ROLE OF COMMUNICATIONS IN ENVIRONMENTAL POLICY IMPLEMENTATION IN KENYAN URBAN SET-UPS: A CASE STUDY OF LUTHULI AVENUE EXPANSION PROGRAMME IN NAIROBI CITY COUNTY

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A RESEARCH PROJECT SUBMITTED TO DEPARTMENT OF JOURNALISM AND MASS COMMUNICATION, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN COMMUNICATION STUDIES AT THE UNIVERSITY OF NAIROBI
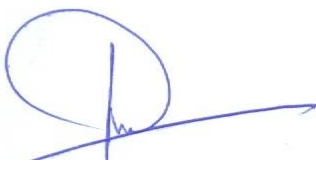
DECEMBER 2023

DECLARATION

I, the undersigned, declare that this Research Project is my original work and has not been submitted to any other college, institution, or university other than the University of Nairobi for academic credit.

Signed: _____ Date: 9TH DECEMBER 2023

Emmanuel Mutisya Ngui

K50/11842/2018

This Research Project has been submitted with my approval as the appointed Supervisor.

9TH DECEMBER 2023

Signed: _____ Date: _____

Prof. Silas Oriaso
Supervisor
Department of Mass Communication and Journalism

DEDICATION

To my esteemed colleagues in environmental policy,

This project is dedicated to you, the tireless champions of our planet, who navigate the complex intersections of policy, science, and diplomacy with unwavering dedication. Your commitment to fostering international cooperation for the preservation of our environment has been a source of inspiration throughout this journey.

May the findings within these pages contribute a modest spark to the flame of your collective efforts. It is my sincere hope that the insights garnered from this study provide valuable perspectives, tools, and perhaps even a touch of encouragement as you continue your crucial work.

In the face of global challenges, your passion and expertise illuminate a path forward. Together, let us strive for a world where diplomacy and environmental stewardship harmonize for the well-being of our planet and future generations.

ACKNOWLEDGEMENT

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ABBREVIATIONS AND ACRONYMS

BCC	Behaviour Change Communication
BRT	Bus Rapid Transport
CBD	Central Business District
EPF	Environmental Policy Formulation
i-CMiiST	Implementing Creative Methodological Innovations for Inclusive Sustainable Transport Planning
KII	Key Informant Interviews
LAEP	Luthuli Avenue Expansion Programme
NCC	Nairobi City County Government
PSV	Public Service Vehicles
SEI	Stockholm Environment Institute
SPSS	Statistical Package for Social Scientists
UNEP	United Nations Environment Programme

ABSTRACT

Public communication is defined in this study as the duty of the government to enlighten the populace, pay attention to their concerns, and act in their best interests. Political communication, on the other hand, is associated with partisan debate, elections, or specific political individuals and parties. The absence of clear models to implement communication strategies in Kenya's county governments has significantly undermined the efforts towards bridging policy and science. Environmental Policy Formulation (EPF) and implementation remains a critical yet complex process among local governments and organizations globally. Successful policy implementation requires a strategic approach to dealing with perceptions and reactions from members of local communities. Policy making occurs in stormy political, social, and economic environments as effected from emerging trends, issues, and high level political and international events such as the COP 15 and COP 27. Explaining the gaps between science and policy remains a low-key topic following scarcity of information, mis and dis-information between local governments, environmental organizations, and public. Data for this study was collected from Nairobi City County Government (NCC) using self-administered questionnaires, Key Informant Interviews and focus groups' discussions with staff from the county government, policy organizations involved with the Luthuli Avenue Expansion Programme (LAEP) and Nairobi residents concluded the data collection phase. This included a sample of 10 county officials and 10 policymakers in Kenya working on specific projects with the NCC. A focus group discussion involving 15 persons' views from 10 local businesspersons operating in Luthuli Avenue including *boda-boda* riders, taxi operators, hawkers and exhibition vendors was taken into consideration. A descriptive study research design was adopted, where the content analysis was used to analyse data collected from open ended questions of mixed method nature. The presentation was done using frequency and percentage scores in a tabular format. This work applied the Participation Theory provided a clear guide in investigating whether the LAEP which NCC worked with implementing parties involved local communities as a step toward the realization of self-reliant sustainable development. In addition, organizations should create value for all stakeholders, not just shareholders as R. Edward Freeman (1984) provides direction in his Stakeholder Theory to question the capacity of public involvement in the implementation of LAEP. This study focused on how communications and environmental policy needs to be shaped to work together for public's effective consumption, participation in implementation of environmental policies in providing a realistic role, relevance, and guidance towards fulfilling the Sustainable Development Agenda 2030.

CHAPTER ONE
INTRODUCTION

1.0 Overview

In this chapter, public perceptions of environmental change and its risks were critically introduced. The research on landscape and ecosystem change was also discussed, although the chapter largely concentrated on climate change because it had received a lot of attention recently. The chapter made use of mixed method studies from numerous studies in the fields of psychology and allied fields. Studies on attitudes and concerns about environmental policies were reviewed in the context of behavioral change among local communities in their reactions towards awareness and knowledge of environmental policies. The effects of communication and environmental policies on public attitudes were then discussed. Implications round up the last portion.

1.1 Background of the Study

Environmental change has negative effects on emotional, mental, physical, and family health, and three decades of research have yielded a detailed picture of the behaviors that differentiate distressed from non-distressed communities as affected by implementation of environmental policies in Kenya's Nairobi County (Mbugua and Kigamwa, 2021). Over the years, news reports made headlines in local media and tried to paint a more textured picture of lack of awareness of existing environmental policies following forced land evictions during the construction of a national railway line running across the Nairobi National Park. Demolitions of public and private owned property such as often reported in Kenya's Kibera Slums, de/construction of bars and night clubs next to academic institutions and within residential areas, the origin and goal behind the policy led to banning the use of plastic bags in Kenya. The approach to decongest Nairobi city through use of the Bus Rapid Transport (BRT) system resulted to banning Public Service Vehicles (PSV) from accessing the Nairobi Central Business District (CBD) and the decision to modify Luthuli Avenue to a cyclist friendly avenue within the CBD (Njenga, 2022).

Systematic research on devolved governance in Kenya became the building block of the research studies on environmental policy implementation and awareness among local communities among researchers who wanted to better assist Nairobi residents to best understand their participatory roles in local governance (Kinywa and Ochieng, 2018). In the more than a decade of devolved county governance since Kenya adapted the new Constitution 2010, local county governance

assumed a special status in the literature on environmental governance, environmental diplomacy, and the role of communications in the implementation of environmental policies as evidenced by three indices. First, many of the most influential theories of communication for behavior change (BCC) tend to reflect the view that " *Changing* behavior *is often necessary to tackle societal problems, such as obesity, alcohol abuse, and debt problems* " (Ogola and Obura, 2021). Second, O'Leary (2010) on guerrilla government showed that public employees who failed to support governmental actions sabotaged public policies. More tailored to behavior change interventions, John (2018) showed that various government interventions failed to meet expected public behavior changes and therefore led to government projects' backfiring. John also noted that using insights from behavioral science improved the effectiveness of policy instruments.

The Global Context

Studies done in nations such as USA, UK, Italy, China, and Japan documented that policy implementation failed following linkages to lacking sufficient awareness among public on existing policies and the governments failing to acknowledge the power in the participatory role of public in supporting the implementation of environmental policies (Fakayode, 2021). Johnson (2019) introduced an argument that communication outreach material showed popularity with governments implementing foreign policies across the world. These foreign policies enabled local governments build a resilient world towards Sustainable Development. Foreign policies often provided cost-effective solutions for people and the planet. (Sachs, 2015). They offered some of the smartest 'win-win' investments to sequester carbon and reduce emissions, provided climate resilience and adaptation, and supported biodiversity, among other global transboundary benefits (Heller and Gopalakrishnan, 2018).

The world needed bold leadership on implementing foreign policies (Haas, 2021). The race was to step up localization of implementation of environmental policies, as elaborated in the recent United Nations Environmental Assembly, held in 2022, which concluded with 14 resolutions for Sustainable Development including advancing a global End Plastics campaign (UNEA, 2022). Doing so required that foreign policies are mainstreamed throughout all governance levels with sustainable financial arrangements and strategic processes; increased resource mobilization and it needed to be ensured that appropriate communication safeguards were put in place so that those actions were not only inclusive and sustainable for the success of the set programs but also made

sure that the success ensuring environmental integrity and securing biodiversity were achieved with the input of local communities (United nations, 2015). This was stressed that implementation of localizing foreign environmental policies embraced the need for rapid, deep, and sustained communication strategies and communication modelling to improve action for adaptation and resilience to and mitigation of climate change and its impacts (Adger, Arnell & Tompkins, 2012).

Nairobi City County (NCC) Context

Climate change and promotion of urban forestry make up among the top strategic developmental pillars for NCC through the county government's Green Nairobi Initiative (GNI). (County Government of Nairobi, 2020). GNI encompasses: Environment, Water, Food and Agriculture which make up the most political sectors in any sitting government. Christopher (2013) noted that information and communication material became more accessible to the public with the evident technological advancement realized in the last decade. New information sharing platforms such as social media and other new media channels sprung up to change the way governments sieved information meant for public consumption. (Mergel, 2013). Despite the reduced gatekeeping gap on what the realities were regarding safeguarding the environment, investors continued to coerce businesspersons in Nairobi to pave way for environment friendly development that led to a circular economy without providing proper detailed information regarding development strategies (Kanyiva, 2019). Even in such a new age and technologically advanced world with communication experts, models and action plans created to implement environment policies, local business operators continued to face forced evictions which involved demolition of public and private owned property, harassment and bullying from city "askaris" dubbed *kanjo,* to name but just a few issues (Gitau, 2018).

Luthuli Avenue Context

Muli and Ndirangu (2017) presented findings from a case study on urban traffic congestion in developing countries which concluded Luthuli Avenue as a notorious traffic blackspot, earning a reputation as one of the most congested thoroughfares in the city. A major road near the city's central business district, and a hub for technology shops, Luthuli Avenue was heavily polluted, incessantly noisy, and incredibly dangerous – with pedestrians walking among the chaotic stream of vehicles, cyclists, and delivery carts. (Babanyara and Gitau, 2020). NCC reinvented Luthuli

Avenue as a city showcase. A key stretch of the road gave cyclists a dedicated lane. Pedestrians now meander along wide walkways, lined with benches and newly planted trees. With the noise and fumes reduced, walkers have reason to linger, and businesses have seen an increase in footfall. (Kiarie, 2019).

Drawing insights from a study about urban planning in Nairobi, Ockwell, Whitman, and Mulugetta, (2019) probed that LAEP had the potential to expand the traditional urban planning toolkit – it incorporated art, poetry, storytelling, photography, 3D models, and mapping – and to brought more people to participate in the process of urban planning. The goal of the British Academy-funded project Implementing Creative Methodological Innovations for Inclusive Sustainable Transport Planning (i-CMiiST), which was overseen by the Stockholm Environment Institute (SEI), was to encourage innovative partnerships between artists, policymakers, planners, NGOs, the private sector, and experts in urban development. (Stockholm Environment Institute, 2022)). The objective was to investigate the potential advantages of collaborating to build urban infrastructure alleviated some of the problems with urban life. The May 2019 Luthuli Avenue Expansion Programme was dubbed a "legacy project" and set the pace for the First UN-Habitat Assembly discussions about "Innovation for Better Quality of Life in Cities and Communities". (UN-Habitat, 2019). Through a three-way collaboration, the redevelopment was carried out, with funding provided by UN-Habitat, the World Bank, and the government of Nairobi City County. (Stockholm Environment Institute, 2022).

1.2 Statement of the Problem

Whereas policy implementation is good in policy development, the way stakeholders responded to such policy interventions pointed to how communication was relayed to them. María and Vilma (2018) through their study on public sector communication explained that policy implementations often failed following gaps in communications between local governments and the public. In 2019 the Nairobi County embarked on a plan to expand Luthuli Avenue through a decongestion plan to transform the street into a one-way cyclists' friendly route. (Collins, 2019). As a result, long vehicles were no longer allowed to operate along the avenue. Additionally, business spaces used for the purpose of matatu bus stops, bodaboda pick up and drop off sections, hawking points and street vendors were replaced with pedestrians' pathways and relaxing benches.

Previous studies, see for instance Moses (2019), show that LAEP received positive publicity from the media and cases affecting the public interests were shadowed by the success reports projected from the project. He also pointed out that during the commissioning of the project, local business operators were at a last minute forced to evict from using Luthuli Avenue as was now a designated development area. Hilary, (2019) reported that two months past the project's set completion date, engineers noticed that the drainage system also required improvement. This introduced a further phase of conflict between business owners and the Nairobi County following delayed reopening dates for shop owners and affected matatu operators. These recurring conflicts- events raised the question of whether communication was relayed to the local community and how it was relayed to achieve a common understanding to enable both the implementation and reason for delay. Muhiuddin and Higginbotham (2018) in a similar study observed that, to achieve specific ambitious goals, such as SDG 2030 and Africa Agenda 2063, county governments prioritized public communication.

This study was built upon the United Nations Secretary General (2021) report which pointed out the significance of bridging the gaps in localizing communication strategies used in implementing foreign environmental policies. It therefore helped in understanding the mis/dis-communication of the Luthuli Avenue Programme (LAEP) as demonstrated in conflicts reported between the public and the Nairobi City County during the implementation of the LAEP and looked into communication preferences for the local governments and how and why these preferences had failed to prevail. To the best of my knowledge, no study had been done to investigate the role of communications in environmental policy implementation among Kenya's county governments with a specific implementation of LAEP in Nairobi to help understand to what extent NCC helped the public to understand the LAEP.

1.3 Study Objectives

1.3.1 General Objective

The general objective of the study was to investigate the role of communications in environmental policy implementation among Kenya's County governments with a specific implementation of LAEP in Nairobi to help understand to what extent NCC helped the public to understand the LAEP.

1.3.2 Specific Objectives

The specific objectives of the study were to:

a) Explore the communication strategies employed by NCC for public outreach regarding the Luthuli Avenue Expansion Programme (LAEP).

b) Investigate the involvement of various stakeholders and their communication strategies within LAEP.

c) Evaluate how NCC's communication strategies have influenced community understanding, attitudes, and behavioral intentions towards the LAEP.

1.4 Significance of the Study

The study was timely to a time when United Nations Environment Programme (UNEP) implemented its newly adopted UNEA 5.2 Resolution where governments agreed to negotiate an internationally legal binding instrument by 2024 to end plastic pollution and established a science-policy panel on chemicals and waste that prevented pollution (Nabhi,2023). By this resolution the Assembly agreed to set up an Intergovernmental Negotiating Committee (INC) that drafted a legally binding agreement by 2024. Delocalizing this global move at a county level benefited Kenya's county governments at large as the country transitioned to a new governance after its general elections in 2022. Nairobi County was targeted as the first county to implement the strategic approaches from UNEA 5.2 Resolution.

Building on commitments to step up implementation of environmental foreign policy, this study contributed towards exchange for best practices and lessons learned on Nairobi County implementation and scaling up among the 47 Kenya's counties, providing the opportunity for both a broad exchange on communications for development and a specific focus on environment.

1.5 Scope and Limitations of the Study

The study was carried out among government and intergovernmental officials in charge of implementing environmental policies to local county governments. The study only covered the communications divisions implementing environmental campaigns. Use of questionnaires was enriching to this study but due to unpredictable internally binding legal instruments, the researcher was unable to collect adequate data from the study. The study was also carried out during

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Kenya' s 2022 post-elections period which experienced an aftermath of popular protests from the government's opposition through a protest strategy dubbed *maandamano* which affected the roadmap set for the study.

1.6 Operational Definitions

Communication behavior: In this study refers to how individuals articulate their perceptions towards implementation of the LAEP.

Conflict escalation: This is when NCC collides with its stakeholders including the public resulting in reported cases of forced evictions among city residents, harassment from *kanjo*, etc. In escalation, negative comments fuel an increasing expression of frustration.

Public: The people who make up the community constituting Nairobi residents, businesspersons operating along Luthuli Avenue with a right to participate in the matters of urban planning.

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CHAPTER TWO

LITERATURE REVIEW

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2.1 Introduction

This chapter contained a literature review of the study on the role of communications in environmental policy implementation in Kenya urban set ups, on a case study of Luthuli Avenue Expansion Programme implemented in Nairobi. The chapter began with a literature review followed by review of related empirical studies then by giving a theoretical framework of the study and ended with a conceptual framework.

2.2. Communication strategies employed by NCC for public outreach regarding the Luthuli Avenue Expansion Programme

Effective communication played a pivotal role in the successful implementation of environmental policies within urban settings. Studies showed that clear and targeted communication strategies were essential in conveying the objectives, benefits, and requirements of environmental policies to diverse urban populations (Johnson & Brown, 2019). Furthermore, research highlighted the significance of tailored messaging and channels that resonated with urban communities to foster engagement and compliance with environmental regulations (Jones & Smith, 2021). To achieve a sustainable future, communication encouraged environmentally friendly behaviors among the public and promoted the execution of environmental legislation (EEA 2017). According to the Environmental Communication Institute (2022) publication article about environmental communication and its linkages to human interventions, raising awareness, altering behavior, swaying public opinion, promoting policies, resolving disputes, and passing legislation are all critical functions of environmental communication.

Wolters (2022) discussed environmental law in Bosnia and Herzegovina to explain that the degree of public awareness of environmental concerns determined how much participation the public had in environmental management and protection. Organizations shared and received information pertinent to environmental management systems through communication, including details about important environmental components, environmental performance, legal requirements, and suggestions for ongoing environment improvement programmes (Rowe and Limin, 2019).

Communications' primary objective was to inform the concerned audience about the best ways to handle arising hazards as Syed and Rehman (2020) argued on the critical success factors of the green supply chain. Syed and Rehman further argued that environmentally friendly image also known as green image and reputation was a key driver of green supply chain management that offered a greening image-perception among stakeholders involved in the supply chain. This aspect was wholly dependent on the application of communications approaches and tools that influenced public perceptions about greening initiatives (Leicht, Alexander, Heiss, Julia, Won Jung Byun, 2018). Therefore, the goal of environmental communication was to inform the public about preventing environmental dangers and effectively inform stakeholders about mitigation approaches to achieve wholly inclusive sustainable strategic environmental programmes' implementation procedures (NIC, 2021).

In the efforts to providing an accessible analysis to environmental programmes, SAMHA (2020), pitched that effective public communication played an important role to public health policymakers and practitioners, business and community leaders, health advocates, educators, and journalists in synergizing their approaches in implementing a decade of action towards achieving a uniform sustainable goal of safeguarding the life on planet earth by 2030. A company's dedication to speaking honestly and authentically about its sustainability strategy, goals, and initiatives helped to effectively engage stakeholders, forge a competitive advantage, and enhance their reputation. (OECD, 2019).

2.3 Environmental Communication Imperative

Volker (2019) attempted to explain the new realities in foreign affairs in the 21C by arguing that that any environmental group's communications operations considered the significant shifts in how and where people received news and information, especially if that organization relied heavily on traditional news sources to fulfill its public information duties. Communication channels have multiplied dramatically in recent years highlighting obstacles that must be removed to improve the comprehension of the interactions between humans and aspects of global change and relying on such communication channels to guide a common environmental global goal (UN, 2021).

It became more difficult to communicate with a community that was dispersed across the numerous platforms used to receive news and information, even though there were more channels

for communication and usage grew quickly (Nripendra, Emma, Slade & Ganesh, 2019). This posed a challenge to the organization's efforts to communicate effectively to the masses (Andrade, José, Ruão & Teresa, 2022). Sharing information fed communication desired between the public and any organization through building social connections—while the absence of communication motivation hindered science communication (NAS, 2020).

It was necessary for environmentalists, policymakers, and governments enforcing environmental policies to be able to communicate with the entire community, but more frequently they concentrated on a specific population, such as a neighborhood, children, the elderly, or those who have been affected by a specific type of new development (UNDESA, 2020). Governments and other organizations that make policies were able to communicate swiftly in a range of languages using the channels that the target public understood (UNESCO, 2020). In addition to learning how to use current media more effectively, policy makers and implementing governments understood and were experts in all emerging and developing communications technologies that were available to the target demographic (Miao, Fengchun, Mishra, Sanjaya, Orr & Dominic, 2019). They used the techniques that had the best probability of engaging with the target audiences and were far more aware of how the public obtained information (Nripendra, Rana, Emma, Slade, Ganesh & Sahu, 2019). Additionally, they also used the strategies that were most likely to reach the intended audiences while disseminating information (Michael, Don & Chaney, 2020).

The LAEP served as a pertinent case study to investigate the communication strategies employed by relevant authorities for public outreach in urban development projects. Studies have shown that transparent and accessible communication channels, coupled with timely updates and community engagement events, were critical in building trust and garnering support for urban development initiatives (Gomez & Rodriguez, 2017). Additionally, research underscored the importance of comprehensive communication strategies incorporating multiple communication mediums, such as social media platforms and community meetings, ensured comprehensive outreach and information dissemination (Johnson, 2018).

2.4 Public image and perceptions on environmental policy implementation

Governments and policy bodies, in their steadfast commitment to environmental stewardship and sustainable development, diligently orchestrated a multitude of programs aimed at not only

implementing but also intervening in environmental policies on an annual basis (Hailemariam, 2022). These encounters left a lasting impression on how the local governments operated, which is rarely communicated to the public (SAMHSA, 2020). If a member of the public felt that a developmental intervention was unjustified or unconstitutional then such a person had no room to challenge the developmental cause at the implementation or completion stages owing to lack of access to adequate information, capital muscle to engage in legal battles, to mention but just a few (Brabandere, Gazzini & Kent,2021).

Nearly as essential as the public's impression of the local government's concern for the general welfare of its residents, so was the public's engagement and experience in the implementation of local programmes (Torfing, Andersen & Greve, 2021). This was a particularly difficult communications challenge for the environment policy implementors as every interaction between the local government and the public contributed to the public's image and community perceptions of effectiveness of new environmental developments (UN, 2021). According to Joseph (2021), local governments were essential in building relationships with the people that enabled them to discuss the government's effective performance in general and gave locals' demands top priority. Volker (2019) argued that local government representatives on the other hand used this diplomatic technique to subtly ensure that they had the chance to address organizational and individual problems with the implementation of local environment development programs without bringing such issues up in public.

2.5 Transparency and participatory communication approach

Establishing and sustaining a transparent environmental policy implementation structure was more difficult to implement in 3rd world countries such as Kenya than it was done in high-tech countries in today's world. (UNDESA, 2020). OECD (2019) points out that reports, statistics, call logs, urban maps, links to authorities, media, policy drafts, and a wide range of other information were typically provided on the websites of participating implementing organizations that aimed at funders and hardly ever reach the public. Transparency objective was usually taken into consideration when determining what information was shared with the public and how much was disclosed, when it should be disclosed and be shared with the public, and to whom (Dunning, Grossman and Humphreys, 2019). This often led to leaving out public participation in the whole process. (Landau and Lerner · 2019). The public's perception and image of environmental policies

and projects significantly influenced their success. Studies indicated that positive public perception and a favorable image of environmental policies were correlated with increased public compliance, support, and overall project success (Wilson & Brown, 2020). Conversely, negative perceptions or misconceptions about policies led to resistance, delays, and even project failure (Gonzalez & Smith, 2019). Therefore, understanding and managing public perception was crucial in ensuring the effective implementation of environmental policies in urban areas.

United Nations (2021) Secretary General's report tackled the concerns about the objectivity of the investigation and the privacy regulations governing the implementation of established policies or new developmental agenda. The Secretary general elaborated that more transparency in the implementation of environmental policies or developmental programs was mandatory. Some states made personnel records public, although the majority failed to produce these records to the public such as with a past news article where Kenya's former President promised to share details about the accounting and auditing reports from the standard gauged railway project but failed to produce the information amid journalists' follow ups and netizens constant reminders. (Nation, 2022).

2.6 Theoretical framework
The study was guided by the following two theories, namely Participatory Theory and Stakeholder Engagement Theory.

2.6.1 Participatory Theory
To different people in various contexts, participation implied different things. At the same time, public engagement was not a brand-new concept, and it had many historical roots (NAS 2017). This was primarily because various organizations and scholars understood the concept differently (Stenson, 2022). Using the World Bank as an example, Edwards. (2023) redefined participation as a process by which stakeholders influenced and shared power over development efforts, decisions, and resources that affect development. It was widely accepted in modern development practice that local people's participation in the design and implementation of projects and programs was essential to the process development took on its full meaning (Leicht, Alexander, Heiss, Julia, Won & Jung, 2018).

Thus, the concept included local people in development methods that had an influence on their lives gained momentum in the process of human empowerment and development (UNDESA, 2020). Since their emergence in the 1980s and 1990s participatory approaches, methodologies, and techniques have developed as a reaction against conventional research methods and because of the failure of the "top-down" or growth models of development (Chambers, 1994). These methodologies, approaches, and techniques emphasized the importance of local people's participation in development processes through the medium of development projects and programs (Almusaed, Almssad & Hong, 2020). This theory opened unique discussions surrounding socio-cultural, economic, and political variables that determined local communities' engagements and participation during the LAEP implementation as well as dived into conditions which promoted more individual and social control over project and program initiatives.

2.6.2 Stakeholder Theory

The Stakeholder Theory of organizational management and corporate ethics addressed morality and values in managing a business (Freeman, 1984). An organization eventually failed, in Freeman's opinion, if it imposed its projects on communities in a way that harms them (Harrison, Barney and Freeman, 2019). The stakeholder theory was an ideology that made sure businesses were held accountable to their stakeholders and that conflicting stakeholder interests were balanced (Filho 2019). He also added that business executives must engage stakeholders consistently and resolutely, according to stakeholder theory. Applying the principles of stakeholder theory increased the understanding of how NCC engaged its communications department in the LAEP and the effectiveness of the communication about LAEP as shared to the public.

2.7 Conceptual Framework

A conceptual framework is defined as a logically developed network of interrelationships among variables deemed to be an integral part of the dynamics of the situation being investigated.

Dependent Variable

Independent Variable

Communication s Strategies

Environmental Policies

Perceptions

Participation

Redefining communication

strategies

Intervening Variables
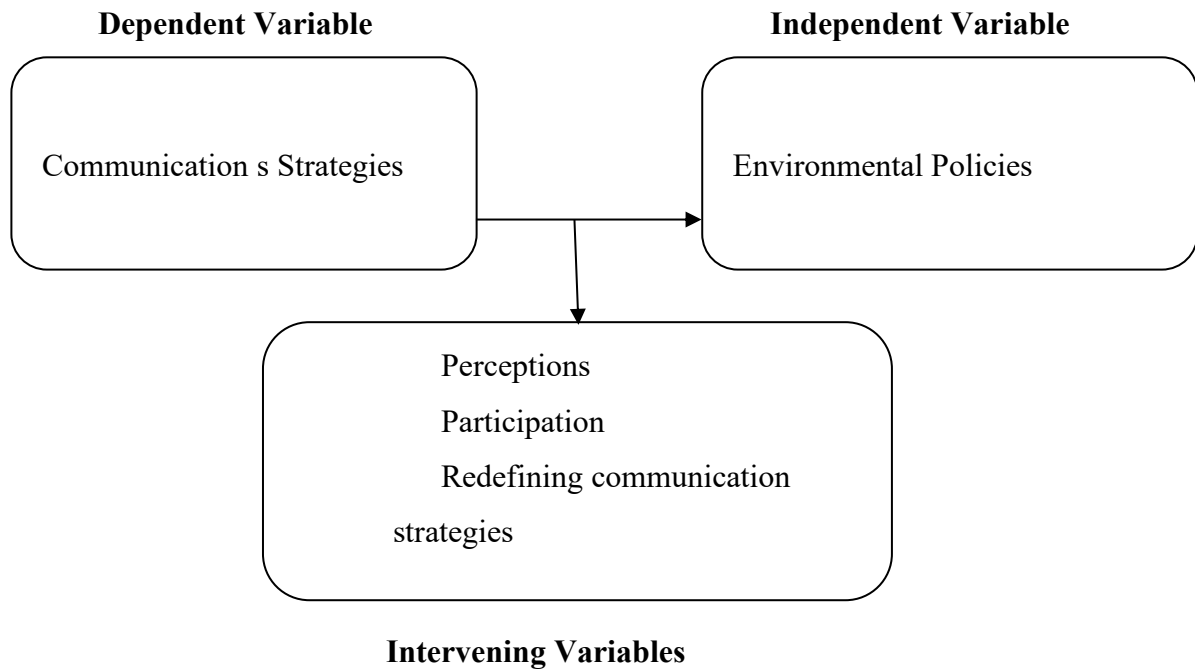
Figure 2.1: Conceptual Framework

CHAPTER THREE
RESEARCH METHODOLY

3.1 Introduction

The chapter described research methodology that guided the study. This includes, research design and approach, study site, research method, study population, population sample, sampling method, data collection and research Instruments, validity and reliability, data analysis and ethical considerations.

3.2 Research Design

The study adopted descriptive research in a case study design to carry out the research which aimed to investigate the extent to which NCC helped the public to understand LAEP. As Kothari (2014) explained., this study was concerned with describing the characteristics of local community members who have been actively using Luthuli Avenue. Guided by Creswell and Creswell (2017), the researcher explored the satisfaction of communication and practical challenges as evidenced between the local communities and NCC during the implementation of LAEP as well as approaches for overcoming these barriers (Creswell and Creswell, 2017).

3.3 Study Site

The study was conducted in Nairobi County's Luthuli Avenue. The preference for selecting Luthuli Avenue was because it was a recent global success reported in the last 5 years as a model street for future urban planning for Nairobi streets. Luthuli Avenue also had a high population number with stakeholder categories required for this study including *bodaboda* riders, taxi drivers, hawkers, *matatu* operators, retail shop vendors and *kanjo.* Luthuli Avenue was also accessible to the researcher considering convenience and proximity factors owing to available budget allocation. The researcher was a student depending on self-sponsorship to fund the study.

3.4 Study Population

The study population consisted of *bodaboda* riders, Matatu operators, shop vendors operating along Luthuli Avenue. The researcher carried out a reconnaissance study where he talked to leaders of the various groups and established the populations of the groups they represented. From the information provided by the leaders, it was established that there were approximately 50 bodaboda riders, 50 matatu operators (especially from Eastleigh Sacco), and approximately 300 shop vendors

operating along Luthuli Avenue. This made the total population for the study approximately 400 individuals. Leaders of Bodaboda riders, matatu saccos and Nairobi City County officials formed part of the key informants who were required to give any additional information based on their experiences during the implementation of the LAEP. In-depth interviews and semi structured interviews (face to face) were administered to selected organizations' staff involved with the LAEP through the following organizations, Nairobi City County, Stockholm Environment Institute and United Nations Human Settlements Programme.

Furthermore, it was noted that this study specifically targeted individuals who were utilizing Luthuli Avenue both five years prior and five years subsequent to the project's implementation. This selection criterion was chosen as these individuals represented a demographic directly impacted by the LAEP, offering valuable insights into the tangible effects of the expansion on the local community.

3.5 Sample Size

Kothari (2004) contemplated a sample size of between 10%to 30% of the target population as an optimum sample which fulfilled the requirements of efficiency, representativeness, reliability, and flexibility for a homogenous population. The study assumed that the target population depicted similar characteristics since they operated within the same space, thus, their responses were significantly indifferent. To this end, 10% of the population was selected to participate in the study. The chairs of the organizations were purposively identified, and snowball provided leads to another 5-8 respondents from each organization, hence, a sample size of 40. According to the Central Limit Theorem (CLT), provided the normal distribution. CLT explained that a sample was approximately normal as a sample size gets larger, and that a sample size above 40 for cross-sectional data was enough to provide scientific and statistical significance. CLT stated that the distribution of sample meant approximate a normal distribution as the sample size gets larger, regardless of the population's distribution. Sample sizes equal to or greater than 30 were often considered sufficient for the CLT to hold.

The study's universe was a sample comprised of 12 registered business organizations within Luthuli Avenue (Kiguta, 2021). The registered business organizations represented shop owners, hawkers, motorized and non-motorized transport users along Luthuli Avenue. In determining the

sample size for the study, the researcher targeted persons who have been actively running business activities in Luthuli Avenue for at least 4 years. The unit of analysis was a single individual running business along Luthuli Avenue and was selected through purposeful sampling.

Accordingly, a sample size of 40 was important for economic reasons, as an under-sized sample was waste of resources for failing to have capability to produce useful results. Secondly, an oversized sample required more resources than are necessary. The researcher conducted interviews from one person to another, which generated about 40 informants.

The study targeted 40 informants comprising of county government officials, head of *kanjo* at NCC, supervisor of *kanjo* in charge of Luthuli Avenue*,* and *bodaboda* riders' chairman for *bodaboda* riders in Nairobi, head of *bodaboda* riders for riders operating within Luthuli Avenue, head of hawkers, shop vendors, head of Luthuli Avenue *matatu* stage operators. Chief of the Urban Planning Unit from UNHABITAT, and Head of Policy made lead the joint organizations' involvement with the LAEP from SEI were the key informants because they have enough knowledge and experience about the inception of LAEP. They handled urban planning and designed policies implemented at local government levels.

Table 3.1: Sample Size and Location

Category	Sample Population	Location
Director Communications at NCC	**1**	**NCC Office**
Head of County *Askaris/ kanjo*	**1**	**NCC Office**
Kanjo **supervisor**	**1**	**Luthuli Avenue**
B*odaboda* **chair**	**1**	**Luthuli Avenue**
Bodaboda **riders**	**8**	**Luthuli Avenue**
Head of Hawkers	**1**	**Luthuli Avenue**
Hawkers	**8**	**Luthuli Avenue**
Head of Shop vendors	**1**	**Luthuli Avenue**
Shop vendors	**7**	**Luthuli Avenue**
Chair of Matatu operators	**1**	**Luthuli Avenue**

Matatu operators	8	Luthuli Avenue
Urban Planner	1	UNHABITAT
Policy Maker	1	SEI
TOTAL	40	

3.6 Research Approach

Qualitative research approach highly contributed to understanding of complex issues like conflict between city residents and NCC. Data collection was conducted using Key informant interviews (KIIs) which allowed for qualitative in-depth interviews with the public at Luthuli Avenue hence contributed to more accurate and detailed information, from the respondents on their opinions, experiences, and feelings towards the LAEP (Badri and Tripp, 2017). Focus groups were effective in collecting data through group interaction. The group comprised bodaboda riders, *matatu* operators, hawkers and *kanjo* to identify and explore the public perceptions, expectations, and level of satisfaction from how the LAEP was communicated to them.

3.7 Research Method

The study employed a descriptive research approach to research as it was a function of researcher's insights and impressions on how communication was used to blend the implementation of LAEP to the needs of the public. A case study research design, a form of qualitative study, was adopted to collect and analyze data on shop vendors, hawkers, motorized and non-motorized transporters. Efforts were made to study the independent variable (LAEP Policy) and the dependent variable (LAEP Communications Strategy) within the broad areas of study (Public understanding) and geographical area of study (Luthuli Avenue).

Since this study was descriptive in nature, which means that the data collected primarily relied on the building of verbal descriptions of behavior or experience, the characteristics of case studies coincided with this study. A case study was narrowly focused if it provided an exhaustive and detailed description of every aspect of a social unit. Finally, because the case study was process-oriented, the researcher was able to examine and characterize the type of informants' reactions as they occurred in real time.

3.8 Sampling Methods

This study embraced nonprobability sampling which started with purposive sampling on key informants and then snowballing to provide leads to other potential key informants. Snowballing helped the researcher to identify and mobilize participants to a focus group. It further helped the researcher to identify users of Luthuli Avenue who have been operating for at least four years. The primary purpose of sampling for a mixed-method researcher was to collect specific cases, events, or actions that clarify or deepen the researcher's understanding about the phenomenon under study. Mixed-method research provided stronger evidence and more confidence in findings. It gave the researcher more granular results than each individual method.

3.9 Data Collection Method and Research Instruments

Key Informant Interviews (KII) were effective in getting participants to talk about their own emotions, experiences, attitudes, opinions, and precise perceptions from their understanding about LEAP. The data collected from the sample represented businesspersons actively using Luthuli Avenue for at least four years. The researcher relied on personal interviews and, where possible, through telephone interviews to collect data. The researcher used questionnaires to the informants on site comprising shop and business owners, motorists (public service vehicle and motor cyclists), cyclists, wheelchair users, hand cart, pushcarts and wheelbarrow users, and professionals in the urban design and planning field.

The researcher prepared discussion guide questions for a focus group with the local business community operating along Luthuli Avenue. The focus group assisted the researcher to explore deeper perspectives, opinions, and experiences regarding the main factors that influenced how public communications was applied during the inception, implementation, and reporting of LAEP. The focus group discussion featured 8 *bodaboda* riders and *matatu* operators running business along Luthuli Avenue. The focus group discussion was intended to help the researcher to gather information regarding viewpoints and reactions regarding the LAEP implementation and to direct future action on implementation of similar programmes.

3.10 Data Analysis and Presentation

In this study, data analysis played a vital role in searching and explaining data patterns as collected from the informants (Saldana, 2021). Data was organized in relevance as per the study objectives

and emerging themes were discussed. Interviews from each informant were coded, data for each object was identified and grouped together for ease of analysis, a textual analysis and framework was done and finally the identification of word phrases and emerging themes. Quantitative data was analyzed using Statistical Package for Social Scientists (SPSS Version 25). Data was presented through graphs and tables. Qualitative information from open-ended questions and key informants was organized into themes and presented using narratives and verbatim quotes.

3.11 Validity and Reliability

The researcher conducted a pilot study to check if the instrument to be used was understandable and clear to the informants. Adequate preparation of the instruments under the guidance of the supervisor, ascertained content validity and ensured that the instrument items adequately represented all the objectives of the research was done. After the piloting, the researcher with the guidance of the supervisor assessed the relevance of the content used in the instruments and developed and changed for the purpose of improvement of the instrument and some objectives. According to Mugenda and Mugenda (2013), validity of a measurement tool referred to the degree to which a test is subjected to proper and accurate measurement of what it is supposed to measure. Validity, based on the perspective of Creswell (2014), is the degree to which a test measures what it purports to be measuring. Validity is also the degree to which results obtained from analysis of data represented the phenomenon under investigation. Mugenda and Mugenda (2010) defined reliability as a measure of the degree to which a research instrument yielded consistent results or data after repeated trial.

3.12 Ethical Considerations

To uphold ethical considerations, the researcher obtained an introductory letter from the School of Journalism and Communication, the University of Nairobi and ensured professional and ethical standards related to the research were observed. Professional principles governing research and counseling ethics were observed as required by the National Commission for Science, Technology, and Innovation (NACOSTI). Informed consent was sought from all those participated in the study, names were not indicated anywhere in the data collection tools for confidentiality. The informants were briefed before and after the interview that the information gathered would only be used for the purposes of this academic study. These include procedures relating to the conduct of the

interviews, confidentiality, voluntary informed consent, voluntary disclosure, responsible processing, and safe storage of the information as argued by Creswell (2014).

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter focused on the study findings and was organized based on the study's specific objectives. The study had three specific objectives which sought to identify the various communication strategies that NCC employed to communicate to the public on LAEP, established the extent of using the various communication strategies and the effects of using the communication strategies employed in LAEP.

4.2 Demographic characteristics of respondents

4.2.1 Gender

The study interviewed both male and female who had their businesses along Luthuli Avenue.
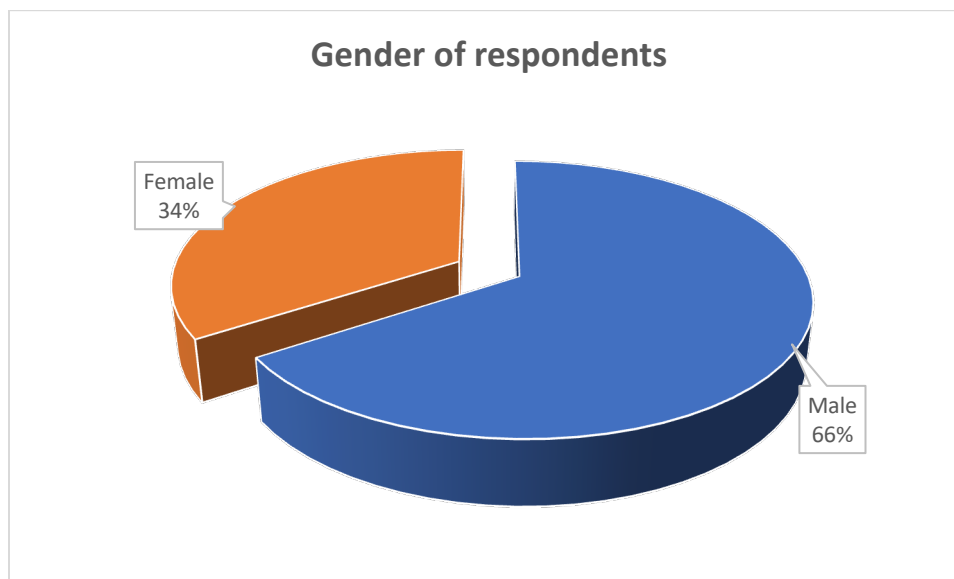
Figure 4.1: Gender of respondents

Based on the results in Figure 4.1 above, most of the study participants were male (66%) while the female participants accounted for 34%.

4.2.2 Age of respondents

The study targeted respondents of different age categories where both young and old were selected to participate in the study as shown in Figure 4.2 below.
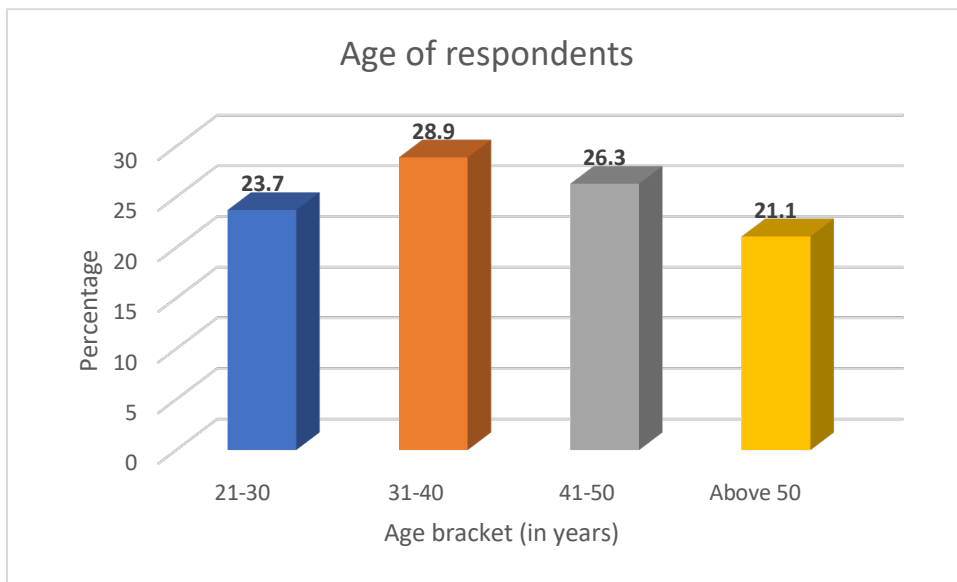
Figure 4.2: Distribution of respondents by age

As shown from the figure above, respondents from different ages were selected to participate in the study. Out of the total respondents, 23.7% reported that they were aged between 21-30 years, 28.9% were between 31-40 years, 26.3% were aged between 41-50 years while 21.1% reported more than 50 years of age.

Category of respondents

The respondents were drawn from the various categories of businesses that operated along Luthuli Avenue. The distribution was as shown in Figure 4.3.
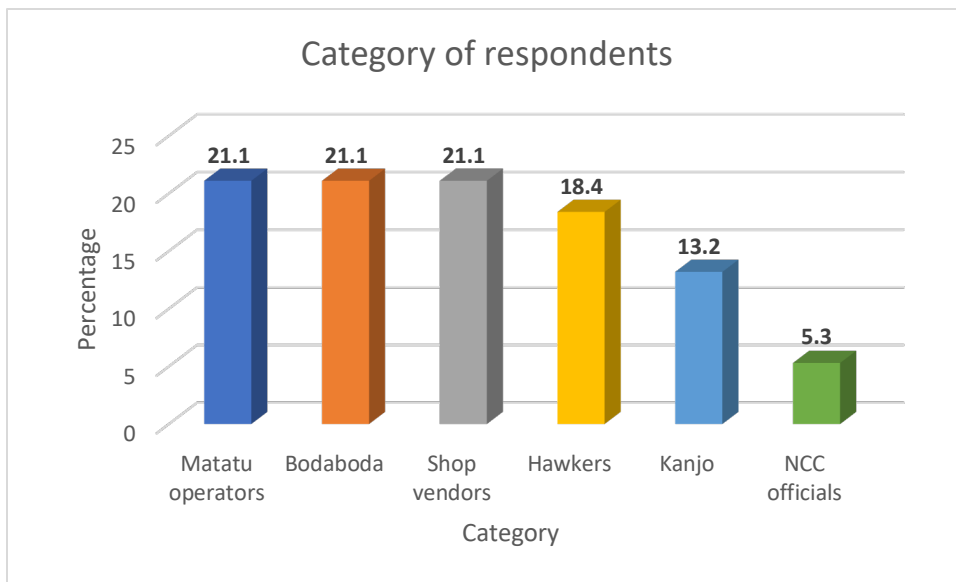
Figure 4.3: Category of respondents

From the results, the bulk of the respondents was made up of people from the matatu industry, *bodaboda* and the shop vendors. These groups contributed 21.1% of the respondents each. The rest of the study participants were hawkers (18.4%), city council askaris (*kanjo*) and officials from Nairobi City County.

4.3 Results

4.3.1 Communication strategies employed by NCC for public outreach regarding the Luthuli Avenue Expansion Programme

NCC employed various communication strategies that engaged the public and let them understand the importance and value of expanding Luthuli Avenue. These strategies used different communication channels including verbal, written and visual communications.

In this study, the primary focus was on examining the Communication Strategy specifically developed for the LAEP and specific areas of focus aimed at achieving public participation. Therefore, the researcher delved into an in-depth analysis of the strategy employed by the Nairobi City County (NCC) officials that effectively engaged the public and clarified the significance and benefits of expanding Luthuli Avenue. These multifaceted strategies encompassed a blend of verbal, written, and visual communications, underscoring the comprehensive approach adopted by NCC in disseminating crucial information about the LAEP to various stakeholders.
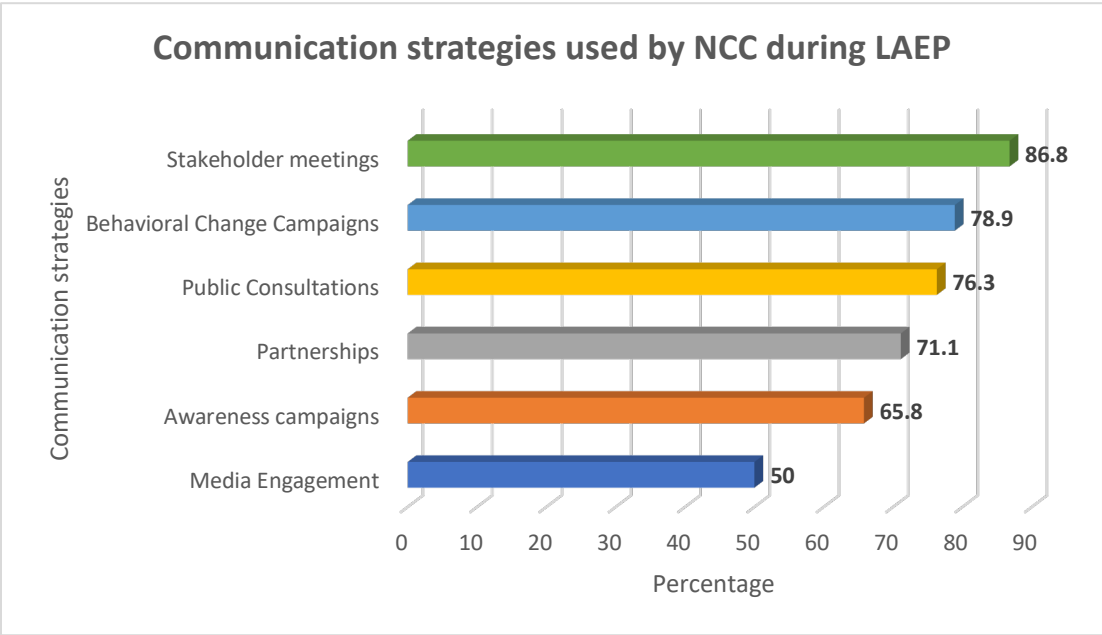
Figure 4.4: Communication strategies used by NCC during LAEP

Community Meetings and Workshops

One of the major communication strategies employed by the Nairobi City Council to communicate to the members of public on their plans to expand Luthuli Avenue was the use of community/ stakeholder meetings and workshops. This was as reported by 86.8% of the respondents. These meetings provided a platform for stakeholders, including community members, policymakers, experts, and organizations, that came together, exchanged information, shared perspectives, and collectively shaped the implementation of the project. Here, the stakeholders were allowed to contribute to the policy implementation process. Their input, concerns, and suggestions were used to guide project implementation and enhanced its relevance and effectiveness. This was consistent with Wolters (2022) who argued that by allowing stakeholders to actively participate and contribute a sense of ownership and empowerment is created. The NCC used these meetings to clearly communicate the objectives, benefits, and expected outcomes of the project by focusing on potential areas of misunderstandings and misinformation. Consequently, NCC provided accurate and accessible information to the public. This supported EEA (2017) position that informed communication was critical as it shaped a positive perception of the project and its potential impact on the environment and the community.

During discussions with the county officials, it was stated that:

When community members actively participate in shaping policies through discussions and workshops, they feel a stronger sense of ownership and commitment to the project's success.

These forums offered an opportunity to explain the project's objectives, benefits, and expected outcomes in a clear and accessible manner that dispelled misunderstandings and misinformation. The information shared was tailored to the local context, addressing specific environmental challenges, and showcasing how the project addressed them. These also provided educational sessions on environmental issues, that helped community members/ stakeholders understand the rationale behind policies and the importance of their implementation. This was consistent with Environmental Communication Institute (2022) position that tailored information helped stakeholders understand the underlying rationale behind the policies, thereby highlighted the significance of their implementation. Through raising awareness about environmental concerns, NCC garnered support based on shared values and a deeper understanding of the need for the policy. Real-time feedback collected during these forums played a pivotal role in shaping the policy implementation process. As argued by Rowe and Limin (2019), direct input from stakeholders who were perceived to be directly affected by the project allowed NCC to make necessary adjustments that addressed concerns. This iterative approach not only enhanced the acceptability of the project but also demonstrated NCC's responsiveness to community needs.

During the stakeholder/ community meetings, NCC was able to receive direct feedback from the people who were perceived to be directly affected by the project. This real-time input led to adjustments that addressed concerns and increased the project's acceptability. Local knowledge and experiences shared during workshops offered insights that NCC might not have considered, led to more effective project design. Moreover, this contributed to building the trust among the various stakeholders in the project as it encouraged open dialogue and engagement which foster transparency. The face-to-face interactions in meetings and workshops gave a human sense on the project implementation process, leading to stronger relationships between NCC and community members. Syed and Rehman (2020) argued that involving stakeholders directly, NCC showcased its commitment to transparency, which was crucial for building and maintaining positive relationships. Therefore, the use of community meetings and workshops by NCC as part of an effective communication strategy for the implementation of LAEP because it facilitated inclusive

participation, accurate information dissemination, education, feedback collection, and trust-building.

Public Awareness Campaigns

Public awareness campaigns were a vital communication strategy used in the implementation of environmental policies in urban setups. The aim of these campaigns was to inform, educate, and engage the public about the importance of the project, its objectives, and the benefits it offered. When applied to environmental policies or projects in urban areas, public awareness campaigns played a critical role in fostering support, encouraging behavior change, and ultimately achieving the desired environmental outcomes. The public awareness campaigns used by the NCC served to provide accurate and comprehensive information about the environmental policy to the public. This included explaining the policy's purpose, its relevance to urban sustainability, and the anticipated positive impacts.

Communication Channels used for LAEP.

To ensure the information reached a wider population, the NCC used various communication channels to relay the information to the public. Both verbal and written communication was used. The figure below shows the different communication channels used by NCC to communicate to public about LAEP.
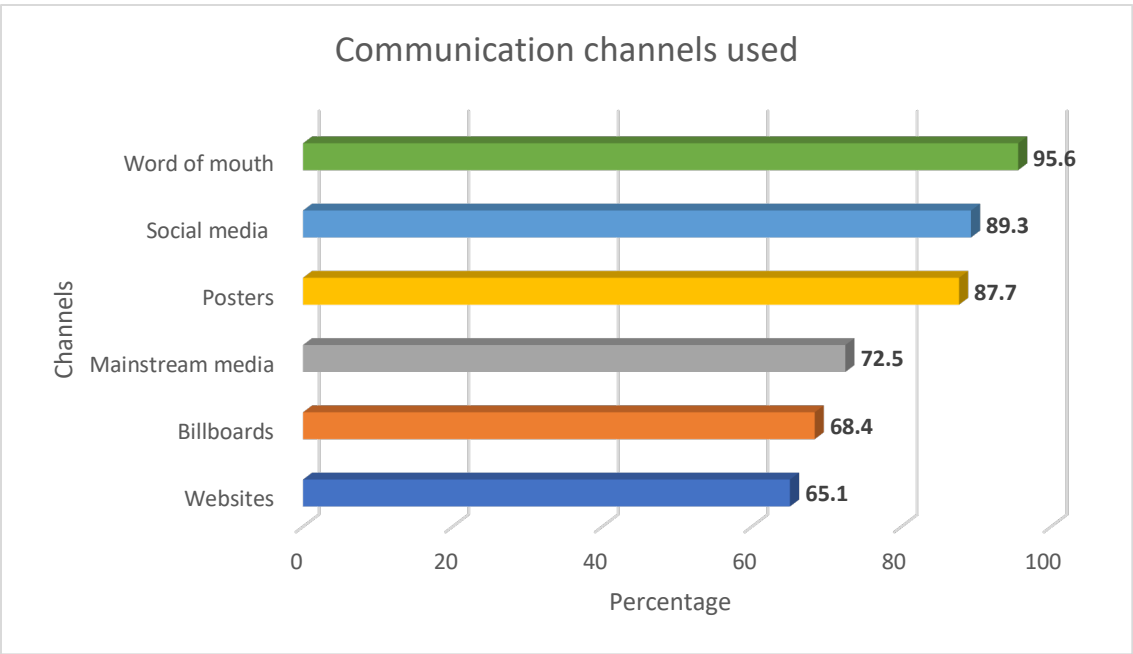
Figure 4.5: Communication channels used.

Various communication channels, such as posters, billboards, websites, mainstream media and social media were used during these public awareness campaigns. Word of mouth was the commonly used channel in the public awareness campaigns as was reported by 95.6% of the study participants. This channel leveraged interpersonal communication, allowing individuals to share information about the policy implementation with others. This method had a potent impact on building awareness and engaging the community (SAMHA, 2020). This was followed by social media (89.3%), posters (87.7%), the mainstream media (radio and TV) (72.5%), while billboards and websites were also used. These platforms provided an efficient means for disseminating information and engaging citizens in conversations related to the policy implementation (Nripendra, et al., 2019). According to Volker (2019) radio and TV broadcasts effectively reached diverse demographics. On the other hand, billboards served as a visual means to communicate information about the policy implementation. These billboards provided a physical presence to convey key messages, potentially caught the attention of commuters and passers-by (Nripendra, et al., 2019). Through these channels, the public was able to gain a clear understanding of the goals and the role they can play in its success. It was reported that the awareness campaigns carried out by NCC created a sense of ownership and involvement among the stakeholders in this project. This was supported by a respondent who stated:

"When people are informed about the benefits and its potential to improve their quality of life, they are more likely to support and engage in its implementation. This support was manifested in various ways including from attending community meetings to participating in initiatives aligned with the environmental project's objectives."

Campaigns were used to educate citizens about sustainable practices that made long-term behavioral change and contributed to sustainable urban development. Through these awareness campaigns, the citizens were educated about broader urban development concepts, promoted understanding of the complex factors that influenced urban growth and transformation. This provided citizens with knowledge about urban planning of the intended Luthuli Avenue and empowered them to participate meaningfully in discussions and decision-making that affected their communities. In addition, this strategy enhanced understanding of the public on the importance and the long-term goal of the expansion project. According to Leicht et al. (2018), employing public awareness campaigns was possible to fostered community support, encouraged behavior change, and ultimately achieved the desired environmental outcomes. The primary goal of NCC's public awareness campaigns was to ensure that accurate and comprehensive information about the LAEP was available to the public.

The key informants underscored the importance of using this strategy to engage the public. It was noted that the use of public awareness as a communication strategy for LAEP effectively informed and engaged the public, stakeholders, and decision-makers, that led to better project outcomes and increased support. They provided accurate and accessible information about the project's goals, benefits, and potential impacts. In this sense, therefore, engaging the public through awareness campaigns was important as it encouraged active participation in the decision-making process that led to a sense of ownership, and fostered a stronger commitment to the project's success.

These findings resonate with those of Mwanzia and Wanjau (2018) who noted that effective awareness campaigns generated public support and enthusiasm for the project. They observed that citizens understood the project's positive impacts on their lives and the community, they endorsed it and contributed to its success. Public awareness campaigns promoted transparency in project planning and execution (Mwanzia & Wanjau, 2018). Moreover, the results supported those of Gichunge and his colleagues (2019) who found out that open sharing of project details, timelines,

and progress updates; project managers demonstrated accountability and build trust with the public. Public awareness campaigns provide a platform for addressing concerns and conflicts. Open discussions allow for the identification of potential issues and the exploration of solutions before problems escalate (Gichunge et al., 2019).

Public awareness campaigns align with Kenya's Vision 2030, the country's long-term development blueprint, by promoting projects that contribute to balance and sustainable urban growth (Government of Kenya, 2007). Urban projects often involve large-scale infrastructure development, such as roads, public transportation, and utilities. Public awareness campaigns can create understanding around the necessity of these projects and the long-term benefits they bring to the community (Otieno et al., 2020). Public awareness campaigns played a pivotal role in creating an understanding of the importance of the project. This is supported by Walters (2022) who averred that highlighting the existing environmental challenges faced by surrounding urban areas underscores the need for a comprehensive policy. The campaigns focused on showcasing how the LAEP aligns with broader urban sustainability goals. As such, this connection helped residents see the relevance of the policy to their daily lives and the long-term well-being of the city. According to Syed and Rehman (2020) public awareness campaigns highlighted the positive outcomes that the LAEP brought to the community and the environment. These included improvements in air quality, reduced congestion, enhanced green spaces, and a more pleasant urban environment overall.

The campaigns were designed to engage residents, encouraging them to actively participate in the policy's success by involving calls to action, such as participating in community events, attending workshops, or adopting environmentally friendly practices. As noted by NIC (2021), Public awareness campaigns often aimed to influence behavioral changes that align with the policy's objectives. For example, the public awareness campaign for LAEP encouraged reduced car usage, waste reduction, or proper disposal of litter to contribute to the environmental goals of the policy. This was critical because it provided comprehensive information about the policy's implementation, which helped NCC aim to build trust and foster transparency. The public had a clearer understanding of how the policy was being executed and the progress made toward its goals (NIC, 2021).

Behavioral Change Campaigns

Behavioral change campaigns were an essential communication strategy for effectively implementing environmental policy programs, especially the expansion of Luthuli Avenue in urban settings in Nairobi. This strategy was reported by 78.9% of the study participants. These campaigns were aimed to inspire individuals and communities to adopt more sustainable behaviors that align with the goals of the project. This strategy targeted mostly users of the street including matatu operators who used the street, hawkers, the shop vendors and the bodaboda riders. Expansion of the street was expected to change the routes used by matatus, affect the hawkers who used the street for their businesses, and other users such as pedestrians. The strategy was used to influence how people think, feel, and act with a focus of contributing to positive environmental outcomes. Given that the street expansion was anticipated to impact various groups, such as matatu route changes and hawker businesses, the strategy aimed to influence how people thought, felt, and acted in ways that contributed to positive environmental outcomes (Volker, 2019).

The first step was to identify specific behaviors that, if changed, would have a positive impact on the environment, such as promoting sustainable transportation as well as opening up the spaces in front of the shops for better display of products by vendors. These behaviors were chosen strategically to align with the project's objectives (Nripendra, et al., 2019). The campaign messages clearly stipulated the goals of the project. By transparently communicating the intended outcomes, NCC aimed to create a sense of purpose and understanding among the target audience (NAS, 2020). Respondents noted that the campaign messages were compelling, relatable, and actionable. These messages resonated with the target audience, emphasizing the benefits of behavior change for both individuals and the environment. These approach motivated individuals to act.

The goals of the project were clearly stipulated during the campaigns. One of the respondents stated:

> *The messages used during the campaigns were compelling and they resonated with the target audience. The messages were clear, relatable, and actionable, focusing on the benefits of behavior change for both individuals and the environment.*

As Lee and colleagues noted in their study, offering incentives, rewards, or recognition for adopting sustainable behaviors can motivate individuals to participate and maintain new habits. Moreover, they found out that highlighting that others in the community are adopting the desired

behaviors can create a sense of social pressure and encourage wider adoption (Lee et al. 2017). Therefore, providing information about the environmental impact of specific behaviors and offering practical tips on how to change them empowers individuals to act, and this was effectively achieved by NCC. By highlighting that others were adopting the desired behaviors, NCC created a sense of social pressure and fostered a community-wide sense of participation (Lee et al., 2017). NCC effectively provided information about the environmental impact of specific behaviors and practical tips on how to change them. This information empowered individuals with the knowledge and resources needed to act, making the behavior change process more accessible (Miao et al., 2019). Thus, NCC used behavioral change campaigns as a crucial communication strategy to effectively implement the environmental policy program, particularly for the expansion of Luthuli Avenue in Nairobi County.

Public Consultations

The other communication strategy that NCC used to communicate with the stakeholders about LAEP was public consultations. Public consultations were a valuable strategy for communicating and engaging the public in the development and implementation of environmental policies in urban settings. Public consultations served as a means to involve citizens and stakeholders directly in the policy development process. As also purported by Michael and colleagues in their study in 2020, this strategy involved seeking input, feedback, and opinions from the public, ensuring that policies were well-informed, effective, and aligned with the needs and preferences of the people (Michael et al., 2020).

Regarding this project, it was reported that the public consultation process began with the announcement of the consultation, through various communication channels such as newspapers, websites, and social media. This inclusivity fostered a sense of ownership and involvement among citizens and stakeholders (Miao et al., 2020). Secondly, sharing detailed information about the project and its implications, NCC demonstrated transparency in its decision-making process. This transparency was vital as it built trust and accountability, as citizens could track how their input influenced the policy's direction (Nripendra et al., 2019). Thirdly, gathering input and feedback from citizens allowed NCC to refine and enhance the policy's quality. By incorporating diverse insights, the resulting policy was more likely to address the real needs and concerns of the community (Nripendra et al., 2019).

This was followed by detailed information about the proposed expansion project being shared, including its objectives, potential impacts, and benefits. This was achieved through town hall meetings, focus groups, workshops, surveys, and online platforms. These methods ensured diverse participation and enabled NCC and other partners e.g. UN-HABITAT to gather insights directly from those affected by the expansion project. This approach aimed to maximize awareness and participation by reaching diverse segments of the population (Michael et al., 2020). Detailed information about the proposed expansion project was shared with the public. This included outlining the project's objectives, potential impacts, and benefits. By providing comprehensive information, NCC aimed to ensure transparency and enable citizens to make informed contributions (Nripendra et al., 2019). Various engagement methods were employed to gather insights from citizens and stakeholders. Town hall meetings, focus groups, workshops, surveys, and online platforms were utilized to ensure diverse participation. These methods facilitated direct interaction, enabling NCC and partners, such as UN-HABITAT, to gather valuable insights from individuals directly affected by the expansion project (UNESCO, 2020).

Public consultations empowered citizens to have a direct impact on decisions that affected their environment and daily lives. This empowerment cultivated a sense of responsibility and commitment to the success of the policy (Miao et al., 2020). Therefore, public consultations played a pivotal role in the communication of the environmental policy implementation for Luthuli Avenue in Nairobi County. Actively engaging citizens and stakeholders through a structured process of input gathering and feedback, NCC ensured that the policy was well-informed, transparent, and aligned with the preferences and needs of the community. This strategy led to a more inclusive and effective policy implementation process (Miao et al., 2020)

Media Engagement

Similarly, the NCC used media engagement as a strategy to communicate with the public about the expansion project of Luthuli Avenue. This was as reported by half of the respondents. This communication strategy utilized various forms of media, such as traditional outlets like television, radio, newspapers, and new digital platforms like social media, to help reach a wide audience, raise awareness, educate, and engage citizens in environmental policy matters. It was reported that NCC used the mainstream media (both print and broadcast) and correspondences enlighten the public

about the proposed project and its benefits. Broadcast media was used because it has a broad reach and can effectively convey visual and auditory messages, making them suitable for explaining complex policies and showcasing success stories. This was particularly valuable for conveying intricate policy details and showcasing success stories associated with the project (Hailemariam, 2022). Additionally, print media provided in-depth coverage and analysis of environmental policies especially on the expansion project, helping citizens understand their implications. This aligns with the notion that print media can provide detailed insights into complex policies (Hailemariam, 2022). This was supported by one of the respondents who stated:

> *Media engagement has the potential to reach a large and diverse audience, including urban residents, professionals, policymakers, and businesses. Visual media like videos and infographics effectively conveyed the importance and impact of project, making them more memorable and relatable.*

Using digital platforms was critical in media engagement because they allowed for real-time updates, ensuring that citizens were informed about the latest developments in the project. Visual storytelling through media engagement enhanced citizens' comprehension and engagement with the policy's goals and outcomes (Brabandere, Gazzini & Kent, 2021). Digital platforms, such as social media and online news outlets, played a crucial role in media engagement. These platforms offered real-time updates, ensuring citizens remained informed about the latest project developments. The immediacy of digital media allowed NCC to break down complex details into easily digestible formats, enhancing public understanding (Brabandere, Gazzini & Kent, 2021).

The media was, therefore, used to break down complex details into easily understandable formats, fostering public understanding of policy goals and benefits. The media campaigns thus encouraged citizens to advocate for stronger environmental policies and promote sustainable practices. The results were like those of Smith & Johnson's (2020) who indicated in their study that well-crafted media campaigns can encourage positive behavioral changes, such as reducing waste or conserving energy.

The impact of media engagement in the communication strategy was reflected in several outcomes. The use of media helped demystify complex policy details, making them accessible to a wider audience. Visual and clear messaging enabled citizens to understand the goals and benefits of the project, fostering public support and involvement (Hailemariam, 2022). Media campaigns

encouraged citizens to advocate for robust environmental policies and promote sustainable practices. By highlighting the significance of the project and its alignment with broader environmental goals, the campaigns inspired citizens to become advocates for change (Brabandere et al., 2021).

The outcomes aligned with the findings of Smith and Johnson (2020), who indicated that well-designed media campaigns can drive positive behavioral changes, such as waste reduction and energy conservation. Media engagement effectively promoted sustainable practices by demonstrating the real impact of adopting environmentally friendly behaviors. Consequently, media engagement emerged as a crucial communication strategy for the Nairobi City County in communicating the environmental policy implementation of Luthuli Avenue. By leveraging both traditional and digital media outlets, NCC effectively reached a diverse audience, informed citizens about the project's goals and benefits, and encouraged positive behavioral changes. The strategy aligned with modern communication trends and recognized the power of media in shaping public awareness, understanding, and advocacy (Brabandere, Gazzini & Kent, 2021).

Partnerships with NGOs and Civil Society

The study established that the conceptualization, planning and implementation of the Luthuli Avenue Expansion Project was done by NCC in partnership with other key organizations including non-governmental organizations (NGOs) and civil society. These played a key role in enhancing successful implementation of the project. NCC took advantage of these partnerships to build trust and acceptability of the project with the public. NGOs and civil society organizations often have established networks, expertise, and community trust that can enhance the effectiveness of communication efforts. These organizations had subject-matter experts who provided accurate and trustworthy information about environmental issues and policies, lending credibility to the communication efforts by NCC. The expertise of subject-matter experts within these organizations provided accurate and trustworthy information about environmental issues and policies, further enhancing the credibility of NCC's communication (Torfing et al., 2021). The familiarity of these organizations with local contexts facilitated effective communication and engagement (Joseph, 2021). Thirdly, collaborating with NGOs and civil society organizations, such as UN-Habitat, provided NCC with access to subject-matter experts in relevant fields. UN-Habitat's expertise in urban planning proved invaluable in shaping the Luthuli Avenue Expansion Project. This

partnership allowed NCC to leverage specialized knowledge and insights for the successful implementation of the project (Joseph, 2021).

NGOs and civil society groups are often embedded within communities and have built trust over time. Their involvement lend legitimacy to policy messages and ensured that information was well-received. They had a deep understanding of the communities they served, allowing them to tailor communication strategies to the specific needs, preferences, and languages of these communities. In addition, the NCC also partnered with UN-Habitat in the entire project cycle. UN-Habitat have experts in urban planning, and this greatly benefitted NCC when coming up with LAEP. The partners in this project assisted in organizing and facilitating communication efforts, ensuring that the right messages are delivered through the right channels. Collaborating with other players and stakeholders, NCC tapped into existing networks and amplified their policy messages, enhancing community engagement and participation. This broadened the reach of the communication efforts, ensuring that a diverse range of stakeholders were informed and engaged (Volker, 2019). NGOs and civil society organizations are embedded within communities and have earned their trust over time. Their involvement facilitated direct community engagement, allowing for open dialogue, feedback collection, and the incorporation of community perspectives into policy communication. This two-way communication fostered a sense of ownership among community members (Volker, 2019).

The impact of partnering with NGOs and civil society organizations is evident in several outcomes. Collaborative partnerships enhanced the acceptability of the Luthuli Avenue Expansion Project among the public. By involving reputable organizations with community trust, NCC built a foundation of acceptance, leading to greater community participation and cooperation (Volker, 2019). The community-centric approach enabled the tailoring of messages to suit the preferences and needs of the local population. This ensured that policy messages were easily understood and aligned with the community's concerns and aspirations (Landau & Lerner, · 2019).

Collaboration with subject-matter experts enriched the policy implementation process. Expertise from organizations like UN-Habitat contributed to well-informed decision-making, leading to effective urban planning and policy execution (Stenson, 2022). Leveraging the networks of NGOs and civil society organizations expanded the reach of policy-related information, reaching diverse

segments of the population that might otherwise be difficult to engage. The direct engagement facilitated by these partnerships fostered a sense of ownership among community members. They felt that their perspectives were valued and incorporated into the policy, leading to greater support and cooperation (Stenson, 2022). Partnerships with NGOs and civil society organizations emerged as a strategic communication approach employed by NCC to effectively communicate the environmental policy implementation of Luthuli Avenue. These partnerships leveraged trust, expertise, and community engagement to enhance communication effectiveness, broaden reach, and build community support for the policy implementation.

4.3.2 Involvement of various stakeholders and their communication strategies within LEAP

On the second objective, the study sought to establish the extent of NCC's communications department involvement in communicating to the public about the Luthuli Avenue expansion project. Here, several statements were used to measure the extent of involvement. The results were as shown in the Table below.

Table 4.1: Perceptions about stakeholder involvement in communication

		SD	D	N	A	SA	Mean	Std. Dev
The amount of time allocated for a communications campaign was appropriate	n	0	3	5	10	13	4.42	0.76
	%	0.0	7.9	13.2	36.8	42.1		
The public had plenty of opportunities to ask questions about LAEP	n	2	5	2	14	15	4.42	0.83
	%	5.3	13.2	5.3	36.8	39.5		
The implementing parties involved public in a training workshop about LAEP	n	1	3	3	18	13	4.24	0.847
	%	2.6	7.9	7.9	47.4	34.2		
There was an adequate amount of time allocated for the training.	n	0	4	6	11	17	4.23	0.87
	%	0.0	10.5	15.8	28.9	44.7		
	n	2	5	3	10	18	4.24	0.845

							Mean	SD
A variety of different communication materials were used to reach the public about LAEP	%	5.3	13.2	7.9	26.3	47.4		
Information was relayed effectively, and the public understood LAEP	n	0	5	2	15	16	4.27	0.83
	%	0.0	13.2	5.3	39.5	42.1		
The importance of LAEP was stressed to the public.	n	0	2	7	17	12	4.16	0.933
	%	0.0	5.3	18.4	44.7	31.6		
The channels of communications were appropriate.	n	3	7	5	10	13	4.15	0.823
	%	7.9	18.4	13.2	26.3	34.2		

Based on the results in Table 4.1 above, the findings show a significant majority (78.9%) of respondents agreed that the amount of time allocated for the communications campaign was appropriate. This suggests that the timing of the campaign was well-balanced and allowed for effective communication of the project's details and objectives (Torfing, Andersen&Greve, 2021).

A substantial proportion (76.3%) of respondents agreed that the public had plenty of opportunities to ask questions about LAEP. This indicated that NCC's communication efforts provided channels for the public to seek clarifications and gain deeper insights into the project. A high percentage (81.6%) of respondents agreed that the implementing parties involved the public in a training workshop about LAEP. This is consistent with Torfing, Andersen and Greve (2021) highlights that NCC engaged the public through educational workshops to enhance their understanding of the project and its implications. While the majority (73.6%) of respondents indicated that there was an adequate amount of time allocated for the training, a notable percentage (39.5%) remained neutral or disagreed. This suggests that a portion of respondents might have felt that more time could have been allocated for the training workshops.

The majority (73.7%) of respondents acknowledged that a variety of different communication materials were used to reach the public about LAEP. This indicates that NCC employed diverse formats to convey information effectively. A substantial majority (81.6%) of respondents agreed

that the information was relayed effectively, and the public understood LAEP. This supported Brabandere et al. (2021) assertion that communication strategies effectively conveyed the project's objectives and benefits to the public.

While most respondents (76.3%) agreed that the importance of LAEP was stressed to the public, a notable proportion (44.7%) remained neutral or disagreed. This indicated that NCC's efforts in emphasizing the significance of the project could have been perceived differently by some respondents. A considerable proportion (60.5%) of respondents indicated that the channels of communication were appropriate. However, a significant number (26.3%) remained neutral, suggesting that there might have been varying opinions on the suitability of the chosen communication channels (Brabandere et al. 2021). The results suggested that NCC's communication department had a significant level of involvement in effectively communicating the LAEP. The majority of respondents indicated positive perceptions regarding the appropriateness of communication strategies and the opportunities provided for public engagement and understanding. However, variations in responses indicated that there may be areas for further improvement in certain aspects of communication to enhance the overall effectiveness of NCC's communication efforts regarding the LAEP.

4.2.3 How NCC's communication strategies have influenced community understanding, attitudes, and behavioral intentions towards the LAEP

The third objective of the study sought to evaluate the effects of the communication strategies in helping the community to understand the project and change their attitudes. Under this, the respondents were asked about how the communication strategies helped them to understand the importance of the expansion project, change their attitudes towards the project and embrace the development.

Influence of communication to the public
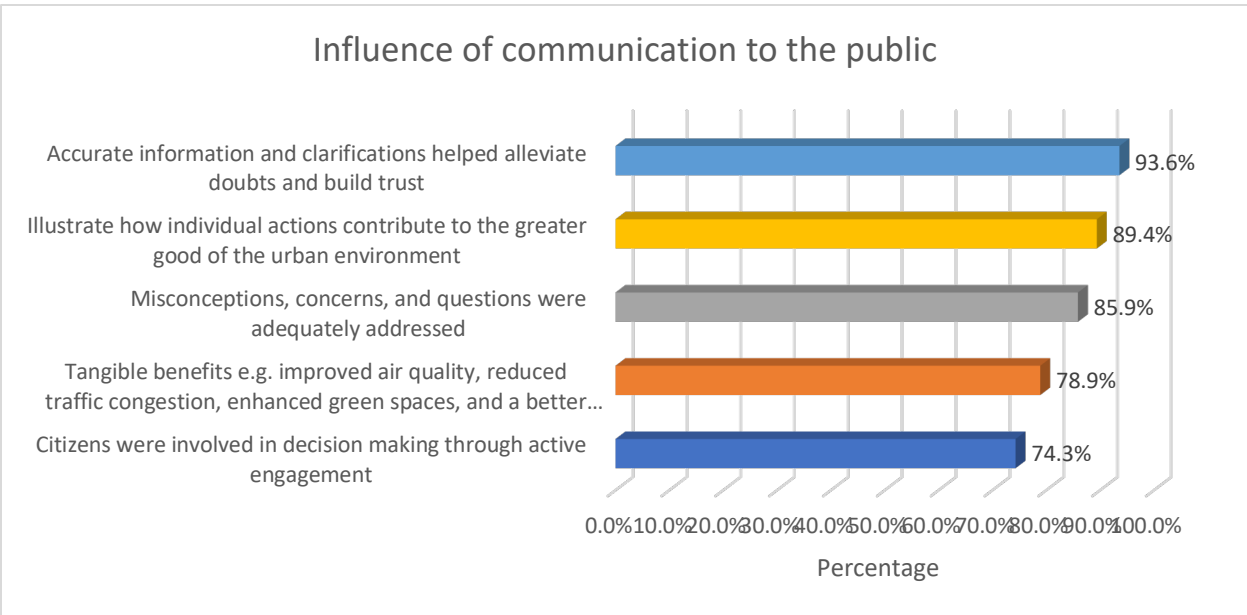
Figure 4.6: Influence of communication to the public

The results in Figure above indicate that provision of accurate information about the project helped them to alleviate any doubts thus building trust with the plans. This was as reported by 93.6% of the respondents. By providing accurate information and clarifications, policymakers can alleviate doubts and build trust. Open and transparent communication can minimize resistance and opposition to the project. In addition, 89.4% of the respondents reported that they were convinced by the illustration of how individual actions would contribute to the greater good of the urban environment. Public awareness campaigns can encourage citizens to adopt sustainable practices. By illustrating how individual actions contribute to the greater good of the urban environment, campaigns can facilitate positive behavior change. This realization can foster a sense of responsibility and active participation in environmental initiatives (Brabandere et al., 2021). To 85.9% of the respondents, their fears were allayed when misconceptions, concerns and questions raised during the consultations were adequately addressed. Public awareness campaigns and consultations provided a platform to address doubts and questions, enabling the community to gain a better understanding of the project's objectives and potential benefits (Brabandere et al., 2021). Public awareness campaigns offered a platform to address misconceptions, concerns, and questions that may arise among the public.

Through effective communication, awareness campaigns can highlight success stories and positive outcomes from similar policies implemented elsewhere. By showcasing tangible benefits, such as

improved air quality, reduced traffic congestion, enhanced green spaces, and a better quality of life, the campaigns inspired the public to actively support and participate in the project's implementation. Modern public awareness campaigns leverage a variety of communication channels to reach a diverse audience. Over time, effective public awareness campaigns contributed to the development of a culture of environmental responsibility within the urban community. This was supported by a respondent who stated:

> *When citizens are well-informed and understand the significance of their actions, they are more likely to adopt sustainable habits and actively participate in initiatives that contribute to the betterment of their surroundings.*

By effectively conveying information, generating support, encouraging behavior change, and addressing concerns, these campaigns played a pivotal role in creating a more environmentally conscious and engaged urban population that actively contributed to the success of the project. Over time, effective public awareness campaigns contributed to the development of a culture of environmental responsibility within the urban community. Consistently conveying information, generating support, encouraging behavior change, and addressing concerns, these campaigns played a pivotal role in fostering an environmentally conscious and engaged population (Joseph, 2021).

Community meetings, on the other hand, provided a platform to address concerns and conflicts before they escalated, promoting a harmonious implementation process. Workshops offered a space to identify common ground and find solutions that accommodate diverse needs from the various stakeholders. This enhanced knowledge and skills, and enabled communities to take ownership of the initiative. Establishing a pattern of regular meetings and workshops created an ongoing dialogue, ensuring that policy implementation remained a priority. Regular meetings ensured an ongoing dialogue, emphasizing the importance of policy implementation (Joseph, 2021).

Public consultations ensured that a diverse range of perspectives, including those of marginalized groups, were considered in policy development. Involving citizens in the decision-making process fosters transparency, building trust between policymakers and the public. another respondent stated:

Consultations provide insights into local needs, concerns, and preferences, allowing policies to be better tailored to the unique urban context. Input from citizens who were directly affected by the project led to more effective and practical policy design. Public consultations were critical for environmental policy programs because they engaged the community in civic matters, promoting a sense of civic responsibility and active citizenship.

Consultations helped address conflicts and potential opposition early in the policy development process. Environmental policies that have strong public support and buy-in are more likely to be successfully implemented and followed.

Behavioral change campaigns focused on long-term shifts in behavior, which can lead to sustained positive impacts on the environment. These campaigns encouraged community involvement, fostering a sense of collective responsibility for the environment. Addressing individual behaviors, such campaigns fostered a broader culture of sustainability within urban communities (Landau and Lerner, 2019). Behavioral change campaigns can often be more cost-effective than large infrastructure projects and can complement other policy implementation efforts. It is possible for campaigns to be tailored to specific urban challenges and cultural contexts, making them more relevant and effective.

4.2.4 Challenges faced when using these communication strategies

The various communication strategies used to communicate to the public about LAEP presented some challenges that hindered understanding of the public. While public awareness campaigns offer numerous advantages as a communication strategy for urban projects in Kenya, there are also several limitations that need to be considered. These limitations can impact the effectiveness of such campaigns and the overall success of urban projects. Ensuring that campaign materials are available in various languages and are culturally sensitive is a challenge. Failure to address this challenge could lead to misunderstandings and exclusion of certain communities (Harrison et al., 2019). Illiteracy and low literacy rates in certain regions impeded the effectiveness of written communication materials. This requires innovative approaches to convey information effectively, such as through visuals and oral communication.

While digital platforms offer a wide reach, there's a digital divide in Kenya, with not everyone having access to the internet or being familiar with online communication tools. This limited the impact of online awareness campaigns. In urban areas with high levels of advertising and information sharing, people were desensitized to campaigns, leading to information overload and reduced attention to critical messages (Harrison et al., 2019). This challenge highlighted the need for effective targeting and messaging to capture the audience's attention. Citizens were skeptical of government initiatives due to past experiences or lack of trust. Overcoming this skepticism required consistent and transparent communication. Citizens and communities had other pressing issues that take precedence over engaging with urban project awareness campaigns, making it challenging to capture their attention.

Despite awareness efforts, some segments of the population still did not actively participate in discussions or decision-making processes related to the project. Political interests or affiliations sometimes overshadowed the message of the campaign and distorted intended outcomes (Joseph, 2021). This challenge required efforts to maintain the focus on the project's objectives and benefits. Despite awareness efforts, certain segments of the population did not actively participate in discussions or decision-making processes related to the project. Ensuring diverse and inclusive participation remained a challenge.

While community meetings and workshops were effective communication strategies, they also came with certain limitations that needed to be considered. In some remote or marginalized areas of Kenya, physical accessibility to community meetings and workshops might be challenging, hindering the participation of those who need to be involved the most. Ensuring equitable representation from all segments of the community was challenging because views of marginalized groups, such as women or minorities were underrepresented. While community meetings and workshops provided platforms for discussion, the lack of technical expertise among participants can lead to misunderstandings about complex environmental issues. However, organizing meetings and workshops requires time, effort, and resources.

Presenting complex environmental policy details and technical information during meetings and workshops can overwhelm participants and hinder effective communication. Consequently, not all the ideas and feedback generated during these engagements were integrated into the policy

implementation process, leading to frustration among community members. Participants sometimes lacked technical expertise to fully grasp the implications of certain policy decisions. Political motivations from policy makers influenced the consultation process and outcomes. It is, therefore, critical for a balance between public input and technical considerations to support public consultations. Balancing technical information with accessible explanations was a challenge. According to Harrison et al. (2019), not all ideas and feedback generated during community meetings and workshops were integrated into the policy implementation process, leading to frustration among community members. During the implementation of environmental policy programs, resistance to changing established habits and behaviors due to perceived inconvenience or additional costs was a challenge. Designing campaigns that effectively addressed these challenges required a deep understanding of influencing factors (Joseph, 2021). Behaviors are influenced by cultural norms and values, making it necessary to design campaigns that are culturally sensitive and aligned with the community's values to avoid unintended consequences.

In the context of LAEP, a media-saturated environment, that captures and maintains the audience's attention can be challenging. Ensuring accurate information is crucial, as misinformation can spread quickly through digital platforms. Language barriers and limited access to digital platforms can hinder effective communication. Creating media engagement materials are culturally sensitive and inclusivity is important in diverse urban contexts. These challenges required a need to tailor communication to the preferences and habits of the urban population. Combining media engagement with other strategies, such as public consultations, community workshops, and partnerships with influencers, can create a comprehensive and impactful communication approach that promotes understanding, awareness, and support for environmental policies.

During implementation of environmental policy programs, people can be resistant to changing established habits and behaviors, especially if they perceive inconvenience or additional costs. Residents of urban centers lack awareness about the environmental impact of their behaviors, necessitating educational components in the campaign. Generally, behaviors are influenced by a combination of factors, making it challenging to design campaigns that effectively address all influencing variables. In addition, cultural norms and values influence behaviors and the campaigns must be sensitive to these factors to avoid unintended consequences.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, conclusions, and recommendations for this study. This is important in ensuring theoretical and empirical conclusion is developed from the study to improve the policy implementation for environmental expansion projects.

5.2 Summary

5.2.1 Communication strategies employed by NCC for public outreach regarding the Luthuli Avenue Expansion Programme

The NCC employed a range of communication strategies to effectively communicate the importance and value of expanding Luthuli Avenue (LAEP) to the public. These strategies included community meetings and workshops, public awareness campaigns, behavioral change campaigns, public consultations, media engagement and partnerships with NGOs and civil society. Stakeholder meetings and workshops provided a platform for various stakeholders to exchange information, share perspectives, and contribute to the project's implementation. Public awareness campaigns were used to inform and educate the public about LAEP's significance, benefits, and environmental impacts. These campaigns aimed to foster understanding, behavior change, and active involvement, ultimately contributing to sustainable urban development.

Behavioral change campaigns targeted street users, encouraging more sustainable behaviors related to transportation and street use. These campaigns aimed to influence behavior through compelling messages and incentives, ultimately contributing to positive environmental outcomes. NCC engaged in public consultations (town hall meetings, focus groups, workshops, surveys) to gather input and feedback from citizens and stakeholders, ensuring policies aligned with community needs and preferences. These consultations promoted transparency, trust-building, and effective policy design.

NCC utilized media engagement (traditional outlets, social media) to raise awareness, educate, and engage a wide audience. Visual media effectively conveyed complex information, while digital platforms provided real-time updates and facilitated understanding. NCC collaborated with NGOs, civil society organizations, and UN-Habitat to enhance the project's implementation. These

partnerships leveraged existing networks, expertise, and community trust to enhance communication efforts, credibility, and community engagement. These strategies helped the public understand the project's importance, benefits, and potential impacts. They addressed challenges such as cultural diversity, digital divide, information overload, skepticism, and political influences. Additionally, these strategies fostered transparency, trust-building and active citizen participation, contributing to a culture of environmental responsibility and urban sustainability.

5.2.2 Involvement of various stakeholders and their communication strategies within LEAP

The study's second objective was to determine the extent of NCC communications department's involvement in communicating with the public regarding LAEP. The findings concluded that most respondents perceived that the amount of time allocated for the communications campaign was appropriate and that the public had sufficient opportunities to ask questions about LAEP. Similarly, a majority of respondents agreed that the implementing parties involved the public in training workshops about LAEP. Additionally, many respondents felt that there was an adequate amount of time allocated for the training.

The use of a variety of communication materials to reach the public about LAEP was acknowledged by a substantial number of respondents. Furthermore, a significant portion of the participants agreed that the importance of LAEP was effectively stressed to the public. In terms of the channels of communication, most respondents found them to be appropriate. The study found that, overall, respondents acknowledged the adequacy of time allocation, the opportunities for questions, the involvement of the public in workshops, the variety of communication materials, the effectiveness of information relay, the emphasis on project importance, and the appropriateness of communication channels regarding the LAEP.

5.2.3 How NCC's communication strategies have influenced community understanding, attitudes, and behavioral intentions towards the LAEP

The third objective of the study aimed to assess the impact of communication strategies on the community's understanding of the Luthuli Avenue expansion project (LAEP) and their attitude towards it. Respondents were queried about how these strategies aided their comprehension of the project's importance, influenced their attitudes, and fostered acceptance. A majority of respondents indicated that receiving accurate information helped alleviate doubts and fostered trust in the

project's plans. Transparent and open communication can counter resistance and opposition by addressing uncertainties effectively. Most respondents were persuaded by the portrayal of how their individual actions could contribute to the greater good of the urban environment. Public awareness campaigns played a role in encouraging citizens to adopt sustainable practices by highlighting their personal impact.

Respondents' concerns and misconceptions raised during consultations were addressed, allaying their fears. Public awareness campaigns provided a platform to tackle these issues, promoting understanding and acceptance among the public. Effective communication through awareness campaigns showcased successful outcomes and benefits from similar policies implemented elsewhere. This approach, which included improved air quality, reduced traffic congestion, better green spaces, and enhanced quality of life, inspired public support and participation. Over time, successful public awareness campaigns contributed to fostering a culture of environmental responsibility within the urban community. When citizens understand the significance of their actions, they are more inclined to adopt sustainable habits and participate in initiatives that enhance their surroundings.

Community meetings provided a platform to pre-emptively address concerns and conflicts, ensuring a smoother implementation process. Workshops facilitated the identification of common ground and solutions that catered to diverse stakeholder needs, promoting ownership and informed decision-making. Public consultations ensured the inclusion of a diverse range of perspectives, including those of marginalized groups, in policy development. This inclusive approach fostered transparency, trust-building between policymakers and the public, and led to more effective and practical policy designs.

Behavioral Change campaigns focused on altering long-term behaviors, leading to sustained positive environmental impacts. They encouraged community engagement, cultivating a sense of collective responsibility. Addressing individual behaviors, these campaigns contribute to a broader culture of sustainability in urban communities. They can also be cost-effective and tailored to specific urban challenges and cultural contexts. Therefore, the study's third objective demonstrated that effective communication strategies, including accurate information provision, illustrating personal contributions, addressing concerns, highlighting positive outcomes, and involving the

community through meetings, workshops, consultations, and behavioral change campaigns, played a crucial role in enhancing understanding, changing attitudes, and fostering acceptance of the Luthuli Avenue expansion project.

5.2.4 Challenges faced when using these communication strategies.

The communication strategies employed to convey information about the Luthuli Avenue expansion project encountered several challenges that hindered public understanding. While public awareness campaigns offer advantages, there are limitations to consider. Ensuring culturally sensitive materials in multiple languages is challenging, as neglecting this can lead to exclusion and misunderstandings. Low literacy rates in certain regions impede written communication effectiveness, necessitating innovative visual and oral approaches. The digital divide in Kenya restricted the impact of online campaigns due to unequal internet access. Information overload in urban areas and skepticism towards government initiatives hindered campaign effectiveness. Overcoming skepticism required consistent and transparent communication. Pressing issues diverted attention from urban project campaigns, posing a challenge.

Despite awareness efforts, segments of the population did not engage in discussions or decision-making due to political affiliations or skepticism. Disruption of lifestyles and concerns about gentrification also hindered public receptiveness. Community meetings and workshops were effective but had limitations, especially in remote or marginalized areas with physical accessibility challenges. Ensuring representation from all segments was difficult, and the lack of technical expertise led to misunderstandings. Integrating feedback from these engagements was often incomplete, leading to frustration. Limited technical understanding among participants, political influences, and balancing public input with technical considerations posed challenges during public consultations.

In a media-saturated environment during the Luthuli expansion program, capturing and retaining audience attention was difficult. Accurate information was crucial to counter misinformation on digital platforms. Language barriers and limited digital access hindered communication. Culturally sensitive media materials tailored to urban preferences were essential. Combining media engagement with other strategies like consultations, workshops, and influencer partnerships enhanced communication efficacy. Environmental policy program implementation faced

resistance due to perceived inconvenience or costs. Urban residents lacked awareness of their conduct on environmental impact, necessitating educational components. Behavior changes are influenced by various factors, making campaigns addressing all variables challenging. Cultural norms and values also affect behaviors, requiring sensitivity to avoid unintended consequences.

5.3 Conclusions

The empirical conclusions drawn from the findings of the study on communication strategies used by NCC to communicate about the LAEP. The utilization of a diverse range of communication strategies, such as community meetings, public awareness campaigns, behavioral change campaigns, public consultations, media engagement, and partnerships with NGOs, has proven to be effective in engaging the public and stakeholders. These strategies collectively contributed to enhancing understanding and generating support for the LAEP. Community meetings and workshops emerged as crucial platforms for exchanging information, addressing concerns, and gathering local insights. The high percentage of respondents participating in these meetings indicates that they played a significant role in fostering trust, clarifying objectives, and promoting a sense of ownership among stakeholders. The high percentage of respondents acknowledging the effectiveness of public awareness campaigns suggested that these campaigns successfully conveyed the importance, benefits, and environmental impacts of the LAEP. They played a pivotal role in persuading the public and encouraging behavior change towards sustainable practices. Behavioral change campaigns targeted at encouraging sustainable behaviors related to transportation and street use received considerable recognition. This demonstrates the potential of communication strategies to influence long-term behaviors and contribute to positive environmental outcomes.

On the second objective, the study concluded that the amount of time allocated for the communications campaign was appropriate and that the public had sufficient opportunities to ask questions about LAEP. The stakeholders, partners and the implementing parties involved the public in training workshops about LAEP where pertinent information about the project was explained to the public. The time allocated for workshops and engagements was deemed sufficient. The stakeholders ensured that different communication materials and channels were used and this ensured that a wider range of individuals was reached. Most importantly, various stakeholders

stressed the importance of the project and the messages were very clear for the public to understand. This enhanced acceptability and ownership of the project.

Effective communication strategies have successfully addressed skepticism and opposition by providing accurate information and fostering transparency. The findings indicated that receiving accurate information helped alleviate doubts and build trust in the project's plans. The study highlights the importance of culturally sensitive communication materials. The challenges posed by language barriers and the need for innovative visual and oral approaches underscore the significance of tailoring messages to different audiences' cultural and linguistic backgrounds. Public consultations played a critical role in ensuring the inclusion of diverse perspectives, including marginalized groups. The study revealed that this inclusive approach is essential for policy development that reflects the needs and preferences of all segments of the community.

Successful public awareness campaigns have contributed to fostering a culture of environmental responsibility within the urban community. This aligns with the goals of sustainable urban development, as citizens become more aware of the impact of their actions on the environment. The use of media engagement, including traditional outlets and social media, effectively conveyed complex information to a wide audience. However, challenges related to information overload and the digital divide emphasizes the need for strategic planning to ensure that digital platforms reach all segments of the community. Despite the effectiveness of the communication strategies, challenges were encountered. These challenges included overcoming skepticism, engaging segments of the population with political affiliations, and addressing concerns about gentrification and disruption of lifestyles. The challenges during public consultations highlighted the need to strike a balance between technical considerations and the public's input. Ensuring effective communication in such instances requires clear communication of technical aspects and a thorough understanding of stakeholders' perspectives. The challenges of capturing and retaining audience attention in a media-saturated environment emphasize the importance of designing communication materials that are attention-grabbing, concise, and tailored to the preferences of the urban audience. The findings emphasize the importance of education in promoting behavior change. The public's lack of awareness of the environmental impact of their behaviors suggests a need for ongoing educational campaigns alongside communication efforts.

5.4 Recommendations

Based on the theoretical implications and empirical conclusions derived from the study's findings, the following recommendations were proposed for NCC to enhance their communication strategies for environmental policy implementation. The organization should implement an integrated approach that combines various communication strategies, including community meetings, awareness campaigns, behavioral change initiatives, consultations, media engagement, and partnerships. This comprehensive strategy will provide multiple avenues to reach different segments of the population.

Secondly, the study recommends NCC to continue organizing community meetings and workshops to involve stakeholders in decision-making processes. These platforms should encourage open discussions, address concerns, and gather local insights to foster a sense of ownership among the community.

Thirdly, NCC should develop communication materials in multiple languages and consider the cultural context of the target audience. This will ensure that messages are inclusive, resonate effectively, and avoid misunderstandings.

Fourthly, we recommend NCC to enhance media engagement and digital accessibility. Leverage both traditional and digital media for communication. Ensure that online campaigns are accessible to all by addressing the digital divide and considering different levels of internet access.

Lastly, we recommend NCC to implement education and awareness. Develop ongoing educational campaigns to raise awareness about the environmental impact of individual behaviors. These campaigns can help overcome information gaps and motivate behavior change. Implementing these recommendations, the NCC can create a more robust and effective communication approach for their environmental policy implementation initiatives, leading to greater public understanding, support, and active participation in urban development projects.

5.5 Areas for further research

The provided recommendations for enhancing communication strategies in environmental policy implementation by NCC offer valuable insights and suggest several areas for future research. A

similar study should investigate the outcomes of implementing a fully integrated communication approach across different urban development projects. Compare the effectiveness of integrated strategies with individual strategies to understand their impact on public engagement, perception, and behavior. Also, a future study should explore the dynamics of stakeholder engagement and ownership within community meetings and workshops. Research how various factors, such as the facilitation process, structure of discussions, and levels of stakeholder involvement, influence the outcomes of these sessions.

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APPENDICES

Appendix A: Introductory Letter

University of Nairobi

P. O. Box 30197 - 00100

NAIROBI

Dear Respondent,

RE: REQUEST TO CONDUCT INTERVIEW

I am a student at the University of Nairobi, pursuing a Master of Arts Degree in Communication Studies. I am conducting a research study on Communication implementation of Luthuli Avenue Expansion Programme in Nairobi County. I hereby request you to assist me in sharing your experiences by answering the questions honestly, to enable me to accomplish the objectives set for this study. I wish to guarantee that your responses will be confidential and used exclusively for the purpose of this research.

Yours Faithfully,

Emmanuel Mutisya Ngui

K50/11842/2018

Appendix B: Communications and implementation of Luthuli Avenue Expansion Programme (LAEP) Survey.

Name: _____   Organization : _____

Date of Hire: _____   Designation: _____

Field contact lead name: _____   Phone _____

Please rate the following information on a scale of 1 to 5, with 5 being "strongly agree" and 1 being "strongly disagree".

Nairobi City County Communications department involvement during the implementation of LAEP

1	2	3	4	5

A communications strategy was used to implement LAEP

1	2	3	4	5

Information was relayed effectively, and the public understood LAEP

1	2	3	4	5

A variety of different communication materials were used to reach the public about LAEP

1	2	3	4	5

The importance of LAEP was stressed to the public.

1	2	3	4	5

The amount of time allocated for a communications campaign was appropriate

1	2	3	4	5

The implementing partners provided adequate resources for a communications strategy.

1	2	3	4	5

The public had plenty of opportunities to ask questions about LAEP

1	2	3	4	5

The channels of communications were appropriate.

1	2	3	4	5

The implementing parties involved public in a training workshop about LAEP

1	2	3	4	5

The location of the training was convenient for public attendance

1	2	3	4	5

There was an adequate amount of time allocated for the training..

1	2	3	4	5

There was an adequate trainer-to-workshop participants ratio.

1	2	3	4	5

The instructors were knowledgeable of the subject matter.

1	2	3	4	5

The instructor/ facilitators were courteous, and they treated each person with dignity and respect.

1	2	3	4	5

Participants expressed satisfaction about the intentions behind LAEP.

1	2	3	4	5

Topics flowed seamlessly from one subject to the next and included open discussions with participants.

1	2	3	4	5

What part of the communications strategy applied at LAEP benefited the public understanding about LAEP the most?

_____

_____

_____

What part of the communications strategy was least useful in helping to shape public attitude towards LAEP?

_____

_____

_____

Were there any topics that should have been included to enhance clarity about LAEP to the public but were not?

_____

_____

_____

What changes would you recommend for future implementation of environmental policies?

Appendix C: Focus group questions.

Section A: To learn public understanding about LEAP.

- Today's topic is about Luthuli Avenue. What are your general feelings about it?
- What do you already know about Luthuli Avenue Expansion Programme (LAEP)? What is something you would like to learn more about it?
- How did you first hear about LAEP?
- What words or phrases come to mind when you think of LAEP?
- How familiar are you with this LAEP?
- When, how, and where did you first hear about LAEP?
- What do you like best about the new look of Luthuli Avenue?
- What are your problems or concerns with the new Luthuli Avenue?
- How was your business affected by LAEP?

Section B: Public perceptions about Luthuli Avenue Expansion Programme (LAEP).

- How would you describe LAEP to other people?
- How would you describe your business experience before LAEP to other people?"
- What words or feelings come to mind when you think about our company?"
- How likely are you to recommend a similar expansion programme to another street in Nairobi?
- How well do you feel your ideas were incorporated in the implementation of LAEP?
- What ultimately pushed you to to keep operating your business after completion of LEAP?
- What do you like about the new Luthuli Avenue that you may not find in another street in Nairobi?
- When you think about the LEAP period, what comes to mind first?

Section C: To learn public expectations from LAEP.

- If you could go back in time and change one thing about LAEP, what would it be?
- What would you most like to add to or improve about the state of the current Luthuli Avenue?
- Is there anything we haven't touched on today that you would like us to know?