

## Stakeholder Identification and the Performance of CIKAPS in Busia County

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### Abstract

**Article history** **Purpose:** The study aimed to investigate the impact of stakeholder management on the performance of CIKAPs in Busia County, Kenya.

**Received Date:** **Methodology:** It employed a descriptive research design and focused on 52 CIKAPs staff members within the county. A comprehensive survey was conducted, encompassing all 52 staff members, using questionnaires as the primary data collection tool. Data was coded by assigning numerical values to responses and analyzed using SPSS

**Revised Date:** version 26.0. The research utilized both descriptive and inferential statistics to process the data, employing descriptive measures like means, variances, frequencies, standard deviation, and median, among others, to provide a summary of the dataset. Qualitative data was subjected to content analysis. Quantitative results were presented using charts, statistics, graphs, and diagrams, while content analysis findings were conveyed through narratives.

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### Keywords:

*Stakeholder identification, Internal Stakeholder External Stakeholder interests project performance*

**Results:** The study indicated that stakeholder identification is positively and significantly linked to project performance ( $\beta = 0.318$ ,  $p = 0.023$ ).

**Unique contribution to theory, policy and practice:** There is need to conduct a comprehensive stakeholder analysis to identify all relevant stakeholders involved in the projects. This should include individuals, organizations, and community groups that have an interest or influence in the project outcomes. The study also recommends the CIKAPs to use a combination of qualitative and quantitative methods, such as surveys, interviews, and focus groups, to gather information about stakeholders' needs, expectations, and concerns. The study also recommends the CIKAPs to regularly review and update the stakeholder identification process to account for any changes or new stakeholders that may emerge over time.

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## **1.0 INTRODUCTION**

### **1.1 Background to the study**

Stakeholders have the ability to either obstruct or encourage a project. Coolman (2015) advises management to keep a careful check on partners who authorize milestones as well as those who have the authority to halt or withdraw funds from your project. The same is true for the stakeholders' advocates. Certain partners may be more significant than others as the project progresses. As a result, stakeholder stewardship is a crucial activity that is utilized to develop a common insight of all parties' aims and expectations. Throughout the stakeholder analysis and identification phase, it is important to determine who these participants are and what they anticipate from the initiative. Before trying to involve and persuade partners, it is critical to strive to appreciate the individuals with whom you will be interacting and depending throughout the duration of the project. Similarly, stakeholder management is an important discipline that is used to build a shared understanding of all stakeholders' goals and desires. It contributes to the formulation of a concept that will gain support from all individuals involved and impacted, improving the likelihood of a successful outcome (PMBOK, 2020).

### **1.2 Statement of the problem**

According to Claire (2020), the success rate of Compassion International Kenya Assisted Projects (CIKAP) within their first year of operation is observed to be less than 50%. This indicates that a significant number of these projects face challenges in achieving their intended goals. Consequently, the impact of CIKAP on poverty alleviation remains suboptimal, especially in Busia County, Kenya, where poverty levels stand at 16.8% (Kenya Data Portal, 2017). Most of the projects have been reported to be unable to meet their operational performance goals within their schedule, trickling down to project sustainability, non-completion of started initiatives, lack of monitoring and evaluation, many strategic changes thus no focus, poor documentation and reporting as well as beneficiary impact which means that the stakeholders are not able to see the results from the projects (CIKSP, 2021). Lack of sustainability of the children projects, implies that the achievement of the goal of sustainability and the implementation of such projects, presents a concern on how effective their strategic congruence practices are (Anamanjia & Maina, 2022). Kinoti (2020) attributes that their failure limits their income generation ability, thus, creating a problem of mission drift a challenge causing these projects to deviate from their intended missions (United Nations, 2019a; World Bank, 2021). Thus, poor implementation of strategic congruence practices impairs the strategic goals of the Compassion International Children projects in Nyanza towards poverty alleviation and helping to keep the children safe in terms of food, shelter, education, clothing and health care. This begs the question: how effective and transparent is the management of stakeholders in the management of CIKAP?

Given the nature of the problem inside the CIKAP, it is quite reasonable to be conscious that there are still few/restricted empirical studies that have attempted to throw light on the subject. Research has focused on the issues of stakeholder control, particularly for governmental efforts and initiatives in unique circumstances, and their conclusions are no longer generalizable to the situation of the current study (see Table 2.1). For instance, the research by Makokha (2020) was limited to projects in Kakamega County, Kenya hence it was not representative of CIKA projects in Busia County thus presenting a contextual gap. De Araújo Lima et al. (2021) looked into the case of Italian small and medium-sized enterprises but was not representative of CIKA projects in Busia County thus presenting a contextual gap. Figueiredo Filho et al. (2021)

focused on IT Projects but was not representative of CIKA projects in Busia County thus presenting a contextual gap. Tengan and Aigbavboa (2017) used secondary data following a desktop review research design and falls short of the advantages of first-hand primary data. Thus, the study presents a methodological gap. TEBEBU (2019) focused on the case of the Addis Ababa chamber of commerce and sectorial Association (AACCSA) project but was not representative of CIKA projects in Busia County thus presenting a contextual gap. This indicates that none of the empirical literature has presented findings on the case of CIKAP in Busia County Kenya thus forming the basis of the current study's argument.

### **1.3 Study Purpose**

- i. The study sought to establish the influence of stakeholder identification on the performance of CIKAPs in Busia County.

### **1.4 Research questions**

- i. How does stakeholder identification affect the performance of CIKAPs in Busia County?

### **1.5 Study justification**

The study helps in controlling of the diverse CIKAPs in making sure the powerful overall performance and crowning glory in their projects. This examine affords insights at the importance of stakeholder control, that's an important pastime used to set up a mutual expertise of all parties' pursuits and expectations. It contributes to the improvement of a concept with a view to garner assist from all fascinated and affected parties, growing the threat of a success conclusion. Since projects are the baseline of improving the economic and social capacity of the community, the study informs the community and various stakeholders of the Compassion International Kenya Assisted Project to ensure their full participation and dedication to ensure the interests of the projects are put into account. Their involvement in project management helps to ensure that the agendas and goals of the projects are implemented to success. The study would be used by academic and corporate academics to extend the body of knowledge and build a foundation for future research in the subject of stakeholder administration and venture success. Students would find the material presented in this research extremely valuable in formulating their thesis.

## **2.0 LITERATURE REVIEW**

### **2.1 Stakeholder Theory**

In 1984, R. Edward Freeman introduced this theory (Freeman, 1984), which posits that a corporation should generate advantages for all stakeholders, not solely shareholders. The stakeholder approach is grounded in the belief that ethics are inherently intertwined with business and counters the idea of a strict separation between them (Freeman & Reed, 1983; Freeman, 1994). As per Sundaram and Inkpen (2004), the aim of boosting shareholder profits aligns with a pro-stakeholder perspective. Augmenting capital investments offers managers the right incentives to embrace entrepreneurial opportunities. With more than one target function, governance becomes challenging, if not unattainable. It is far simpler to convert stakeholders into investors than vice versa (Freeman et al., 2004). According to Venkataraman (2002), employing a stakeholder perspective allows us to construct a more solid model of entrepreneurialism, one that better understands the importance of business risk. According to Sundaram and Inkpen (2021), such a strategy will contribute to mitigating risk behavior by

administrators since stakeholders other than residual cash flow claimants have incentives to discourage directors from undertaking unnecessary business hazards.

As a result, the emphasis of stakeholder theory is stated in two key issues. This helps managers to express their main stakeholders' common understanding of the value they provide. This moves the organization ahead and enables it to create exceptional achievement, as defined by both its mission and industry profitability criteria. Secondly, stakeholder theory questions what company's obligation is to partners. This forces managers to describe how they want to conduct company, what types of connections they want and need to establish with their partners in order to achieve their goals (Freeman 1994). Therefore, in the current study, the theory, therefore, forms the need for the project to first be in existence and solve the stakeholder problems and create value. In extension, the theory helps to advise the CIKAP in their identification and modelling the important stakeholders who helps to add value to the projects. As a result, this concept/theory is useful in grounding the relevance of stakeholder identification in projects.

## 2.2 Stakeholder identification and Project Performance

Kimanzi (2022) attempted to ascertain the impact of stakeholder involvement on Kitui County government project delivery. The study used a descriptive research approach, with the population comprising of 93 Kitui County public projects. The information was collected using surveys. Thematic research was used to assess qualitative data. Engagement of stakeholders was indicated to have a favorable impact on the implementation of the projects. According to the report, members of the project team should be liable to stakeholders, which would improve success of the project. Moreover, project leaders should heavily involve and engage partners, since they contribute funds for the initiative's execution.

Beldinne and Gachengo (2022) evaluated the impact of partners' resources planning on road construction endeavors in Siaya County, Kenya. 4 road building initiatives in Siaya County were the primary audience. Raw information was collected via a survey. According to the results, partners' resource planning had a favorable and considerable impact on road building initiatives. The study revealed that the financial control of partners has a significant impact on the success of road building initiatives in Siaya County. The research advised that project managers incorporate stakeholders as much as feasible in project planning, deployment, and implementation.

Makokha (2020) evaluated the impact of enterprise stakeholder behaviors on building performance of the project in Kakamega County, Kenya. The investigation used surveys to reach 1761 respondents/managers. The investigation discovered that the practices of venture partners had a considerable beneficial effect on the performance of building operations in Kakamega County, Kenya. The report advised that construction stakeholders develop explicit strategies in the decision-making process.

Shaukat et al. (2022) investigated the link between sustainability of project success. A standardized survey instrument was used to gather information from 323 project managers. According to the findings, the impacts of stakeholder involvement and team development were minimal. In practice, organizations must address self-sustaining project administration holistically by adopting and implementing essential sustainability factors into different project lifetime phases. To that end, project leaders must not only encourage stakeholder participation and collaboration methodologies, but also examine all critical project decisions through a

sustainable development lens in order to improve self-sustaining project improve delivery and develop an important perceived worth for every group of stakeholders.

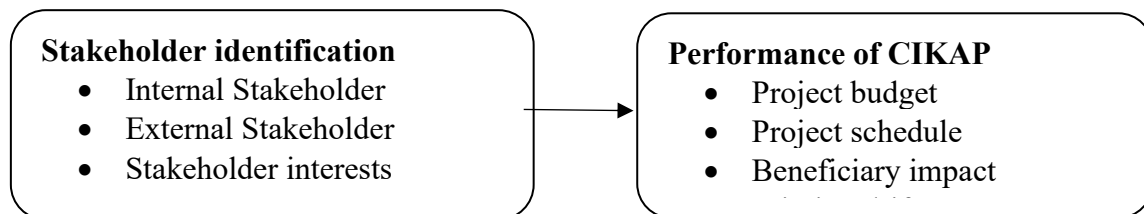
Zikargae et al. (2022) investigated the involvement of stakeholders in community initiatives aimed at improving environmental security and the livelihood of disadvantaged rural communities. Interviews, FGDs, corporate papers, and observational guides were utilized to gather information using qualitative methodologies. Dialogue, cooperation, and partnership are highlighted as significant organizing components through conceptual analysis of the data. By the engagement of participants, the research provides a unique perspective on the literature and rural community practice. Stakeholder engagement in ecological strategic planning has been shown to assist ensure better judgments supported by the public. Stakeholder involvement fosters democracy, increases responsibility, enhances quality performance, regulates social disputes, and boosts credibility.

To maximize the promise of key stakeholder engagement research, Kujala et al. (2022) aimed to explain the concept of stakeholder involvement. The study performed a literature assessment on 90 publications published in top academic journals concentrating on stakeholder involvement in the company and community, managing and planning, and ecological administration and policymaking works of literature. The research suggested that distinct stakeholder agency theories be recognized, with the understanding that interaction with one shareholder may affect involvement with those around.

### 2.3 Conceptual Framework

#### Independent Variables

#### Dependent Variable



**Figure 1: Conceptual framework**

Source: (Author, 2025)

### 3.0 RESEARCH METHODOLOGY

The study employed a descriptive research design and focused on 52 CIKAPs staff members within the county. A comprehensive survey was conducted, encompassing all 52 staff members, using questionnaires as the primary data collection tool. Data was coded by assigning numerical values to responses and analyzed using SPSS version 26.0. The research utilized both descriptive and inferential statistics to process the data, employing descriptive measures like means, variances, frequencies, standard deviation, and median, among others, to provide a summary of the dataset. Qualitative data was subjected to content analysis. Quantitative results were presented using charts, statistics, graphs, and diagrams, while content analysis findings were conveyed through narratives.

### 4.0 FINDINGS AND DISCUSSION

#### 4.1 Response Rate



The response rate refers to the percentage of individuals or entities who participate in a survey, research study, or data collection effort compared to the total number of individuals or entities who were invited or eligible to participate. It is a crucial metric in research as it directly impacts the validity and generalizability of the study's findings. A higher response rate generally suggests a more representative sample and increases the likelihood that the study's results accurately reflect the broader population. The results are presented in Table 1.

**Table 1: Response Rate**

| Response     | Frequency | Percentage     |
|--------------|-----------|----------------|
| Returned     | 47        | 90.38%         |
| Unreturned   | 5         | 9.62%          |
| <b>Total</b> | <b>52</b> | <b>100.00%</b> |

Fifty-two questionnaires were distributed to the potential respondents of the study. Out of these, 47 were filled and returned. According to Heberlein and Baumgartner (1978) a response rate of over fifty percent is appropriate in the context of descriptive research. Similarly, Babbie (2004) stated that a fifty percent response rate is suitable, sixty percent is desirable, and seventy percent is extremely noteworthy. A rate of response of 90.38 per cent in the current study is considered extraordinarily high and indicates a high degree of involvement from subjects.

#### 4.2 Descriptive Analysis Results for Project Performance

Descriptive analysis helped in summarizing and organizing data in a clear and concise manner. That is to obtain the variability of the respondents' opinions regarding project performance in terms of percentages, means and standard deviations (Table 2).

**Table 2: Descriptive Analysis Results for Project Performance**

| Statements                                                                         | 1     | 2     | 3     | 4     | 5    | M           | S D         |
|------------------------------------------------------------------------------------|-------|-------|-------|-------|------|-------------|-------------|
| Our ventures/projects achieve their functional productivity objectives.            | 21.3% | 53.2% | 19.1% | 6.4%  | 0.0% | 2.11        | 0.81        |
| Our ventures/projects achieve their technical performance objectives.              | 21.3% | 46.8% | 19.1% | 12.8% | 0.0% | 2.23        | 0.94        |
| Our ventures/projects are completed on time.                                       | 34.0% | 40.4% | 25.5% | 0.0%  | 0.0% | 1.91        | 0.78        |
| Our ventures/projects are kept under budget.                                       | 27.7% | 40.4% | 19.1% | 12.8% | 0.0% | 2.17        | 0.99        |
| Our ventures/projects outcomes exceed stakeholder aspirations.                     | 21.3% | 27.7% | 19.1% | 31.9% | 0.0% | 2.62        | 1.15        |
| Our partners/stakeholders are pleased with the initiative's outcomes and outcomes. | 27.7% | 14.9% | 31.9% | 25.5% | 0.0% | 2.55        | 1.16        |
| Our ventures/projects meet cost-benefit targets.                                   | 25.5% | 36.2% | 12.8% | 25.5% | 0.0% | 2.38        | 1.13        |
| <b>Overall Mean/Std Dev</b>                                                        |       |       |       |       |      | <b>2.28</b> | <b>0.99</b> |

The majority of responders (74.5%) disagreed or strongly disagreed with the statement, showing that the ventures/projects fall short of their functional productivity targets. The average score of 2.11 indicates a low degree of agreement overall. Similarly, 68.1 percent of respondents were not in agreement with the assumption that the ventures/projects fulfill their technical success objectives. When compared to the first statement, the average score of 2.23 indicates a somewhat larger level of dissatisfaction. The majority of respondents (74.4%)

disagreed or strongly disagreed with the statement, meaning that the ventures/projects are not finished within the specified timeframes. The median result of 1.91 shows a low degree of agreement. Similarly, a sizable number of the participants (68.1%) were of the opinion that the ventures/projects adhere to their financial restrictions. The average score of 2.17 indicates a rather low degree of agreement in this area.

While a sizable proportion of those surveyed (49%) concurred or strongly concurred with the statement, a sizable proportion (48.7%) were either opposed or strongly opposed. The average score of 2.62 suggests that there is modest consensus. A sizable proportion of respondents (42.6%) were not in agreement with the assumption that the initiative's partners/stakeholders are happy with the results. However, a sizable proportion (25.5%) agreed that stakeholders are happy. The average score of 2.55 shows a reasonable level of general agreement, but the comparatively high deviation from the mean of 1.16 indicates substantial response variance.

A sizable proportion of those surveyed (61.7%) were not in agreement with the assertion that the ventures/projects satisfy their cost-benefit objectives. In comparison, 25.5% agreed that they do. The average score of 2.38 shows a reasonable level of general acceptance, but the comparatively high standard deviation of 1.13 indicates significant response variability. The median value for all assertions is 2.28, indicating a modest level of consensus or discord. The standard deviation of 0.99 indicates that the replies are diverse, reflecting a range of perspectives among those who responded.

#### 4.3 Descriptive Analysis Results for Stakeholder Identification

Descriptive analysis helped in summarizing and organizing data in a clear and concise manner. That is to obtain the variability of the respondents' opinions regarding stakeholder identification in terms of percentages, means and standard deviations (Table 3).

**Table 3: Descriptive Analysis Results for Stakeholder Identification**

| Statements                                                                                                                                            | 1     | 2     | 3     | 4     | 5    | M           | SD          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|-------|-------|------|-------------|-------------|
| The project directors have the capacity to identify trustworthy stakeholders for the success of the project                                           | 55.3% | 31.9% | 12.8% | 0.0%  | 0.0% | 1.57        | 0.71        |
| The available stakeholders are committed to the project management goals/objectives                                                                   | 6.4%  | 59.6% | 27.7% | 6.4%  | 0.0% | 2.34        | 0.70        |
| The project directors look for decision making qualities that will spearhead the project goals                                                        | 46.8% | 34.0% | 12.8% | 6.4%  | 0.0% | 1.79        | 0.91        |
| The stakeholders sought for should be willing to participate in every aspect of the project process                                                   | 46.8% | 40.4% | 12.8% | 0.0%  | 0.0% | 1.66        | 0.70        |
| The stakeholders have good project management skills such as risk identification in order to contribute effectively in the project management process | 21.3% | 38.3% | 34.0% | 6.4%  | 0.0% | 2.26        | 0.87        |
| The project directors prioritize stakeholders by authority and degrees of involvement and levels of risk threats                                      | 6.4%  | 46.8% | 34.0% | 12.8% | 0.0% | 2.53        | 0.80        |
| <b>Overall Mean/Std Dev</b>                                                                                                                           |       |       |       |       |      | <b>2.03</b> | <b>0.78</b> |

The majority of survey respondents (87.2%) voiced dissent or severe dissent on project directors' ability to recognize trusted partners. The average score of 1.57 suggests that there is

a general lack of agreement on this topic. A sizable proportion of respondents (66%) were not in agreement with the notion that current stakeholders are completely committed to achieving project administration objectives and targets. A mean rating of 2.34 indicates a considerable amount of general disagreement. In terms of whether directors of the project seek decision-making traits that correspond with the project's primary objectives, a sizable number of respondents (80.8%) indicated opposition or strong opposition. The average score of 1.79 shows a low degree of agreement overall. Furthermore, 87.2 percent of respondents were of the opinion that targeted stakeholders should be eager to participate in all aspects of the project process. The mean score of 1.66 indicates a poor overall degree of agreement. A significant proportion of respondents (59.6%) were skeptical or strongly skeptical that participants had great management of projects abilities, particularly the capacity to detect hazards. Overall, an average grade of 2.26 suggests a considerable amount of dissent.

Furthermore, a sizable proportion (53.2%) of respondents were of the opinion with the idea that project managers prioritize interested parties based on characteristics such as authority, levels of engagement, and the possible danger of hazards. However, 12.8% of those polled agreed with this assertion. Overall, the mean score of 2.53 indicates a considerable amount of dispute. The average mean score for all assertions is 2.03, indicating a moderate amount of dispute. The deviation from the mean of 0.78 indicates that there is some variation in the replies, reflecting a wide variety of perspectives among the respondents.

#### 4.4 Correlation Analysis

**Table 4: Correlation matrix between Stakeholder management and Project Performance**

| Correlations               |   | Project Performance | Stakeholder identification |
|----------------------------|---|---------------------|----------------------------|
| Project Performance        | R | 1                   |                            |
| Stakeholder identification | R | .675**              | 1                          |

\*\* Represents 2 tailed significance at 0.01

Table 4 shows that there is a positive and significant association between stakeholder identification and performance of projects funded by the Compassion International in Busia County, Kenya ( $r=0.675^{**}$ ,  $p > 0.05$ ). The strong and positive linearity between stakeholder identification and project performance indicates that effectively identifying and engaging stakeholders plays a crucial role in project success. It implies that projects that prioritize identifying the right stakeholders and understanding their needs and expectations are more likely to achieve better performance outcomes. The findings agree with Makokha (2020) who discovered that the practices of venture partners had a considerable beneficial effect on the performance of building operations in Kakamega County, Kenya. Kujala et al. (2022) suggested that distinct stakeholder agency theories be recognized, with the understanding that interaction with one shareholder may affect involvement with those around.

#### 4.5 Regression Analysis

**Table 5: Model of Fitness for between Stakeholder management and Project Performance**

| Model | R     | R <sup>2</sup> | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------------|-------------------|----------------------------|
| 1     | .796a | 0.633          | 0.599             | 0.551721                   |

Table 5 displays an R value of 0.796, signifying the correlation between the projected project performance values and the actual observed values. This R value suggests a robust and positive linear relationship between the independent variables and the dependent variable. The R-



squared value of 0.633 signifies that collectively, stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation contribute significantly to the fluctuations in project performance. The adjusted R-squared, at 0.599, is slightly lower than the R-squared, suggesting a minor degree of overfitting.

**Table 6: ANOVA for between Stakeholder Management and Project Performance**

|            | Sum of Squares | Df | Mean Square | F      | Sig.  |
|------------|----------------|----|-------------|--------|-------|
| Regression | 22.093         | 4  | 5.523       | 18.145 | .000b |
| Residual   | 12.785         | 42 | 0.304       |        |       |
| Total      | 34.877         | 46 |             |        |       |

The outcomes of the ANOVA (Table 6) reveal that the regression model holds significance, which is evidenced by the F-value - 18.145, p-0.00). A larger F-value indicates a notable impact of the regression model on explaining the dependent variable.

**Table 7: Regression Coefficients for between Stakeholder Management and Project Performance**

| Variable                   | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|----------------------------|-----------------------------|------------|---------------------------|--------|-------|
|                            | $\beta$                     | Std. Error | Beta                      |        |       |
| (Constant)                 | -0.552                      | 0.364      | –                         | -1.516 | 0.137 |
| Stakeholder identification | 0.318                       | 0.257      | 0.196                     | 1.237  | 0.023 |

The results indicate that stakeholder identification is positively and significantly linked to project performance ( $\beta = 0.318$ ,  $p = 0.023$ ). The findings agree with Kimanzi (2022) and Beldinne and Gachengo (2022) who revealed that the financial control of partners has a significant impact on the success of road building initiatives in Siaya County. Makokha (2020) also discovered that the practices of venture partners had a considerable beneficial effect on the performance of building operations in Kakamega County, Kenya. According to Zikargae et al. (2022), stakeholder engagement in ecological strategic planning has been shown to assist ensure better judgments supported by the public. Stakeholder involvement fosters democracy, increases responsibility, enhances quality performance, regulates social disputes, and boosts credibility

## 5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Summary of the result findings

Based on the descriptive results, the mean score for all statements reflects a moderate level of overall disagreement. The correlation analysis reveals a strong, statistically significant positive relationship between the identification of stakeholders and the performance of projects funded by Compassion International in Busia County, Kenya. This robust positive correlation underscores the pivotal role of effectively identifying and engaging stakeholders in achieving project success. The regression analysis further affirms this relationship, indicating that a one-unit increase in stakeholder identification corresponds to a corresponding unit increase in project performance.

### 5.2 Conclusion

The findings also imply that that projects that prioritize identifying the right stakeholders and understanding their needs and expectations are more likely to achieve better performance

outcomes. Conducting thorough assessments of potential risks associated with stakeholders allows for proactive planning and mitigation strategies, ultimately enhancing project performance. The findings also imply that that open and transparent communication channels, both within the project team and with stakeholders, can enhance understanding, collaboration, and alignment of goals, leading to improved project outcomes. The findings suggest that adequately recognizing and rewarding stakeholders for their contributions can enhance their motivation, commitment, and engagement, ultimately improving project performance.

### **5.3 Recommendations for practice**

There is need to conduct a comprehensive stakeholder analysis to identify all relevant stakeholders involved in the projects. This should include individuals, organizations, and community groups that have an interest or influence in the project outcomes. The study also recommends the CIKAPs to use a combination of qualitative and quantitative methods, such as surveys, interviews, and focus groups, to gather information about stakeholders' needs, expectations, and concerns. The study also recommends the CIKAPs to regularly review and update the stakeholder identification process to account for any changes or new stakeholders that may emerge over time.

### **5.4 Acknowledgement**

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