AN EVALUATION OF COMMUNICATION STRATEGIES USED BY KENYA COMMUNITY DEVELOPMENT FOUNDATION AND WILDLIFEDIRECT TO INFLUENCE PUBLIC POLICY AND DEBATE

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DECLARATION

I, the undersigned, declare that this 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.

.....8/11/2016.....

Elizabeth M. Waichinga **Date**

This Project has been presented for examination with my approval as the appointed supervisor.

8/Nov 2016

Dr. Jane Wambui Thuo **Date**

DEDICATION

To Mum: Margaret Wamucii- I still hope that one day you will read this and Dad: William Waichinga (Waziri), how you wanted to see me graduate, and then you left unexpectedly on 27th July 2016. I still find it hard to call you The Late. Thank you for believing in me.

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May the good Lord bless you all in a mighty way!

LIST OF ABBREVIATIONS AND ACRONYMS

Bake	Bloggers Association of Kenya
BBC	British Broadcasting Corporation
CBO	Community Based Organisations
CNN	Cable News Network
CSO	Civil Society Organisations
GoK	Government of Kenya
ICT	Information Communication Technology
KCDF	Kenya Community Development Foundation
KRA	Kenya Revenue Authority
NGO	Non-Governmental Organisations
NPO	Not for Profit Organisations
SDG	Sustainable Development Goals

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ABSTRACT

The objective of this study was to carry out an evaluation of communication strategies used by Kenya Community Development Foundation and WildlifeDirect to advance public policy debate. The study's specific objectives were to establish communication activities carried out by KCDF and WildlifeDirect to facilitate public policy debate, to analyse the contribution of social media to public policy debate advanced by KCDF and WildlifeDirect, to determine the extent to which coalitions/ constituency facilitates public policy debate advanced by KCDF and WildlifeDirect and to investigate the influence of mass media on public policy debate advanced by KCDF and WildlifeDirect. The study was informed by participatory communication theory and the policy cycle process model. The research design adopted was qualitative approach. The data was generated through review of documents from KCDF, WildlifeDirect, media publications, partner organisations, government agencies mainly Kenya Wildlife Service and publicly available government documents. Findings indicated that communication strategies have the ability to significantly influence public policy debate because the government cannot ignore heightened public sentiments without losing credibility. In addition, the Constitution of Kenya provides an important reference in public policy engagement. Findings also revealed that building coalitions/constituency was the main strategy used to advance public policy debate by both KCDF and WildlifeDirect. Evidence based awareness was also widely used by both organisations while their use of social media, mass media, spokesperson/champion and events differed significantly. The study concluded that communication strategies used by Kenya Community Development Foundation and WildlifeDirect contributed to and had significant influence on public policy debate. The study recommends use of communication strategies to influence public policy debate based on an organisation's sphere of influence, operation context and target audience. The study also recommends establishment of forums to collaborate in creating awareness campaign or to jointly create an awareness campaign to ensure that there is a unified force across all those in the sector and take advantage of diverse spheres of influences.

DEFINITION OF KEY TERMS

Communication: exchange of information and transmission of meaning

Communication strategy: purposeful communication of an organization to advance its mission and achieve objectives

Civil Society: is the political space where voluntary associations deliberately seek to shape the rules that govern aspects of social life (Scholte, 2002)

Social Media: is the collection of digital tools such as social networking sites for example Facebook, Twitter, blogs, Linkedin.

Wildlife conservation: Measures necessary to maintain and restore natural habitats

Evaluation is defined as the systematic measurement of the program or policy outcomes based on predetermined standard, (Gaspara, 2011; Weiss, 1998).

Evaluation in communication field is defined as research that is able to determine the effectiveness of a program or a public campaign by assessing program outcomes against defined objectives. (O'Nell, 2011: USA Institute of Public Relations definition)

Policy is understood as a series of documents and decisions that are best described as a set of processes, activities, or actions (Jones, 2011: Neilson, 2001)

CHAPTER ONE
BACKGROUND OF THE STUDY

1.1 Overview

This chapter provides an outline on communication strategies, discourses on organisation's communication efforts and debates on evaluation of communication strategies.

1.1.1 Background of the Study

Organisations are established for various purposes captured by their vision and mission statement. These purposes are achieved through targets and objectives within stipulated timeframes outlined in organisational strategic plans. In order to exist in their context for a long time, organisations must address factors that affect their efficiency and effectiveness. One key aspect to determine efficiency and effectiveness is through measuring success by evaluating programs.

Fielding (2005), argues that effective communication is essential for survival. Further adds that although communication is important within an organisation, communication without the organisation is more important. Communication is not a new phenomenon and has been a key element in numerous development interventions in Third World countries. The subject of communication approaches and strategies used in transformation and change efforts has formed major debates and attracted numerous studies from scholars.

Sall (2009) underscores the importance of communication in an organisation's activities arguing that ideas no matter how brilliant only become tools of change when they are internalized by the public. According to Linden (2010) communication strategies utilized by both governmental and Not–For Profit organisations have an important role in encouraging the public to take action and stand. Sall (2009) further points on the importance of being inclusive; taking into account the diversity of actors and need of tailor made strategies to convey the message of change. Furthermore, debates that dominated development communication and approaches in the 1970s were around the issue of inclusion, participation, ownership and contextualization, failures of approaches being associated with the sender-media-receiver communication model, top-down approaches and diffusion of information which according to Manuel (2003) suggested that

sender and receiver occupy different roles and spaces, where the sender plays the primary and active role of originating the information and receiver plays the secondary and passive role of receiving information neglecting the communication context and social-cultural factors.

Public policy debate goal is to steer discussion to lead to positive change in government policy for example increasing the funding for conservation work. Policy influence has become an important aspect of international development activities. (Jones, 2011) This is because funding agencies, for instance must engage and be interested in policy dialogue especially when they channel funds through supporting the national budget, with the aim of ensuring that their contribution is spent well. Policy involvement is also as result of viewing policy intervention as a way to ensure sustainability.

1.1.2 Global Scene

Globally, communication strategies have been used to advance policy debate and raise the salience of diverse policy issues such as climate change, discrimination based on gender, race, and disability among others. Scholars such as Pedro (2013) in her study of communication strategies for preventing violence against women: case study of Timor-Leste identified various communication approaches ranging from advocacy, social mobilization, participation, development communication, interpersonal communication, entertainment education and mass communication to have played a positive role in Timor-Leste. The conclusion of the study is that there is no singular approach to strategic communication, rather, that strategic communication involves a mix of appropriate multiple communication approaches that can foster individual and social change and that communication Strategies for Prevention of Violence Against Women should be responsive to people's needs, wants and desires, following a gender sensitive and holistic approach for effective results. Pedro's study major insight was that although there was a greater awareness regarding violence against women in Timor-Leste, behaviours had changed little. This raises an interesting perspective on whether awareness equals to addressing a societal problem.

Adolphsen (2012) focused on communication activities at high profile summits, specifically the Greenpeace campaign at the UN Climate Summit in Copenhagen in 2009, the objective being to exert pressure on world leaders to achieve a global agreement of ensuring deeper emission are cut. The study provides in-depth information on the communication structures, processes, strategies, activities built by political actors onto the resource of the Cancún summit. Adolphsen (2012) established that different political actors exploited COP-16 for their strategic communication purposes. This was visible in their messaging strategies, particularly in packaging an overarching idea, theme or slogan in their approaches to summit communication. Adolphsen (2012) argues that there was a difference between governments' messages with NGOs, with governments' messaging ranging from lacking overarching themes but being very detailed, policy related statements to broader, image-related messages that were not connected to climate change apart from a few governments such as Brazil's while the NGOs, focused on messaging strategies such as that of Friends of the Earth. Jenner (2005) focused on interest groups and understanding how they achieve their policy goals and in particular, examining environmental public lobbying, what was its impact on policy activity, what was the extent of public involvement, as well as the degree to which photographs and text are influential in that process.

1.1.3 Trend in Africa

Public policy debate and strategies to force the government of the day to adopt positions that responds to the problems facing its people have been around since the colonial administration. The rise of uprising and movements such as Mau Mau in Kenya (1952-1960), Zimbabwe war of independence (1965-1979), mass uprising in South Africa (1976-1994) are examples of strategies that were successfully employed to resist and fight colonial rule. Upon acquiring independence and formation of single party governments, still problems related to inclusion, power relations, labour among other persisted, leading to new formations such as trade unions and labour movements that used diverse strategies such as protests, strike among others to agitate for change.

In recent times, debates and scholarship has risen concerning civil society activities in post multiparty era in Africa. Masterson (2007) argues that they have struggled to transit from their historical role as organized forums and platforms agitating and mobilizing against government to a more substantial partner in addressing emerging opportunities and challenges. Musembi et al (2004) concurred with the scholars who propose a change of approach arguing that hard stance positions by civil society only worked under a closed environment. These views suggests that in closed, undemocratic systems winning large scale support is easy and raises the question on whether similar results would be achieved in systems that are deemed democratic, probably offering an explanation on the focus on communication strategies such as those exploited in continental forums such as African Union meetings and summits. Indeed, the bringing down of powerful governments in Egypt and Libya now called the Arab Spring is in part associated to successful use of social media in mobilizing people to agitate for change.

1.1.4 Trend in Kenya

The scene in Kenya in regard to influencing policies is similar to the trend in the African context. Emerging literature suggests that many people in Kenya believe that civil liberties have already been won (Opala, 2013) therefore a need for adoption of strategies that do not disrupt public order. Musembi et al (2004) study on civil society found out that organisations are successful while they incorporate realities of their operating context and local community in their strategies arguing that campaigns such as Sugar Campaign for Change in Western Kenya region helped sugar farmers to first organize, and then influence revision of the Sugar Act to facilitate for greater farmers representation on the sugar board. COVAW has also used various communication strategies to rally public support, in 2014 the organisation ran a campaign dubbed "Justice for Liz" centred on police's failure to act in investigating a rape incident and secured over 1.4 Million signatures calling for state action in the case of a sixteen (16) year old girl named Liz who was gang raped in Busia County according to the organisation's site and whose culprits had been punished by cutting grass in the police station compound, a punishment that was not befitting the crime.

This study situates itself within the area of development communication, taking organisations involved in development and conservation in Kenya as the central focus. There exist diverse organisations that focus on different issues such as political engagement and agitating for political change, gender, culture, environment, climate change, education, and agriculture. This underscores the fact that some of the activities these organisations are addressing can only be dealt with through policy advocacy and diverse support by various actors which can only be achieved through proper communication activities. Many studies have been done focusing on governance, transparency and political engagement; this study will focus on evaluating communications strategies used by Kenya Community Development Foundation and WildlifeDirect to influence public policy debate.

1.1.5 WildlifeDirect

According to the WildlifeDirect Website (2016), it was founded by Dr. Richard Leakey in 2005 with an objective of supporting African efforts in protecting wildlife heritage which is an important global heritage. Dr. Leakey has been instrumental in key wildlife campaigns among them the worldwide ban on ivory trade in the 1980's which saw the destruction of the demand for ivory and the subsequent collapse in ivory prices hence eliminating poaching. WorldlifeDirect has earned global recognition for its successful efforts in advocating for the protection of elephants especially in Kenya.

WildlifeDirect's work is geared towards directly impacting government actions and responding to wildlife threats especially elephants. The organisation claims that despite legislation meant to protect wildlife, corruption which compromises law enforcement and insufficient funding still pose a major threat to wildlife conservation. (Wildlife Direct website)

1.1.6 Kenya Community Development Foundation (KCDF)

According to the organisation's website, KCDF is a grant-making organisation, which was founded and registered as a public foundation in 1997 with an aim of supporting communities by promoting their development agenda through tapping the available resources and promotion of their basic human rights.

The poor and marginalized communities are the primary target group of KCDF and it focuses on working with disadvantaged communities so as to provide them with the support they need in uplifting themselves from their situation. They also focus on organized communities as their second target group where they seek to uplift them through asset building. KCDF places emphasis on the need to collaborate with other key players such as the government, Not-For-Profit organisations, business sectors and other individuals as a means of promoting social justice.

1.2 Problem Statement

This section outlines and describes the problem.

Communication plays a major role in achievement of an organisation's objectives. Scholars offer evidence that there exists a correlation between communication and the success of an organisation's goals. Benita (2003) argues that if Not-For- Profit organisations fail to communicate stakeholders' expectations through marketing outcomes, it may result in support for the organisation decreasing.

Organisations operating in the civil society sector in Kenya have implemented various interventions and public will campaigns to address development, social and conservation problems. In the conservation sector, various organisations have implemented different campaigns to save elephants and other endangered species. For instance, WildlifeDirect has since 2013 run Hands Off our Elephant Campaign, Tusk had Tusk4change, The Elephant Neighbours Centre had Ivory Belongs to Elephants Campaign, Save the Elephant maintained the slogan Save the Elephant, Save our heritage had their Another Click Another Day and WildAid Kenya with Stop the Slaughter, Stop the Trafficking and Stop the demand. However, the problems still exist, in the elephant conservation sector as elephants are still being killed. WildlifeDirect states that every hour an elephant is gunned down somewhere in Africa. On the other hand, Kenya Community Development Foundation have over the past five years been advocating for an enabling operating environment for civil society with its concern being the legal framework and organized local philanthropy, the issues at hand still remain a concern. This brings out the

importance of evaluating communication strategies, with a focus on public policy debate because the problem cannot be solved without a policy intervention.

1.3 Objectives

1.3.1 General objective

The general objective of the study is to carry out an evaluation of communication strategies used by Kenya Community Development Foundation and WildlifeDirect to influence public policy debate.

1.3.2 Specific objectives

The research's specific objectives are:

a) To establish communication activities used by KCDF and WildlifeDirect to facilitate public policy debate
b) To analyse the contribution of social media to public policy debate advanced by KCDF and WildlifeDirect.
c) To determine the extent to which coalitions/ constituencies facilitate public policy debate advanced by KCDF and Wildlife
d) To investigate the influence of mass media on public policy debate advanced by KCDF and WildlifeDirect

1.4 Research Questions

This study seeks to answer the following questions

a) What are the communication activities used by KCDF and WildlifeDirect to facilitate public policy debate?
b) To what extent do social media facilitate public policy debate advanced by KCDF and WildlifeDirect?
c) To what extent do coalitions/constituencies influence the public policy debate advanced by KCDF and Wildlife?
d) What is the influence of mass media on policy debate advanced by KCDF and WildlifeDirect?

1.5 Rationale of the Study

This section underscores and makes a case for the study. The current state of knowledge on communication strategies used by development and change organisations in Kenya and Africa is limited and requires further investigation. Effective communication has received much attention in regard to corporate communication in Kenya (Kimani: 2008,). The role, formation, activities and operating environment of civil society organisations has also received significant attention (Ndegwa: 1996, Brighton: 2003, Obadare: 2014, Sall: 2009, Wanyande: 2009, Chemengich: 2009, Olunga: 2009,).

However, evaluation of communication strategies within the Not-For-Profit organisations has been neglected in prior research. This study will contribute to the existing research gap albeit in a modest way and to the body of literature in the area, investigating the communication strategies used by KCDF and WildlifeDirect. Effective communication is especially important in this sector because Adolphsen, (2014) argues that "what NGOs lack in formal access and control they have to compensate for by means of communication, turning them into archetypal soft power players." The study is also important owing to the contribution of the Not-For-Profit sector to the community especially when democratic space is closed (Wanyande, 2009). The study will attempt to document, analyze what has worked as lessons learnt, making a contribution to what Sall (2009) pointed out as major challenges of documenting what has come to be known as best practices.

There are probably no other organisations that answer the research questions better than KCDF and WildlifeDirect, which the researcher came across during the study desk review process. Although there are over 8,260 registered organisations (Niyiragira 2014), their focus and activities did not suit the researcher's interest and could not answer explicitly to the specific research inquiry of communication strategies used with a specific purpose of making a contribution to policy debate. In addition, both organisations have their headquarters in Nairobi making their access easy and the researcher's current employer works closely with KCDF, therefore familiarity with its activities and staff which make it convenient within the limited study period.

1.6 Significance of the Study

The findings are of value to WildlifeDirect and KCDF because they will understand the effectiveness of communication strategies adopted in their programs. The study will also make a contribution to the guidelines for improving their communication activities and work. Academicians and researchers will also find this study useful as it contributes to the body of knowledge on communication strategies. The study will also be useful to the government, universities and other Not-For-Profits in the industry.

1.7 Scope of the Study

The central focus of the study was communication strategies used by KCDF and WildlifeDirect with emphasis to those that are directed to making a contribution to policy debate. The study was limited to communication strategies meant for this particular focus within the two organisations that may have been launched between 2013 and 2016.

CHAPTER TWO
LITERATURE REVIEW

2.1 Overview

This chapter reviewed the literature as well as the studies that have been carried out which are relevant to this study. This also reviewed literature that helps in appreciating the contextual setting in which these communication strategies take place. The study is an evaluation of communication strategies used by Kenya Community Development Foundation and WildlifeDirect to influence public policy debate. The analysis of the study information helped reveal gaps and also show the relationship of the existing literature and the study objectives.

2.1.1 Theoretical Review

2.1.2 Participatory Communication Theory

Participatory communication theory posits that development projects and programmes success is hinged on their ability to involve the people and ensure that they are part of decision making. (Onino et al, 2015: Karl, 2000). Participation stemmed out of the failure of earlier models of development communications which adopted the approach of making decisions on behalf of the people through the top down approach. Chambers (1983) noted that there are instances when outsiders' knowledge such as from development agencies, the elites and governments is viewed as more valid than that of rural people, while in actual sense no one has knowledge on areas and all contexts. Melkote (1991) concurs with Chambers (1983) and raises the question on whose priorities are policies, development projects and plans anchored on, suggesting participatory communication as the solution. There are instances where policies that are introduced are not viewed by the communities as beneficial to them and result to rejection or failure after the implementing agencies leave.

Participatory communication calls for inclusive and dialogue in decision making as the only sure way to attain sustainability where communities appreciate the need and owns the project. Karl, (2007) asserts that the only way interventions will achieve results is through involving stakeholders and communities (Onino, et, al, 2015: Karl 2007). This outlines the importance of entrenching participatory communication systems as well as decentralized institutions to enable

communities to have more control and to take active roles in solving their problems (King and Stivers 1998).

Paulo Freire, an educational theorist, in his pedagogy of education focuses on the premise that, in order for communication to achieve its objectives and to be effective, it is important for it to be based on the principles of participation, dialogue and mutual understanding of exchanging views (Freire, 1970). Therefore, in this context, participatory communication is essential in building relationships with the community through genuine engagement at all levels from decision making to implementation. (Pedro, 2013) This means local communities for instance in villages where there are elephants are provided with forums to discuss and address their problems such as those of wildlife human conflict, as well as to engage other stakeholders in advancing debate on a policy that responds to their concerns such as compensation for loss of farm produce to wildlife, the duration of compensation and the accessibility of the process to seek compensation.

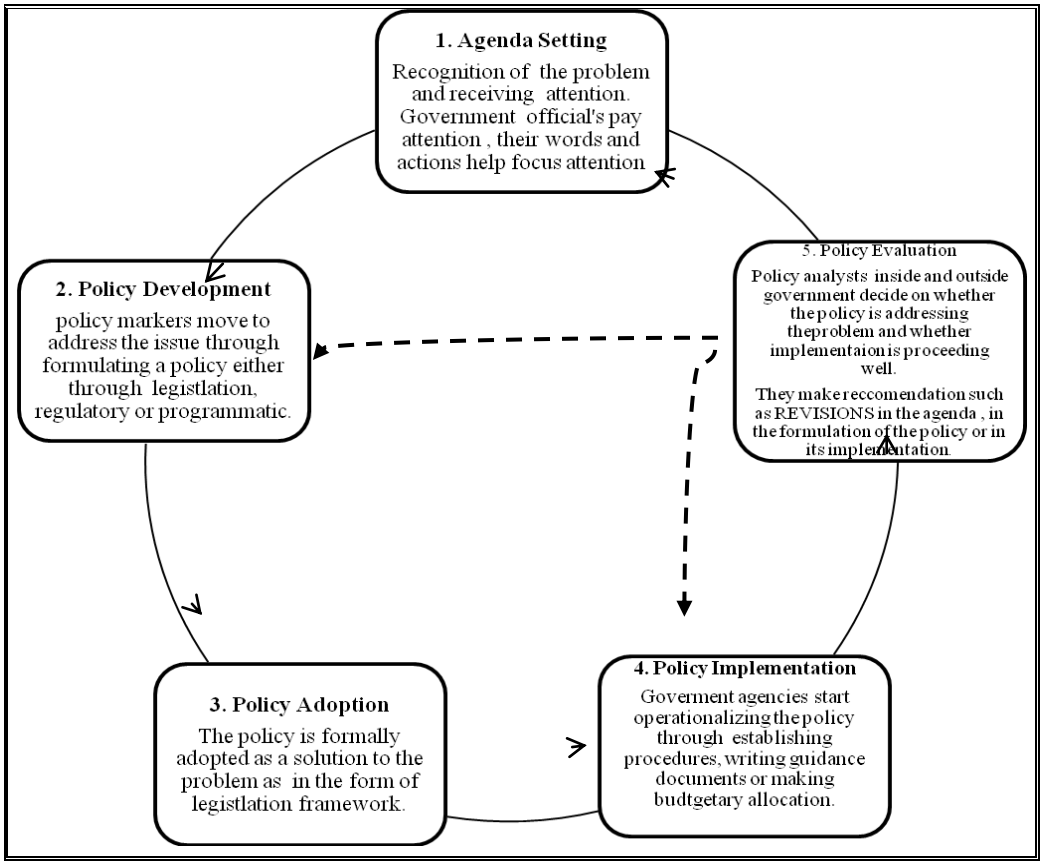
2.1.2 The Policy Cycle—A Simplified Model of the Policy Process

The conceptualization of the policy process in stages was suggested initially by Lasswell. The policy making was then envisioned as stages developing in a sequential order which starts with the identification of the problem and having it being put on the political agenda which is followed by policy development, adoption and implementation. The last stage in the policy making in the original model is the efficiency and effectiveness evaluation which leads to either termination or restarting. This first model according to (Fischer et al, 2007: Kingdon 1995,) was merged with Easton's input-output model and became the cyclical model that is called the policy cycle. The model's cyclical point of view puts emphasizes on feedback between the outputs and the inputs of policy-making which makes the process continuous. (Fischer et al, 2007: Kingdon 1995,)

Policy-making according to this model starts with the policy problem being recognized. The recognition of the policy problem is preceded by definition of a social problem which can only be solved through government's intervention. This is followed up by having the recognized problem being put on the agenda with the view of consideration meaning that the concerned governmental officers are giving it attention (Fischer et al, 2007: Kingdon 1995,).

The recognition of problem and the process of setting the agenda are highly political procedures whereby political consideration is committed to a subsection of all the pertinent policy problems. The interests, powers and interested groups such as the civil society organisations regularly seek to influence policy direction by riding on increasing attention to a certain issue, presenting an issue in a dramatic way or defining a problem in certain way. The participation of actors for example experts who are deemed as authorities in particular fields and are deemed as having knowledge, the avenues which are decided upon as ideal to debate and discuss the problem and how the media is used are some of the pre-determined means to define issues (Fischer, et al, 2007: Kingdon1995; Baumgartner and Jones 1993). There several actors whose activities revolve around determining and controlling the agenda, however, the policy agenda cannot be controlled by one single actor. The moving of an issue from it being recognized to actually having the issue on the political agenda is very important in the policy process because there are many competing needs and in most cases, it's the beginning of policy development.

Figure 2.1. Policy Cycle Model



Source:(The Texas Politics Project)

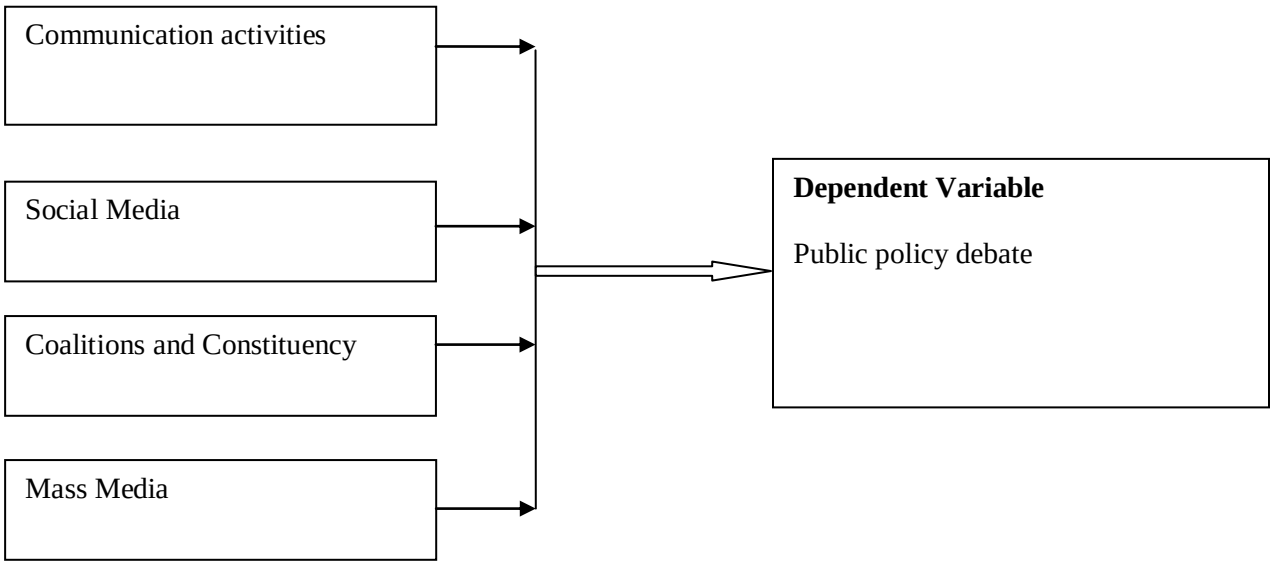
The policy agenda can originate from many sources including current societies and with the use of the media, they have power to force the government to take action because government is a political institution that is concerned with public opinion and retaining credibility in the eyes of the electorate especially in democratic systems. (Fischer et al, 2007: Lodge and Hood, 2002). However, such responses of governments in forced choice situations tend to be combined with rather intrusive or coercive forms of government interventions. However, these policies frequently have a short life cycle or are recurrently object of major amendments in the later stages of the policy cycle after public attention has shifted towards other issues (Lodge and Hood, 2002). In Kenya, the Public Benefits Organisation Act (2013) is to some an extent an example of a forced choice since the bill originated from the civil society and was moved to parliament through a private member motion, though the Act was passed into law, its amendments began even before its implementation.

2. 2.1 Conceptual Framework

This is a research tool, whose structure according to Bogdan and Biklen (2003) is made up of specific abstract blocks representing the analytical aspect of the process or system being reviewed. A variable is considered independent when it is presumed to affect or determine a dependent variable. It can thus be changed as required, but its values are taken simply as given and not a problem requiring explanation in an analysis (Bogdan and Biklen, 2003).

In the conceptual framework figure 2.1 below, communication strategies envisioned under the four specific objectives are assumed to influence the level and direction of public policy debate. The debates on public policy are influenced by a wide variety of activities categorised as either 'inside track' that is working closely with stakeholders and 'outside track' which are lines that seek to sway or even direct policy through either pressure, confrontation or both. The approaches can also be further differentiated between those that are mainly evidence and research based versus those that involve, primarily, values and interests (Jones, 2011). The conceptual framework postulates that communication activities specifically coalitions/constituencies, social media, mass media affects the policy dialogue in the areas that KCDF and WildlifeDirect focus on. However, this relationship may be modified by nature of political climate, other actors.

Figure 2.2: Conceptual Framework



Source: Researcher, 2016

2.2.2 Communication Activities

Communication activities are employed to achieve diverse purposes in the public policy debate from educating the public, mobilizing support, creating awareness and visibility. These are achieved from various communication activities such as press release, newspaper, newsletters, online communications, and outreach collateral materials among others. Communication activities to influence public policy debate are known as public will campaigns. The purpose of such campaigns is to change or influence the policy weakness of a societal problem to ensure it moves from being recognized to concrete steps of addressing the problem. The campaigns seek to influence decision and policy makers directly or through indirectly through building critical mass and mobilizing key actors of constituents to take political action. Some of the theories that inform these campaigns are agenda setting focusing on raising awareness, message frames focusing on how message is packaged and appeal made. (Salmon et. al, 2013)

2.2.3 Social Media and Public Campaigns

Social media has become an important platform. Thomas (2015) alludes to views of other scholars that while we can't argue with the growth of social media's use, its influence complicated than we tend to acknowledge. Thomas (2015) in his study of Social media influence on public discourse in the Pacific Northwest found that the public can be swayed to a certain degree by what they see on social media. Moreover, they feel that elected officials in Oregon and Washington are also swayed to a large extent by what constituents, advocacy groups, and others may post and share about public policy debates on social media. The findings revealed that in that region there was a shift in both people's acceptance of social media as a viable tool for enacting societal reforms.

Leavey (2013) argues that a platform like twitter is more about the representativeness of the expertise and the influences within specific topic you're interested in and less about the representativeness of the population such that if you want conservation views such as surrounding public opinion on the conservation then you have an opportunity to gather the opinions of experts on that specific topic by monitoring and gauge public opinion on the same. Social media interactive aspect provides for public participation and also serves a feedback

mechanism. Social media can therefore facilitate participation in public policy dialogue and serve the tenet of participatory communication theory of involving the people.

2.2.4 Coalition Building and Constituency

Coalition and constituency building is based on Coalition Theory or Advocacy Coalition Framework developed by Paul Sebatier and Hank Jenkins-Smith which states that policy change takes place through coordinated activity among a broad based network of partners or individuals range with the same core beliefs. (Stachowiak, 2007) According to Stachowiak, (2007) coalitions usually will search and pursue numerous platforms for change such as playing proactive role in addressing legal challenges and influencing public opinion carried out simultaneously, to establish the avenue that will yield results. The theory advances use of strategies such as influencing like-minded decision makers to make policy changes, influencing public opinion through mass media, change policy makers and other decision makers stand through demonstrations, protests or public petitions, affecting public perceptions on implications of policies through research and provision information and evidence. This theory also applies in complex situations and there is an intention of keeping the level of political conflict low and finding a reasonable solution to the problem.

2.2.5 Mass Media

Mass media and public policy processes can be explained through various theories that focus on the interaction, effects of media coverage and the relationship between the media, decision makers and the public. One of the most popular theories of mass media is agenda setting which argues that media can tell decision makers and the public what to think about while its offshoot framing theory finds the public incapable of having policy preference and therefore opinion can be shaped depending on how an issue is framed and presented. There debates for and against these view, however there is consensus that media raises salience of issues in the public sphere. Scholars such as (Jones, et.al 2008) have also argued that in public policy debate, the media may also fall under the coalition theory if the media's participation in the policy issue is seeking favourable business environment therefore participating as a private sector. Mass media gives an issue a sense of urgency and raises its salience which facilitates change to take place. Mass

media ensures that policy issue grows in prominence and may lead to action being taken. (Asibey, 2011).

2.2.6 Public Policy Debate

Civil society organisations are involved with policies than ever before. Jones, (2011) argues that civil society organisations have been forced to not only engage in intervention work and service delivery but to also secure sustainable large scale change which is secured through development and implementation of good policies. The importance of policy in development work is also emphasized by the fact that the Sustainable Development Goals (SDG) adopted by countries at the UN General Assembly in September 2015, names "policy coherence for sustainable development' as one of the three policy related targets of Goal 17 on global partnerships and strengthening means of implementation.

2.3 Empirical Review

2.3.1 The Civil Society Organisation: The Perspectives

There has always been varied views in regard to their activities, with scholars differing on their importance with some like Niyiragira (2014) arguing that civil society sector remains important, considering that in 2013, there were 8,260 registered organisations in Kenya that contributed a total of KES 80 billion in 2012 (USD 1 billion at that time) to the national economy in the area of education, health, conservation of environment, nutrition and agriculture just to name a few while employing over 200,000 Kenyans. Bodewes (2013) pointed out that there are two opposing sides, advocates who feel that civil society is essential and the critics who express reservation of treating civil society as the solution for solving Africa's long-term political problems.

The literature above suggests that in Kenya and Africa at large, civil society are operating in different governance environments which calls for the need of communication strategies used to be sensitive to these realities. Nadia (2014) assessment of government communication concurs with Wang (2006) that due to the ever changing landscape be it global, economic, political, technological or new players in world affairs, the credibility as well as effectiveness of

communication practices are also coming increasingly under challenge. These developments have pushed forth new approaches such as branding and campaigning into the repertoire of communication instruments that are "goal-oriented attempts to inform, persuade or motivate behavior change at the individual, organisational and community level" (Nadia, 2014: Melissen (2007)). This literature helps to take note that communication is a constantly evolving concept due to what Nadia, (2014) calls rapidly changing political and economic landscape and the expansion of communication and media technologies.

2.3.2 Communication Activities

There exists a large body of empirical studies on evaluation of various communication strategies, both in corporate and not for profit field in Kenya. Oluoch (2007) studied Nairobi Stock Exchange to evaluating existence of specific communication strategies and to establish the effectiveness of these strategies in educating investors, which brings an interesting contribution in regard to the role of staff in the communication plan. Her major finding was that only a small percentage of broking firms staff are aware about mission statement of their broking firms, implying that they are incapable of communicating the firm's business to customers. She also found out that broking firms did not have strategic plans and there were no documented communication strategies. Gikunda (2007) narrowed down to assessing a specific strategy, that is the effectiveness of information, education and communication (IEC) materials as a communication strategy and found out that the strategy had not succeeded in employee motivation, job mobility, satisfaction and enhanced organisation's image. His study also found out that inexistence of feedback mechanisms within TSC communication strategies as well as poor choices of channels contributed to the ineffectiveness of the strategy.

Othieno (2012) and Simolo (2009) focused on pro-social and development domain. Othieno (2012) in her study of the role of communication in development projects in Kenya: a case of Kibera Soweto Housing Project found out that the government used inappropriate communication approaches to mobilize project activities, the slum beneficiaries had negative perception over the communication approach used in the Kibera Soweto East Zone 'A' pilot housing project, and that the government used centralized power whose objective was to control

the development process and to exclude the poor. These studies also provide perspective in understanding diverse communication strategies; however, they also differ from the area under study in that they focus on individual behaviour change.

2.3.3 Coalitions and Constituency building

Coalitions building as strategy are concerned with bringing actors such as those from civil society, state agencies, private sector, learning institutions to work together for the purpose of achieving predetermined objectives. According to Asibey, (2015) working together is important especially when addressing issues that are diverse in nature for instance climate, where the coalition for climate change brings together high school students, faith-based groups and even celebrities. This is important because policy change cannot be achieved individually. (Asibey, 2011).

2.3.4 Social Media

According to Thomas (2015) a lot has been written about the rise of social media and social media networks. The rapid growth of forums such as Facebook, YouTube, and Twitter has transformed the communications industry and changed mainstream media consumption. In Kenya, Digital Rand state of social media findings (2015) reported that Facebook is the largest in Kenya with 4.3 million Kenyan users on the Facebook platform, Linkedin is second with over 1M users while Twitter is ranked third with over 700,000 active users.

Thomas (2015) argues that debate over social media seems to take two different views. One that says social media has provided a platform for civic participation and is providing avenues for political and corporate accountability, and journalistic integrity. The other argues that the instantaneousness and selective nature of information passed on social media obstruct critical thinking and simply closes us off from differing viewpoints. According to CNN (2016) social media in Africa has been used for diverse purposes from crowd funding campaigns to rally mobilize support around causes for example 1Milli for Jadudi campaign that raised Kshs.6 Million in days. Bake (2015) report showed that Twitter was also used to air grievances and mobilize support among other uses.

Mwambui (2010) study focused on leveraging social media for fundraising in Kenya, a case of WildlifeDirect concluded that the organisation provided an innovative platform that was successful in fundraising, provided platform for conservationists to air their voice and provided conservation news on species and areas that otherwise would not be covered by the mainstream media. Studies have also been done on social media and activism, such as lobbying both online and off line together with online petition that stopped the Tanzania Government and Indian Company Tata Chemicals from building an industry to extract soda ash from Lake Natron which conservationists argued would displace over 500,000 pairs of Lesser Flamingo. (Mwambui, 2010: Mwathe et al. 2010) Leavey (2013) focuses on understanding what certain publics such as government officers are seeking in social media and concluded that they are is in search of understanding data for example the tweets that influencers of interest are paying attention to, reaction to new ideas, the most popular news stories, emerging trends and the individuals/personalities who are shaping and driving the conversations.

2.3.5 Mass Media

Significant body of studies on effectiveness of various mass media channel also exists. On Kimani (2008) studied Safaricom's marketing of M-Pesa services with focus being on establishing the effectiveness of advertising strategies adopted, concluding that the strategy was successful and was attributed to use of multiple channels that is radio, television, internet and billboards. Ambuto (2009) and Muia (2010) have reported on communication strategies aimed at individual behaviour change and increasing awareness in the spectrum of health. Ambuto (2012) study on establishing the effectiveness of TB communication strategy/approach, establishing the level of awareness of Kibera residents on the link between HIV and TB and how this, in turn, influences the residents' uptake of TB treatment and testing, found that radio was the most effective and reliable tool of communication for TB awareness in Kibera. Muia (2010) study was consistent with Ambuto's upholding the importance of mass media (in particular radio and television) as the most effective channel of the communication strategy for increased HIV/AIDS awareness and voluntary counseling and testing.

2.3.6 Public Policy Debate

Bodewes (2013) quotes, Jean François Bayart claims that at its core, civil society is always in confrontation with the state in the process of advancing governance change and advocating for adopting of better policies. In Kenya, civil society is viewed as anti-government and the term is almost synonymous with protest, demonstration and drama, (Opalo, 2013). In the distant past, civil society used protests, demonstration, drama to fight against the dictatorial regime of President Moi and managed to stir public action, a case in point is the Green Belt Movement which according to Wanyande (2009) successfully mobilized support to stop the construction of high rise building in Uhuru Park. However, although probably there exists no other strategy that is well known than those two, there are numerous strategies used by civil society organisations such as public will campaigns, activism, lobbying, advocacy, high profile summits, media coverage, media events, communication activities and collaborations. In recent times, adoption of strategic communication has become an important strategy unlike in the past. The organisation under study that is KCDF and WildlifeDirect both declare the importance of strategic communication with key actors among them the government/ government agencies. WildlifeDirect states that their emphasis is in working with and not against the government while KCDF argues that it's only through 'talking' that progress can be made. The organisations public positions on their engagement with the government are consistent with other organisations such as the newly adopted approach by KNHCR who argues that 'you cannot put out the fires always'.

2.3.7 Research Gap

The literature suggest that communication strategies have the ability to achieve set objectives including policy influencing goal, however empirical studies done although they have focused on other areas suggest that not all communication strategies achieve the goals they are meant to achieve. This provides a research gap and motivation to evaluate communication strategies used by Kenya Community Development Foundation and WildlifeDirect to influence public policy.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Overview

This chapter presents and justifies the methodological choices for the study, discussing the research design, approach and justifies the choice of methods adopted. The findings of the research were obtained through a comprehensive case study of the communication strategies used by KCDF and WildlifeDirect.

3.2 Research Design and Approach

Research design according to Yin, (1994) is the plan of action that links the data to the research question and conclusions. Yin, further elaborates research design to be the logical sequence, that guides a researcher in the journey from here, where here is the research question, to there, where there is set of conclusions, with data collection and analysis being the steps to be taken in between. The best research design is dependent on the research question. This study used qualitative research design. Qualitative research was used due to its ability to provide detailed understanding through examination of activities, actions and records as opposed to inquiry of quantitative nature which looks at the quantities of these factors (Adolphsen, 2014: Bryman & Bell, 2009). The study was interested in how and what, not how many communication strategies, therefore qualitative research methodologies were ideal.

3.3 Population

The target population is the total number of subjects that are of interest to the researcher or research subject. (Oso & Onen, 2009) Mugenda and Mugenda, (2008) define a population as the entire group of individuals, events, or objects having in common observable characteristics, to which the researcher intends to generalize the results of the study. This definition accepts that population is not standardized.

The study was conducted within KCDF and WildlifeDirect. The target population was 97 documents of specific communication programmes and campaigns. These documents included those of communication programmes and campaigns originating from KCDF, WildlifeDirect,

others were documents on government policy over the last four years obtained from Kenya Widlife Service (KWS), government website, parliament website; others were media publications, research papers and reports from partner organisations.

3.4 Sample and Sample Selection

3.4.1 Case Study Research Method

Case study according to Yin (1994) is an empirical inquiry that examines on a contemporary phenomenon within its real-life setting. Bruce (2000) defines the case study method as those that involve gathering sufficient information about a context, specific person, event, or group to enable the researcher to understand its operations and functions. Case study was adopted because of its ability to produce wealthier, more contextualized, and more reliable explanation of the study area than most other approaches of enquiry. The other strength of case study identified by Bhattacherjee, (2012) is that the phenomenon can be studied from multiple viewpoints and using numerous levels of analysis such institutional and individual therefore makes the understanding of the phenomena rich. Case study was also ideal in this study considering Yin (1994) posits that it has distinctive position in evaluation research, where there is an attempt to link programme intervention with effects and also explore situations where interventions has no clear set of outcomes. These benefits of the case study method were assets to the researcher in studying the complex area of communication strategies and their influence on public policy debate and the ability to go beyond statistics on measuring the number of communication strategies which can be obtained using survey research method. There is criticism on the limitations of generalizing findings from case study, a reason this study makes a contribution to the existing body of knowledge.

3.4.2 Case Selection and Description

The following was set as criteria for case selection: The purpose of the organisation's existence- the organisation to be included in the study must exist for general public benefit and not a members' association. The organisation should not be for profit. The focus of the organisation- only an organisation that focuses on conservation, food security, education, agriculture, policy, legal environments maybe included in the study.

As a result, Wildlife Direct was selected because it fits within the definition of civil society and uses communication strategies to achieve the objectives of conservation, which requires multi agency approach and which is only possible with the support of local community and government as Edge, 2015 argues that it's only the local community and governments that have the capacity to sustain wildlife conservation. KCDF was selected because besides also fitting within the criteria, it has also coordinated campaigns that involve other organisations in a clamour to present a unified message on various issues and the researcher is familiar with its activities and communication strategies that build curiosity in understanding their effectiveness. KCDF based in Nairobi and the researcher being familiar with the staff made the research easier since it would be easy to earn trust.

KCDF and WildlifeDirect have carried out numerous communication strategies to educate the public about these causes, some of which are aimed at making contributions to policy debate. The strategies varied widely, from simple campaign run on social media and the internet to strategies that are expensive featuring mass-media campaigns. By use of a comprehensive documentary review, this research identified and reviewed the outcomes of various communication activities. The research sought deeper understanding of communication strategies used by KCDF and WildlifeDirect to influence public policy debate over the period 2013-2016.

3.5 Sampling Technique and Sample Size

3.5.1 Sampling Frame

This is a list of items that constitutes of the population characteristics. The researcher constructed a comprehensive sampling frame of 47 documents ensuring inclusion of the population that provided for breadth.

3.5.2 Purposive Sampling

The sampling procedure was purposive sampling. Palys (2008) argues that there is no best sampling method because it's dependent on the context in which researchers are working on and

it's tied to the objectives. Mugenda & Mugenda (2003) defines purposive sampling as handpicking cases that have characteristics that are in agreement with the study's objectives. This was non-probability sampling where decision of subjects included in the study was taken by the researcher based upon a set criterion.

3.5.3 Sample Selection Criteria

The sample selection was twofold within the organisation and documents selection. The sample size was 12 documents which were arrived using the saturation sample selection criteria and sample was considered sufficient when repetition was experienced.

3.6 Data Collection

3.6.1 Document Review

Documentary review was selected as the method that would collect sufficient data to respond to the research questions. Documents reviewed included strategic plans, communication plans, articles, news publication, evaluation reports, annual reports, policy documents, promotion materials, social media, blogs and website content. These documents are attached in the appendices. The materials were sourced from KCDF and WildlifeDirect as well as published research findings; journals, media publication archives, Government of Kenya website, Parliament of Kenya website, partner organisations, Kenya Wildlife Service (KWS) publications and the Internet.

This study's objective was to evaluate communication strategies used by KCDF and WildlifeDirect to influence public policy. Evaluation is considered a vital aspect of planning, managing and implementation of projects, programs and also policies meant for public or private organisations. (Jones, 2011) According to Harry (2011) evaluation of policy influence work presents challenges and complexes such as determining the link between policy influencing activities and outputs and change in policy. This is especially because the complex nature of policy change and the involvement of many actors make it difficult to predict, narrow down and attribute the consequences of certain activities on policy. Jones (2011) suggests that this could be overcome by methodological approach arguing that experiments or quasi-experimental impact

evaluations are not suitable and requires an approach that takes into account the fact that policy occur over long timeframes. Document review was therefore selected due to its ability to provide an account of events over a long timeframe. Documentary analysis was selected due to its ability to provide the history of each communication strategy and in-depth information regarding each strategy adopted. Lancelott (2011) argues that according to May (1998), it's important for the researcher to be aware of the criticisms stemming from documentary analysis on how documents are selected and whether the social context of their development is considered. Lancelott: 2011, May 1998). Data Collection was guided by the data collection guide.

Table 3.1 The following table was developed to guide and provide focused data collection from the various documents ensuring that the focus remain within the study's objectives.

Objectives	**Influencing Approach**	**Indicators**	**Source of data**
To establish communication activities used by KCDF and WildlifeDirect to facilitate public policy debate	Communication activities	Specific communication activities initiated Appearance, if any, of spokesperson presence in media and in public platforms The use of organisation data/quotation in the media, stakeholders' forums and policy debate	Annual report, Publications (Newsletters, brochures and pamplets), Websites, Social media, Media publications and research reports
To analyse the contribution of social media to public policy debate advanced by KCDF and WildlifeDirect.	Social media	Policy debate becoming a trending topic, Post circulation (reach, shares) Post engagement (comments, likes), website hits and duration spent on the organisation website	Evaluation reports, The organisations social media networks, Google analytical reports, Influencers social media networks, Organisation website
To determine the extent to which coalitions/ constituency facilitates public policy debate advanced by KCDF and Wildlife	Coalition/constituency building	Actors & stakeholders' engagements, Partnerships formed, Formal meetings & forums, Participation in joint initiatives	Recorded meetings, Minutes, Periodical reports, Publications, Press statements, Websites (Partner, stakeholders, organisations) Monitoring and evaluation reports
To investigate the influence of mass media on public policy debate advanced by KCDF and WildlifeDirect	Mass media: Television, radio, newspapers, community media and others	Media attention Media coverage Quoted as source in media reports	Media assessment reports Media publications Archive publications

Source: Researcher, 2016

3.7 Data Analysis

The researcher approached the analysis of the collected data from open coding in order to identify the broad common themes, patterns, strategies and categories that arise from the documents and content from websites and social media. The researcher reviewed the contents of documents and scanned the index for key words which was then followed by note making on relevant chapters. The findings were presented in a narrative way because the study was qualitative. The data was organised according to the key themes emerging from the literature and the findings of the analysis was based on the objectives of the study. The data analysis and interpretation was a continuous process where analysis was done immediately after each review to identify specific categories and themes that emerged. The researcher examined documents and published materials that yielded data for this research.

These common strategies and categories were explored with focused coding to account for familiarities found from different documents. Esterberg (2002) described "Focused coding as going through your data line by line, with focus being on those key themes you identified during open coding" The findings discussed in this study were as a result of common strategies found in numerous documents.

3.8 Reliability and Validity

Reliability concerns a research instrument's ability to produce consistent results after repeated trials. Mugenda & Mugenda (2003) points out that reliability is about accuracy and precision of a measurement procedure. Validity is the extent to which the research instrument measures what it is meant to measure. Mugenda & Mugenda (2003) argues that validity is the degree to which results obtained from the analysis of data actually represent the phenomena under study. The researcher strived to minimize factors that may affect reliability and validity of data through a thorough assessment of instruments of data collection.

3.9 Ethical Considerations

The researcher observed the guidelines of undertaking research as outlined by the University of Nairobi Plagiarism Policy. The researcher presented a proposal of the study, defended it before a

panel of examiners and passed. The researcher was cleared to proceed to collect data and granted a Certificate of Fieldwork. (See appendix IV). The researcher sought permission to conduct the study at KCDF and WildlifeDirect from relevant staff. The researcher further observed ethical considerations in regard to privacy, confidentiality and consent. The researcher sought consent to access and use documents while protecting the reputation of the organisations. The researcher also issued a disclaimer that the documents accessed were to be used for the purposes of this study only and no other purpose and that were not to be shared with third parties not related with the study. Upon completion of the study, the researcher presented the research project before a panel of examiners and the study was subjected to intense scrutiny. The researcher made corrections and amendments as recommended by the panel upon which a Certificate of Correction was obtained. (See appendix V) The research project was further subjected to plagiarisms check by the School's Quality Department and it was found to be devoid of plagiarism and issued a Plagiarism Report. (See appendix VI). The researcher was therefore able to obtain a Declaration of Originality. (See appendix VII). Lastly, the study's purpose is for academic pursuant and once completed and after submission to the university, it will be shared by KCDF and WildlifeDirect to enable them to operationalise the value of the study.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Overview

This chapter presents the findings based on the review of documents. The method of analysis is qualitative and findings are presented in a descriptive manner. The chapter begins with a brief on the Constitution of Kenya, which forms an important situational analysis because of the public participation guaranteed in policy issues. The other sections present the findings based on the objectives.

There is need to contextualize the findings of this study before they are discussed. The passing of the new constitution in 2010 in Kenya gave birth to a system of governance that emphasizes on public participation. Civil society organisations in Kenya have been working under the new constitution since 2013, whereby citizens' participation in policy issues and other public functions have been made a requirement. In previous years, participation was not a requirement and was a preserve of the technocrats.

A considerable amount of debate has since surrounded the nature and legitimacy of participation, whether it's real, perceived or coerced, and the subject will definitely form an interesting research area for social scientists and academicians, though it is outside this study's research question, the important stand point is that the constitutional public participation requirement gives civil society an upper hand in policy issues participation and influencing the same. The civil society can engage in activism and advocacy while referring to the Constitution of Kenya which empowers them to do so. The Constitution emphasizes that the government shall be accountable to the people and people shall participate in the affairs of their government.

4.1 Summary of the Findings

The finding of the evaluation of communication strategies used by KCDF and WildlifeDirect to influence public policy debate are presented in the table below:

Table 42: Strategies and Findings

Strategy	Findings	
	KCDF	**WildlifeDirect**
Communication activities	High use of events: namely community open day, workshops, seminars were relied on in building a critical mass Moderate to low use of Spokesperson/Champion: the use of this strategy is more circumstantial than design	High use events: Global elephants march, Fashion and Music concert. High use of Spokesperson/Champion: deliberate and targeted
Social media	Moderate use of social media mainly to drive visitors to the website Occasional use of Influencer to create awareness, visibility	High use of social media to achieve diverse objectives.
Coalitions	High use of coalitions and constituency building. The main strategy used in pushing for enabling environment, PBO Act 2013	High use of coalitions and constituency building.
Mass media	Moderate to low: narrow focusing, very targeted, monthly visibility of either KCDF or its partners in the section of the media	High use of mass media: at least weekly appearance in the mainstream media

Source: Researcher, 2016

The findings are tabled by research questions and categories organized in three sections. The first section responds to the first research question; the second section addresses the second and third research question with focus being on WildlifeDirect while the third section also addresses second and third research question with focus being on KCDF.

The first section responds to the research question of establishing communication strategies used by KCDF and WildlifeDirect to facilitate public policy debate. The second section responds to the second, third and fourth research questions. The research questions were very specific seeking specific information which helped streamline the research in that although these organisations use many strategies, the focus was very specific and also gave a snapshot of strategies the organisations are using. The results were consistent with Mushi (2011) whose study on Non-government organisations in Tanzania who found that most NGO's adopted non-confrontational strategies and opted for more engagement when advancing policy issues since they did not want to upset the government.

The findings in summary revealed that communication strategies used by both organisations were successful and that they both adopted similar communication approaches with the exception of mass media coverage and use of spokesperson/patron which was a major strategy used by Wildlifedirect but almost silent in KCDF activities. There exists evidence that shows that both organisations have established meaningful partnerships that have played a role in achieving set objectives. The evaluation also revealed that both organisations have invested in information management systems with most information being available electronically on online platforms making information accessibility easy, which Masuri & Rao (2011) alluded to be a key player in communication success in the 21st century.

However, there was no evidence that grassroot organisations and community based organisations were engaged in the same level as other partners and were absent in national forums. Othieno (2012) found this to be a dangerous trend noting that project managers will need to remember that there is a difference between implementation and uptake. This view would have been explored further in regard to the uptake and use of some initiatives such as a WildlifeDirect

hotline to report wildlife crime but data was not available on its uses. The findings also found that although there were partnerships and thematic working groups such as in conservation, still there was no use of a single campaign to create awareness on a large scale.

In the next section the researcher discusses findings as per the four objectives.

4.3 Descriptive Findings

4.3.1 Communication Strategies

The following six communication strategies were found to be in use by both or/either KCDF and WildlifeDirect to advance public policy debate: Constituency building, spokesperson/champions, mass media coverage, social media, events and evidence based awareness. In the next section, only three strategies will be discussed in that first section because the other three that are part of objectives two, three and four.

4.3.2 Spokesperson and Champions

WildlifeDirect organized all the organisation's communication and efforts around a flagship campaign called 'Hands off Our Elephants' launched in 2013. Hands off Our Elephants Campaign identified and convinced the First Lady of the Republic of Kenya, Her Excellency Margaret Kenyatta to be the Patron of the campaign. The first lady has since spearheaded the campaign thus giving it prominence amongst leaders in similar positions across the globe. One of the ways which she achieved this was utilizing high profile meetings such as the Tokyo International Conference on African Development (TICAD) held in Nairobi on 28th August 2016 when she lead many first ladies among them, Japan's First lady Akie Abe to David Sheldrick Wildlife Trust, a home to many orphaned elephants. The visit was featured by at least 20 media stations both local and international. Hand off Our Elephant Campaign also involved champions and youth organisations to appeal to the younger generations through use of artists such as Juliana who was a lead artist in their conservation concert and commands a significant following among young people.

KCDF has used numerous communication strategies to achieve various objectives in the many sectors it works in. However, this paper will focus on only one initiative on KCDF's involvement in pushing for an enabling environment for philanthropy in Kenya done through its role in regard to the Public Benefits Organisations (PBO) Act 2013 and tax as an incentive to promote local philanthropy. KCDF identified tax incentive as important aspect of promoting local giving and an issue that required to be addressed through a policy because the current process is long, time consuming, bureaucratic and supports tension and mistrust between the government and civil society organizations. The solution envisioned was the amendment of the Income Tax Act provisions relating to tax incentives for philanthropy and making the systems for accessing the same efficient, easy and fast.

4.3.3 Evidence Based Awareness

Evidence based awareness was utilized by both organisations. Hands off Our Elephant Campaign was launched in the backdrop of alarming reports of poaching and what conservationists called 'a massive resurgence in poaching across Africa with more than 35,000 elephants killed for their tusks in 2013. Kenya was also identified as the leading transit county for ivory across Africa. (WildAid) WildlifeDirect was among the conservation organisations that lobbied and supported the formulation of the Wildlife Conservation and Management Act (2013) that addressed the challenges in the legal system providing for stiffer penalties for wildlife crime, dealing with human wildlife conflict compensation, establishment of community conservations projects/initiatives among other key provisions

The campaign aimed at creating awareness on the status of elephants and clearly stipulating the reasons it mattered to every Kenyans which was done through communicating economic impact of a Kenya without wildlife. The campaign also provided facts such as nearly 100 elephants were being killed in Africa, that elephant tourism contributes 12% of the national GDP and offered over 300,000 jobs, coupled with Wildlife Courtroom Activities Reports. The WildlifeDirect's midterm evaluation describes the process through which they designed their communication strategies: "In making our case, we knew it would not be enough to rely on hearsay. We presented results of courtroom monitoring to prove a point" (Mid-term Evaluation

report, 2015, Page 1). In issues of policy and legal system, the campaign set the discussion agenda through presenting facts on wildlife crimes trials and fines informed by evidence such as the study by WildlifeDirect of wildlife trials in Kenyan courts between 2008 and 2013 concluded that Kenya was a safe haven for wildlife criminals because of major weaknesses in the legal system such as lenient penalties with maximum fines being Kshs. 50,000/- only. This provided a base for making a case in the formulation of the Willdlife Conservation and Management Act because there was no correlation between the crime and fines, in that before the enactment of the Act 2013, the maximum fine for wildlife crime was Kshs. 50,000/- . Hands off Our Elephant Campaign does not end at awareness creation but has an aspect that keeps eyes on the government regarding its commitment to protecting wild animals and therefore able to continuously provide feedback on gains and losses. In many cases policies are said to be in existence, however their implementation has been a major drawback on making progress. In response to this, Eyes in the Courtroom Project follows wildlife cases and provide studies/reports that provides evidence of the situation since the enactment of the Wildlife Act 2013 which have been powerful in keeping government on its toes.

The study found that KCDF focuses on specific audiences in regard to both the PBO Act (2013) and tax as incentive to donation. The organisation then used evidence based awareness to build a critical mass necessary in advancing a policy agenda. KCDF as a major partner of Civil Society Reference (CSO) Reference group in matters relating PBO Act found that peripheral issues were crowding constructive and focused dialogue in regard to the amendments that had been proposed. The media, politicians and a section of civil society focused on one aspect of the amendment that had proposed limiting foreign aid to 15% with debates of who funds civil society activities and the motives of their funding taking centre stage. The debate in the public sphere failed to focus on other aspects that had implications to all those working in the nonprofit sector.

The organisation adopted evidence based awareness approach to achieve its specific objective in the CSO Reference group of bringing foundations and trusts together and to achieve their cooperation. This was important considering some foundations and trusts especially corporate foundations were hesitant in being involved in activities that were deemed to be in confrontation with the government. Corporate foundations are offshoots of companies and corporate bodies such as banks that work closely with the government and therefore shy away from activities that send a contradictory message. KCDF was found to use evidence based awareness to highlight facts and clearly outline the likely impact of their inaction. One aspect that awareness was created in regard to this group was the registration process that was proposed by the amendments to the Act. KCDF communicated to those foundations the facts on the proposed registration of not-for profit which aimed at doing away with the current law that allows those in the sector to register with either the NGO Board, Companies Guarantee Act, Trust and foundations under the Succession Act among others and to have only one body mandated to carry out the registration, this aspect had implications to even corporate foundations in that they will be required to register afresh if the act was go through. The study found that these approaches of communicating aspects that created awareness on issues that affect them directly worked in turning around support.

4.3.4 Events

Events were utilized in two main ways organizing and participating in events organized by others especially at international platforms. Events were used to create awareness, call for support and communicate evidence; some of these events were international summits, workshops, seminars, training forums, concert, and community day, among others.

Hands off Our Elephants campaign participated in many events that served specific purposes such as: Symposium on International Wildlife Crime in London, World Rhino Youth Summit in South Africa, organized an event to mark the World Elephant Day in Nairobi and also coordinated Nairobi's Global March for Elephants and Rhinos that was attended by over 3,000 marchers. The campaign also organized Judiciary dialogue on wildlife crimes attended by among others the retired Chief Justice Dr. Willy Mutunga, Story Moja Hay Festival in Nairobi where

wildlife films were screened and discussion on elephants and conservation were held, co-sponsored countrywide conservation and wildlife conservation debates in conjunction with the Kenya National Debating Council, planned county tours to promote conservation, was the Nairobi's fashion week charity partner in 2014, the theme being 'there is nothing fashionable about life imprisonment among other activities. The events created awareness in the local scene while in international stage they were aimed at building collaboration and support to fight wildlife crimes since they are organized by international crime cartels.

KCDF also used events as a key strategy to communicate results and create awareness. The organisation organized workshops, seminars, meetings and community day to rally those in the sector to adopt a unified voice especially in advancing legal framework that promoted enabling philanthropy environment. The organisation's officials also participated in all relevant forums that helped advance the agenda. The researcher observed that in both organisations there was deliberate effort to balance participation in international events and local initiatives, probably because of the realization that the 'mind, hearts and behaviour' can only be won in the country's public space.

4.3.5 Social Media

The public policy debate by KCDF and WildlifeDirect used online platforms namely its website, Facebook, Twitter, You Tube, Blogs and Pininterest. The platforms were used as public participation avenue, spreading word about its cause as well as to solicit support such as urging supporters to append signatures to a petition urging the government to do more to protect elephants and create an enabling environment for philanthropy. There exists a vibrant social media community in Kenya in particular, Kenyans on Twitter who have in the past successfully lobbied for causes.

WildlifeDirect used social media to raise awareness and mobilize participation of Kenyans as well as global audience to support conservation work and to also play a proactive role in reporting wildlife crime. The response on some of the posts revealed that social media has ability to build a critical mass for example a blog post by WidlifeDirect's CEO, Dr. Paula Kahumbu on

the murder of the great Tusker Satao received 250,000 views while the campaigns #Tweet4Elephants online discussions according to WildAid, (2015) reached 39 million people worldwide. Scholars (Rao and Masuri) cite online platforms or new media as important modern day communication tools that have a bearing on the success. This indicates that the strategy was successful; however the online reach of 39 million people raises questions of whether the message reached the people who matter in that the figure is of the global audience and not Kenya.

The social media strategy involved running promotion materials, posting brief stories, sharing photographs and posters to pass the message. The stories were brief and accompanied by shocking statistics that were able to encourage public policy discourse especially when there was a major conservation issue such as the ivory burning on 30th April 2016 at the Nairobi National Park. Besides using statistics in its communication of the situation it also provided brief stories of elephants that had died in the hands of poachers to communicate the impact of wildlife loss as personal not distant happening in some forest. The statement below picked from an online poster provides a sample of the nature of messaging: "These aren't just statistics. The losses are personal. Torn Ear, a big bull elephant from Amboseli died after his infection from a deep arrow wound that could not be treated. Qumquat, a 44-year matriarch and her family were gunned down near Amboseli" (Hands off our Elephant brochure, 2014, Page 2)

Indeed, Thomas (2015) found that social media through regular posting of topical information has ability to influence public policy debate. The campaign managed to enlist champions of high influence, including the First Lady of the Republic of Kenya, Her Excellency Margaret Kenyatta who has managed to win others in similar high positions to enhance public dialogue on poaching. She acts as an influencer, with her image, supporting social media engagement. The Hands Off Our Elephants' campaign messaging in the various social media platforms adopted powerful frames such as 'economic sabotage', giving elephants a human face through application of language techniques, of using 'her, his, his family, victim' meant to catch attention and help people relate with elephants in a more personal way, exploiting the concept of family and love. The message appeals to the unit of family for instance the communication of a death of an

elephant named Qumquat, was reported as death of Quamquat together with his family were killed therefore giving the occurrence a human aspect. The name of the campaign 'Hands off our elephant' is a powerful message that exploits the concept of togetherness, with a distinction between us (concerned citizens) and them (poachers) which is also ideal when addressing online communities whose Leavey (2013) argued are in search of an identity.

KCDF have presence across most social media networks and the organisation's Facebook and Twitter accounts are very active and are used for sharing stories. KCDF as (Fischer, 2007: Kingdon 1995) pointed usually have a window of opportunity to influence public policy debate at the problem identification stage and pushing the issue on the political agenda, by making voices of those they represent heard. Thomas (2015) noted that Twitter has been found to influence public policy debate in other countries due to its representative nature. KCDF used both Facebook and Twitter although the content on twitter took a serious dialogue nature. KCDF also used an influencer that is Biko Zulu to craft and share posts on stories that created dialogue on society problems and policy issues. (Biko Zulu is a Kenyan writer, blogger who commands significant following across various social media platforms.)

4.3.6 Coalitions /Constituency

In most cases, organisations work individually; however, in some cases they find it necessary to form networks and coalitions. The aim of such alliances is to achieve that which can barely be achieved individually especially when dealing with complex issues and there is need to create more legitimacy for their involvement, galvanize public support and raise the level of salience on policy debate. Hands off our Elephant campaign named mobilizing support as one of the campaign objective. The communication strategies initiated reached the target audience judged by the number of organisations who partnered with the campaign and added a voice in conservation debate urging the government to push for governments around the world to ban ivory trade urging that illegal poaching thrives on demand.

Hands off our Elephants campaign had numerous collaborations and worked with numerous stakeholders to achieve various aspect of the campaign such as WildAid, Save The Elephants,

United Nations Office on Drugs and Crime (UNODC), Combating Wildlife and Forest Crime United Nations Office on Drugs and Crime, UNDP, Ministry of Environment, Water and Natural Resources, Kenya Police, Kenya Wildlife Service (KWS), Big Life, The Judiciary, communities(Amboseli), students, pupils, media (NTV and National Geographic) among others who played different roles including funding, implementing laws, being part of the solution through overseeing the adoption of new legislation and enforcement as well as being partners in fighting the crime through reporting wildlife crimes. Hands off our Elephants Campaign considers the government an ally and constructs its messages in pushing the government to do more while taking a non-combative approach. The campaign's objectives such as empowering the communities to respond through anonymous wildlife crime hotline can only be achieved through close collaboration and adoption of a spirit of working together which has been achieved through establishment of income generating programs. The fight against organized international wildlife crime requires national and international governments' participation and also international civil society organisations. The organisation's goal of mobilizing broad network of support was achieved, and this contributed in extending the reach of public policy dialogue.

KCDF spells out that the organisation's strategy is to deepen ways in which it can collaborate with like-minded Public Benefit Organisations (PBOs), Researchers, Advocacy and Media groups with the aim of linking the voices of the poor and marginalized in the community and articulating such voices in policy relevant advocacy platforms. One of the areas that KCDF used this strategy is in regard to the amendment of Public Benefits Organisations (PBO) Act 2013 operating under CSO Reference group. The Act had initially originated from Civil Society and signed into law by the former President Mwai Kibaki in 2013. However, instead of it being implemented upon the coming of a new government, amendments were proposed.

The proposed amendment in parliament included among others to limit the external funding levels to 15% of PBOs budgets and have those agencies, include Kenyan PBOs who seek more than 15% in foreign funding to register as Foreign Public Benefits Organisations. KCDF mobilized Trusts and Foundations believing that their existence is unique, summarized the bill and outlined the dangers with input from Civil Society Organisation (CSO) Reference Group

among many other stakeholders. Together, these organisations lobbied elected leaders from a unitary position of representing voices from many corners of civil society in the country and included signatures collected from some locations in November 2013. KCDF also played a role in the formation of Foundations and Trusts Committee in November 2014 to develop a memorandum to the Taskforce on the PBO Act Amendments and were able deliver their report to the Cabinet Secretary of Devolution and Planning in early July 2015. KCDF managed to gain public support through coalition building. The effort made progress and played a role in influencing the PBO Act direction.

KCDF as major partner of the CSO Reference Group adopted strategic negotiations when it came to handling the amendments that were proposed to Public Benefits Organisation Act (2013). This was achieved through seeking platforms to present a memorandum to the Cabinet Secretary Ministry of Devolution and the Taskforce that was reviewing the amendments in 2014. The memorandum's preamble began with providing facts and figures in regard to the financial contribution made by the civil society sector to the country, aimed at helping the government appreciate the sector.

In regard to urging the government to simplify the process of Kenyan organizations accessing Tax Exemption Certification from Kenya Revenue Authority (KRA), KCDF has been tactful in its approach organizing grassroot organizations workshops and meeting with government officials with the aim of giving them a platform to appreciate the role played by the sector.

4.3.7 Mass Media

The campaigns used and continue to use the media through news coverage as well through programming. The campaign has since inception received wide publicity locally and globally having been featured in Newsweek, The Telegraph, The Guardian, Japan Times, Malis news and National Geographic. The wide media coverage has put the campaign in international space, reaching diverse audience and making it difficult to ignore. Dr. Kahumba, WildlifeDirect was also invited on Television talk shows meaning the campaign had successfully managed to set the agenda.

In addition, they partnered with a major media station i.e. Nation Media and National Geography to bring NTV Wild to Kenyan viewers through the free to air station with the aim of enabling citizens to appreciate wildlife and produced a comic, Roba and the Poachers, for school children. The campaign created a sense of urgency for action to be taken in regarding to elephant conservation and raised the salience of the issue which made a contribution to the legal framework through amendment of the Wildlife Act. The watchdog role that the campaign plays through 'Eyes on the Court' monitoring of wildlife crime trials and prosecution provides data that facilitates debates on policy. The spokesperson has also been featured by numerous media stations both local and international and therefore reaching target audience who are decision and policy makers locally and internationally. The WildlifeDirect Chief Executive Officer Dr. Paula Kahumba has also received prominence in conservation circles, civil society circles in Kenya and she has participated in numerous high profile summits and meetings. Dr. Kahumba was one of the civil society organisation leaders who met with United Stated of America President Barrack Obama during his visit to Kenya in July 2015. Dr. Kahumba is since considered an authority in conservation and is constantly featured and quoted in the media.

KCDF use of mainstream media was minimal and adopted the narrow focusing approach where engagement is very focused, however, KCDF's CEO, Janet Mayiwoo has appeared in numerous television stations, quoted in newspaper articles and has almost become like the voice of philanthropy in Kenya. KCDF in the campaign for reviewing amendment to the Public Benefits Organisations (PBO) Act 2013, used facts, simplifying the legal language and presented the implication of the amendments to organisations that included many CBO's whose staff many not necessary have legal capacity to interpret the content. In regard to the campaign on using tax incentive to encourage local philanthropy and organized giving, KCDF partnered with Strathmore University to carry out a study on the status of seeking tax exemption in Kenya which then formed a reference point of engagement with stakeholders with clear understanding of the barriers and opportunities hence a communication strategy that addresses the core.

The premises for promoting local philanthropy is based on the fact that Kenyans donate only that in most cases it is in an unstructured manner arising out of emergency or emotions especially when it comes to medical cases. The results of various local fundraising initiatives like Kenyans for Kenya that raised Ksh. 600 Million in one week for starving Turkana residents, We are One Campaign that raised Kshs. 100 Million for Westgate terror victims and One Milli for Jadudi that raised Kshs. 6 Million in 3 three days among others shows that Kenyans can support the civil society works and KCDF views tax incentive as a key factor in encouraging the local giving culture.

KCDF has invested in understanding the communities they work for and with and therefore do not apply a single strategy or employ a mass audience approach but rather used targeted strategies. The review showed that while addressing Local CBO's and other NPO's, the organization opted for workshops, seminars, meetings inviting key personnel, in most cases those in decision making capacity, in addition to use of emails as a communication tools. KCDF also invested in training the communities so that they can run programmes after specific duration of time they can take over and also because of the new system of devolved government that has given rise to needs of county specific policies. The needs of the 47 counties are diverse therefore training the communities to gain skills of engaging with their leaders is the direction that organization finds sustainable and one which equips them to practice their constitutional right of public participation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter presents the summary, conclusions, implications and recommendations. This is organized according to the study's objectives.

5.2 Summary of Findings

5.2.1 Communication strategies

The study established that constituency building, spokesperson/champions, mass media coverage, social media, events and evidence based awareness were used to drive the public policy debate. However, the use of these communication strategies used differed in terms of approaches that the organisation pays more attention to and focus. The study established that the communication strategies used by both organisations differed in that WildlifeDirect targeted large number of people, political debate on conservation issues aimed at building up support from the public and key stakeholders to call for policy change, support implementation of policy and propose policy solutions. KCDF media approach was narrow focusing which is very targeted and aimed at predetermined audiences. The choice of a communication strategy was found to be very important especially when the objective was to achieve public participation because each strategy has strengths and weaknesses.

5.2.2 Social Media

The study established that the social media use was well thought out, target audience was clearly defined, and the agenda to be pushed and the approach in the different platforms were also clearly defined. The study found that use of proper channels to reach the diverse audience worked in generating and engaging a public policy direction. The study found that the organisation's social media pages were very informative and had become a source of reliable data on conservation issues. The study also found out that social media made significant contribution to gathering evidence and information that is critical in planning communication initiatives and policy interventions.

The findings revealed that the power of different social media platforms was harnessed through ideal posting such that Twitter was in most cases used for serious dialogue around policy issues. This was done through the use of hashtag (s) which was powerful in galvanizing policy positions and support around specific issues. Twitter as Thomas (2015) found in his study of influence across platform reach decision makers and informs decisions at high level, this was found to be consistent with the use of twitter being more directed at opinion leaders. The study also found that social media provided a platform for public participation if the target audiences have access to ICT. The study also established that there was polarization of discourse especially when political figures were involved therefore a tendency to focus on peripheral issues and making it difficult for a balance discussion to take place. This was especially evident in the PBO Act amendments debate taking sides depending on the politicians or civil society personalities who have shared or commented on the same.

5.2.3 Coalitions/Constituency

The study established that building up coalitions/constituents was to rally support mostly for a new policy direction. In view of the policy cycle, the coalitions are able to bring the issue to the attention of government officials and policy makers and also pressure them to put an issue in the political agenda. Fischer (2007) argued that the problem identification stage puts the issue in the public agenda and brings it to the attention of policy makers; however, it's not enough for them to be aware of the problem without taking action.

The study also found out that there was acknowledging that policy issues cannot be achieved by a single actor, which is what scholars such as Jones (2011) have advanced that policy making being a very political and conflicting process required involvement of many actors.

5.2.4 Mass Media

The study found that media is considered a major type of influencing approach due to its wide reach and important in all stages of the policy making process in that from the problem identification stage the media is able to bring the problem to attention, sustain debate to ensure the issue is pushed to the political agenda and follows through the rest of the stages, even after

the policy is adopted and implemented the media remains relevant. The media as an institution that shapes agenda and frames the perception of issues in the public platform was harnessed to advance debates advanced by both organisations.

5.3 Conclusions

5.3.2 Communication strategies

The study concluded that, although there are many approaches to drive public policy debate, communication approaches remains important and are one of the most influential approaches in driving the public policy debate.

5.3.3 Social Media

The study concluded that social media played an important role in driving the public policy debate. The study also concluded that the objective of driving debate was achieved because of proper use of various social media platforms, careful identification of publics in various social media networks and understands the spirit behind every social media network in the global and local context.

5.3.4 Coalitions/Constituency

The study concluded that communication strategies will remain the most powerful tool that civil society organizations have to galvanize public support and to achieve policy influence. There are numerous communication strategies; however, it was evident that while dealing with complex issue such as conversation, harnessing the support of other actors was the only way to make progress.

The study also concluded that there is minimal engagement with grass root organisations and communities at decision making level unlike the structured engagement with other actors yet these communities are important partners in conservation. The study proposes inclusion at decision making level through representative and structuring the engagement horizontally, encouraging participation and desisting from what Manuel (2003) calls power relations where the sender and receiver occupy different roles and space.

5.3.5 Mass Media

The study concluded that driving public policy debate on conservation work could be difficult to achieve without the support of the media. This is because as Jones (2011) argued policy process is political and highly conflicting process making it very difficult for the public to determine the best option or which actor among the many involved in the policy process is presenting the best and most practical solution. The recent debate on Standard Gauge Railway is an example of the conflicting account originating from different actors each presenting benefits of their side of the story. The media provides an avenue to moderate the views and therefore an important approach in public policy debate.

5.4 Recommendations

The section presents recommendations arising from the study's findings.

5.4.1 Communication strategies

The study recommends long term initiatives captured in a communication plan to enable conceptualization of dealing with complex issues such as conservation and to provide time for diverse functions including consensus building and forming networks.

The study further recommends that approaches to influencing policy should continue even after the adoption and implementation of a policy, with continuous monitoring and follow up informing new approaches and areas for an organisation to focus on. This recommendation is based on the review of the Public Benefits Act (2013) process, the Act originated from the civil society and was moved to the eight parliament as a private member motion, civil society KCDF included sustained pressure at various stages until the act was signed into law by the former President Mwai Kibaki. The civil society had successfully managed to have a regulatory framework that provided for an enabling environment and the dialogue about it reduced, although (Fischer, 2007) pointed out that the earlier model of policy process where the end was either termination or restarting had been replaced by the policy cycle that includes feedback, at least in practice, in regard to the Public Benefits Act (2013), the older model applied because instead of implementation, there was a kind of termination. This shows that shopping the policy

influencing debate at the adoption or implementation stage still pose a danger for relapse. The study also recommends proactive approach to policy issues although reactive approaches cannot be avoided due to the political nature of the policy process.

5.4.2 Social Media

The study recommends inclusion of social media as a type of a policy influencing platform or approach to enable maximum utilization, structured engagement with the publics and avoidance of haphazard management of the social media networks.

The study also recommends careful consideration of influencers to advance public policy debate with the organisation communication planners being aware of the possibility of polarization of debate if it originates from certain public figures mostly politicians and activists.

The study also recommends qualified use of social media as a public participation platform with the organisation communication initiative planners considering the access, affordability and ability to use social media the platforms among target publics especially those in the rural areas.

5.4.3 Coalitions/Constituency

The study recommends creation of a forum which organisations can collaborate in creating awareness campaign to ensure that there is a unified force across all those in the sector. The recommendation is based on the fact that although there is an existing thematic working group in the sector, corporation is on other areas but not creating awareness which an important aspect of conservation work. This means that almost every organisation in the conservation sector implements its campaigns on its own although they are based in Nairobi and probably appealing to the same audience. Edge (2015) argues that there is a danger of being concerned with packaging, branding and competition for recognition and power that hinders, which leads to the failure to achieve the goal of ensuring elephant population is increasing and not just organisation goals are achieved.

5.4.4 Mass Media

The study recommends media partnership initiatives that have mutual benefits to parties involved. This recommendation is based on the fact that media use through advertisement is expensive and it is not a sustainable approach, while relaying on coverage in the news is limited to newsworthiness, drama among others which are not necessarily part of day to day happenings.

However, the study recommends the use of communication strategies to influence public policy debate based on the organisation sphere of influence, operation context and target audience. This is based on the findings of the two organisations whereby they both achieved their objectives giving attention to approaches that best suited their work and their publics, therefore replication of a communication approach to influence public policy debate from one organisation to another organisation may not necessarily provide similar results.

5.4.5 Recommendations for further Research

Based on the findings of this study, the researcher recommends further studies in among other areas: the use of social media as a public participation platform, the use of social media to inform policy, the use of social media to enhance public policy implementation and how the government uses and treats data from social media. Further studies in communication strategies and organisation's sphere of influence are also recommended.

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Appendix I: Document Review Guide

Objectives	Influencing Approach	Indicators	Source of Data
To establish communication activities used by KCDF and WildlifeDirect to facilitate public policy debate	Communication activities	Specific communication activities initiated Appearance, if any, of spokesperson presence in media and in public platforms The use of organisation data/quotation in the media, stakeholders' forums and policy debate	Annual report, Publications (Newsletters, brochures and pamplets), Websites, Social media, Media publications and research reports
To analyse the contribution of social media to public policy debate advanced by KCDF and WildlifeDirect.	Social media	Policy debate becoming a trending topic, Post circulation (reach, shares) Post engagement (comments, likes), website hits and duration spent on the organisation website	Evaluation reports, The organisations social media networks, Google analytical reports, Influencers social media networks, Organisation website
To determine the extent to which coalitions/ constituency facilitates public policy debate advanced by KCDF and Wildlife	Coalition/constituency building	Actors & stakeholders' engagements, Partnerships formed, Formal meetings & forums, Participation in joint initiatives	Recorded meetings, Minutes, Periodical reports, Publications, Press statements, Websites (Partner, stakeholders, organisations) Monitoring and evaluation reports
To investigate the influence of mass media on public policy debate advanced by KCDF and WildlifeDirect	Mass media: Television, radio, newspapers, community media and others	Media attention Media coverage Quoted as source in media reports	Media assessment reports Media publications Archive publications

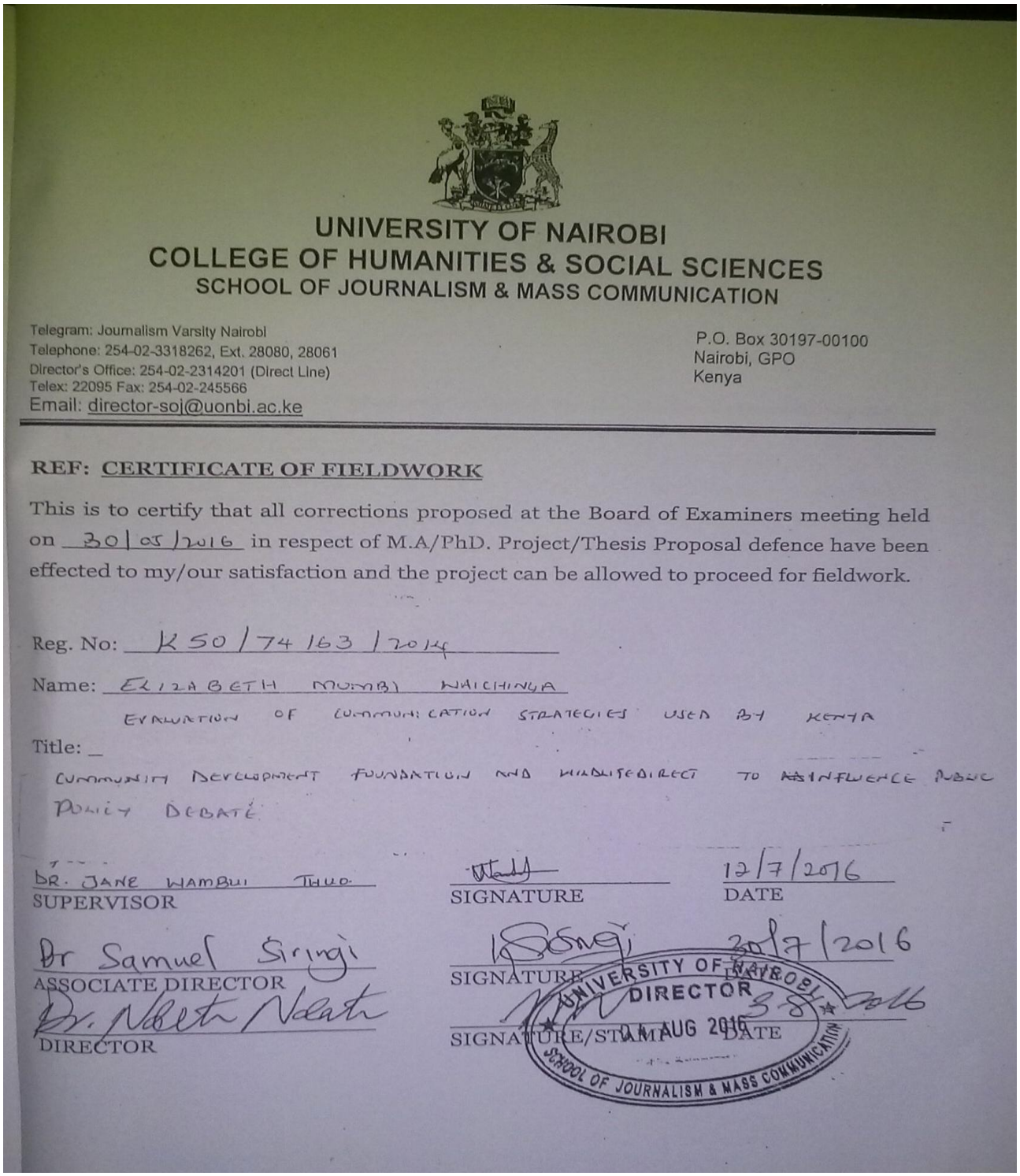
Appendix II: Sample Coding of Document Review and Web/Social Media Content

Note	Code
The Global Elephant March	Events
First Lady Margaret Kenyatta with WidlifeDirect Board at State House Nairobi	Spokesperson/Champion
Front page coverage by Newsweek	Masss Media
Featured by the National Geographic	Mass Media
Featured by Guardian	Mass Media
Discussing the Standard Gauge Railway NTV Wild talk	Mass Media
Mobilize citizens via social media riding on Chief Kariuki's, an administration officer who uses social media to report crime and track response	Social Media
Eyes on the courtroom, prosecution increased from 4% to 11%	Evidence based awareness
Presented the Director of Prosecution with letter signed by 400 Kenyans to act on arresting and prosecuting Kingpin	Evidence based awareness
Build partnership with civil society, state agencies and communities	Coalition/Constituency building
Juliani became the face of Ndovu competition	Spokesperson/Champion

Appendix III: Sample of the Sampling Frame

1. Wildlife Conservation and Management Act (2013)
2. Wild Aid Report (2014)
3. Wildlife Crime Prosecution Unit Report
4. Speech by former Chief Justice Dr. Willy Mutunga (30.05.2016)
5. Outcome of Wildlife Court Trials in the First Two Years of Implementation of the Wildlife Conservation and Management Act, 2013
6. WildlifeDirect Annual Report 2014
7. A Guide to the Wildlife Act (2015)
8. Brochures (2013-2016)
9. Newsletters (WildlifeDirect: Changing Minds, Hearts and laws to ensure Africa's critical species endure forever (2013-2016)
10. Kenya Wildlife Service Annual Report (2014, 2015)
11. Media Publications: Newsweek Magazine (August,2014), The Guardian dated 29th August 2016, Japan Times dated 26th August 2016
12. Roba, The Poacher
13. WildlifeDirect website, blog, Facebook, Twitter, Dr. Paula Kahumbu's Twitter
14. Scooping Study on the Prosecution of Wildlife Related Crimes in Kenyan Courts (2008-2013)
15. Lifting the Siege, Securing Kenya's Wildlife (2013)
16. KCDF Strategic Plan 2014-2018
17. Public Benefits Organisations (PBO) Act (2013)
18. Creating an Enabling Environment for Philanthropy through Tax Incentives. A collaboration Initiative between KCDF and Strathmore Tax Research Centre. May 2014 Report
19. Models of Best Practices in Community (Case studies from KCDF Programmes)
20. All you need to know about Endowment and Legacy Funds. Live a Lasting legacy
21. KCDF website, Facebook, Twitter
22. PBO ACT CSO Reference Group Strategy (2014) and Philanthropy Forum Report
23. Bikozulu blog

Appendix IV: Certificate of Field Work



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Email: director-soj@uonbi.ac.ke

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Nairobi, GPO
Kenya

REF: CERTIFICATE OF FIELDWORK

This is to certify that all corrections proposed at the Board of Examiners meeting held on 30/05/2016 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can be allowed to proceed for fieldwork.

Reg. No: K50/74163/2014

Name: ELIZABETH MUMBI NJICHINGA

Title: EVALUATION OF COMMUNICATION STRATEGIES USED BY KENYA COMMUNITY DEVELOPMENT FOUNDATION AND MIDDLEDIRECT TO INFLUENCE PUBLIC POLICY DEBATE

DR. JANE WAMBUI THUO
SUPERVISOR

SIGNATURE

12/7/2016
DATE

Dr Samuel Siringi
ASSOCIATE DIRECTOR

SIGNATURE

20/7/2016

Dr. Nderitu Ndathi
DIRECTOR

SIGNATURE/STAMP

UNIVERSITY OF NAIROBI DIRECTOR 25 AUG 2016 SCHOOL OF JOURNALISM & MASS COMMUNICATION

DATE

Appendix V: Certificate of Corrections

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Nairobi, GPO
Kenya

REF: CERTIFICATE OF CORRECTIONS

This is to certify that all corrections proposed at the Board of Examiners meeting held on _____ in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can now be prepared for binding.

Reg. No: K50/74163/2014

Name: ELIZABETH MUMBI WAICHINGA

Title: AN EVALUATION OF COMMUNICATION STRATEGIES USED BY KENYA COMMUNITY DEVELOPMENT FOUNDATION & WILDLIFE DIRECT TO MAINSTREAM PUBLIC POLICY DEBATE

DR. JANE W. THUO SUPERVISOR	SIGNATURE	8/NOV 2016 DATE
Dr Samuel Sirngi ASSOCIATE DIRECTOR	SIGNATURE	11/11/2016 DATE
Dr. Ndati Ndati DIRECTOR	SIGNATURE/STAMP	11/11/2016 DATE

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DIRECTOR
11 NOV 2016
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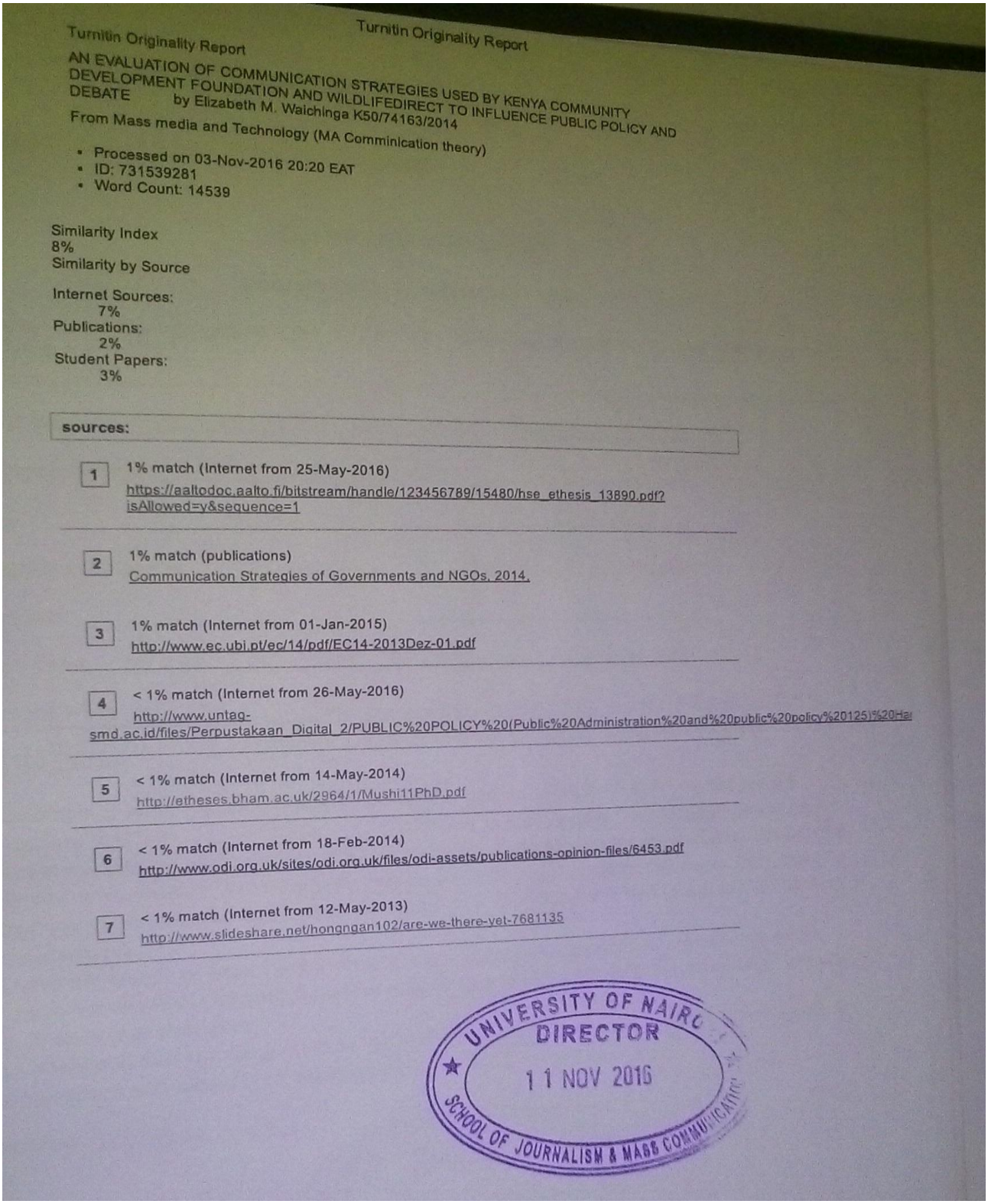
Appendix VI: Plagiarism Report



Turnitin Originality Report

Turnitin Originality Report

AN EVALUATION OF COMMUNICATION STRATEGIES USED BY KENYA COMMUNITY DEVELOPMENT FOUNDATION AND WILDLIFEDIRECT TO INFLUENCE PUBLIC POLICY AND DEBATE by Elizabeth M. Waichinga K50/74163/2014

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Appendix VII: Declaration of Originality

Appendix I Declaration Form for Students

UNIVERSITY OF NAIROBI

Declaration of Originality Form

This form must be completed and signed for all works submitted to the University for examination.

Name of Student ELIZABETH M KAICHINGA

Registration Number K50/74/63/2014

College HUMANITIES & SOCIAL SCIENCES

Faculty/School/Institute JOURNALISM & MASS COMMUNICATION

Department

Course Name MASTER OF ARTS DEGREE IN COMMUNICATION STUDIES

Title of the work AN EVALUATION OF COMMUNICATION STRATEGIES USED BY KENYA COMMUNITY DEVELOPMENT FOUNDATION AND WILDLIFEDIRECT TO INFLUENCE PUBLIC POLICY DEBATE

DECLARATION

1. I understand what Plagiarism is and I am aware of the University's policy in this regard
2. I declare that this _____ (Thesis, project, essay, assignment, paper, report, etc) is my original work and has not been submitted elsewhere for examination, award of a degree or publication. Where other people's work, or my own work has been used, this has properly been acknowledged and referenced in accordance with the University of Nairobi's requirements.
3. I have not sought or used the services of any professional agencies to produce this work
4. I have not allowed, and shall not allow anyone to copy my work with the intention of passing it off as his/her own work
5. I understand that any false claim in respect of this work shall result in disciplinary action, in accordance with University Plagiarism Policy.

Signature _____

Date 10/11/2016

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