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Abstract

Purpose: Policy networks approach has gained prominence among scholars due to myriad complex problems in public policy processes and management. Yet, many policies are designed and implemented without meaningful participation of citizens particularly through the informal institutions of policy networks. Despite its vital role in allowing different stakeholders to come together, share their expertise and knowledge, and work to create effective solutions to public policy issues many public making processes seems to have considered policy network collaborations to low extent. Furthermore, other benefits of policy network collaborations such as allowing different perspectives to be heard and considered leading to more informed and effective public policy. Considering that, this study interrogated the effect of policy network collaboration on public policy process outcomes in the road transport sector in Nairobi City County, Kenya.

Methodology: The study adopted a descriptive research design. The target population of the study was 470 policy actors in the road transport sector within Nairobi City County out of which 407 were purposefully sampled to respond to the questionnaire and 45 were sampled to participate in focused group discussions as well as key informant interviews. The sampling approach adopted was a purposeful sampling procedure. A mixed methodology was adopted whereby both quantitative and qualitative data was collected through structured questionnaires, key informant interviews and focused group discussions. The quantitative data was analyzed through descriptive statistics that is mean, frequencies and percentages as well as regression analysis. On the other hand, qualitative data was analysed through thematic analysis and reported in a narrative format.

Findings: The findings established that the level of policy network collaboration involving but not limited to information sharing, cooperation and agreement in road transport sector within Nairobi City County, Kenya was very high which was associated with a positive and significant effect on policy process outcomes.

Recommendations: The study recommends the policy makers and stakeholders in the transport sector in Nairobi City County to develop a shared understanding of the public policy process, increase transparency and communication in the process, encourage cross-sector collaboration, utilize technology in enhancing collaboration as well as develop a culture of trust in the policy making process as a way of improving policy network collaboration.

Keywords: *Process networks, network collaboration, policy process, policy outcomes, road transport sector*

BACKGROUND OF THE STUDY

Policy networks participate in agenda setting, framing issues, and mobilization of resources aimed at galvanizing collective action by various actors for a specific issue within the policy domain to influence policy process outcomes (Sabatier & Weible, 2014; Carboni, Saz-Carranza, Raab & Isset, 2019). In addition, scholars collaborate on their suggestion for further investigation on policy networks influence on policy outcomes in various contexts, in particular the developing countries (Almeida & Gomes, 2019; Cinar *et al.*, 2019; Ulibarri, 2019; Stone & Moloney, 2019). However, Marquardt (2017) contend that power influence integration of policy process in multi-level governance (MLG). This means that distribution of power among a variety of actors influence policy process outcomes differently in a multi-level governance setting.

Collingwood, El-Khatib, and O'Brien (2019) assert that policy networks are emergent governance arrangement institutions with a goal of ensuring sustainable collective action for policy diffusion and influence on policy process outcomes irrespective of the policy domain. Within the East African context, Nonnecke (2016) found that policy networks capacity contributes to power distribution and balancing, knowledge exchange and policy issue framing within policy venues. Also, policy networks with adequate resources are more likely to influence policy process outcomes. However, the study does not reveal how network type, level of collaboration, policy network individual actors, network management, and legitimacy affect policy outcomes.

Uberti and Salsano (2020) asserts that policy networks are important in shaping policy process outcomes through their capacity for collective action. Their study focused on interactions between policy making institutions and non-state actors affecting policy outcomes within Migori County, Kenya and established that policy networks foster balance power distribution in policy making arena through collaboration. The study calls for involvement of policy networks in policy making and further investigations on role of policy networks in policy process in Kenya.

Scholars (Chistopoulos & Ingold, 2015; Ingold & Leifeld, 2016; Jasnya & Lubell, 2015) posit that network governance is critical in sustaining pattern interactions among various actors seeking to influence policy outcomes. Also, empirical studies by several scholars show that the type of policy network affects level of collaboration (Berardo, & Feiock, 2014; Berardo & Lubell, 2016; Lubell, 2013; Lubell, Robins, & Wang, 2014; Ingold *et al.*, 2016; Ulibarri & Scott, 2017). Torfing (2016) argue that collaboration is key for policy network learning transformation and boundary spanning with the capability of stimulating policy outcomes deemed to be innovative. However, it is not clear whether policy network collaboration either directly or indirectly affects policy process outcomes without the influence boundary spanning.

Biddle and Koontz (2014) study examined the influence of policy network collaboration processes on policy outcomes in the environmental policy domain using a logical framework model. Policy network governance collaborative process outputs are proxy measures for policy outcomes influenced by type of inputs and processes. Policy outcomes are affected by the inputs and processes performed by active participants in policy arena for the policy domain of concern. Sohn (2018) posit that influential policy actors deploy a variety of strategies depending on policy environment to politically align their interests with other key stakeholders, to legitimately engage

in the policy arena. Strategies frequently used by influential policy actors include networking, framing of issues, persuasion, coalition formation and venue shopping.

Oraro-Lawrence and Wyss (2020) examined the influence of interest and involvement of stakeholders on universal health coverage (UHC) in Kenya. Findings showed that stakeholders hold negative perception towards government leadership capacity to steer the policy networks. There is no agreement among various stakeholders in the policy networks. While a multiplicity of actors in the policy arena lacks proper understanding of policy context and content, they also contend that the policy process lacks equity. The implication of the finding is that policy networks have not aligned their interest, values and priorities with those of stakeholders. Since context affects policy network effectiveness, the government should facilitate policy networks and strengthen inclusivity in policy process. Despite transport being a key determinant of health policy from the perspective of non-motorized transportation, this study does not strictly focus on transport policy domain.

Problem Statement

Mitullah and Opiyo (2017) demonstrated lack of policy network collaboration in policy making process in the transport sector in Kenya envisaged through the lack of meaningful consultation and dialogue with key stakeholders. Further evidence has been demonstrated in implementation of the National Transport and Safety Authority (NTSA) Act, 2012, without adequate consultation with stakeholders. This has resulted in transport operators and other stakeholders raising concerns about the impact of the legislation on their businesses and operations. Additionally, the Kenya National Highways Authority (KeNHA) has also been accused of lack of collaboration in policy making, as most of its decisions are taken without adequate consultation of stakeholders (Williams *et al.* (2015). Moreover, the government has also been criticized for not engaging civil society organizations in the policy making process, which has resulted in the lack of representation of their interests in the process (Mitullah, Vanderschuren & Khayesi, 2017).

This is despite the important role of policy network collaboration in ensuring successful policy implementation by allowing different stakeholders to work together to develop and implement effective policies (Uberti & Salsano, 2020). Collaboration between policy network stakeholders such as government, business, civil society, and citizens can help to ensure that policies are well informed and informed by a range of perspectives and experiences (McCormick *et al.*, 2013; Behrens *et al.*, 2015; Behrens *et al.*, 2017; Mutongi, 2017). In addition, collaboration between policy networks can help to ensure that policies provide meaningful and equitable outcomes for all stakeholders, as well as driving innovation and improved performance (Kloop, 2015; Klopp & Cavoli, 2019; Mitullah & Opiyo, 2017). Finally, collaboration between policy networks can also help to ensure that policies are implemented in an efficient and effective manner, yet the role of policy networks play in shaping policy process outcomes remains unclear (International Labour Organization (ILO), 2019; Kloop, 2015; Klopp & Cavoli, 2019). With the persistent issues in the transport sector largely linked to poor policy outcomes (Mitullah & Opiyo, 2017) there was a need to interrogate the role of policy network collaboration in that hence a need for this study.

Objective of the Study

The objective of the study was to establish the effect of policy network collaboration on public policy process outcomes in the road transport sector in Nairobi City County, Kenya.

LITERATURE REVIEW Theoretical Review

The study has been anchored on Complexity theory propounded by Torfing (1999). According to Torfing (1999), Complexity theory involves a view of organizations as “highly adaptive, adaptive, and interactive systems” that can be “both chaotic and stable”. This view is based on the notion that policy networks can be seen as “systems of organizations” that are “enmeshed in complex webs of relationships”.

Complexity theory suggests that policy network collaboration involves the development of interdependent relationships between the various participants. These relationships are dynamic and adaptive, meaning that the network is constantly evolving in response to changes in the environment. Torfing (1999) argues that these dynamics can result in the emergence of new forms of collaboration, which can then produce unique outcomes. The researcher maintains that these outcomes are not necessarily predictable or controllable, but rather are determined by the interaction of the various actors and the complexity of the policy network. In this way, complexity theory provides an explanation for how policy network collaboration can lead to unexpected outcomes, which may be beneficial or detrimental to the policy process.

Empirical Review

Scholars investigating network performance in public policy and management have identified the network functional roles of coordination, cooperation and collaboration as critical in determining network contribution to policy process outputs and outcomes in dynamic policy environment (Koliba, Meek & Zia, 2011). The underlying assumption is that dynamic nature interaction and turbulences among various actors involved in the policy arena conditions policy networks to collaborate on information exchange, linkages, contingency actions, resources facilitation, leveraging on partnerships and collectively realize the network goals with minimal transaction costs (Koliba et al., 2011). These three functional characteristics of a policy network affect the policy process outputs and outcomes. The extent to which they are achieved determine the success or failure of the policy outputs (Klijn & Koppenjan, 2000; Lecy, Mergel & Schmitz, 2014). However, these empirical studies focusing on policy networks are biased towards collaborative governance perspective. Moreover, collaboration is examined as dependent variable.

A study by Locatelli et al. (2020) explored policy networks and climate policy domain governance in Peru by examining their level collaboration and information diffusion on national policy processes through a multiplex approach. Findings indicate that a constellation of government actors influence climate policy mitigation and intentionally exclude other key important stakeholders from no-state actors and local government levels from participation in the policy process. Hamilton, Hileman and Bodin (2019) study posits two novel approaches that delineate specific actor’s tendency to evaluate comparative contributions of diverse actors’ brokerages in networks. The study focuses on two governance networks to assess various vertical and horizontal

brokerage in the environment policy domain. Findings indicate variation in motivations and barriers for various brokerage by level of network and type of actor influence policy outcomes. However, the study does not reveal how policy network collaboration influence policy process outcomes through involvement in policy games.

Kandziora *et al.* (2019) study findings show that policy networks in marine policy domain protect the oceans from solid waste through their collective action. The policy networks collaborate with key stakeholders to reduce solid waste flow into the ocean. These policy networks influence the outcomes in the realization of Sustainable Development Goals (SDGs). These policy networks also facilitate exchange of resources and emergence of policy network coalitions within the policy domain. However, how the nature and extent of policy collaboration influence policy process outcomes is not clear.

Conceptual Framework

The conceptual framework shown in figure 1 hypothesizes the interaction between policy network collaboration and policy process outcomes in the road transport sector within Nairobi City County.

Independent Variable

Dependent Variable

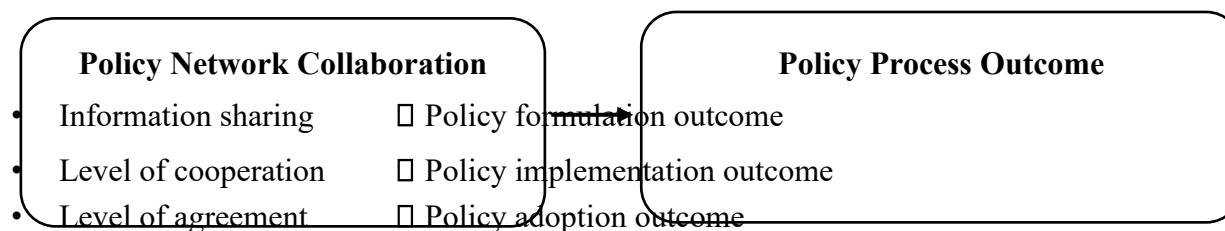


Figure 1: Conceptual framework RESEARCH METHODOLOGY

The study adopted a descriptive research design where all the actors in the transport sector in Nairobi City County, Kenya were surveyed. The target population of the study was 470 policy actors in the road transport sector within Nairobi City County, Kenya out of which a sample size of 407 was determined through Krejcie and Morgan (1970) formula. The sample size of 407 was then sampled through purposeful sampling procedures. A mixed methodology was adopted whereby both quantitative and qualitative data was collected through structured questionnaires and Key Informant Interviews. The quantitative data was analyzed through descriptive statistics that is mean, frequencies and percentages as well as correlation and regression analysis. On the other hand, qualitative data was analysed through thematic analysis and reported in a narrative format. The effect of policy network collaboration on policy process outcomes in the road transport sector in Nairobi City County, Kenya was established through a univariate linear regression model of the form below:

$$Y = \beta_0 + \beta_1 X + \varepsilon$$

Where Y is policy process outcome, X is policy network collaboration and ε is the error term which is normally distributed with a mean of zero.

DISCUSSION OF STUDY FINDINGS Response Rate

The study targeted 407 actors in the road transport sector to respond to the questionnaires. In addition, 45 respondents were targeted to participate in the key informant interview. Out of the number, 307 respondents responded to the questionnaires as required giving a response rate of 75% while 42 participated in the interview and Focused Group Discussions giving a response rate of 93%. This was satisfactory according to the argument by Mugenda and Mugenda (2003) who stated that a response rate above 50% was an adequate response rate for analysis.

The first objective of the study was to establish the influence of policy network Collaboration on public policy processes outcomes in the road transport sector within Nairobi City County. This section presents the study findings on policy network collaborations ranging from confirmatory factor analysis, descriptive statistics and univariate regression models.

Descriptive Statistics of Policy Network Collaboration

In this part, the study sought to determine descriptive statistics ranging from measures of central tendency (Mean and Standard deviation) as well as frequency and percentages of the responses to statements on this variable. Firstly, the perception of the respondents using a five-point Likert scale from “Strongly Disagree” to “Strongly Agree” on the overall influence of policy network collaboration on policy process outcomes was established. The result of the perceived influence is shown in table 1.

Table 1: Perception on influence of policy network collaboration on policy process outcomes

	Frequency	Percentage
Disagree	3	1.00%
Neither Agree or Disagree	15	4.90%
Agree	81	26.40%
Strongly Agree	208	67.60%
Total	307	100%

From the results in table 1, it was observed that approximately 94% of the respondents in the survey collectively were either “Agreed” or “Strongly Agreed” with most items on network collaboration and its influence on transport policy process outcome. However, about 4.9% and 1% of the respondents were “indifference” and “Disagreed” with most of the items. This finding is in line with the qualitative findings which revealed that network collaboration played a key role in conflict resolution (53.2%), knowledge management (64%) and perceived level of policy preference agreement (74.2%), Cooperation (73.9%), coordination (68.1%), consensus (87.7%), diversity (80.4%) and openness (90.2%). These findings are supported by the Focused Group discussion and Key informant who asserts that during agenda setting, interactions among a multiplicity of policy actors take place with variations in positions, interests and power to influence road transport sector policies (PK1-11, 2022).

Policy networks with high levels of collaboration, facilitate various actors' capability to focus on how to achieve their goals and direct the efforts towards agenda setting. The interaction and linkages established by policy network collaboration tends to create tension between conflicts and cooperation during agenda setting, resulting to complex process trajectory for agenda setting. Consequently, negotiation and brokering dynamics on agenda setting feedbacks depends on network type level of integration (FGD1, 2022). In addition, 85% key informant agreed that the agenda setting process of interaction is complex and temporal and hence the policy network collaboration is a key policy process outcome influencing characteristics whose capabilities of policy networks depend on network type, and the strategic position to influence policy agenda setting directly or indirectly. However, some key informant pointed out that these policy networks require adequate resources to mobilize for raising the issue to the national agenda and that availability of adequate resource is a key conditionality for policy network capability to contribute to policy process outcomes.

This is because policy network needs to provide compelling evidence-based data to facilitate policy makers to identify, define and frame the policy problem. Policy networks may initiate a policy problem discourse such that it attracts public attention and raise the national mood (PKI12, 2022). Furthermore, statements on policy network collaboration were rated on a five-point likert scale as shown in table 2.

Table 2: Descriptive statistics of policy network collaboration

Item Statement	Response (% of 307)					Mean	Std Dev
	SD	D	N	A	SA		
To very lager extent level of formal and/or informal policy network collaboration among various actors during transport policy development influence on policy process outcomes	1	1	4	26	68	4.60	0.70
Level of policy network collaboration depends on its capability to address conflictive relations among various actors during transport policy development to influence policy process outcomes	7	10	5	25	53	4.07	1.26
Level of policy network collaboration depends on its capability to exchange quality evidence-based information on road transport policy process to policy makers to inform decisions	1	5	5	25	64	4.47	0.87
Level of policy network collaboration depends on road transport policy actors' policy preference ideas, beliefs and values similarity perceived influence on policy process outcomes	1	3	3	20	73	4.62	0.77

Policy network always seeks to strengthen policy actors' cooperation capacity to contribute to public policy process outcomes in road transport sector	1	2	3	20	74	4.64	0.72
Policy network always seeks to strengthen policy actors' coordination capacity to directly contributes to 2 public policy process in road transport sector		4	4	22	68	4.50	0.89
The policy network always seeks to foster consensus among various actors in policy domain to influence process outcomes	1 policy	2	3	5	89	4.79	0.68
The policy network always seeks to foster interactions with diverse actors within and between policy influence policy process outcomes	1 networks to	4	5	10	80	4.65	0.82
Policy network collaboration increases openness in the whole network and capacity to influence policy outcomes	2	2	3	3	90	4.78	0.77
Average						4.57	0.83

Key: SD=Strongly Disagree; D=Disagree; N=Neither Agree or Disagree; A=Agree; D=Strongly Agree

Overall, the study established that the level of policy network collaboration in road transport sector within Nairobi City County, Kenya was very high (Overall Mean = 4.57). There was a small variation in the respondent's responses as shown by a small standard deviation (Std Dev = 0.83) which implies that most of the respondents held related opinions. Specifically, the respondents agreed that to a very large extent, the level of formal and/or informal policy network collaboration among various actors during transport policy development influence on policy process outcomes (M = 4.60), the level of policy network collaboration depends on its capability to address conflictive relations among various actors during transport policy development to influence policy process outcomes (M = 4.07) and that the level of policy network collaboration depends on its capability to exchange quality evidence-based information on road transport policy process to policy makers to inform decisions (M = 4.47).

The respondents further agreed that the level of policy network collaboration depends on road transport policy actors' policy preference ideas, beliefs and values similarity perceived influence on policy process outcomes (M = 4.62), policy network always seeks to strengthen policy actors' cooperation capacity to contribute to public policy process outcomes in road transport sector (M = 4.64) and that policy network always seeks to strengthen policy actors' coordination capacity to directly contributes to public policy process in road transport sector (M = 4.50). It was also established that the respondents strongly agreed that the policy network always seeks to foster consensus among various actors in policy domain to influence policy process outcomes (M = 4.79), the policy network always seeks to foster interactions with diverse actors within and between policy networks to influence policy process outcomes (M = 4.65) and that the policy network

collaboration increases openness in the whole network and capacity to influence policy outcomes (M = 4.78). **Regression Analysis**

The assumptions of using the least square estimator are that the predictor variables should not be highly correlated, the error term should be normally distributed (normality) with a constant variance (homoscedasticity) and a mean zero and that it should not be highly correlated across the predictor variables (serial correlation). These assumptions are tested under this section before running the regression model to determine the influence of policy network collaboration on policy process outcome. One of the assumptions of least square regression is that the error term should be normally distributed. This study tested for this assumption graphically using P-P plots for regression standardized residual as well as the normality plot as shown in figure 2.

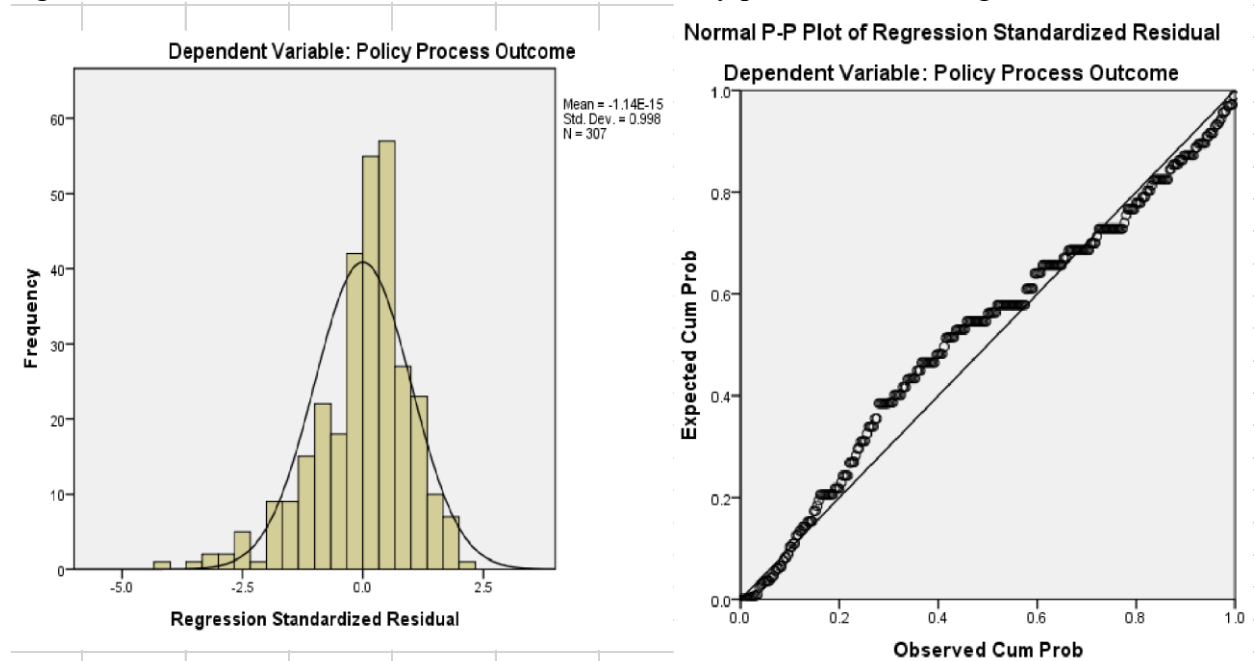


Figure 2: Normality test of the regression residual

The graphical results on the normality of the residual term using both P-P plots as well as the normality plot as shown in Figure 2 showed that the residual of the regression was in form of a bell-shape as required. Therefore, it did not violate the assumption of normality. Another assumption is that autocorrelation which was tested using Durbin Watson (DW) method that requires the DW statistic to be between 1.5 and 2.0 to imply absence of serial correlation. The results are shown in table 3.

Table 3: Durbin Watson test of autocorrelation Durbin Watson (DW)

1.752

Predictors: (constant), policy network collaboration

As shown in table 3, it was established that the DW value of 1.752 lied between 1.5 and 2.0 which implies that there was absence of serial correlation. Therefore, it was suitable to use a least square estimator regression model. The assumption of Heteroscedasticity was also tested using Breusch Pagan method which requires that the P-Value is not significant so that the null hypothesis of homoscedasticity is upheld. The results are shown in table 4.

Table 4: Breusch Pagan test of heteroscedasticity

Breusch Pagan test of Heteroscedasticity	
Chi ² (1)	0.010
Prob > Chi ²	0.9315

Source: Survey Data (2022)

As shown in table 4, the P-Value (0.9315 is greater than 0.05) meaning that the null hypothesis of homoscedasticity is upheld. This implies that the error term had constant variance as required. Therefore, it was suitable to use a least square estimator regression model. Since all the assumptions of using an OLS had been tested and met, the study used a bivariate regression method to determine the nature and magnitude of the relationship between Policy Network Collaboration and Policy Process Outcome. The univariate regression results present the model summary results, ANOVA and regression coefficients results. The coefficient of determination results (R-square) in table 5 indicates the variation in the dependent variable (Policy Process Outcome) accounted for by the independent variable (policy network collaboration).

Table 5: Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.355	0.126	0.123	0.3068

Predictors: (constant), policy network collaboration

The results are presented in table 5 demonstrate that policy network collaboration has a positive association with policy process outcome to mean that an improvement in policy network collaboration is associated with an improvement in policy process outcome (R = 0.355). In addition, the results showed that policy network collaboration account for up to 12.6% of the variation in policy process outcome (R-Square = 0.126). Other than that, the remaining variation can be predicted by other factors. The study also tested for the fitness of the regression model linking the two variables through ANOVA. The results are presented in table 6. **Table 6: ANOVA (policy network collaboration and policy process outcome)**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.139	1	4.139	43.973	.000
Residual	28.706	305	0.094		

Total **32.844** **306**

Dependent variable: policy process outcome Predictors: (constant), policy network collaboration

As shown in table 6, through the F test, it was established that the F-calculated value of 43.973 was greater than the F-critical ($F_{0.05,1,305}$) value of 3.872 implying that the model was significant. This is confirmed by a significant P-value ($\text{Sig} = 0.000 < 0.05$) implying that the regression model linking policy network collaboration to policy process outcome was significant and fit.

Therefore, any conclusions drawn from it are relevant. The regression model coefficients results were presented in table 7. **Table 7: Model coefficients**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.721	0.258		10.531	0.000
Policy Network Collaboration	0.374	0.056	0.355	6.631	0.000

Dependent variable: policy process outcome

The regression model coefficient results in table 7 demonstrate that other factors held constant, policy network collaboration has a positive and significant effect on policy process outcomes ($\beta = 0.374$; $t = 10.531 < 1.96$; $P\text{-value} < 0.05$). This implies that a unit improvement in policy network collaboration would result to an improvement in the policy process outcomes by up to 0.374 units. Consistent with a study by Koliba *et al.* (2011), policy network collaboration ensures successful policy implementation by allowing different stakeholders to work together to develop and implement effective policies (Uberti *et al.*, 2020). Collaboration between policy network stakeholders such as government, business, civil society, and citizens can help to ensure that policies are well informed and informed by a range of perspectives and experiences (McCormick *et al.*, 2013; Behrens *et al.*, 2015; Behrens *et al.*, 2017; Mutongi, 2017). In addition, collaboration between policy networks can help to ensure that policies provide meaningful and equitable outcomes for all stakeholders, as well as driving innovation and improved performance (Kloop, 2015; Kloop & Cavoli, 2019; Mitullah & Opiyo, 2017). Finally, collaboration between policy networks can also help to ensure that policies are implemented in an efficient and effective manner

CONCLUSION

The study concludes that the level of policy network collaboration involving but not limited to information sharing, cooperation and agreement in road transport sector within Nairobi City County, Kenya was very high. In addition, it was concluded that improving policy network collaboration would result to a significant improvement in the policy process outcomes. Improving policy network collaboration is associated with allowing different stakeholders to come together, share their expertise and knowledge, and work to create effective solutions to public policy issues. It is also associated with different perspectives to be heard and considered leading to more

informed and effective public policy could be lost which would then reduce understanding of the issues at hand, leading to ineffective and inefficient policy solutions.

RECOMMENDATIONS

Based on the study findings, the study recommends the policy makers and stakeholders in the transport sector in Nairobi City County to develop a shared understanding of the public policy process. Establishing a shared understanding of the public policy process among stakeholders is essential for effective policy network collaboration. This should include developing a common language, understanding the roles of each stakeholder, and clearly defining the roles and responsibilities of each stakeholder in the policy process. The study further recommends the policy makers and stakeholders in the transport sector in Nairobi City County to increase transparency and communication in the process. Making the policy process transparent and engaging all stakeholders in the decision-making process is important for successful policy network collaboration. This can be done through regular meetings, open forums, and providing clear communication channels for stakeholders to express their opinions and feedback.

There is also a need for the policy makers and stakeholders in the transport sector in Nairobi City County to encourage cross-sector collaboration. Inviting representatives from different sectors to collaborate on policy initiatives can create a more holistic approach to policymaking. It also ensures that all stakeholders' interests are taken into consideration, and that the policy process is inclusive. The study recommends the policy makers and stakeholders in the transport sector in Nairobi City County to utilize technology in enhancing collaboration. Technology can help policy networks collaborate more effectively and efficiently. This can include using tools such as online forums and collaborative platforms to facilitate collaboration, streamlining data and communication, and providing visual tools to better understand the policy process.

There is also a need for the policy makers and stakeholders in the transport sector in Nairobi City County to develop a culture of trust in the policy making process. Building trust among stakeholders is essential for successful policy network collaboration. This involves creating an environment where stakeholders feel comfortable expressing their opinions and ideas, and sharing information and resources openly.

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