1 Interview Guide

Interview guide was a tool rationalized on its flexibility, high response rate, opportunity to observe non verbal behavior and ability to provide for concurrent analysis (Sarantakos, 2005, p.285-286). The researcher carefully designed semi-structured interview guide as an instrument for collecting data in accordance with the specifications of the research questions and hypotheses. This instrument was justified by getting on the spot responses from KIHEFO stakeholders who included founders/ board members and Donors. The researcher constructed both open-ended and closed-ended questions. Open ended question items called for free response about stakeholder management at KIHEFO and sustainability in the respondent's own words. Apart from giving freedom and spontaneity of expression to the respondents and consequent

rapport, the choice for open-ended questions was due to its ability to provide for greater depth of response where respondents would give their personal views and attitudes about stakeholder management and project sustainability as recommended by (Amin, 2005 p.74). The researcher also constructed closed-ended questions that required short responses. The choice for closed-ended questions was to elicit specific responses which were easy to analyze and time saving. Structured questions also served different groups of stakeholders as they were easy to fill-in which took little of the respondents' time and that of the researcher in administering and analyzing.

3.7.2 Documentary Review Checklist

Relevant KIHEFO documents such as magazines, annual and management reports, strategic and project plans were reviewed to establish project operations, policies, vision mission, performance and strategic objectives. Items included on this check list for review were; receipts, administrative structures, agreements, work permits, recruitment policies, minutes of committee meetings, licenses and other legal requirement documents, community mobilization plans, cash flow and cash generation plans.

3.7.3 Questionnaire

The researcher constructed a five likert scaled questionnaire to elicit data from KIHEFO project workers. Questionnaires covered introduction, bio data of respondents, and questions arising from the stakeholder management and sustainability of KIHEFO. As seconded by Mugenda and Mugenda (1999), the items that were used in the likert scales were declarative in form. The numbers in the likert scale were ordered to indicate the presence or absence of the characteristic to be measured. The numerical scale helped to minimize the subjectivity and made it possible to use quantitative analysis. Questionnaires were administered to Program Coordinators, Volunteer

Program Coordinator, in charge HIV/AIDS Clinic, Religious leaders, Counselors, Accounts assistants, Local Council Representatives, Clinical Officers, Community Mobilization and Education Officers and in charge nutrition.

3.8. Data Quality Control (Validity and Reliability of instruments)

Validity and reliability of the research instruments were guaranteed as follows:

3.8.1 Validity of instruments

The researcher produced findings that were in agreement with theoretical and conceptual values; in other words, accurate results that measured what was supposed to be measured, to show the appropriateness of an instrument (Amin 2005, p.285-6). Content Validity Index (CVI) was used to “test whether the instruments were capable of capturing the information required in the study objectives” (Amin, 2005, p. 228). CVI was given by number of items declared valid by experts in areas of stakeholder management and project sustainability divided by total number of items (CVI=n/N) where; CVI was content validity index, n was the number of items declared valid by experts while N was the total number of items in the questionnaire.

$$\begin{aligned} \text{Content Validity Index (CVI)} &= \frac{\text{Number of items declared valid by experts}}{\text{Total number of items}} \\ &= \frac{143}{146} \\ \text{CVI} &= 0.979 \end{aligned}$$

The researcher therefore calculated a CVI that yielded 0.979 which was far above 0.7 meaning the instruments were valid to answer the research questions and capable of capturing the information required in the study objectives.

3.8.2 Reliability indices for the respective sections of the questionnaire

In this study a Cronbach's alpha coefficient was computed accordingly to show how reliable the data was using Software Package for Social Sciences (SPSS). As recommended by Amin (2005), taking only variables scoring values above 0.70 accepted for the study.

Table 3.2: Cronbach's Reliability Index

	Cronbach's α	Number of items
Stakeholder Identification	0.786	5
Stakeholder Analysis	0.802	4
Stakeholder participation	0.710	4
Institutional sustainability	0.748	4
Administrative and managerial sustainability	0.836	9
Technical Sustainability	0.764	4

Source: Primary Data

Table 3.2 reveals that stakeholder identification yielded Cronbach's alpha value of 0.786, stakeholder analysis 0.802, stakeholder participation yielded 0.710, Administrative and Managerial sustainability 0.836, Technical sustainability 0.764, while Institutional sustainability yielded an alpha value of 0.748. As supported by Amin (2005), all variables yielded alpha values above 0.70 which is accepted for social science research, it was concluded that the instruments were reliable in measuring the relationship between stakeholder management and project sustainability of KIHEFO Project in Uganda.

3.9. Procedure of Data Collection

After a successful defense and approval of the proposal, the researcher obtained permission from Uganda Management Institute (UMI) to commence to the field work. The researcher also sought permission from Kigezi Health Care Foundation (KIHEFO) management, to carry out research. The researcher piloted the instruments, and refined them where there was need, then trained

research assistants to deliver the questionnaires and proceeded to the field where the research was carried out. The researcher did the interviews and carried out documentary reviews with one research assistant. After collecting data, the researcher analyzed, interpreted and produced a report.

3.10. Data Analysis.

3.10.1 Quantitative techniques for data analysis

Quantitative data collected by use of questionnaires was converted into numerical codes. The numbers generated were analyzed using computer package, the Statistical Package for Social Scientists (SPSS) version 16, where percentages and frequency tables were used to present results. Quantitative technique was justified by its ability to process data very first and analyze in huge amounts, high reliability, and accuracy of computation. The Pearson's linear correlations coefficient were used to establish the relationship between categorized variables such as suggested by Mugenda and Mugenda (1999). Simple regression analysis was used to find out the extent to which the independent variables explained the dependent variables, that is to say the linear regression analysis that was used to establish the extent of variability in project sustainability explained by each independent variable. Correlations were used to test the strength of the relationships between variables and those variables that were highly correlated to stakeholder management were selected and included in the factors that were responsible project sustainability at KIHEFO. Editing was done to avert confusion as recommended by (Sekaran, 2003). Data was classified and reduced from detailed form to a summarized and easily understandable form, for example frequency tabulation that made it easy to compute average, totals and percentages as recommended by (Sekaran, 2003).

3.10.2 Qualitative technique for data analysis

For qualitative data obtained through the use of interviews, the questions were reviewed thoroughly, interviews transcribed, sorted and classified into themes and categories in support of the hypotheses. This was aimed at bringing order, structure and meaning to the mass of narrative and descriptive information collected (Sekaran, 2003). Sarantakos (2005, p 344) adduces that: concurrently analyzed data yielded reliable results and this was the practice. As recommended by Kothari (2005) and Amin (2005), data was placed under different themes and sub themes which were given codes. The code category was written in the margin and assembled accordingly for ease of analysis and validation. Data was conceptually organized, interrelated, analyzed and evaluated which formed a basis for further data analysis. The choice of this approach was because they enabled the researcher to easily depict the findings of the study and to interpret them in depth, in an appropriate manner and came up with valuable conclusions from the data gathered.

3.11. Measurements of variables

The researcher employed both nominal and ordinal scales of measurement. As indicated by Amin (2005, p.109), to ease the ranking of responses, the researcher employed the likert scale hence giving a range of options for the researcher depending on the response. This was because the Likert merit scale was seen as the most common measure used to assess the strength of respondents' feelings or attitude towards the stakeholder management and project sustainability (Amin, 2005). The interval scale aided the researcher to compute the mean and standard deviations of responses on stakeholder management and sustainability of KIHEFO (Sekaran 1992). They were designed in scores such as: Strongly Agree (5); Agree (4); Undecided (3); Disagree(2); and Strongly Disagree (1).

3.12 Ethical considerations and how they were addressed

The researcher defined his conduct during the field exercise and this served as a guide. This involved avoiding carrying research for personal gains or research that would have negative effect on others. The researcher avoided plagiarism, and fraud. Concerning confidentiality and privacy, respondents were protected by keeping the information given confidential especially where confidentiality was promised. To ensure anonymity, the researcher protected the identity of the respondents by using numbers and pseudo names. To avoid psychological harm to the respondents, the researcher avoided asking embarrassing questions, expressing shock or disgust while collecting data and using threatening statements.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

In this chapter, results are presented, analyzed using the Statistical Package for Social Sciences (SPSS) computer program and interpreted following the objectives of the study. The presentation includes the description of background of respondents, dependent variable, independent variable and testing of hypotheses.

4.2 Response rate

This study had a sample size of 103 respondents of whom 52 were issued questionnaires and 52 questionnaires were returned correctly and fully answered for the study while 3 founder members and 1 donor representative responded to the interviews, implying a response rate of 100 percent. As supported by Amin (2005), any response rate above 70% was recommendable for the study. Table 4.1 provides a summary of the response rates:

Table 4.1: Response Rates

Population category	Target Population	Sample size	Returned instruments	Response rate (%)
Founders/ Board members	03	03	03	100
Beneficiaries	15	10	10	100
Program coordinators	05	02	02	100
Volunteer Project coordinators	07	04	04	100
In charge HIV/AIDS clinic	07	04	04	100
Donors	01	01	01	100
Religious leaders	18	11	11	100
Counselors	07	03	03	100
Accounts assistants	08	03	03	100
Local council representatives	11	05	05	100
Clinical officers	08	04	04	100
Mobilization and education	08	03	03	100
In charge nutrition	08	03	03	100
Total	103	56	56	100%

Source: Primary data

4.3 Background Characteristics of Respondents

This section presents the data collected on the background characteristics of the respondents. It presents tables describing respondents by gender, age, education level, tenure and terms of employment. The information was perceived to be valuable as it would help in determining the appropriateness of the data collected from the study population.

4.3.1 Gender of the respondents

Respondents were asked to reveal their gender. This was intended to find out whether the sample was a true representation of the population from where the sample was selected. The findings were summarized in the table 4.2.

Table 4.2: Gender of respondents

Gender of Respondents	Frequency	Percent
Male	33	63.5
Female	19	36.5

Source: Primary Data

Table 4.2 shows that majority of the respondents (63.5%) were males compared to females who were fewer (36.5%). Although there were differences in gender distribution, it can be concluded that the sample was fairly selected since all the gender categories forming the population were fairly represented in the sample.

4.3.2 Age of the respondents

Respondents were asked to reveal their age. This was intended to find out whether the sample was a true representation of the population where the sample was selected from. The findings were summarized in the table 4.3.

Table 4.3: Age of the respondents

Age of Respondents (Yrs)	Frequency	Percent
20-30	26	50.0
31-40	18	34.6
41-50	5	9.6
51-60	3	5.8

Source: Primary Data

Table 4.3 shows that majority of the respondents (50%) were aged between 20-30 years, followed by 18% of the respondents aged between 31-40 years .There were another (9.6%) of the respondents aged between 41-50 years and the least (5.8%) were aged between 51-60 years.

Although there were differences in age distribution, it can be concluded that the sample was fairly selected since all the age categories forming the population were represented in the sample.

4.3.3 Education level of the respondents

Respondents were asked to reveal their level of education. This was intended to find out whether the sample was a true representation of the population where the sample was selected from. The findings were summarized in the table 4.4.

Table 4.4: Education level of the respondents

Education level	Frequency	Percent
Masters degree	8	15.4
Bachelors degree	19	36.5
Diploma	18	34.6
A level	4	7.7
O level	3	5.8

Source: Primary Data

Table 4.4 shows that majority of the respondents (36.5%) were holding bachelor's degree followed by (34.6%) holding diplomas and another (15.4%) holding master's degree. The least qualifications (7.7%) were for respondents holding A-level, and O-level (5.8%) respectively. Although there were differences in distribution of the level of education, it can be concluded that the sample was fairly selected since all the different levels of education forming the population were represented in the sample.

4.3.4 Longevity of tenure of respondents

Respondents were asked to reveal their tenure of employment at KIHEFO. This was intended to find out whether the sample was a true representation of the population where the sample was selected from. The findings were summarized in the table 4.5.

Table 4.5: Respondents' longevity of employment

Tenure of employment	Frequency	Percent
<1Year	5	9.6
1-2Years	12	23.1
2-5Years	18	34.6
>5Years	17	32.7

Source: Primary Data

Table 4.5 shows that majority of the employees (34.6%) had been working for KIHEFO between 2-5years, followed by (32.7%) who had served 5 years and above. There were 23.1% of the respondents who has served between 1-2 years and the least (9.6%) were respondents who had served less than 1 year. Although there were differences in distribution of the tenure of employment, it can be concluded that the sample was fairly selected since all the different tenure of service forming the population were represented in the sample.

4.3.5 Terms of employment of the respondents

Respondents were asked to reveal their terms of employment at KIHEFO. This was intended to find out whether the sample was a true representation of the population where the sample was selected from. The findings were summarized in the table 4.6.

Table 4.6: Terms of employment of respondents

Terms of employment	Frequency	Percent
Permanent	6	11.5
Contract	28	53.8
Temporary	18	34.6

Source: Primary Data

Table 4.6 reveals that majority of the respondents (53.8%) were working on contract terms followed by (34.6%) employed on temporary basis and the least (11.5%) of the respondents were those employed on permanent basis. Although there were differences in distribution of the terms of employment, it can be concluded that the sample was fairly selected since all the different terms of service forming the population were represented in the sample.

4.4 Description of the independent variable: Stakeholder Management

Data was collected using a 5 likert scale where 5 = strongly agree, 4 = agree, 3 = undecided, 2 = disagree and 1 = strongly disagree. In this study, strongly agree and agree were taken to mean agree; strongly disagree and disagree were taken to mean disagree. The mean, standard deviation and frequencies were also used for the analysis. A mean of above 3 implies that respondents agree with the statements put to them. A mean of 3 implies that respondents were undecided while a mean of less than 3 indicates that the respondents disagreed with the statements put to them. A standard deviation close to 1 shows that respondents agree with the statements put to them and standard deviation close to zero shows that respondents disagreed with the statements put to them.

The independent variable, stakeholder management was conceptualized as stakeholder identification, stakeholder analysis and stakeholder participation. These formed three objectives of the study which included: to find out the relationship between stakeholder identification and sustainability of KIHEFO, to establish the effect of stakeholder analysis on the sustainability of KIHEFO and to find out the effect of stakeholder participation on the sustainability of KIHEFO.

4.4.1 Objective One: Stakeholder Identification and Project Sustainability

The first objective of the study was to find out the relationship between stakeholder identification and project sustainability of KIHEFO. The accompanying hypothesis was that: there is no positive relationship between stakeholder identification and project sustainability. Respondents were asked to reveal whether they agree or disagree with the statements about stakeholder identification and project sustainability. Their responses were presented in table 4.7

Table 4.7 Descriptive statistics on respondents’ opinion on Stakeholder identification

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree	Mean	Std Deviation
The project carries out internal and external stakeholder identification regularly	11 (21.2%)	24 (46.2%)	10 (19.2%)	6 (11.5%)	1 (1.9%)	3.73	0.992
The project takes into consideration the interest of all stakeholder groups both internal and external	8 (15.4%)	24 (46.2%)	7 (13.5%)	10 (19.2%)	3 (5.8)	3.48	1.146
The project has stakeholder registration list for all identified stakeholders	11 (21.2%)	29 (55.8%)	4 (7.7%)	5 (9.6%)	3 (5.8%)	3.77	1.078
The stakeholder identification goes beyond the project to study the entire social and institutional framework	6 (11.5%)	28 (53.8%)	0 (0%)	15 (28.8%)	3 (5.8%)	3.71	0.750
Relevant information regarding the interests of stakeholders is documented	8 (15.4%)	28 (53.8%)	9 (17.3%)	5 (9.6%)	2 (3.8%)	3.67	0.985
Overall mean						3.672	0.99

Source: Primary Data

Table 4.7 reveals an overall mean of 3.672 which implies that the respondents generally agreed to the majority of the questions, suggesting a relatively high level of stakeholder identification in KIHEFO project and an overall standard deviation of 0.99 which is close to 1 implying that respondents agreed with the statement put to them.

Asked whether “the project carries out internal and external stakeholder identification regularly” cumulatively, (67.4%) of the respondents agreed with the statement compared to (13.45%) respondents who disagreed with the statement. There were some (19.2%) respondents who were undecided about the statement. However the rating was confirmed by a good mean value of 3.73,

hence supporting the statement that the project carries out internal and external stakeholder identification regularly. A standard deviation of 0.992 implies that respondents' views were similar and hence agreed to the statement put to them. As concerns the statement "the project takes into consideration the interest of all stakeholder groups", (61.6%) of the respondents agreed to the statement compared to their counterparts, (25%) respondents who disagreed with the statement while 13.5% of the respondents were not sure. A good mean value of 3.48 and a standard deviation of 1.146 confirm the consent agreement among respondents to the statement.

Concerning the statement "The project has a stakeholder registration list for all the identified stakeholders", 15.4% of the respondents disagreed with the statement compared (77%) of the respondents who agreed with the statement where as 7.7 % of the respondents were not decided on the statement. This is a good rating as confirmed by a mean value of 3.77 and a standard deviation of 1.078 meaning that respondents agreed that respondents agreed to the statement put to them. Pertaining to the item "The stakeholder identification goes beyond the project to study the entire social and institutional framework", (65.3%) respondents agreed with the statement where (5.8%) disagreed while (28.8%) were undecided on this question. Mean value of 3.71 and deviation of 0.750 points out a good rating of stakeholder identification and similarity in the views presented by respondents. About the question "Relevant information regarding the interest of stakeholders is documented", (69.2%) agreed with the statement in the questionnaire as (13.4%) disagreed with the item while (17.3%) did not take any side in their responses. This good rating is confirmed by a fair mean value of 3.67 and a small standard deviation of 0.985 indicating that respondents agreed to the statement and majority views were similar.

4.4.1.1 Respondents' opinions on project sustainability

Sustainability was the dependent variable and respondents were asked to reveal whether they agree or disagree with the statements about project sustainability at KIHEFO. Their responses were presented in table 4.8.

Table 4.8 Descriptive statistics on respondents' opinion on project sustainability

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree	Mean	Standard deviation
The project operates within the legal requirements of government and other concerned institutions	16 (30.8%)	29 (55.8%)	5 (9.6%)	1 (1.9%)	1 (1.9%)	4.12	0.808
The project has strong institutional framework to ensure sustainability of its activities	13 (25.0%)	30 (57.7%)	6 (11.5%)	3 (5.8%)	0 (0.0%)	4.02	0.779
The project makes alliance with other organizations implementing similar projects	15 (28.8%)	27 (51.9%)	4 (7.7%)	5 (9.6%)	1 (1.9%)	3.96	0.969
The project recruits trained and well qualified personnel	27 (51.9%)	21 (40.4%)	4 (7.7%)	0 (0.0%)	0 (0.0%)	4.44	0.639
The project has a detailed overall project plan	12 (23.1%)	30 (57.7%)	8 (15.4%)	2 (3.8%)	0 (0.0%)	4.00	0.741
The project has a detailed implementation plan	11 (21.2%)	30 (57.7%)	8 (15.4%)	3 (5.8%)	0 (0.0%)	3.94	0.777
The technology chosen to be used for implementing project activities is appropriate	9 (17.3%)	31 (59.6%)	6 (11.5%)	6 (11.5%)	0 (0.0%)	3.83	0.857
Induction training and workshops are carried out to acquaint staff with new knowledge	9 (17.3%)	30 (57.7%)	5 (9.6%)	6 (11.5%)	2 (3.8%)	3.73	1.012
Proper equipment repair and maintenance is carried out on regular basis	8 (15.4%)	32 (61.5%)	3 (5.8%)	8 (15.4%)	1 (1.9%)	3.73	0.972
Overall mean						3.97	0.847

Source: Primary Data

Table 4.8 reveals an overall mean of 3.97 which implies that the respondents generally agreed to the majority of the questions suggesting relatively high level project sustainability at KIHEFO and an overall standard deviation of 0.847 meaning less variability between the views of respondents. When respondents were given the statement “The project operates within the legal requirements of government and other concerned institutions”. Cumulatively majority respondents (86.6%) agreed with the statement, followed by (9.6%) who were not sure about the statement and the least (3.8%) disagreed with the statement.

Given the statement “The project has strong institutional framework to ensure sustainability of its activities.”Cumulatively majority respondents (82.7%) agreed with the statement, followed by (11.5%) who were not sure and the least (5.8%) disagreed with the statement.

Another inquiry was made on whether “The project makes alliance with other organizations implementing similar projects.”Cumulatively, majority respondents (80.7%) agreed with the statement, followed by (11.5%) who disagreed and the least (7.7%) who were undecided about the statement. Respondents were also subjected to the statement “The project recruits trained and well qualified personnel.” Cumulatively majority respondents (92.3%) agreed with the statement, followed by (7.7%) who were not sure where as no respondents disagreed with this statement.

Asked whether “The project has a detailed overall project plan,” Cumulatively majority respondents (80.8%) agreed with the statement, followed by (15.4%) who were not sure and the least (3.8%) who disagreed with the statement.

Respondents were also subjected to the statement “The project has a detailed implementation plan.”Cumulatively majority respondents (78.9%) agreed with the statement, followed by (15.4%) who were not sure and the least (5.8%) disagreed with the statement. Respondents were

subjected to the statement “The technology chosen to be used for implementing project activities is appropriate.” Cumulatively majority respondents (76.9%) agreed with the statement while some respondents who disagreed and those not sure were the same percentage (11.5%).

Respondents were subjected to the statement “Induction training and workshops are carried out to acquaint staff with new knowledge”. Cumulatively majority respondents (75%) agreed with the statement, followed by (15.3%) who disagreed and the least (9.6%) who were undecided about the statement. Respondents were subjected to the statement “Proper equipment repair and maintenance is carried out on regular basis” Cumulatively majority respondents (76.9%) agreed, followed by (17.3%) who disagreed and the least (5.8%) who were undecided about the statement. This implies that respondents agreed to questions on sustainability at KIHEFO.

Testing hypotheses

The researcher tested hypotheses using the following steps:-

Stating the null and alternative hypotheses, stating the level of significance, statistical techniques to be used, the analysis and tables, interpretation shall be through the use of tables with frequencies, percentages, standard deviation and the mean. Conclusions drawn by either accepting or rejecting the hypotheses of the study based on the findings.

Testing hypotheses one

Null hypotheses

There is no relationship between stakeholder identification and project sustainability

Alternative hypotheses

There is a relationship between stakeholder identification and project sustainability

Level of significance

In establishing the relationship between stakeholder identification and project sustainability, a significance level of $p= 0.05$ will be used.

Statistical techniques to be used

The researcher used Pearson's linear coefficient to assess the relationship between stakeholder identification and project sustainability. This was because the measurement of this variable was done on interval basis; variables were normally distributed with a linear relationship between and outliers were removed entirely. To establish relationships between the two variables, stakeholder identification and project sustainability were correlated using Pearson's product moment correlation index as shown in table 4.9

Table 4.9: Pearson's linear correlation coefficient between stakeholder identification and project sustainability

Correlations			
		Stakeholder Identification	Project sustainability
Stakeholder Identification	Pearson Correlation	1	.797**
	Sig. (2-tailed)		.000
	N	52	52
Project sustainability	Pearson Correlation	.797**	1
	Sig. (2-tailed)	.000	
	N	52	52
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

Table 4.9 shows Pearson’s correlation coefficient was computed to assess the relationship between stakeholder identification and project sustainability.

The results revealed that $r = 0.797^{**}$ with $p = 0.000$ suggesting that there was a positive and significant correlation between stakeholder identification and project sustainability of KIHEFO project in Kabale district.

However this analysis did not tell the extent to which the independent variable influences the dependent variable. In an effort of finding out the extent to which stakeholder identification influences project sustainability, the coefficient of determination was computed using linear regression. The elicited responses were presented in table 4.10.

Table 4.10: Model summary for Regression Of project Sustainability on Project Stakeholder identification

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.636	.629	.315
a. Predictors: (Constant), Stakeholder Identification				

Source: Primary Data

Table 4.10 shows the value for Adjusted R Square of .629 which represents the squared linear correlation between the stakeholder identification and project sustainability. This figure when multiplied by 100 percent indicates that stakeholder identification is able to account for 62.9 percent of the variability in project sustainability.

In establishing whether the relationship between stakeholder identification and project sustainability was statistically significant, analysis of variance (ANOVA) was computed and the results are shown in the table 4.11.

Table 4.11 ANOVA results on regression of Project sustainability on stakeholder identification

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.684	1	8.684	87.302	.000 ^a
	Residual	4.973	50	.099		
	Total	13.657	51			
a. Predictors: (Constant), Stakeholder Identification						
b. Dependent Variable: Project sustainability						

Source: Primary Data

Table 4.11 reveals that the **F value** was very high at **74.153** accompanied by a Sig. value 0.000 which was less than 0.05. These ANOVA results suggested that stakeholder identification and project sustainability have a highly significant positive effect on project sustainability.

Therefore, there was a significant positive relationship (effect) between stakeholder identification and project sustainability. Based on these findings, the null research hypothesis that: there is no positive relationship between stakeholder identification and project sustainability was rejected and the alternative hypothesis that there is positive relationship between stakeholder identification and project sustainability was accepted. The above quantitative findings regarding stakeholder identification are in agreement with those obtained qualitatively through the interviews conducted with selected the Board members/ Founders and donors. For example one of the respondents had this to say;

“Stakeholder identification plans are always prepared and done at the start of all project activities”, “We do stakeholder identification on regular basis to provide new strategies in case of change of project stakeholder ship,” “Stakeholder identification provides useful information especially in a project like ours where participation is required with a bottom-up strategy”, The information helps in conforming the project to local laws and rules governing the activities of NGOs in Kabale District and Uganda at large to ensure smooth operation”, “The information is useful in resource mobilization from community”, “The information helps in mobilizing support for project.” “Yes, all stakeholders are always invited in the meetings and their views are considered vital and accorded maximum respect at all levels”, “Yes, the project lays down program strategies with stakeholders...”

Another respondent had this to say;

“To ensure that KIHEFO remains technically sustainable, we signed final draft of a Memorandum of Understanding with Mbarara University (MUST) and initiate the two Ugandan institutions working hand-in-hand to provide university medical and nursing students with the opportunity to engage in rural healthcare facilitation and research. This partnership has immeasurably complemented our capacity.”

Such views clearly expressed that KIHEFO project high level of commitment to sustainability in their project activities.

4.4.2 Objective Two: Stakeholder Analysis and Project Sustainability

The second objective of the study was to establish the effect of stakeholder analysis on project sustainability of KIHEFO. The corresponding hypothesis was that stakeholder analysis positively

affects project sustainability. Respondents were asked to reveal whether they agree or disagree with the statements about stakeholder analysis and project sustainability. Their responses were presented in table 4.12.

Table 4.12: Descriptive statistics on respondents’ opinion on Stakeholder Analysis.

Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviation
The project takes regular actions to find out the attitude, power and influence levels of its stakeholders towards its activities	10 (19.2%)	20 (38.5%)	10 (19.2%)	9 (17.3%)	3 (5.8%)	3.48	1.16
The project workers assess interests, attitudes, and expectations of stakeholders at least once in a month	6 (11.5%)	20 (38.5%)	14 (26.9%)	11 (21.2%)	1 (1.9%)	3.37	1.01
The project segments its stakeholders into categories of similar attributes	5 (9.6%)	27 (51.9%)	10 (19.2%)	8 (15.4%)	2 (3.8%)	3.48	1.00
All project stakeholders are clearly documented according to power and influence	7 (13.5%)	25 (48.1%)	12 (23.1%)	7 (13.5%)	1 (1.9%)	3.58	0.96
Overall mean						3.48	1.03

Source: Primary Data

Table 4.12 reveals an overall mean of 3.48 which implied that majority respondents agreed to the statements hence suggesting a relatively high level of stakeholder analysis in KIHEFO project. An overall standard deviation of 1.03 suggests great association with the mean. A statement such as “project management takes regular actions to find out the attitude power and influence levels of its stakeholders towards its activities”, cumulatively, (49.7%) of the respondents agreed compared to (23.1%) who disagreed with the statement where as (19.2%) were not sure about the statement. However the rating was confirmed by the fair mean of 3.48 and a small standard

deviation of 1.16 which is small and hence showing similarity in views expressed by respondents. Asked if “the project workers assess the interests attitudes and expectations of stakeholders at least once in a month”, (50%) agreed that KIHEFO takes consideration the interest of all its stakeholder groups compared to their counterparts (23.1%) who disagreed with the statement while 26.9% were not sure about the item. A Fair mean value of 3.37 and a small standard deviation of 1.01 confirm agreement with the statement. This implies that respondents agreed to questions concerning stakeholder analysis.

“The project segments its stakeholders into categories of similar attributes”, (19.2%) disagreed with the statement compared (95.5%) who agreed with the statement where as 19.2% of the respondents were not decided on the statement. This is a good rating as confirmed by a mean value of 3.48 meaning that respondents generally agreed to the statement put to them and a small standard deviation of 1.00 indicates that views were not so dispersed. Pertaining to the question “All project stakeholders are clearly documented according to power and influence levels”, a big proportion of respondents (61.6%) agreed with the statement where as 15.4% disagreed with the statement while (23.1%) were not sure. Mean value of 3.58 shows that most respondents agreed to the question while a small standard deviation of 0.96 points that respondents’ views were closely the same.

Testing hypothesis two

Null hypothesis

Stakeholder analysis positively affects project sustainability

Alternative hypothesis

Stakeholder analysis negatively affects project sustainability

Level of significance

In establishing the relationship between stakeholder analysis and project sustainability, a significance level of $p= 0.05$ will be used.

Statistical techniques to be used

The researcher used Pearson's linear coefficient in to assess the relationship between stakeholder identification and project sustainability. This was because the measurement of this variable was done on interval basis; variables were normally distributed with a linear relationship between and outliers were removed entirely. To establish relationships between the two variables, stakeholder analysis and project sustainability were correlated using Pearson's product moment correlation index as shown in table 4.13.

Table 4.13: Pearson's linear correlation coefficient between stakeholder analysis and project sustainability

Correlations			
		Project sustainability	Stakeholder Analysis
Project sustainability	Pearson Correlation	1	.583**
	Sig. (2-tailed)		.000
	N	52	52
Stakeholder Analysis	Pearson Correlation	.583**	1
	Sig. (2-tailed)	.000	
	N	52	52
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

Table 4.13 reveals a Pearson’s correlation of 0.583** at a significance $p= 0.000$ meaning that there was a medium positive correlation between the two variables. However this analysis did not tell the extent to which the independent variable influences the dependent variable. In an effort to find out the extent to which stakeholder analysis influences project sustainability, the coefficient of determination was computed using linear regression. The results were presented in table 4.14.

Table 4.14: Model summary for Regression of project Sustainability on project Stakeholder analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583 ^a	.340	.327	.425
a. Predictors: (Constant), Stakeholder Analysis				

Source: Primary Data

Table 4.14 shows the value for Adjusted R Square of which represents the squared linear correlation between stakeholder analysis and project sustainability. This number when multiplied by 100 percent indicates that stakeholder analysis is able to account for 32.7 percent of the variability in project sustainability. In establishing whether the relationship between stakeholder analysis and project sustainability was statistically significant, analysis of variance (ANOVA) was computed and the results are shown in the table 4.15.

Table 4.15: ANOVA results on regression of Project sustainability on stakeholder analysis

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.640	1	4.640	25.729	.000 ^a
	Residual	9.017	50	.180		
	Total	13.657	51			
a. Predictors: (Constant), Stakeholder Analysis						
b. Dependent Variable: Project sustainability						

Source: Primary Data

From the ANOVA Table 4.15 above, there is a statistically significant relationship between Stakeholder analysis and project sustainability since there is a high F value ($F=25.729$) with the significant level of 0.000 which is less than 0.05.

Therefore stakeholder analysis has a significant positive effect on project sustainability. Hence the null research hypothesis that stakeholder analysis positively affects project sustainability was accepted and the alternative hypothesis that stakeholder analysis negatively affects project sustainability was rejected. These quantitative findings regarding stakeholder analysis are in agreement with those obtained qualitatively through the interviews and focus group discussions conducted with selected administrators and KIHEFO project beneficiaries respectively. For example one KIHEFO founder member and some beneficiaries interviewed expressed their views about stakeholder analysis as;

“Stakeholder are always grouped by the organization according to the nature of benefits”, “We do stakeholder analysis on regular basis to provide new strategies in case of change of project stakeholdership”, “Stakeholder identification provides useful information especially in a project like ours where participation is required with a

bottom-up strategy”, The information helps us to understand the intentions of different people, organizations and institutions towards our project and react accordingly”, “The information helps in mobilizing the much needed support for project.”

These views and many others clearly indicate that KIHEFO considers stakeholder analysis as a serious project activity in their operations.

4.4.3 Objective Three: Stakeholder Participation and Project Sustainability

The third object of the study was to find out the effect of stakeholder participation on the sustainability of KIHEFO. The corresponding hypothesis of the study stated that there is a positive relationship between stakeholder participation and project sustainability. Respondents were asked to reveal whether they agree or disagree with the statements about project stakeholder participation and project sustainability. Their responses were presented in table 4.16

Table 4.16: Descriptive statistics on respondents’ opinions on stakeholder participation

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree	Mean	Standard Deviation
Community projects are always selected based on community needs and priorities	28 (53.8%)	15 (28.8%)	3 (5.8%)	5 (9.6%)	1 (1.9%)	4.23	1.06
All project stakeholders’ are involved in decision making	9 (17.3%)	20 (38.5%)	9 (17.3%)	11 (21.2%)	3 (5.8%)	3.40	1.18
Consultative discussions are held with stakeholders	7 (13.5%)	29 (55.8%)	6 (11.5%)	7 (13.5%)	3 (5.8%)	3.58	1.08
project stakeholders voluntarily contribute resources to support project activities	3 (5.8%)	23 (44.2%)	9 (17.3%)	14 (26.9%)	3 (5.8%)	3.17	1.08
Overall mean						3.59	1.1

Source: Primary data

Table 4.16 revealed an overall mean of 3.59 which implied that the respondents generally agreed to the majority of the questions put to them suggesting a relatively high level of the stakeholder participation in KIHEFO. A standard deviation of 1.1, suggesting that the respondents agreed to the statement put to them. Looking at the questionnaire item such as “community projects are always selected based on community needs and priorities”, cumulatively, (82.6%) of the respondents agreed to the statement compared to (11.5%) who disagreed. A proportion of (9.6%) respondents were not sure about the statement. However the rating was confirmed by the fair mean of 4.23 and a small standard deviation of 1.06, hence supporting the statement that community priorities and needs are considered while selecting projects.

As concerns the statement “all project stakeholders are involved in decision making”, (55.8%) respondents agreed that KIHEFO involves all its stakeholder groups in decision making compared to their counterparts (27%) who disagreed with the item while 17.3% were not sure about the question item. A Fair mean value of 3.40 and a small standard deviation of 1.18 confirmed the fact that stakeholder participation is put in consideration as it affects sustainability of KIHEFO project.

Given the statement, “Consultative discussions are held with all stakeholder groups”, 19.3% respondents disagreed with the statement compared to (69%) who agreed with the statement where 11.5% were not decided on the statement. This is a good rating as confirmed by a mean value of 3.58 and a small standard deviation of 1.08 meaning that respondents agreed to the statement that was put to them and their views were closely the same.

Pertaining to the item “Project stakeholders voluntarily contribute resources to support project activities”, (50.0%) of respondents agreed with the statement where as only 32.7% disagreed with the statement while (17.3%) were not sure. Mean value of 3.17 shows that respondents

agreed to the statement put to them and a small standard deviation of 1.08 indicates that the views from respondents concerning the statement were similar.

Testing hypothesis three

Null hypothesis

There is a positive relationship between stakeholder participation and project sustainability

Alternative hypothesis

There is a negative positive relationship between stakeholder participation and project sustainability.

Level of significance

In establishing the relationship between stakeholder participation and project sustainability, a significance level of $p= 0.05$ will be used.

Statistical techniques

The researcher used Pearson's linear coefficient in to assess the relationship between stakeholder identification and project sustainability. This was because the measurement of this variable was done on interval basis; variables were normally distributed with a linear relationship between and outliers were removed entirely. To establish relationships between the two variables, stakeholder participation and project sustainability were correlated using Pearson's product moment correlation index as shown in table 4.17

Table 4.17: Pearson’s linear correlation coefficient between stakeholder participation and project sustainability

Correlations			
		Project sustainability	Stakeholder participation
Project sustainability	Pearson Correlation	1	.751**
	Sig. (2-tailed)		.000
	N	52	52
Stakeholder participation	Pearson Correlation	.751**	1
	Sig. (2-tailed)	.000	
	N	52	52
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

Table 4.17 yields a correlation of 0.751** at a significance $p= 0.000$ meaning that there was a large positive and statistically significant correlation between the two variables. However this analysis did not tell the extent to which the independent variable influences the dependent variable. In an effort to find out the extent to which stakeholder participation influences project sustainability, the coefficient of determination was computed using linear regression. The results were presented in table 4.18.

Table 4.18: Model summary for regression of project sustainability on project stakeholder participation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.565	.556	.345
a. Predictors: (Constant), Stakeholder participation				

Source: Primary Data

Table 4.18 shows the value for Adjusted R Square of .556 which represents the squared linear correlation between the stakeholder participation and project sustainability. This number indicates that stakeholder participation is able to account for 55.6 percent of the variability in project sustainability. In establishing whether the relationship between stakeholder participation and project sustainability was statistically significant, analysis of variance (ANOVA) was computed and the results are shown in the table 4.19.

Table 4.19: ANOVA results on regression of Project sustainability on stakeholder participation

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.712	1	7.712	64.856	.000 ^a
	Residual	5.945	50	.119		
	Total	13.657	51			
a. Predictors: (Constant), Stakeholder participation						
b. Dependent Variable: Project sustainability						

Source: Primary Data

Table 4.19 reveals that the **F value** was very high at **64.856** accompanied by a Sig. value 0.000 which was less than 0.05. These ANOVA results suggested that stakeholder participation and project sustainability have a highly significant positive effect.

Hence the null research hypothesis that there is a positive relationship between stakeholder participation and project sustainability was accepted and the alternative hypothesis that there is a negative relationship between stakeholder participation and project sustainability was rejected.

The above quantitative findings regarding stakeholder participation are in agreement with those obtained qualitatively through the interviews and focus group discussions conducted with

selected administrators and KIHEFO project beneficiaries respectively. For example some KIHEFO founder members interviewed and some beneficiaries expressed their views about stakeholder participation as;

“Stakeholder participation is undisputedly the strongest tool the project uses to get support from the local community”, “Beneficiaries enjoy project deliverables better through participation and only this can ensure sustainability,” “Stakeholder participation makes more sense at KIHEFO because of the bottom-up strategy”, “Stakeholder participation information helps us to control stakeholder influences and power that can threaten the sustainability of the project”, “The information is useful in resource mobilization from community”, “Stakeholder participation enables identification of projects based on the needs of the local beneficiaries .”

These views and many others clearly indicate that KIHEFO considers stakeholder identification as a serious project activity in their operations.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was to establish the effect of stakeholder management on project sustainability in Uganda using KIHEFO project as a case study. This chapter therefore presents summary of findings, discussion of the main findings, limitations of the study, contributions of the study, conclusions and recommendations from the study findings and ends with areas that need further research.

5.2 Summary of findings

This sub-section presents summary on the objectives that guided the study. The main findings of the study revealed that there is a highly significant positive relationship between stakeholder management and project sustainability at KIHEFO in Kabale District. The study established relationships between stakeholder management with dimensions as stakeholder identification, stakeholder analysis and stakeholder participation as influencing project's sustainability with corresponding dimensions as institutional sustainability, administrative and managerial sustainability and technical sustainability.

5.2.1 Stakeholder identification and project sustainability

The first objective was to find out the relationship between stakeholder identification and sustainability of KIHEFO. The corresponding hypothesis of the study stated that there is no positive relationship between stakeholder identification and project sustainability. Stakeholder identification was conceptualized as internal and external. Pearson Linear Co-relation

Coefficient Index was used to determine the magnitude and significance of the relationship. The analysis yielded an $r = 0.797^{**}$ whose $\text{Sig.} = 0.000$ which is less than $\alpha = 0.05$. This implies that the relationship between stakeholder identification and project sustainability was significantly high at the five percent level. These results indicate that stakeholder identification at KIHEFO has a highly significant positive effect on the sustainability of projects. The results also revealed a mean of 3.672 indicating that most respondents agreed to the items that were on the questionnaire while a small standard deviation of 0.99 reflects how there were no much variations on the views of the respondents about stakeholder identification and project sustainability.

5.2.2 Stakeholder analysis and project sustainability

The second objective of the study was to establish the effect of stakeholder analysis on the sustainability of KIHEFO in Kabale District. The corresponding hypothesis of the study stated that stakeholder analysis positively affects project sustainability. Stakeholder analysis was conceptualized as influence and power analysis. Pearson Linear Correlation Coefficient Index was used to determine the magnitude and significance of the relationship. The analysis yielded an $r = 0.583$ whose $\text{Sig.} = 0.000^{**}$ which is less than $\alpha = 0.05$. This meant that the relationship between stakeholder analysis and project sustainability was highly significant at the five percent level. These results indicate that stakeholder analysis has a significant positive effect on the sustainability of projects. The results also revealed a mean of 3.48 indicating that most respondents agreed to the items that were on the questionnaire while a small standard deviation of 1.03 reflects how there were no big variations on the views of the respondents about stakeholder analysis and project sustainability.

5.2.3 Stakeholder participation and project sustainability

The third objective of the study was to find out the effect of stakeholder participation on the sustainability of KIHEFO in Kabale District. The corresponding hypothesis of the study stated that there is a positive relationship between stakeholder participation and project sustainability. Stakeholder participation was conceptualized as stakeholder involvement and stakeholder empowerment. Pearson Linear Co-relation Coefficient Index was used to determine the magnitude and significance of the relationship. The analysis yielded an $r = 0.751$ whose $\text{Sig.} = 0.000^{**}$ which is less than $\alpha = 0.05$. This meant that the relationship between stakeholder participation and project sustainability was significant at the five percent level. These results indicate that stakeholder participation has a significant positive effect on the sustainability of projects. The results also revealed a mean of 3.59 indicating that most respondents agreed to the items that were on the questionnaire while a small standard deviation of 1.1 reflects how there were no big variations on the views of the respondents about stakeholder participation and project sustainability.

5.3 Discussion

5.3.1 Stakeholder identification and project sustainability

The first hypothesis of the study stated that there is no positive relationship between stakeholder identification and project sustainability. Data analysis and interpretation using Pearson's linear correlation coefficient and regression revealed that the relationship between stakeholder identification and project sustainability was highly significant at the five percent significance level. This suggests that stakeholder identification positively affects project sustainability. This finding was consistent with scholars such as Crow (2009) who emphasizes that stakeholders who

are affected by the outcomes of the project need to be clearly identified and documented such that the project management can take informed decisions that do not jeopardize the sustainability of the project. The writer further asserts stakeholder identification is a project management process for establishing an early foundation for subsequent sustainability planning, executing, monitoring and control.

The study findings are also supported by Field & Keller (1998) who view a project as having a very large range and number of potential stakeholders who need to be identified, their interests in the project assessed and using that information to manage relationship with stakeholders is an important sustainability function. View about stakeholder analysis have also been supported by writer Worthington (2014) who advanced that stakeholder map is helpful for identifying the stakeholders to support sustainability aspects of a project.

5.3.2 Stakeholder analysis and project sustainability

The second hypothesis of the study stated that stakeholder analysis positively affects project sustainability. Data analysis and interpretation using Pearson's linear correlation coefficient and simple regressions revealed that the relationship between stakeholder analysis and project sustainability was significant at the five percent significance level. This suggests that stakeholder analysis positively affects project sustainability. This was a finding in agreement with writings of many earlier scholars such as Bourne (2012) who contents that the most important stakeholders will always change from month to month so the project needs to regularly re-assess who is top influencer at any given time and adjust communication plans to enhance project sustainability. Similarly, UNICEF (1998) emphasizes taking actions to assess the attitude of stakeholders towards projects over time and development of strategies to get the most effective

support possible for your initiative and reduce any obstacle to successful and sustainable implementation of project or programs. View about stakeholder analysis have also been supported by writer Worthington (2014) who advanced that stakeholder analysis recognizes and acknowledges stakeholders' needs, concerns, wants, authority, common relationships, and interfaces and align this information within the Stakeholder Matrix. Stakeholder matrix involves project managers positioning stakeholders according to the level of influence, impact or enhancement they may provide to projects sustainability.

5.3.3 Stakeholder participation and project sustainability

The third hypothesis of the study stated that there is a positive relationship between stakeholder participation and project sustainability. Data analysis and interpretation using Pearson's linear correlation coefficient and simple regressions revealed that the relationship between stakeholder participation and project sustainability was significant at the five percent significance level. This suggests that stakeholder participation positively affects project sustainability. This was a finding in agreement with writings of many earlier scholars such as Gajanayake & Gajanayake (1993) who established that recent experience in development project activities suggests that there is a significant correlation between the level and intensity of stakeholders' participation and the increase in the sustainability success of development projects and activities. Similarly, the World Bank (1998) identified that the failure of many conventional development projects and programs and growing poverty brought a shift away from the modernization paradigm of development in the 1970s because people were identified as the missing element in development efforts hence the limited sustainability of many development projects was attributed to failure to involve people in the design and implementation of the projects and programs.

The study is supported by IDB (1998) where participation is viewed as empowerment of individuals and communities in terms acquiring skills, knowledge and experience, leading to greater self-reliance, while IFAD (2009) looks at participation as a tool to build capacity and experience to sustain the type of services provided by the project into the future. The findings of this study were also consistent with authors such as Freire (1970) who acknowledges that a development project's degree of sustainability is determined by the extent of buy-in by the local population and that buy-in is determined for most part by the extent of participation involved. These findings confirm publications by Worthington (2014) who suggested that stakeholder engagement as participation is 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 sustainability values and principles that all stakeholders will abide by hence project managers must give due consideration to the people issues surrounding projects and recognize that the appropriate involvement and management of stakeholders is a critical sustainability factor.

5.4 Conclusions

The following conclusions were drawn from the study findings objective by objective.

5.4.1 Stakeholder identification and project sustainability

From objective one which was to find out the relationship between stakeholder identification and sustainability of KIHEFO in Kabale District, the findings revealed that stakeholder identification had a positively significant effect on project sustainability. The study revealed an Adjusted R value of 0.629 which implies that stakeholder identification is able to account for 62.9 percent of the variance in project sustainability. Therefore the researcher concluded that it is imperative to

identify all people and organizations impacted on by the project and subsequently documenting information regarding interests, involvement and impacts on the project. Stakeholder identification is relevant in facilitating project sustainability when documented information about stakeholders is used to manage project relationships with stakeholders.

5.4.2 Stakeholder analysis and project sustainability

From objective two which was to establish the effect of stakeholder analysis on the sustainability of KIHEFO in Kabale District, a positively significant relationship between stakeholder analysis and project sustainability was reported. The study revealed an Adjusted R value of 0.372 which implies that stakeholder analysis is able to account for 37.2 percent of the variance in project sustainability. Therefore the researcher concluded that proper project stakeholder analysis positively affects project sustainability. Classification of stakeholders according to power and influence undisputedly achieves project sustainability. Project managers get to know whom are the key stakeholders, primary and secondary project stakeholders through stakeholder analysis.

5.4.3 Stakeholder participation and project sustainability

From the third objective which was to find out the effect of stakeholder participation on the sustainability of KIHEFO in Kabale District, it was established that stakeholder participation has positive effect on project sustainability. The study revealed an Adjusted R value of 0.565 which implies that stakeholder participation is able to account for 56.5 percent of the variance in project sustainability. The researcher therefore concluded that participation is a central ingredient of project sustainability as it provides an effective means to mobilize local resources, and organize and tap the energies, wisdom, and creativity of people for sustainable development activities.

Above all, participation of stakeholders provides legitimacy to the project or activities promotes stakeholder commitment in its implementation and assures sustainability.

5.5 Recommendations

The following recommendations have been suggested basing on the findings and conclusions drawn from the study.

5.5.1 Stakeholder identification and project sustainability

Based on the findings of the study, the project managers at KIHEFO need to realign stakeholder identification so as to locate all those whose interests are affected positively or negatively by the project activities. There should be thorough stakeholders' registration, ranging from persons, institutions, organizations and government, whose interests are likely to be affected by the implementation of KIHEFO project. Institutions and persons that can significantly influence or are important to the sustainability success or failure of the project should be clearly located and registered by the KIHEFO project managers. KIHEFO project founders and Board members should put in place a policy to mainstream stakeholder identification at the project since the study finding show that it is able to account for 58.9 percent of the variability in project sustainability. This will solve the problem of ignoring particularly less powerful yet very influential and legitimate stakeholders whose actions can have negative impact on the sustainability of the project.

5.5.2 Stakeholder analysis and project sustainability

Project managers at KIHEFO should carry out comprehensive stakeholder analysis more frequently to assess the attitudes of the stakeholders regarding the potential changes brought by

the project. Most important is the need to segment KIHEFO stakeholders into categories of similar attributes. The main problems affecting or facing the stakeholder group, such as economic, social, ecological, cultural can easily be noted. The main needs, wishes, interests and motives (hopes, expectations, fears), and attitudes (friendly/neutral/hostile towards implementation agencies and others) should be diagnosed at this level. This must be accompanied by designing different strategies as to how the project should relate to the different analyzed stakeholder groups as the study finding show that it is able to account for 29.1 percent of the variability in project sustainability. This will enable the project implementers to know the strategy to adopt in relating to influential, powerful, the disadvantaged groups and saboteurs such that all stakeholder behaviors are taken into consideration.

5.5.3 Stakeholder participation and project sustainability

The project founders need to realize that one of the central elements in project sustainability is a strategy for people's participation. Stakeholder participation should be viewed as central ingredient in project sustainability as it provides an effective means to mobilize local resources, and organize and tap the energies, wisdom and creativity of stakeholders for project sustainability. Project managers should carry out consultative discussions with all interest groups and these views should be reflected in project activities to avoid stakeholders feeling that they have been left out of the project activities. This process should encompass stakeholders deciding where they are now, where they want to go, and developing and implementing plans to reach their goals based on self-reliance and sharing of power hence liberating themselves from physical and mental dependence. KIHEFO project founders and Board members should put in place a policy to mainstream stakeholder participation at the project since the study findings show that it is able to account for 54.9 percent of the variability in project sustainability.

5.6 Contributions of the study

From the assumptions on the conceptual framework and the literature reviewed, project stakeholder participation as one of the independent variables was taken to be most influential with undisputable contribution to project sustainability and this assumption has been confirmed through this study.

5.7 Areas for further research

Due to resource limitations namely time and finance, the study was restricted to stakeholder management as a possible variable with an effect on project sustainability at KKIHEFO in Kabale District. There is need to further investigate on other factors (Not driven by stakeholder management) affecting project sustainability in other projects other than KIHEFO.

REFERENCES

Amin, E.Martin. (2005). Social Sciences Research .Kampala: Makerere Printing Press.

African Development Bank. (2001). Handbook on Stakeholder Consultation and Participation in ADB Operations.

Adeleke (2006). Strengthening Voices for Better Choices: *Community Forestry and Sustainable Forest Management. Myth or Reality.* Akyawkrom, Ashanti region. Forest Research Institute, Ghana.

Blattberg, C. (2004). "Welfare: Towards the Patriotic Corporation". *From Pluralist to Patriotic Politics: Putting Practice First.* New York: Oxford University Press.

Cooper, S.C (2004). Corporate Social Performance: A Stakeholder Approach. England: Ashgate Publishing Limited.

C, R. Kothari (2003). Research Methodology. Methods and Techniques.(SecondEdition).Wishwa Prakshan. New Age International Publishers Limited. Ansari road, Daryaganj, New Delhi.

Charles F, Antoie, H. & Stefan. S (2006).The Stakeholder Theory of Multinational Corporation.Academy of Management, London (UK)

David, L. (2003). Organizational Culture and Institutional Sustainability: Department of Social Policy, London School of Economics.

- Donaldson, T. & Preston, L. (1995). The stakeholder theory of the corporation: Concepts, evidence, implications. *Academy of Management Review*.
- Diane R, Dana W, H, McHugh and Jim E,(1995). Theory and Practice in Sustainability and Sustainable Development. Washington, DC
- Earl, B. (2007). The Practice of Social Science Research .Thompson Higher Education. Davis Drive Belmont CA, USA
- Francesco. P, and Antonio. T, P. (2009). European Research Centre on Risk, Security, Occupational Health and Safety. *Environment and Crisis Management*. Bocconi University, Milan, Italy
- Freeman, R. E. (1984). Strategic management: *A stakeholder Approach*. Pitman Printing and Publishing, Boston.
- Freeman, R. E. (1999). Stakeholders, Social Responsibility and Performance: Empirical Evidence and Theoretical Perspectives. *Academy of Management Journal*.Doc 10.337/256971 Vol.42 pp 479-485. Boston-USA
- Field & Keller (1998). Approach to Planning and Controlling Projects. Cross Street Printers, Nottinghamshire.
- Hans-Joachim, M.(2004).International Water Management Course: *A framework for Stakeholder Analysis and Stakeholder Involvement*. Riischlikon-Zurich, Swizerland
- IFAD (2000).Lessons on sustainability of women's group from Tamil Nadu, Rome Italy.

Imran, H. N, Shazia and Kashif-ur-Rehman.(2011). African Journal of Business management.

The impact of stakeholder communication on project outcome. Pakistan, Islamabad

Gajanayake, S. &Gajanayake, J. (1993). Community Empowerment.A Participatory Training

Manual of Community Project Development.PACT Publications 274 Madison Avenue

Suite1304 New York, NY10016

Hannibal, R. (2012).Survival, Sovereignty and Sustainability at ‘Ground Zero’ for Climate

Change and Globalization: The Barabaig Project, The ‘Hows’ of hope for a sovereign

Future. Erie Chambers, Suny.

International Fund for Agricultural Development (IFAD) 2009.Sustainability of rural

development

projects :Best practices and lessons learned by IFAD in Asia. India case study, North

Eastern Region Community Resource Management Project for Upland Areas. Asia and

Pacific Division, IFAD Rome-Italy

Jennifer Reitbergen- MacCracken (1998). Participation and Social Assessment: Tools and

Techniques. *International Bank for Reconstruction and Development/World Bank.*

Washington DC, USA.

Juliet Alohan (2012).Imperative of effective stakeholder Management, Abuja, Nigeria

James F Phillips, Agaya A. Bawah, Fred .N Binka (2005).*Accelerating Reproductive and Child*

Heath Program Development:TheNavrongo Initiative in Ghana, One Dag Hammarskjold

Plaza, New York-USA.

- Jing .Y, Geoffrey Q, S. &Manfong Ho (2009).Exploring Critical Success factors for Stakeholder Management in Construction Project. Department of Building and Real Estate.The Hong Kong Polytechnic University-Hong Kong.
- Julie Urlaub (2012) Stakeholders guiding business sustainability strategies. Taiga company Northern California.
- Jérome, S.(2012). Sustainable Project Management, UNDP/UN Resident Coordinator, Democratic People's Republic of Korea)
- Jonathan, H. (1994). Sustainability of Donoe Assisted Rural Water Supply Project. U.S Agency for International Development U.S.A, Washington D.C
- Krejcie, R.V. and Morgan, D.W (1970).Determining sample size for research activities. *Educational Psychology Management,30. 607-610.*
- Lynda Borne (2009).The Origin of Stakeholders.*A guide to Project Management Body of Knowledge- PMBOK-Forth Edition.*
- Mary A. Crow (2009). Identify Stakeholders in your Project-Why Bother Published by: Academy of Management, Washington D.C.
- Mugenda, O. M. and Mugenda, A. G. (1999). Research Methods: Quantitative and qualitative Approaches: Nairobi: Acts Press
- MAAIF & MFPED, (2000).Plan for modernization of agriculture.*Eradicating poverty in Uganda. Government Study and operational frame work, Kampala*
- Miles, Samantha (2011). "Stakeholder Definitions: Profusion and Confusion". EIASM 1st

Interdisciplinary conference on stakeholder, resources and value creation, IESE Business School, University of Navarra, Barcelona.

Max, C. (2008) .The Clarkson Principles of Stakeholder Management. Clarkson Center for Business Ethics and Board Effectiveness. Toronto, USA

Mainardes, W. E (2012). A model for Stakeholder Classification and Stakeholder Relationships and NECE- Centre for Studies in Management Science, University of Beira Interior(UBI), Covilha,Portugal.

Mitchell, R, Agle BR & Wood DJ(1997).Towards a Theory of Stakeholder Identification and Saliency.“Defining the Principle of Who and What really Counts. Academy of Mnagement Review.

Martin, E. Amin (2005). Social Science Research. Concepts, Methodology and Analysis. University of Yaounde, Cameroon and Makerere University, P. O. Box 7062, Kampala.

Mitchell, R. K.; Agle, B. R.; Wood, D. J. (1997). "Toward a Theory of Stakeholder Identification and Saliency: Defining the Principle of Who and What Really Counts". *Academy of Management Review* (Academy of Management)

Neaera Rebecca Abers, Rosa Maria Formiga Johnson, Beate Frank, Margaret E. Keck and Maria

Carmon Lenos (2006). Stakeholder Council and River Basin Management in Brazil:

Democratizing Water Policy. William and Flora Hewlett Foundation, Rio de Janeiro.

Olive M. Mugenda & Abel G. Mugenda (2003) Research Methods: Quantitative and Qualitative

Approaches. African Centre For Technology Studies (ACTS) Nairobi, Kenya

Preble, J. F. (1978). "Corporate use of environmental scanning."

Rob, L. (2009).Stakeholder Management Overview, 12(4), 2-6

Rebecca. A, Rosa , Maria. F, J, Beate F, Margaret E. Keck and Maria, C. L, (2006).Stakeholder Councils and River Basin Management in Brazil: Democratizing Water Policy?

Preston & Donaldson (1995).Multi- Stakeholder Process for Governance and Sustainability. Beyond Deadlock and Conflict, London-UK

Sarantakos, S. (2005); Social Research, Palgrave Macmillan, New York.

Robert Phillips (2013). Improving the Practice of Management. Some Key Questions about Management.Berrett-Koehler Publishers, San Francisco.

Sekaran, U. (2003);Research Methods for Business. A skill building approach.4th Ed. John Willy and Sons Inc, USA

Sotirios, S. (2005). Social Science Research.(Fifth Edition) Palgrave MacMillan, Fifth Avenue, New York.

TANGO International, IFAD (2009).Sustainability of Rural Development Projects.Best Practices and Lessons learned by IFAD In Asia India Case study: North Eastern Regional Community Resource Management Project for Upland Areas(NERCORMP), Rome, Italy.

Thomas, D. & Lee E. Preston (1995). Stakeholder Theory of Corporation: Concepts, Evidence and Implication. Academy of Management, University of Maryland, Georgetown University-USA.

UNICEF (1998).A joint effort of Management Sciences for Health and United Nations Children's Fund.Stakeholder Analysis.

World Bank, (2002).Empowerment and poverty reduction.A source Book. Washington DC

World Bank. (1994).Enhancing Women Participation in Economic Development, World Bank Policy Paper, Washington DC

World Bank (2007).Consultation with Civil Society: A source book Working Document. The civil Society Team. Washington DC

Willis Y, Oso& David Onen (2009).A general Guide to Writing Research Proposal and Report. A Handbook of Beginning researchers. Sitima Printers and Stationers Ltd, City square, Nairobi-Kenya.

World Bank Group (2011). Participation at Project, Program and Policy level. Washington DC.

Wale, A. Frank, A. K. & Mercy, D. (2006).Strengthening Voices for Better Community Forestry and Sustainable Forest Management in Ghana, Akyawkrom, Ashanti region, Ghana.

Yves, R. (2004). Guideline for Stakeholder Identification and Analysis. A manual for Caribbean Natural Resource Managers and Planners.Published by Caribbean Natural Resource Institute in Collaboration with the John D. and Catherine T MacArthur Foundation.

Yves ,F. (2008).Stakeholder model refined. Department of Management, Innovation and Entrepreneurship. Ghent University.

(e) Highest level of education

PhD	Masters Degree	Bachelors	Diploma	A-Level	O-Level

(f) Longevity of tenure at KIHEFO

(i) Less than one year

(ii) 1-2 years

(iii) 2-5 years

(iv) Above 5 years

(g) Terms/basis of employment

(i) Permanent.....

(ii) Contract.....

(iii) Temporary.....

SECTION B: Independent variable

Instructions:

In this section, you are requested to objectively express your opinion and/ or experience in regard to the relationship between stakeholder identification and project sustainability of KIHEFO.

Simply tick or mark the answer you regard most appropriate.

Scale: 5= Strongly Agree; 4=Agree; 3=Not Sure; 2=Disagree; 1= Strongly Disagree

(a) Stakeholder identification

		1	2	3	4	5
1	The project carries out internal and external stakeholder identification regularly					
2	The project takes into consideration the interest of all stakeholder groups					
3	The project has stakeholder registration list for all the identified stakeholders					
4	The stakeholder identification goes beyond the project to study the entire social and institutional framework					
5	Relevant information regarding the interest of stakeholders is documented					

(b) Stakeholder analysis

		1	2	3	4	5
1	Project management takes regular actions to find out the attitude, power and influence levels of its stakeholders towards its activities					
2	The project workers assess the interests, attitudes and expectations of stakeholders at least once in a month					
3	The project segments its stakeholders into categories of similar attributes					
4	All project stakeholders are clearly documented according to power and influence					

(a) Stakeholder participation

		1	2	3	4	5
1	Community projects are always selected based on community needs and priorities					
2	All project stakeholders are involved in decision making					
3	Consultative discussions are held with all stakeholder groups					
4	Project stakeholders voluntarily contribute resources to support project activities					

SECTION C: Dependant variable

Sustainability

Instructions:

In this section, you are requested to objectively express your opinion and/ or experience in regard to the relationship between project institutional processes and the sustainability of KIHEFO.

Simply tick or mark the answer you regard most appropriate.

		1	2	3	4	5
1	The project operates within the legal requirements of government and other concerned stakeholder institutions					
2	The project has strong institutional framework to ensure sustainability of its activities					
3	KIHEFO makes alliance with other organizations implementing similar projects					
4	KIHEFO project recruits trained and well qualified project personnel					
5	The project has a detailed over all plan					
6	The project has a detailed implementation plan					
7	The technology chosen to be used for implementing project activities is appropriate					
8	Induction trainings and workshops are carried out to acquaint project staff with new knowledge					
9	Proper equipment repair and maintenance is carried out on regular basis					

Appendix ii: Interview guide for key informants (Board members/Founders)

1. Are you involved in the planning process of projects? If Yes, how?
2. Are you involved during the implementation process?
3. Do you participate during the management of project, that is, the operation and maintenance?
4. Are community members involved during the monitoring activities of the organization?
5. Do you find any limitations during the participation process of projects?
6. Do you have an operation and maintenance plan to enable sustainability of projects?
7. Are there project benefits in the community?
8. How would you want to participate during project activities?
9. In your view, how would the sustainability of the project be ensured?
10. What has been done to ensure that the organization and its projects benefits are sustainable?

Appendix iii: Documentary review checklist on stakeholder management and sustainability of KIHEFO

1. Stakeholder beneficiary register
2. Minutes for stakeholder meeting
3. Stakeholder management plan.
4. Prevention and technical maintenance schedules.
5. Revenue and expenses records.
6. Stakeholder participation records.
7. Stakeholder communication plans
8. Resource mobilization strategy plans
9. Contingency plans
10. Project plan, design and implementation strategy
11. Project stakeholder capacity building records
12. Invoice vouchers
13. Staff payrolls

Appendix iv: Interview guide for KIHEFO management

Introduction:

Dear Respondent,

My name is **NELSON TABU**; a Masters student of Uganda Management Institute (UMI) .I am requesting you to kindly fill my questionnaire for purely academic purpose. The information you will give is confidential and your identity will be anonymous.

SECTION A: Demographic data

Instructions: In section, please tick or mark in the blank space the response you feel is the most appropriate.

(i) Gender of respondent 1: Male() 2: Female()

(ii) Age of respondent

- (a) 18-30()
- (b) 31-40()
- (c) 41-50()
- (d) 51+ ()

(iii)Position in the organization.....

SECTION B:

Instructions: Give your answers to these questions in detail .You are requested to objectively express your opinion and/ or experience in regard to the relationship between stakeholder management sustainability of KIHEFO. Simply write the answer you regard most appropriate.

(1) Would you agree that KIHEFO is fulfilling its stakeholder management responsibilities?

Please explain

.....
.....
.....
.....

(2) Does the project take into account the existence of diverse stakeholder groups for equal representation in management plans?

Please explain

.....
.....
.....
.....

(3) Would you say that the stakeholder management strategies adopted at KIHEFO are sufficient enough to ensure the project's sustainability? Please explain

.....
.....
.....
.....

(4) What are the challenges of KIHEFO financing its project activities? Please explain

.....
.....
.....
.....

(5) Are there sustainability tied donor conditions when giving or receiving foreign donations? Explain

.....
.....
.....
.....
.....

THANK YOU

Appendix v: Interview guide for KIHFEFO Board members/ founders

Dear Respondent,

My name is **NELSON TABU**, a Masters student of Uganda Management Institute (UMI). I am requesting you to kindly fill my questionnaire for purely academic purpose. The information you will give is confidential and your identity will be anonymous. You are requested to objectively express your opinion and/ or experience in regard to the relationship between stakeholder management sustainability of KIHFEFO. Simply write the answer you regard most appropriate.

(1) What are the major challenges to the sustainability of KIHFEFO project activities?

.....
.....
.....
.....

(2) What is the management doing to address these challenges?

.....
.....
.....
.....

(3) What kind of stakeholder management strategy is the project adopting to ensure sustainability?

.....
.....
.....
.....

(4) What would you consider as the best practice for project stakeholder management to improve on the sustainability at KIHEFO?

.....
.....
.....
.....

(4) What strategies are there at policy level to ensure that KIHEFO is self sustaining to ensure institutional sustainability?

.....
.....
.....
.....

(5) What strategies are there at policy level to ensure that KIHEFO is self sustaining to ensure administrative and managerial sustainability?

.....
.....
.....
.....

(6) What strategies are there at policy level to ensure that KIHEFO is self sustaining to ensure technical sustainability?

.....
.....
.....
.....
.....

THANK YOU

