Effect of Policy Network Manager's Role on Public Policy Process Outcomes in the Road Transport Sector in Nairobi City County, Kenya

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Abstract

Purpose: The policy network managers play an important role of providing a vital link between government, the public, and the policy makers ensuring that policies are effectively communicated and implemented, and that public opinion is accurately reflected in the decision-making process. They also ensure coordination of the activities of stakeholders, supporting policy development, and helping to ensure that policy decisions are made in the best interests of the public. Therefore, to ensure that the public policy process outcomes are well achieved, the policy network manager's roles must be well defined. Due to the recurring challenges in the policy making process in the transport sector in Nairobi City County Kenya, this study sought to explore the effect of policy network manager's role 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 indicated that an improvement in policy network managers 'roles would result to a significant improvement in the policy process outcomes.

Recommendations: This study recommends the policy actors in the public policy making process in the transport sector in Nairobi City County, Kenya to increase visibility of the manager's roles. The study also recommends for a need to build trust and relationships as well as embrace and support evidence-based information. Another recommendation is the need for the policy network manager to facilitate collaboration between stakeholders and facilitate the exchange of information and ideas.

Keywords: *Process networks, policy network manager's role, policy outcomes, road transport sector, Kenya*

BACKGROUND OF THE STUDY

Transport policy domain has attracted a global attention with respect to accessibility, sustainability, transport sector governance (World Bank, 2014; World Bank, 2017). Conversely, road transport sector is faced with a myriad challenges and issues such as a growing trend in number of vehicles, scarcity in public transport services, lack of technical capacity and resources, high levels of fragmentation, lack of policy coordination, and integration and lack of technical capacity and resources (Rode, Heeckt, & Da Cruz, 2019). Globally, there are increasing concerns on how governments at various levels formulate transport policies, regulations and governance arrangements for sustainable transportation (World Bank, 2017). Urban transport sector involves a multiplicity of actors with variety of interest and seek to influence policy process outcomes.

However, it remains unclear concerns on how various actors in the urban transport interaction influence policy process outcomes in a complex dynamic policy environment (Rode et al., 2019). World Bank (2017) point out that international legal and policy frameworks on road transport encourage good governance, co-production, participatory and inclusive approaches to policymaking and implementation. Metropolitan regions effectiveness mainly depends on configuration of policy, governance, legal and institutional frameworks to the local context within a multilevel governance setting. From the African continent, less than five cities have fully operationalized the BRT which accounts to 2.84% of the global cities (World Bank, 2020). Dares Salaam in Tanzania adopted the Bus Rapid Transit (BRT) systems transport policy reforms. Other cities in the sustainable transport project include Nairobi in Kenya, and Kampala in Uganda. In particular, the progress has been very slow in Nairobi despite efforts undertaken by government of Kenya. In the Nairobi City County, public transit and para transit systems dominate the public passenger road transportation. Notably, successful design and implementation of BRT system require a paradigm shift in road transport policies and governance.

In addition, according to the World Bank (2020), Kenya has been persistently scored very low in Worldwide in policy formulation and implementation, regulatory quality, voice and accountability and governance indicators. Over the years, government in the East African region have initiated a number of reforms in road transport policies. Despite various institutional and policy reforms in the road transport sector, several challenges faced affect road transport policy coherence and policy process outcomes. These challenges include social, economic, political, environmental, cultural, technological, and institutional policy conditions in a complex dynamic policy environment. In addition, increasing levels of transport policy fragmentation and loose coordination of multiplicity of actors, lack of leadership and lack of good governance in multilevel governance too impedes the realize policy objectives (Kayama, 2016).

Policy networks are complex adaptive systems, which can effectively address a myriad of complex policy problems in globally changing dynamic policy environment (Ulibarri, 2019). However, there are also concerns that existing literature on policy networks and public policy processes focuses mostly on western countries (Cinar, Trott & Simms, 2019). In developed countries, networks in public policy making and implementation are critical in bridging the gaps between a variety of actors (Borgatti, Everett, & Johnson, 2013). However, there is little literature on influence of policy network on road transport sector from multilevel governance perspective (Lecy *et al.*, 2013).

The role of policy network managers in policy process has long been neglected. According to Rode et al. (2019), policy network manager's play an important role of providing a vital link between government, the public, and the policy makers ensuring that policies are effectively communicated and implemented, and that public opinion is accurately reflected in the decision-making process. They also ensure coordination of the activities of stakeholders, supporting policy development, and helping to ensure that policy decisions are made in the best interests of the public (Carboni, Saz-Carranza, Raab & Isset, 2019).

The Kenya Vision 2030, introduced macro policy reforms in the transport sector. On the global landscape, Kenya is among the countries from Africa included in the urban mobility plan, national urban transport policies and strategies (GoK, 2013). Several attempts aimed at addressing the problem of policy coherence and integration within the transport sector without much success (World Bank (WB), 2019). The transport sector has many wicked policy problems that require collective action. The critical importance of the transport sector has attracted concern of various actors both locally and internationally. Despite various transport sector policy reforms and governance by the Kenyan government between 1973 and 2021, implementation remains key challenge in the realization of desired policy outcomes.

Problem Statement

Despite growing interest on the interaction and linkages of various actors in the urban transport, there is little empirical evidence on how policy networks influence policy process outcomes in a complex dynamic policy environment (Rode et al., 2019). Metropolitan regions suffer from lack of meaningful public participation in policy process (UN-Habitat, 2020; World Bank; 2017). The transport sector in Nairobi City County has been faced by issues related to policy failure ranging from but not limited to inadequate investment in infrastructure, lack of coordination between agencies, poor planning and implementation of policies and high cost of transport (Otenyo, 2021).

While unearthing some of the solutions to these issues, some studies have suggested revisiting the role of policy network managers in policy process which has long been neglected. According to Rode et al. (2019), policy network manager's play an important role of providing a vital link between government, the public, and the policy makers ensuring that policies are effectively communicated and implemented, and that public opinion is accurately reflected in the decision-making process. They also ensure coordination of the activities of stakeholders, supporting policy development, and helping to ensure that policy decisions are made in the best interests of the public (Carboni,Saz-Carranza, Raab et al., 2019). Given the challenges facing transport sector in Nairobi City County, Kenya, this study sought to interrogate the effect of policy network manager's role on public policy process outcomes.

Objective of the Study

The study established the effect of policy network manager's role on public policy process outcomes in the road transport sector in Nairobi City County, Kenya

REVIEW OF RELATED LITERATURE

Theoretical Framework

The study is anchored on the Advocacy Coalition Framework (ACF) which was first proposed by Sabatier and Jenkins-Smith in 1993 as a tool to analyse the policy process. This framework is based on the idea of policy networks, which are made up of several different actors who have an interest in the policy process. ACF is used to explain how policy networks interact, and how these interactions lead to outcomes in the policy process. The ACF explains the role of the policy network manager in terms of understanding and coordinating the various interests of the different actors in the network. The policy network manager is responsible for ensuring that the interests of all the stakeholders are balanced and addressed in the policy process. This includes understanding the different positions and perspectives of each actor, as well as managing the overall dynamics of the network. The policy network manager is also responsible for facilitating communication between the stakeholders and making sure that the policy process is conducted in an efficient manner.

By understanding the roles of the policy network manager and the dynamics of the policy process, the ACF can provide insight into the outcome of the policy process. It can help explain why certain decisions are made and why certain outcomes are achieved. This framework can also be used to identify potential areas of conflict and collaboration between the stakeholders in the network and help to resolve such conflicts. Ultimately, the ACF can be used to help explain the outcome of the policy process, and how the policy network manager's role contributes to it.

Empirical Review

The role of network managers and strategies deployed significantly influence policy outcome (McGuire & Agranooff, 2011; Howlett, Mukherjee & Koppenjan, 2017; Klijn & Koppenjan, 2016). When network managers play the role policy brokerage important variables include collaboration, conflict, coordination and boundary spanner (Howlett, Mukherjee & Koppenjan, 2017; Maccio & Cristofoli, 2018). Therefore, it important to consider brokerage as a key strategy for the network manager. The other important strategies for network managers mentioned by scholars include those for linking, exploring and positioning (Klijn, van Meerkerk & Edelenbos, 2020). In such circumstances, the network manager plays roles which are more reflexive, catalytic and orchestrating. The functions of the particular policy networks influence the process of collaboration, manager's strategies and network performance. Consequently, policy networks outputs and outcomes within the policy domains determine the extent to which its objectives and goals are realized (Ysa, Sierra, & Esteve, 2014; Wang, 2016; Maccio et al., 2018).
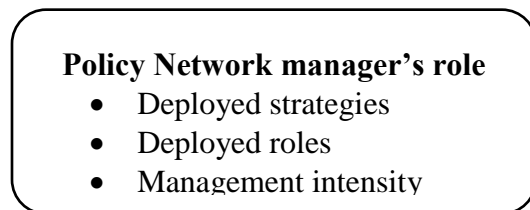
According to Cristofoli, Trivellato and Verzillo (2019) there need to investigate public mangers' role under changing policy network environment. This is echoed by other scholars (Mizrahi, Vigoda-Gadot & Cohen, 2019; Vogel & Kroll, 2019). In addition, further research is needed to examine strategies employed by policy network manager to overcome barriers to policy network effectiveness (Mergel, 2018; Barrutia & Echebarria, 2019). Methodologically, there is need to use of quantitative techniques to analyze the relationships between impact of public manager's role and strategies on policy process outcomes (Cristofoli et al., 2019). There need to investigate role of policy networks managers as agents and change champions in public sector in influencing public policy processes outcomes using complexity lens (Tenbensel, 2018). In particular, there is

a knowledge gap on the influence of policy network manager on the road transport sector policy outcomes in Kenya.

Conceptual Framework

As shown in figure 1, the conceptual framework for this research hypothesizes the interaction between policy network manager's role on policy process outcomes in the road transport sector within Nairobi City County.

Independent Variable　　　　　　　　　　　　**Dependent Variable**

Policy Network manager's role
- Deployed strategies
- Deployed roles
- Management intensity

Policy Process Outcome
- Policy formulation outcome
- Policy implementation outcome
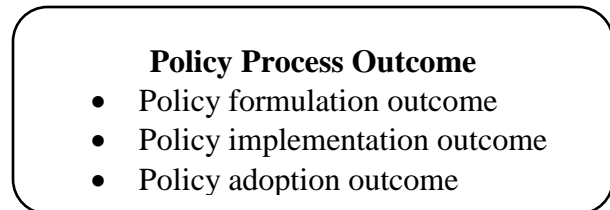- Policy adoption outcome

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 manager's role 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 manager's role 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.

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Descriptive Statistics of Policy Network Manager's Role

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, in establishing the influence of policy network manager's role on transport policy process outcome, a Likert scale from "low extent' to 'very high extent" was used to first, establish the extend to manager's focus on various strategies and roles in interacted with the organizations within in the road transport sector when making various transport policy decisions affecting the sector. Key among manager's roles considered include: brokerage, orchestration, representative, liaison, promoter, gatekeeper, conductor, boundary spanning leadership, facilitative leadership, transformative leadership, collaborative leadership, convening, catalysing, bridging, trust building, stabilizing and communication. The results are show in table 1.

Table 1: Perceived extent to which roles and strategies of Network Manager interacted with the organizations within the road transport ector

	Frequency	Percentage
Low Extent	3	1.00%
Moderate Extent	1	0.20%
High Extent	166	54.20%
Very High Extent	137	44.60%
Total	**307**	**100%**

From the result in 1, the finding reveals that about 54.2% and 44.6% of the network manager's role and strategies had a "high extend" and "very high extend" interaction level respectively with the organizations within in the road transport sector when making various transport policy decisions while those with "Low Extent" and "Moderate Extent" interaction levels accounted for less 1.3%. This finding is similar to the thematic qualitative findings in which the network manager's role was perceived to greater influence in brokerage (69.8%); orchestration (75.1%), representative (77%); liaisons (71.4%); promoter (64.5%); collaborative leadership (63.3%); bridging (73.1%); trust building (64.8%) and stabilizing (63%). However, gatekeeping, convening and communication were found to be average influence.

Similarly, findings from the Focused Group discussion confirm this quantitative in which there was a general consensus that policy network manager deploys strategies of ensuring their demands get attention from government by accessing all strategic public policy forums and making submission to taskforces, legislative committee and public hearings and hence proactively engage with the government to foster policy demands to ensure the policy issue attains the agenda stage. It was further observed that these managers deploy strategies for resource mobilization and brokering relationships within and between road transport sector policy networks to leverage on their demands prioritization in agenda setting (FGD2, 2020).

Policy network manager explores and exploits during a crisis and change in political regime to champion directly the policy issues for the government to prioritize it is final agenda list. Policy

network manager they deploy a variety of tools to access government   agenda-setting arena and mobilize policy actors aligned to similar belief, values and preferences- a tools mix that seeks to reinforce efforts to refocus attention on the issues by routinizing, generating imposing and regularizing demands for government agenda priority (FGD1, 2020).

In problem identification, there was a general consensus among about 80% of focused group discussion 2 (FGD2) who asserted that policy network manager deploys a combination of skills, knowledge and attitudes to foster belief, values, preferences and interest alignment among a variety of actors to ensure that there is convergence on policy problem. Policy network managers also links actors by orchestrating actors and building conditions to influence problem identification. Notably, policy network managers deploy a variety of management styles contingent to the dynamic policy environment and the underlying conditions for root causes of the problem (FGD2, 2022).

Policy network manager are key mobilizer of required resources and mediate among actors to foster agreement on policy problem identification; set rules of engagement that are informal to guide exchange of resources and distribution power to influence problem identification; reflect on their experience of complex policy interactions to foster problem identification as well as deploying various strategies and roles for effective network participation in a variety of policy games and arenas(FGD1, 2022). Further, network manager often functions in situations concerning public and other formal actors networked in configurations of interdependence and always ensure that their activities leverage on the diversity of its membership skills, ideas, knowledge, attitudes, beliefs, values and preferences through bargaining (PKI-5, 2022).

Policy network manager always seek to ensure that there is sufficient level of trust among network members to improve network performance. It is important for policy networks managers to deploy an array and huge variety of strategies for effective network management as wells amplifying network performance as well as deployment of an extensive number of strategies for effective network management leading to increased levels of trust directly influencing problem identification (PKI7, 2022). These findings corroborate with finding by other scholars (McGuire & Agranoff, 2011; Van Meerkerk *et al*., 2015; Klijn & Koppenjan, 2016; Markovic, 2017; Howlett *et al*., 2017; Maccio & Cristofoli, 2018; Mergel, 2018;Tenbensel, 2018; Cristofoli *et al*., 2019; Mizrahi *et al*., 2019; Vogel & Kroll, 2019; Klijn *et al*., 2020), who found that policy network managers deploy a combination of roles and strategies to influence policy process outcomes in variety of policy domains and contexts. In addition, the respondents rated statements on policy network managers 'roles / strategies on a five-point likert scale from strongly disagree to strongly agree as shown in table 2.

Table 2: Descriptive analysis of policy network managers 'roles/strategies

Item Statement	Response (% of 307)					Mean	Std Dev
	SD	D	N	A	SA		
Always acting as a broker between a variety of actors within and between networks in the road transport sector seeking to influence policy process outcomes	3	5	5	17	70	4.47	1.00
Always acting as an orchestrater for networks seeking to engage frequently with policy makers in order to influence policy process outcomes	1	4	5	15	75	4.60	0.83
Always acting as policy network representative in all policy arenas seeking to influence policy process outcomes	2	4	4	13	77	4.61	0.88
Always acting as policy networks Liaison actor in all policy arenas seeking to influence policy process outcomes	1	5	4	19	71	4.55	0.86
Always acting as policy network Promoter in all policy arenas seeking to influence policy process outcomes	4	4	2	25	65	4.44	1.00
Always acting as policy network Facilitative leader in all policy arenas seeking to influence policy process outcomes	2	5	3	15	75	4.57	0.91
Always acting as policy network collaborative leader in all policy arenas seeking to influence policy process outcomes	3	4	3	27	63	4.44	0.95
Always acting as policy network Bridger in all policy arenas seeking to influence policy process outcomes	3	5	2	17	73	4.53	0.97
Always acting as policy network trust builder in all policy arenas seeking to influence policy process outcomes	2	2	4	25	65	4.53	0.83
Average						**4.52**	**0.91**

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

Overall, the study established that there existed various policy network managers 'roles/strategies in road transport sector within Nairobi City County, Kenya which strongly determined policy process outcomes (Overall Mean = 4.52). There was a small variation in the respondent's responses as shown by a small standard deviation (Std Dev = 0.91) which implies

that most of the respondents held related opinions in regard to the theme. The role of the broker was termed as crucial since majority of the respondents agreed that always acting as a broker between a variety of actors within and between networks in the road transport sector seeking to influence policy process outcomes (M = 4.47). The respondents also agreed that always acting as an orchestrater for networks seeking to engage frequently with policy makers in order to influence policy process outcomes (M = 4.60) hence demonstrating the importance of the orchestrater role.

The roles of policy network representative, liaison actor and promoter were similarly termed as important since the majority of the respondents agreed that always acting as policy network representative in all policy arenas seeking to influence policy process outcomes (M = 4.61), always acting as policy networks Liaison actor in all policy arenas seeking to influence policy process outcomes (M = 4.55) and that always acting as policy network Promoter in all policy arenas seeking to influence policy process outcomes (M = 4.44). Furthermore, the findings indicated that various roles such as facilitative leader, collaborative leader, bridger and trust builder were deemed important since majority of the respondents agreed that always acting as policy network Facilitative leader in all policy arenas seeking to influence policy process outcomes (M = 4.57), always acting as policy network collaborative leader in all policy arenas seeking to influence policy process outcomes (M = 4.44), always acting as policy network Bridger in all policy arenas seeking to influence policy process outcomes (M = 4.53) and that always acting as policy network trust builder in all policy arenas seeking to influence policy process outcomes (M = 4.53).

Regression Analysis of Policy Network Managers 'Roles and Policy Process Outcome

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. The assumption of the normality of the error term being normally distributed was tested graphically using P-P plots for regression standardized residual as well as the normality plot as shown in figure 2.
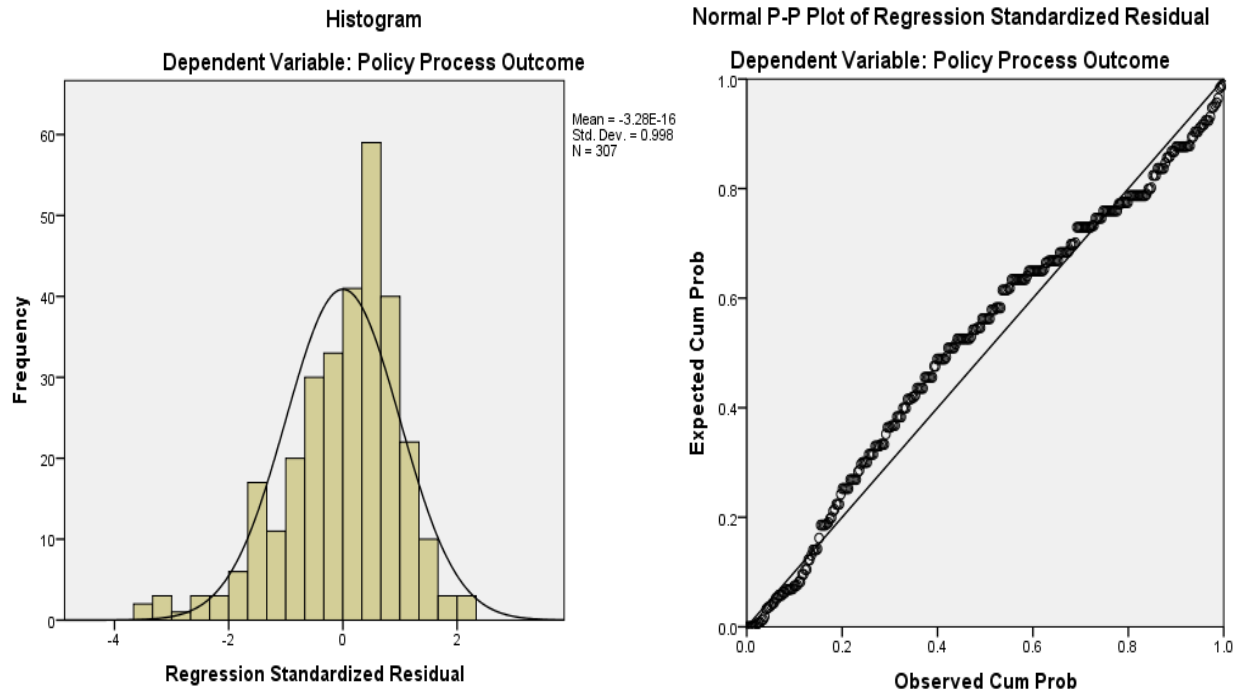
Figure 2: Normality test of the regression residual

The findings indicated in figure 2 showed that the error term adopted a normal distribution which is a requirement of using least square. This is because of the bell-shape and hence it was suitable to use a least square estimator regression model. Furthermore, autocorrelation test of serial correlation was conducted using Durbin Watson method which 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)
1.709

Predictors: (Constant), policy network managers 'roles/strategies

As shown in table 3, the DW value is 1.709 which is between 1.5 and 2.0 implying that there was absence of serial correlation. It was hence suitable to use a regression least square estimator regression model. The assumption of Heteroscedasticity was 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	
$Chi^2(1)$	0.0001
$Prob > Chi^2$	0.9671

As shown in table 4, the P-Value (0.9671 is greater than 0.05) meaning that the null hypothesis homoscedasticity is upheld. Therefore, it was suitable to use a regression least square estimator regression model. To establish the nature and magnitude of the relationship between policy network managers 'roles/strategies and policy process outcome, a bivariate regression model was adopted since the assumption of using least square had been tested and met. The model summary results have been indicated in table 5.

Table 5: Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.301	0.091	0.088	0.3129

Predictors: (constant), policy network managers 'roles/strategies

The coefficient of determination results (R-square) indicates the variation in the dependent variable (policy process outcome) accounted for by the independent variable (policy network managers 'roles/strategies). The results are presented in Table 5 indicate that policy network managers 'roles/strategies have a positive association with policy process outcome to mean that an improvement in policy network managers 'roles/strategies is associated with an improvement in policy process outcome (R = 0.301). In addition, the results showed that policy network managers 'roles/strategies account for up to 9.1% of the variation in policy process outcome (R-Square = 0.091). 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. The results are presented in table 6.

Table 6: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.976	1	2.976	30.387	.000
Residual	29.868	305	0.098		
Total	**32.844**	**306**			

Dependent variable: policy process outcome

Predictors: (constant), policy network managers 'roles/strategies

ANOVA test results in table 4.24 established that through the F test, it was documented that the F-calculated value of 30.387 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 (Sig = 0.000 < 0.05) implying that the regression model linking policy network managers 'roles/strategies to policy process outcome was significant and fit. Therefore, any conclusions drawn from it are relevant. The regression model coefficients are presented in table 7.

Table 7: Model coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.118	0.239		13.067	0.000
Policy Network Managers 'Roles/ Strategies	0.29	0.053	0.301	5.512	0.000

Dependent variable: Policy process outcome

The regression model coefficient results in table 7 indicate that other factors held constant, policy network managers 'roles/strategies have a positive and significant effect on policy process outcomes ($\beta = 0.290$; t = 5.512 < 1.96; P-value < 0.05). This implies that a unit improvement in policy network managers 'roles / strategies would result to an improvement in the policy process outcomes by up to 0.290 units. This is consistent with the argument by Rode et al. (2019) who argued that policy network manager's play an important role of providing a vital link between government, the public, and the policy makers ensuring that policies are effectively communicated and implemented, and that public opinion is accurately reflected in the decision-making process. They also ensure coordination of the activities of stakeholders, supporting policy development, and helping to ensure that policy decisions are made in the best interests of the public (Carboni et al., 2019).

CONCLUSION

The study findings led to the conclusion that there existed various policy network managers 'roles/strategies in road transport sector within Nairobi City County, Kenya which strongly determined policy process outcomes. Some of the roles are acting as a broker between a variety of actors within and between networks in the road transport sector, acting as an orchestrater for networks seeking to engage frequently with policy makers, acting as policy network representative in all policy arenas as well as acting as policy networks liaison actor and policy network promoter in all policy arenas. The study also concluded that improvement in policy network managers 'roles would result to a significant improvement in the policy process outcomes.

This is because the policy network managers play an important role of providing a vital link between government, the public, and the policy makers ensuring that policies are effectively communicated and implemented, and that public opinion is accurately reflected in the decision-making process. They also ensure coordination of the activities of stakeholders, supporting policy development, and helping to ensure that policy decisions are made in the best interests of the public.

RECOMMENDATIONS

Given the study findings, this study recommends the policy actors in the public policy making process in the transport sector in Nairobi City County, Kenya to increase visibility of the manager's roles. The policy network manager should be more visible in the public policy

process. This could include attending public meetings, engaging with stakeholders, and promoting the policy network in public forums. The study recommends for a need to build trust and relationships. The policy network manager should strive to build relationships and trust with relevant stakeholders. This could involve engaging in consultation processes and building a reputation for providing reliable information and solutions.

There is also a need to support evidence-based information: The policy network manager should ensure that stakeholders are provided with evidence-based information about the public policy process. This could include providing data on the impact of policies and programmes, as well as access to research and other resources. The study also recommends a need to facilitate collaboration. The policy network manager should facilitate collaboration between stakeholders and facilitate the exchange of information and ideas. This could include organising meetings and workshops to help stakeholders work together to develop policy solutions. The study lastly recommends a need to monitor and evaluate the public policy process. The policy network manager should monitor and evaluate the public policy process on an ongoing basis. This could involve keeping track of developments in the policy arena, as well as gathering feedback from stakeholders to inform future decision-making.

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