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THE INFLUENCE OF ADVOCACY COMMUNICATION ON CORPORATE SOCIAL JUSTICE RESPONSIBILITY: A CASE STUDY OF SHOFCO IN KIBERA, NAIROBI COUNTY

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ST. PAUL'S UNIVERSITY

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DECLARATION

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ABSTRACT

This study examined how Shining Hope for Communities (SHOFCO)'s advocacy communication influenced corporate engagement in Corporate Social Justice Responsibility (CSJR) in Kibera, Nairobi County. The study had four objectives: (1) to determine how SHOFCO's advocacy message framing influenced corporate policy alignment for social justice; (2) to examine how rights-based messaging enhanced corporate investment in CSJR; (3) to assess how community-oriented communication platforms shaped corporate participation in CSJR initiatives, including economic empowerment, resource allocation, and community co-design; and (4) to analyze how communication channels and feedback mechanisms affected the effectiveness of SHOFCO's engagement with corporate partners. Guided by Framing Theory and Dialogic Communication Theory, the study adopted a concurrent triangulation mixed-methods case study design. Quantitative data were collected from a structured survey of 400 residents across Kibera's five wards, yielding 372 valid responses (93%). Qualitative data were collected through semi-structured interviews with 17 key informants and two focus group discussions with SUN members. Quantitative data were analyzed using descriptive statistics, Pearson correlation, and multiple regression; qualitative data were analyzed using reflexive thematic analysis, and findings were integrated through an objective-by-objective weaving approach. The study found that narrative and evidence-based framing, rights-based messaging, inclusive community platforms, and responsive feedback mechanisms positively influenced corporate policy alignment, resource allocation, and community co-design. Communication channels and feedback mechanisms were the strongest predictors, followed by message framing and rights-based messaging. The study concludes that advocacy communication can move corporate social responsibility from short-term philanthropy toward social-justice-oriented investment when it combines rights language, community dialogue, and accountable feedback. The study recommends that policymakers strengthen requirements for community engagement, transparency, and accountability in corporate social justice initiatives, while NGOs and corporate partners institutionalize participatory feedback mechanisms to ensure that CSJR investments are community-driven, responsive, and sustainable.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides the background for the study. It introduces the problem under investigation, presents the study purpose, objectives, and research questions, and outlines the rationale, significance, scope, limitations, and delimitations of the study. The section began with background, situating advocacy communication and corporate social justice responsibility in the context of the Kibera slum. It then introduced the problem to be investigated, pinpointing the communication interface gap as the key issue that was addressed, while detailing what had been investigated and what had not been investigated. It went on to articulate the purpose, objectives, and research questions. The importance of the study for the various stakeholders was explained, the scope was elaborated, and the limitations and delimitations were defined. The chapter ended with a summary of the chapter's contents.

1.1 Background of the Study

Corporate Social Responsibility (CSR) has evolved globally from philanthropic giving to a strategic, stakeholder-oriented practice expected to contribute to sustainable development and social justice (Crane & Matten, 2021; Porter & Kramer, 2020). Corporations are increasingly being evaluated in developed and developing countries on the impact of their investments on inequality, rights and community agency (Banerjee, 2022). In Africa, however, CSR in informal settlements is frequently not linked to the structural causes of poverty and marginalization (Visser, 2006; Tadesse et al., 2021). Sverdlik et al. (2025) estimate that about 60% of Nairobi's population lives in informal settlements occupying less than 5% of residential land, producing deep spatial and socioeconomic divides. Kibera, the largest informal settlement in Nairobi, has an estimated population of 178,284 residents and is characterized by insecure land tenure, inadequate water and sanitation, recurrent fires, and limited legal and health services (Obura, 2024; National Government Constituency Fund, 2025). Despite three decades of development interventions, including corporate CSR, structural inequalities persist. Researchers describe a "CSR paradox": corporate social expenditure has increased, but inequality has not significantly reduced (Tadesse et al., 2021). A key explanation is the communication interface between communities and

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corporations. Community organizations such as Shining Hope for Communities (SHOFCO) have developed advocacy communication systems—including the SHOFCO Urban Network (SUN)—to translate community priorities into corporate decision-making (Bridgespan Group, 2022; SHOFCO, 2025). Yet little empirical research has examined how these advocacy communication practices influence corporate engagement in social-justice-oriented CSR in informal settlements.

1.2 Statement of the Problem

Corporations have increased social spending in Kibera, but evidence suggests that many interventions remain short-term, visibility-oriented, and disconnected from structural inequalities such as insecure tenure, cartelized water supply, and legal exclusion (Tadesse et al., 2021; African Cities Research Consortium, 2025). The problem is not merely a lack of corporate capital; it is a communication interface gap between community needs expressed through NGO advocacy and corporate CSR decision-making. The current programme evaluation studies have produced results including water kiosks, health camps, and training activities, but communication is treated as a contextual variable and not a research object that is studied (Wafula et al., 2023). Corporate studies focus on boardroom motivations and the issues of reputation management and shareholder concerns, but view NGO advocacy as an external pressure that is undifferentiated (Banerjee, 2022). However, there is little empirical knowledge about the impact of the key dimensions of advocacy communication – message framing, rights-based messaging, community -oriented platforms, and feedback mechanisms – on CSJR policy alignment, resource allocation, and community co-design. To fill this gap, this study focused on the advocacy communication being done by SHOFCO and the impact it had in corporate engagement in CSJR in Kibera.

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1.3 Purpose of Study

The purpose of this study was to investigate how SHOFCO's advocacy communication influenced corporate engagement in social-justice-oriented CSR in Kibera, Nairobi County.

1.3.1 Specific Objectives

The Specific objectives of this study were to:

i. Determine how SHOFCO's advocacy message framing influences corporate policy alignment for social justice in Kibera.
ii. Examine how rights-based messaging enhances corporate investment in Corporate Social Justice Responsibility.

iii. Assess how community-oriented communication platforms shape corporate participation in Corporate Social Justice Responsibility initiatives through economic empowerment, resource allocation, and community co-design.

iv. Analyze how communication channels and feedback mechanisms affect the effectiveness of SHOFCO's engagement with corporate partners.

1.4 Research Questions

i. How does SHOFCO's advocacy message framing influence corporate policy alignment for social justice in Kibera?

ii. In what ways does rights-based messaging enhance corporate investment in justice-oriented CSR?

iii. How do community-oriented communication platforms shape corporate participation in Corporate Social Justice Responsibility initiatives in Kibera?

iv. How do communication channels and feedback mechanisms affect the effectiveness of SHOFCO's engagement with corporate partners?

1. 5 Significance of the Study

This study contributes to scholarship by addressing a gap in existing literature on the role of advocacy communication in influencing corporate engagement in Corporate Social Justice Responsibility (CSJR) within informal urban settlements. While previous studies have largely focused on programme outcomes or corporate motivations for social investment, limited attention has been given to how communication processes such as message framing, rights-based messaging, community platforms, and feedback mechanisms shape corporate responses to community needs. The study addresses these dimensions to further the understanding of the link between advocacy communication and corporate engagement for social justice in the Kenyan context.

The results are relevant to a number of stakeholders. The study provides NGOs and civil society organizations with insights into communication strategies and platforms that are likely to cultivate meaningful corporate participation, rather than symbolic. For policymakers and urban planners, it provides evidence to inform policies and regulatory frameworks that promote transparency, accountability, and community participation in corporate social justice initiatives. For corporate actors, the findings offer insights into participatory approaches that can strengthen community trust and improve the social impact of corporate investments. For residents of informal settlements, the study

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highlights ways through which community voices can be more effectively represented in corporate decision-making processes, thereby supporting more responsive and sustainable development interventions.

1.6 Justification of the Study

The study is justified because the communication interface gap between NGO advocacy and corporate CSJR decision-making remains under-researched in African informal settlements. Although corporate social investment in Kibera has increased, there is limited evidence on which advocacy messages, platforms, and feedback mechanisms actually shift corporate behaviour from short-term charity to long-term social justice commitments. The findings are expected to benefit NGOs, corporate CSR managers, policymakers, and community residents by providing evidence-based guidance for more accountable and transformative cross-sector partnerships.

1.7 Scope of the Study

Geographically, the study was limited to the five wards that make up Kibera Constituency in Nairobi County: Sarang'ombe, Makina, Laini Saba, Lindi, and Woodley/ Kenyatta Golf Course. Kibera was chosen because it is the largest informal settlement in Nairobi City. It has a well-documented history of NGO-corporate partnerships and is home to SHOFCO's offices, making it a rich source of information for examining the communication interface gap. The population of the five wards is around 178,284 (National Government Constituencies Development Fund, 2025).

Theoretically, the study was limited to four dimensions of advocacy communication: message framing, rights-based communication, community-focused communication channels, and communication for service delivery. These were chosen because they are the main communication practices reported in SHOFCO's annual reports and other studies on NGO-corporate collaboration (Bridgespan Group, 2022; SHOFCO, 2024). The outcome variable is companies' engagement in social-justice-oriented corporate social responsibility (CSR), as measured by indicators of policy alignment, resource reallocation, and community participation in decision-making.

As for the respondents, the study targeted three groups: 400 community residents proportionately sampled from the five wards; 17 key informants, including SHOFCO program staff, SUN zone leaders, and corporate CSR managers (from companies that had partnerships with SHOFCO); and focus group discussion participants from active SUN members. The time period

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was 2020-2025, covering recent advocacy work by SHOFCO and providing a basis for assessing communication practices that remained relevant during the study period.

1.8 Limitations and Delimitations of the Study

1.8.1 Delimitations

Geographic: Limited to Kibera's five wards (Sarang'ombe, Makina, Laini Saba, Lindi, Woodley/Kenyatta Golf Course)

Conceptual: Limited to four dimensions of advocacy communication (message framing, rights-based messaging, community platforms, communication channels/feedback)

Respondent: Limited to SHOFCO stakeholders, SUN members, and corporate CSR managers

Temporal: Limited to 2020-2025

Organizational: Limited to SHOFCO only; excludes other NGOs in Kibera

1.8.2 Limitations

Geographic specificity: The findings might not have transferred to rural informal settlements or slums with different infrastructure, cultural, or political contexts. *Impact:* Results are not generalizable to all informal settlements.

Access to corporate processes: Non-disclosure agreements restricted access to proprietary communication strategies and internal decision-making processes. *Impact:* Corporate-side data limited to what managers voluntarily disclose.

Self-reporting bias: All data depend on participant perceptions rather than direct observation of communication events. *Impact:* Responses may not fully reflect actual communication practices.

Mixed-methods integration: Conflicting quantitative and qualitative results required additional interpretive work. *Impact:* Integration complexity could have extended the analysis timeline.

Limited access to corporate processes: The companies' communications strategies were kept in line with non-disclosure agreements and internal decision-making processes were limited. Data triangulation was completed by using publicly available CSR reports and interview data from managers who allowed their account.

Self-reporting bias: Data depended on participant perceptions. Mitigation: triangulation across surveys, interviews, FGDs, and document analysis.

Limited transferability: Findings may not generalize to all informal settlements. Mitigation: thick description of context to allow readers to assess transferability.

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Mixed-methods integration: Conflicting results required interpretation. Mitigation: an objective-by-objective joint display and weaving approach.

1.9 Definition of Key Terms

For this study, the following terms are defined conceptually and operationally:

Advocacy Communication: Strategic use of messages, channels, and platforms to influence policy, corporate behaviour, and public perceptions to advance the rights and interests of marginalised communities. In this study, it refers to SHOFCO's communication practices (message framing, rights-based messaging, community platforms, and feedback channels) aimed at shaping corporate CSR decisions in Kibera.

Corporate Social Justice Responsibility (CSJR): A form of Corporate Social Responsibility that goes beyond philanthropy or short-term charity to address structural inequalities such as insecure land tenure, cartelized water systems, and lack of legal services. Operationally, it is measured by corporate policy alignment with community priorities, budget allocation to long-term structural projects, and community co-design in CSR decision-making.

Message Framing: The way that communicators construct and highlight some aspects of a perceived reality to advise a specific problem definition, causal interpretation, moral evaluation, or treatment recommendation. In this study, it separates informative framing (factual data and statistics) and mobilising framing (emotional appeals and urgent calls to action).

Rights-Based Messaging: Messaging that takes an approach of "rights" instead of "charity" or "need" when communicating essential services (water, sanitation, legal guarantees). It is used here to describe the use of accountability and legal terms by SHOFCO in order to make a difference in the strategy of corporate investments in justice-oriented programmes.

Community-Oriented Platforms: Formal platforms or networks for direct participation, interaction and community input from residents of the community to decision-makers, including NGOs and corporate partners. For this research, it is specifically associated to the SHOFCO Urban Network (SUN) and its meetings, dialogues and leadership.

Communication Channels and Feedback Mechanisms: The channels used to disseminate messages between stakeholders, and the channels for receiving community feedback, complaints, and suggestions, sending that feedback to decision-makers, and responding to them. Operationally, these are seen as channel diversity, perceived two-way communication and responsive feedback loops.

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Corporate Policy Alignment: Alignment of corporate CSR strategies, priorities and operational guidelines with community-identified needs and social justice objectives instead of corporate-determined philanthropic interests. The study represents one indicator of the corporate involvement in social-justice oriented CSR.

Social-Justice-Oriented CSR (SJ-CSR): Corporate social responsibility initiatives that clearly target root causes of injustice (e.g. tenure insecurity, cartelised water supply, legal exclusion) and not superficial or short-term programs. It is the dependent variable, which is measured in this study by changes in allocations to the budget, scaling of infrastructure and community participation in decision-making processes.

SHOFCO (Shining Hope for Communities): A Kenyan non-governmental organisation with a headquarters in Kibera that offers integrated health, education, water, sanitation and advocacy services in informal settlements in Kenya. This study focused on the case organisation, namely SHOFCO, whose advocacy communication practices are discussed.

SHOFCO Urban Network (SUN): A community leadership and mobilization structure established by SHOFCO that links residents across Kibera's five wards to the organization's decision-making processes and external stakeholders, including corporate partners.

Kibera: The largest informal settlement in Nairobi, Kenya, comprising five wards (Sarang'ombe, Makina, Laini Saba, Lindi, and Woodley/Kenyatta Golf Course) with an estimated population of approximately 178,000 people. It is the geographical focus of this study.

Informal Settlement: A residential area where inhabitants have no secure land tenure, where housing does not comply with planning and building regulations, and where basic services (water, sanitation, electricity, roads) are typically inadequate or absent.

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1.10 Chapter Summary

The purpose of this chapter was to introduce the study by providing a brief background on advocacy communication and corporate social justice responsibility in Kibera. It defined the communication interface gap as the problem and showed what previous studies had covered and omitted. The aim, four objectives, and research questions were articulated. The study's importance to NGOs, policymakers, and informal settlement communities was highlighted. The scope, including geographical, conceptual, respondent, and temporal boundaries, was clearly defined. Lastly, the distinction between limitations and delimitations was made, and their effects were highlighted.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides an overview of the theoretical and empirical literature informing the study. It begins with a broad review of the literature. It starts with a broad review of the literature to define the concepts and place advocacy communication and corporate social justice responsibility within the CSR landscape. The chapter then introduced the theoretical framework, highlighting the two theories used to analyze the communication interface gap: Framing Theory and Dialogic Communication Theory. The empirical review mapped prior studies in line with the study's four objectives: advocacy message framing, rights-based messaging, community-oriented platforms, communication channels, and feedback mechanisms. A research gap was synthesized from the literature review, as was a synthesized conceptual framework that illustrates the assumed relationships.

2.1 Theoretical Framework

This study is grounded in two communication theories: Framing Theory and Dialogic Communication Theory. These were chosen because they explain the two key moments of the communication interface gap: how advocacy messages are framed to influence corporate interpretations, and how NGO-mediated public debates with corporations are dialogues or consultations.

2.1.1 Framing Theory

Framing Theory, as developed by Entman (1993), suggests that communicators draw attention to some aspects of perceived reality while neglecting others to advance a preferred definition of the problem, cause, moral judgment, and solution. In terms of NGO advocacy, framing defines whether corporate stakeholders view a community as a place of need in need of charity or a place of human capital in need of investment (Bridgespan Group, 2022). The theory also distinguishes between informative frames, which provide facts and rational reasoning, and mobilizing frames, which elicit emotion and a sense of urgency (Olkkonen & Jääskelainen, 2019).

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Recent research has found that story-based (narrative) frames generate greater emotional and content recall in corporate audiences than statistical frames (Kim & Ferguson, 2018). This suggested the need for SHOFCO to consider the choice between using water access statistics versus family stories of water cartel victims. However, the effectiveness of mobilizing frames delivered through digital media such as SMS, as demonstrated by SHOFCO during the COVID-19 pandemic when it reached 350,000 people (SHOFCO, 2024), has not been empirically established in relation to long-term corporate infrastructure investment. Thus, Framing Theory offered a framework for analyzing the impact of message framing on corporate policy and helped to address the first research objective.

Framing Theory was selected because it explains how SHOFCO's message choices—informative framing, mobilizing framing, narrative storytelling, and SMS campaigns—shape corporate interpretations of community issues. It generated the indicators for Objective One, namely whether corporate audiences define Kibera's problems as charity, crisis, or rights-based structural injustice (Entman, 1993; Kim & Ferguson, 2018).

2.1.2 Dialogic Communication Theory

Dialogic Communication Theory, based on the work of Bakhtin and applied to organizational communication by Barge and Little (2002) , postulates that genuine interaction is framed by five principles: mutuality, or awareness of the interdependence between the organization and stakeholders; propinquity, or unplanned and immediate interaction; empathy, or affirmation of the perspectives of stakeholders; risk, or willingness to play the game according to the rules of stakeholders; and commitment, or genuine interest in the concerns of stakeholders. These principles differentiate dialogue from monologic consultation, where organizations performatively listen to stakeholders without sharing power (Wirtz & Zimbres, 2018).

The concept has been further advanced by Osovsky et al. (2025) , who provide four ethical criteria for distinguishing dialogue from its simulacra: power cognizance, or recognition of power asymmetries between parties; polyphonic pluralism, or the inclusion of multiple, potentially conflicting voices; generative agonism, or the acceptance of productive conflict; and discursive unfinalizability, or the rejection of definitive naming and closure of the other.

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. These criteria were used to evaluate the nature of community engagement in SHOFCO platforms such as the SUN network and to determine whether community participation constituted genuine dialogue or a formalized means of sending organizational messages. This spoke to the third and fourth research objectives about community platforms and feedback channels.

Dialogic Communication Theory was selected because it explains whether SHOFCO's community platforms and feedback systems operate as genuine dialogue or monologic consultation. It generated indicators for SUN participation, inclusivity, feedback, reciprocity, and co-design under Objectives Three and Four (Kent & Taylor, 2002; Bianchi et al., 2024).

2.1.3 Theoretical Integration

Framing Theory and Dialogic Communication Theory are complementary in their focus on two different but related processes. Framing Theory explains how corporate perceptions are shaped by a message - the "supply side" of advocacy communication. Dialogic Communication Theory explains whether the reciprocal act is open, reciprocal, and power-sensitive - the "demand side". The advocacy message might be framed appropriately to attract corporate attention, but the interaction might still be monologic and geared solely toward justifying corporate planning. Alternatively, a true platform for dialogue may not achieve its goals if advocacy messages are not framed to communicate community priorities in a way that corporate actors can address. Therefore, the two theories were integrated to provide a holistic framework for analyzing the communication interface gap examined in this study.

Framing Theory and Dialogic Communication Theory were selected instead of, or alongside, Stakeholder Theory, legitimacy theory, or CSR theory because the study's primary concern is communication. Stakeholder and legitimacy theories explain why corporations engage, but not how advocacy messages and dialogue processes shape the form and depth of that engagement. The two communication theories directly address the supply side (message framing) and demand side (dialogue and feedback) of the communication interface gap.

2.2 General Literature Review

NGO advocacy communication and corporate social responsibility (CSR) are increasingly a research focus, especially in an environment where state service delivery is inadequate, and

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slums are proliferating. The concept of CSR has moved beyond philanthropy to models that demand transparency, accountability, and stakeholder engagement and that are integrated with social justice (Banerjee, 2022). Colonial past and low levels of regulatory governance, as well as the presence of non-state providers in the Global South, can affect the nature of the relationship between NGOs and corporations differently (Visser, 2006).

According to Olkkonen and Jääskelainen (2019), advocacy communication is the use of messages to influence the policy and the attitude of the public and to trigger action to empower the marginalized communities. Advocacy communication in this context aims at not only raising awareness but also shaping resource distribution and corporate thinking on local needs for NGOs working in informal settlements. Advocacy communication takes place in the symbolic domain and service delivery happens in the tangible and physical domain (Degenaar et al., 2022).

The corporate social justice responsibility rises to the surface to differentiate between genuine engagement on equity and rights issues and 'woke washing' on the corporate side. Porter and Kramer (2020) contend that creating shared value means corporations need to tackle social issues in a way that is central to business strategy, as an add-on philanthropy. In respect of informal settlements, this implies investments that not only focus on specific problems but also invest in the underlying issue, including land tenure, water governance, and legal empowerment, and not only on projects that are eye-catching in the media but do not contribute toward changing the situation (Tadesse et al., 2021). Conventional CSR thus needs to be transformed to social justice oriented CSR, which requires the effective communication between communities, NGOs and firms.

Previous studies have concentrated on these aspects separately. The research methods and findings for message and advocacy campaign strategies and outcomes are described by the NGO research (Kim & Ferguson, 2016) , and the research methods and findings for CSR are described by the corporate research (Banerjee, 2022). However, there has been less research that explicitly studied the relationship between CSJ and advocacy communication. Therefore, this review focused on the four aspects of communication that span the communicative space between SHOFCO and its corporate partners, namely: message strategies and relational dynamics, and based on two theoretical frameworks that offer insights into these dimensions.

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Kim and Ferguson (2016) demonstrate that narrative frames are more effective at capturing corporate attention than are statistical frames; however, Khabibullah et al. (2025) illustrate that this attention does not necessarily lead to continued alignment of policy. This conflict indicates that mere framing is not enough, as dialogue and feedback systems could be important to make a structural commitment. Likewise, Wafula et al. (2023) have also found a substitution effect in Nairobi, where companies leverage NGO platforms to evade direct co-decision making, suggesting that the assumption that community participation translates into shared power can be questioned.

2.3 Empirical Framework

This section reviewed empirical studies related to each study objective. For each objective, key findings were synthesized, and the specific gap was identified.

2.3.1 Advocacy Message Framing and Corporate Policy Alignment

Studies of message framing in CSR have shown that emotional appeals that use stories are more effective than informational appeals in stimulating corporate responsiveness (Kim & Ferguson, 2016). Reinecke and Ansari (2015) observed that ongoing NGO-led framing campaigns led to shifts in corporate priorities towards local communities, but corporate responses were often tokenistic in the absence of institutional follow-up. In Kenya, studies of NGO advocacy have reported that organizations using evidence-based policy briefs combined with rights-based storytelling were able to influence corporate expenditure from discretionary donations to ongoing budget allocations for infrastructure maintenance (Musyoka et al., 2022).

Nonetheless, these studies have not focused on the impact of mobilizing frames delivered via digital platforms in the informal settlement context. SHOFCO's use of text messaging to mobilize 350,000 people during the pandemic (SHOFCO, 2025) is a new application of framing theory that has not been empirically tested to determine its impact on corporate policy alignment. Additionally, no research has compared the impact of mobilizing versus informative frames on corporate policy change within an organization over time. The present study addressed these gaps.

2.3.2 Rights-Based Messaging and Corporate Investment

Rights-based messaging positions access to essential services as a right rather than a need. Ndungu and Maina (2021) found that in urban Kenya, NGOs using rights-based messaging raised corporate awareness of community legal rights and secured funding for legal clinics and

paralegals. But in the Netherlands, Bakker (2021) found that companies' responses to rights-based advocacy were often defensive, aimed at protecting their reputations, and lacked meaningful investment.

Mutua (2024) analyzed legal empowerment programs in Kenya and found that some corporations provided support for governance forums and legal clinics, but these programs were often donor-funded and did not result in corporate investment in justice-oriented CSR. What is still lacking is knowledge of how rights-based communication impacts not only the existence of corporate investment but the form it takes - whether it enables structural solutions like tenure security and anti-cartel legal action or is limited to one-off legal awareness training sessions. The present study addressed this gap by assessing corporate investment outcomes linked to SHOFCO's rights-based messaging.

2.3.3 Community-Oriented Platforms and Corporate Participation

Community-oriented platforms like the SHOFCO Urban Network aim to build links from communities to decision-makers. Muriithi and Karanja (2021) reported that when communities were involved in CSR decision-making, they were more likely to have their priorities reflected in CSR initiatives. In Lagos, the Lift Above approach showed that youth empowerment platforms secured corporate investment in vocational skills when corporations could connect community engagement and employable skills (Okonkwo et al., 2022).

However, in Nairobi, Wafula et al. (2023) found a "substitution effect", where corporations substituted NGO-facilitated platforms for direct corporate participation rather than involving them in co-decision-making. Bridgespan Group (2022) noted the hierarchical leadership structure in SUN as a forum for community voice, but no research has evaluated whether this structure facilitates dialogue in the sense described by Bianchi et al. (2024), or merely effective consultation. The present study filled this gap by assessing corporate engagement outcomes linked to SUN communications.

2.3.4 Communication Channels and Feedback Mechanisms

The selection of communication channels (digital, face-to-face, and reports) impacts advocacy communication and uptake. Harvard T.H. Chan School of Public Health (2024) reported that data-informed reporting on the benefits of water kiosks in Kibera increased the scalability of corporate funding through the social return on investment. But, according to Omondi et al. (2024),

a lack of consistency in reporting between NGOs and corporations often led to short-lived and disconnected interactions.

Feedback loops are also important. In the absence of feedback mechanisms through which communities can provide input on corporate initiatives, CSR can become a unilateral distribution of resources that lacks an understanding of community contexts. Although feedback mechanisms are described in SHOFCO's program documents as part of SUN (SHOFCO, 2024), empirical research has yet to systematically examine their impact on corporate engagement effectiveness, defined as sustained, accountable, and co-designed investment. This study filled that gap.

2.4 Summary of Research Gap

The reviewed studies demonstrate that advocacy communication affects corporate involvement by framing messages, using rights-based messaging, engaging communities, and through communication channels. But these dimensions have been studied more or less in isolation. Little empirical research is available that examines their combined impact on corporate involvement in social-justice oriented CSR, especially regarding informal settlements. The present study seeks to fill this gap by analyzing SHOFCO's advocacy communication and its impact on corporate involvement in Kibera.

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Table 2.1:

Summary of Empirical Literature and Research Gaps

Study Objective	Author/ Year	Key Findings	Research Gap Identified	How the Current Study Addresses the Gap
Objective 1: To determine how advocacy message framing influences corporate policy alignment for social justice.	Kim & Ferguson (2018)	Narrative and emotional messages generated stronger stakeholder engagement than statistical messages.	The study did not examine the effect of message framing on corporate policy alignment in CSR.	Examines how SHOFCO's advocacy message framing influences corporate policy alignment toward social justice outcomes in Kibera.
	Restrepo & Martínez (2021)	NGO advocacy campaigns influenced corporate priorities toward community concerns.	Limited attention was given to the long-term influence of framing on corporate decision-making.	Investigates whether advocacy framing leads to sustained policy alignment by corporate partners.
	Musyoka (2022)	Evidence-based advocacy influenced corporate resource allocation toward community projects.	The study focused on resource allocation rather than broader policy commitment.	Examines the influence of framing on both policy alignment and long-term commitment to social justice.
Objective 2: To examine how rights-based messaging enhances corporate investment in	Ndungu & Maina (2021)	Rights-based advocacy increased support for legal empowerment initiatives.	The study did not examine whether rights-based communication influences the type	Examines how rights-based communication shapes corporate investment in justice-oriented CSR.

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justice-oriented CSR			and depth of corporate investment.	
	Bakker (2021)	Corporations often responded to rights-based advocacy defensively due to reputational concerns.	Limited evidence exists on whether rights-based messaging promotes sustainable investment.	Assesses whether rights-based advocacy encourages long-term corporate commitment beyond reputational concerns.
	Mutua (2024)	Corporate support for governance and legal-aid initiatives was often donor dependent.	The relationship between rights-based communication and structural corporate investment remains unclear.	Examines how SHOFCO's rights-based communication influences investment in sustainable social justice interventions.
Objective 3: To assess how community-oriented communication platforms shape corporate participation in economic empowerment initiatives.	Muriithi & Karanja (2021)	Community participation improved alignment between CSR projects and community priorities.	The communication processes that facilitate such participation were not examined.	Examines how SUN and other community platforms influence corporate participation.

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	Okonkwo et al. (2022)	Community engagement platforms increased corporate support for youth empowerment initiatives.	The study focused on youth programs and not broader social justice outcomes.	Investigates community platforms as mechanisms for broader social-justice-oriented CSR engagement.
	Wafula et al. (2023)	NGOs often mediated interactions between communities and corporations.	Limited evidence exists on whether such platforms promote genuine dialogue or symbolic consultation.	Assesses whether community-oriented platforms facilitate meaningful corporate participation and co-design.
Objective 4: To analyse how communication channels and feedback mechanisms affect the effectiveness of engagement with corporate partners.	Omondi et al. (2024)	Weak reporting systems reduced the effectiveness of NGO-corporate collaborations.	The role of communication channels and community feedback systems was not comprehensively analysed.	Examines how communication channels and feedback mechanisms influence corporate engagement effectiveness.
	Harvard T.H. Chan School of Public Health (2024)	Data-driven reporting strengthened corporate support for community interventions.	The study focused primarily on reporting rather than broader communication processes.	Examines multiple communication channels, including digital, face-to-face, and feedback systems.
	SHOFCO (2024)	SHOFCO uses feedback systems and multiple communication channels through SUN structures.	Limited empirical evidence exists on the impact of these mechanisms on	Evaluates the effectiveness of communication channels and feedback systems in enhancing

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			corporate engagement outcomes.	corporate engagement.

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2.5 Conceptual Framework

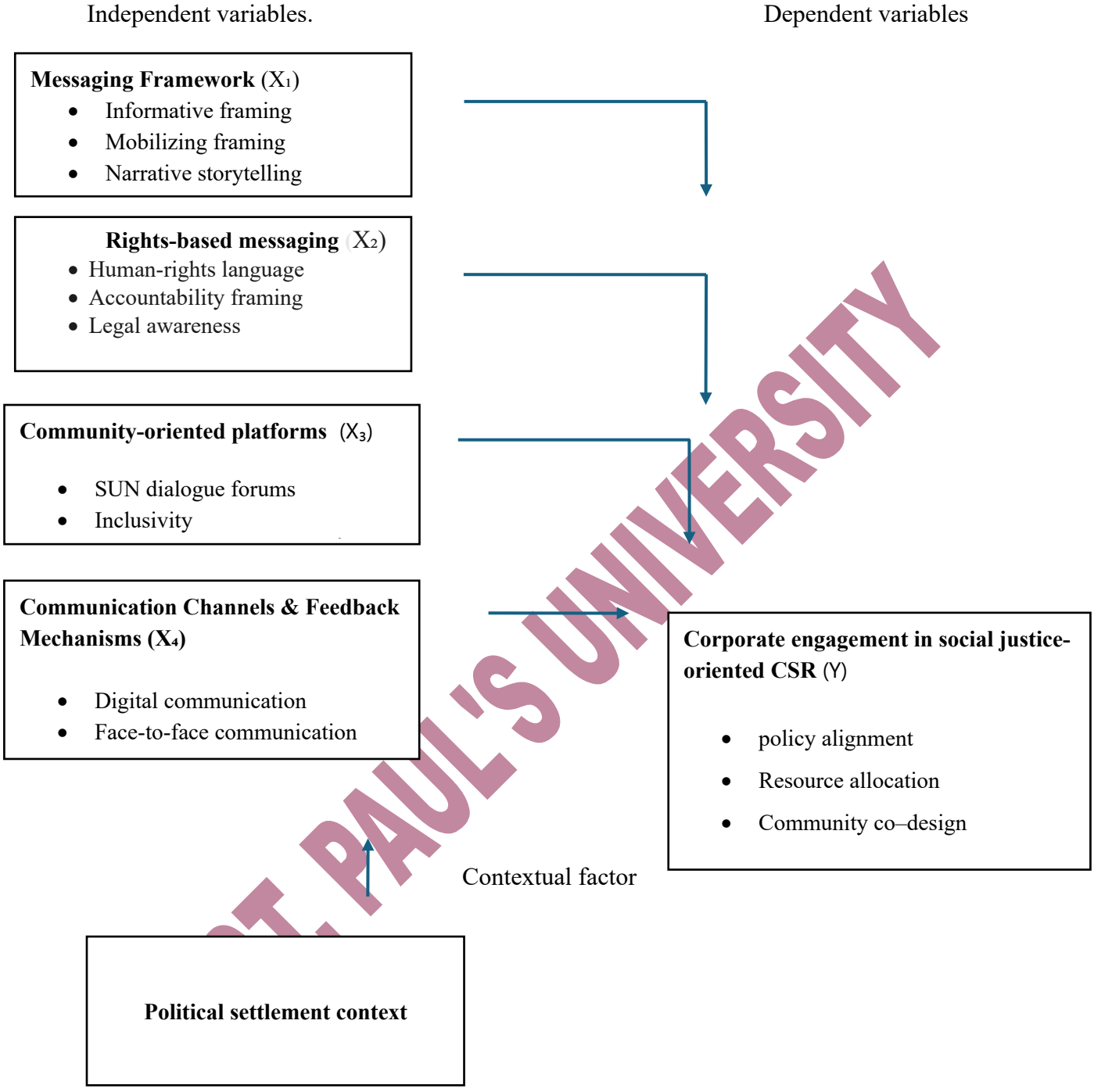
The proposal of advocacy communication in CSR with social-justice orientation can be seen in Figure 2.1 below. The factors include advocacy message framing, rights-based messaging, community-oriented platforms, and communication channels and feedback mechanisms. It is expected that these dimensions will affect corporate engagement in social-justice oriented CSR, assessed by policy alignment, allocation of resources and community co-design. The political settlement context, including regulatory frameworks, state capacity, and political influences, provides an important contextual influence on the relationship between advocacy communication and corporate engagement outcomes.

Figure 2.1 presents the conceptual model.

Source: Researcher (2026)

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Figure 2.1: Conceptual Framework



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Source: Research (2025)

The framework posits that strategic advocacy communication dimensions (X_1 through **X_4)** influence social justice outcomes (Y) both independently and collectively, with the political settlement context (M) moderating these relationships. This framework guided data collection by specifying the variables to be measured and the relationships to be tested through both quantitative and qualitative methods.

The political settlement context is treated as a contextual factor and is explored qualitatively through interview themes relating to regulatory frameworks, state capacity, and political influence. The factor provides contextual understanding of the environment within which advocacy communication and corporate engagement occur. It is not included in the regression model; therefore, any claims about moderation are interpretive and qualitative, not statistical.

2.6 Chapter Summary

This chapter outlined the theoretical literature on advocacy communication and corporate social justice, established the theoretical framework using Framing Theory and Dialogic Communication Theory, and reviewed the empirical evidence in relation to the four research objectives. The chapter identified a clear research gap and demonstrated the need to examine the communication processes linking NGO advocacy to corporate social justice initiatives. The theoretical framework used to guide data collection and analysis was presented and justified. Chapter Three presents the methodology employed to examine these relationships.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the methodology used to explore the impact of SHOFCO's advocacy communication on corporate engagement in social-justice-oriented CSR was described. It started with a discussion of the pragmatic research philosophy and case study design with embedded mixed methods. It then covered the population, the target population, the sampling method, and the sample size. Data collection instruments, methods to ensure high-quality research, diagnostic tests, data collection procedures, and the plan for quantitative and qualitative data analysis were explained. The variable operationalization table was presented, and ethical issues were discussed. The chapter ended with a summary of the research methods.

3.2 Research Approach

The study adopted a pragmatist research approach. Pragmatism allowed the research question to guide methodological choices and supported the integration of quantitative and qualitative evidence to understand both the extent and the mechanisms of influence (Khabibullah et al., 2025)

3.3 Research Design

The study employed a concurrent triangulation mixed-methods case study design. The case was SHOFCO's advocacy communication and corporate CSJR partnerships in Kibera. Quantitative and qualitative data were collected concurrently, analysed separately, and integrated during interpretation to triangulate findings (Yin, 2018).

3.4 Philosophical Underpinning

This study had a pragmatic philosophy. Pragmatism advocated for the research question to guide the methodology, enabling the researcher to integrate quantitative and qualitative methods and perspectives that generated more useful knowledge (Khabibullah et al., 2025). This approach was ideal for the study that aimed to quantify the relationships between communication variables and CSR results and to explain the experiences of the community, NGO, and corporate managers in the communication process (Tashakkori & Teddlie, 2010). The approach of pragmatism in terms

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of the focus on practical knowledge, not on paradigms, enabled the study to approach the gap of communication interface from different perspectives, and to create research that was of benefit to academics and practitioners.

The study was guided by a pragmatic approach which emphasizes that the study needs to be based on the pragmatic question of what will be practically useful and the methods that are best suited to this question. This philosophy supported the use of a survey and FGDs.

3.5 Population and Target Population

3.5.1 Population

Population is the totality of all the individuals and organizations under study related to the phenomenon under investigation (Creswell & Creswell, 2023). The population in this study included all the individuals and organisations involved in the advocacy communication and corporate social justice responsibility (CSJR) interface in Kibera, Nairobi County. This encompassed the community members involved in the SHOFCO Urban Network (SUN), SHOFCO programme and communication staff, community-based organization (CBO) representatives, and corporate partners involved in CSR activities in Kibera. The number of population was deemed to be adequate as these groups are directly involved in the communication processes and partnerships that affect corporate engagement in social justice-related CSR.

3.5.2 Target Population

The target population was those respondents from whom the data were collected and which the results of the study would apply to. There were three categories of respondents for the study.

The first category were registered members of SHOFCO Urban Network (SUN) aged 18 and above who lived in Kibera's five Wards; Sarang'ombe, Makina, Laini Saba, Lindi and Woodley/Kenyatta Golf Course. These respondents shared their experiences on SHOFCO advocacy communication, community participation and perceptions on corporate social justice responsibility initiatives.

The second category involved the SHOFCO programme staffs, communication officers, field coordinators, and partner community-based organization (CBO) leaders who participated in designing, implementing, and facilitating advocacy communication activities. The SHOFCO records (2024) identified this group as being about 35 people.

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The third was comprising corporate CSR managers and decision makers from corporations with a partnership with SHOFCO. These respondents were chosen because they have participated in corporate social responsibility planning, decision making and community development activities/initiatives with the assistance of SHOFCO.

The three categories were chosen to offer a range of angles on how advocacy communication and corporate engagement relate to social justice-oriented CSR, thus complementing the mixed-methods design in this study.

3.6 Sampling Technique

For the community survey, stratified random sampling was used to ensure proportional representation across Kibera's five wards and to reduce spatial inequity. Stratified sampling was appropriate because the wards differ in population size and service conditions. Within each ward, households were selected using computer-generated random numbers, and one eligible adult SUN member per household was randomly selected using a Kish grid or lottery method. For the qualitative strand, purposive sampling identified information-rich key informants and FGD participants.

3.7 Sampling Size

The sample size for the community survey was calculated using Adam (2020) formula for a finite population at a 5% margin of error: $n = N / (1 + Ne^2)$, where n = sample size; N = target population; e = margin of error (0.05). Using a target population of 152,937, the calculated sample size was approximately 399 respondents, which was rounded up to 400 respondents to enhance representativeness. The sample was then distributed proportionally across the five wards of Kibera as shown in Table 3.1. The sample size was calculated using Adam (2020) formula for a finite population at a 0.05 margin of error:

Based on the Yamane (1967) formula for a finite population:

$$n = \frac{178{,}284}{1 + 178{,}284\ (0.05^2)} \approx 400$$

1. Where n = the desired sample size

2. N= the total population (target population)

3. e = the degree of accuracy given at 0.05 testing at 5% Confidence Level

The sample size for the residents' survey was calculated at a 0.05 margin of error:

$$n = \frac{178{,}284}{1 + 178{,}284\ (0.05^2)} \approx 400$$

To ensure feasibility while maintaining statistical power, the sample was fixed at 400 respondents, distributed proportionally by ward population as shown in Table 3.1.

Table 3.1

Sample Distribution by Ward

Ward	Estimated Population	Sample Size
Sarang'ombe	28,182	63
Woodley/Kenyatta Golf Course	35,355	79
Makina	25,242	57
Laini Saba	29,000	65
Lindi	35,158	79
Total	**152,937**	**400**

Source: Researcher, 2025

For the qualitative strand, purposive sampling was used to identify information-rich key informants. Selection criteria were aligned with the study objectives. Table 3.2 summarises the qualitative sample.

Table 3.2

Key Informant Sample

Key Informant Category	Number	Selection Criteria
Corporate CSR Managers	3	Managers from partner corporations were directly involved in CSR decisions and partnership governance.

Key Informant Category	Number	Selection Criteria
SUN Zone Leaders	3	Elected zone leaders representing different wards, with at least two years of leadership experience
CBO Representatives	2	Leaders of CBOs that partner with SHOFCO on advocacy or service delivery
SHOFCO Program Staff	4	Communication officers, program managers, and field coordinators were responsible for message design and platform facilitation.
Village Elders	2	Recognized elders with at least five years of community leadership
Youth Leaders	3	Elected youth representatives within SUN structures
Total	**17**	

Source: Researcher, 2025

Focus group discussions were conducted with SUN members. Two FGDs were planned, each comprising 8–12 participants purposively selected to ensure diversity in gender, ward, and length of SUN membership. Participants were identified with the assistance of SUN zone leaders and SHOFCO field staff.

3.8 Piloting Instruments

The research instruments were tested in the informal settlement of Mukuru, which is similar to Kibera but not within the study area. The pilot study included 19 respondents (about 10% of the survey sample) and three key informants. The pilot was conducted to ensure the clarity of questions, suitability of the instruments, reliability of the scales and time taken to complete the data collection process. Cronbach's α was obtained for the following measures: Advocacy Message Framing (α = 0.84), Rights-Based Messaging (α = 0.82), Community Oriented Platforms (α = 0.79), Communication Channels and Feedback (α = 0.86), and Corporate Engagement in CSJR (α = 0.88). The internal consistency of all constructs was acceptable, with values above the 0.70 level recommended by Saw et al. (2025). Results of the pilot study were used for questionnaire,

interview guide and focus group discussion guide revisions. The pilot subjects were not included in the main study in order to prevent contamination of the final results.

3.9 Data Collection Methods

Quantitative data were collected using a structured questionnaire administered face-to-face to 400 sampled residents. The questionnaire used a five-point Likert scale and open-ended items. Qualitative data were collected through semi-structured interviews with 17 key informants and two FGDs with SUN members. Interview and FGD guides were used as tools, not as methods. Triangulation was achieved by comparing survey patterns with interview and FGD themes, and by relating both to the research objectives and empirical literature.

Data collection was carried out in three phases over a month. First, the researcher secured institutional approval and NACOSTI permits, then sought permission from SHOFCO Management and partner corporations. Second, quantitative surveys were face-to-face administered by trained assistants to 400 sample residents in their homes. The survey questionnaires took 20-25 minutes to answer. The assistants received training in ethics and survey administration. Third, semi-structured interviews and focus group discussions were held. Interviews took place at a convenient location for informants (SHOFCO offices, corporate offices, or community centres) and ranged in duration from 40-60 minutes. FGDs were conducted in community centres in the wards, in participants' language of choice, and were recorded with their permission. FGD participants were identified in consultation with SUN zone leaders to guarantee diversity.

Two FGDs were conducted, each comprising 8-12 SUN members. Participants were purposively selected with assistance from SUN zone leaders and SHOFCO field staff to ensure diversity in gender, ward, length of SUN membership, and age. FGDs were held in community centres within the wards, conducted in Kiswahili or English based on participant preference, and they lasted approximately 90 minutes. Each FGD was facilitated by the researcher with a trained note-taker, audio-recorded with participant consent, and transcribed verbatim.

3.9.1 Structured Questionnaires (Quantitative)

The introduction paragraph of the resident questionnaire began with an introduction that included the researcher, research purpose and the confidentiality statement. It was structured into parts based on the 4 independent variables and the dependent variable. The statements were mostly measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), and the items were related to the perceptions of message framing, rights-based messaging, community platforms, communication channels, feedback mechanisms, and CSR outcomes. A few open-ended items were also used at the end of each section to elicit examples and explanations where the data were only likely and not actual, and to complement the data from the Likert scale. The quantitative data was supplemented with richness of context provided by these closed and opened items (Creswell & Creswell, 2023).

3.9.2 Semi-Structured Interview Guides (Qualitative)

The researcher created different interview guides for corporate CSR managers, SHOFCO staff, CBO representatives, and SUN zone leaders. Each guide included 15 or fewer questions based on the four dimensions of communication and corporate engagement. Probes were included to draw out examples and to understand communication processes. Questions were non-leading and enabled informants to detail positive and negative experiences. Both guides were checked by the supervisor and trialled in the pilot project.

3.9.3 Focus Group Discussion Guide

The FGD guide included 12 core questions, grouped by theme to capture the collective meaning-making around message reception, engagement on the platform, engagement from corporate partners, and perceived impact. It also had an ice-breaking question and concluded question. The researcher facilitated conversations with the help of a note-taker and audio-recorded them (which were conducted in Kiswahili or English based on the participants' preferences). These discussions took around 90 minutes.

3.10 Reliability

The internal consistency of the questionnaire items measured with the Likert scale was evaluated using Cronbach's Alpha, which had a value of $\alpha \geq 0.70$ for the acceptability of internal consistency (Gliem & Gliem, 2003). Pilot data was used to calculate reliability as follows: Advocacy Message Framing $\alpha = 0.84$, Rights-Based Messaging $\alpha = 0.82$, Community-Oriented Platforms $\alpha = 0.79$, Communication Channels and Feedback $\alpha = 0.86$, Corporate Engagement in CSJR $\alpha = 0.88$. All constructs exceeded the acceptable limit, and items with low reliability were improved prior to data collection. Reliability was addressed in qualitative data by following the reflexive thematic analysis protocol and by keeping an audit trail (Gliem & Gliem, 2003).

Table 3.4

Reliability Statistics (Pilot Data)

Construct	**Number of Items**	**Cronbach's Alpha**	**Interpretation**
Advocacy Message Framing	7	0.84	Good internal consistency
Rights-Based Messaging	6	0.82	Good internal consistency
Community-Oriented Platforms	7	0.79	Acceptable internal consistency
Communication Channels & Feedback	7	0.86	Good internal consistency
Corporate Engagement in CSJR	6	0.88	Good internal consistency

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Source: Pilot data (2025)

3.11 Validity

Content validity was addressed by having the instruments reviewed by the supervisor and another subject expert to determine whether the items were appropriate and relevant to the constructs of interest (Taherdoost, 2016). Criterion validity was ensured by referring to the literature that has operationalized advocacy communication and CSR outcomes, to ensure that the measures are consistent with established indicators. Factor analysis was used to assess construct validity during the main data analysis. For the qualitative data, credibility was achieved through triangulation of sources (interviews, FGDs, and documents), member checking with key informants, and rich description in reporting the findings.

3.12 Analysis Plan Summary

Before performing regression analysis, the assumptions of the quantitative data were checked. The Shapiro-Wilk test, appropriate for sample sizes of less than 2000 (H. Kim, 2013), was used to test for normality; a p-value > 0.05 confirmed normal distribution. Multicollinearity was checked using Variance Inflation Factors (VIFs), where a value of less than 5.0 indicated that multicollinearity is acceptable and tolerance values greater than 0.2 indicated that there is no problematic inter-correlation among the independent variables (Marcoulides & Raykov, 2018). Linearity was visually examined by a scatterplot of the standardized residuals vs the fitted values. In the absence of the assumptions, transformations and non-parametric methods were used.

All the structured questionnaires were cleaned, coded and analyzed in SPSS Version 25. Data was summarised using descriptive statistics (frequencies, percentages, means and standard deviations). Pearson Product-Moment Correlation was used to examine the relationships between advocacy communication variables and corporate engagement in social justice-oriented CSR.

Multiple regression analysis was conducted to determine the collective and individual influence of advocacy communication variables on corporate engagement in social justice-oriented CSR using the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Corporate Engagement in Social Justice-Oriented CSR

β_0 = Constant

$\beta_1 - \beta_4$ = Regression Coefficients

X_1 = Advocacy Message Framing

X_2 = Rights-Based Messaging

X_3 = Community-Oriented Platforms

X_4 = Communication Channels and Feedback Mechanisms

ε = Error Term

Diagnostic tests for normality, linearity, and multicollinearity were conducted before interpretation of the regression results. Statistical significance was tested at $p < 0.05$.

Qualitative data from interviews and FGDs were analysed using Braun and Clarke's six-phase reflexive thematic analysis (Campbell et al., 2021). The phases were: (1) familiarisation with the data through repeated reading and listening to recordings; (2) systematic generation of initial codes from the entire dataset; (3) searching for themes by clustering codes into candidate themes; (4) reviewing themes against coded extracts and the full dataset; (5) defining and naming themes to capture their essence; and (6) producing the final analytic narrative. NVivo 12 software was used to manage coding and theme development. Peer debriefing with the supervisor, audit trail and reliance on the participant's quotations (Lincoln & Guba, 1985) were used to ensure trustworthiness. The process of integration of quantitative and qualitative findings was suggested in the interpretation stage using a 'weaving' approach in which themes from the qualitative data were used to deepen, support and/or contradict findings from the quantitative data (Campbell et al., 2021).

Table 3.3 provides the operationalization of the study variables which aligns each construct to their indicators, measurement scale and data source.

Table 3.3

Operationalization and Measurement of Variables

Variable	Indicators	Measure (Scale)	Source
Independent: Message Framing (X_1)	Use of mobilizing vs. informative frames; SMS reach; perceived persuasiveness	5-point Likert scale + open-ended	Questionnaire, Interviews
Independent: Rights-Based Messaging (X_2)	Frequency of rights-language messages; perceived influence on corporate justice investment	5-point Likert scale	Questionnaire, Interviews
Independent: Community Platforms (X_3)	SUN dialogue frequency; perceived inclusivity; opportunities to voice concerns	5-point Likert scale	Questionnaire, FGDs, Interviews
Independent: Communication Channels & Feedback (X_4)	Channel types used (digital, face-to-face, print); feedback mechanisms presence; two-way communication	5-point Likert scale + categorical	Questionnaire, Interviews
Dependent: Corporate Engagement in Social-Justice CSR (Y)	Policy alignment with community priorities; budget shifts toward structural projects; community representation in decision-making	5-point Likert scale + document review	Questionnaire, Corporate reports
Contextual Factor : Political Settlement Context	Perceived influence of local political dynamics on partnership decisions	Qualitative (interview themes)	Interviews, FGDs

The political settlement context was not quantitatively tested as a moderating variable, but was qualitatively discussed to gain an understanding of the context of the advocacy communication.

Source: Researcher, 2025

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3.13 Ethical Considerations

The study was based on the principles of voluntary involvement, informed consent, privacy and do-no-harm. Prior to data collection, the University Institutional Ethics Review Committee and a research permit from NACOSTI were obtained. Participants received an information sheet and a consent form. Data were collected using consent forms which were provided in both English and Swahili and signatures were obtained prior to data collection. The responses were anonymised using participants' codes. Electronic records were kept on a password-protected computer and hard copy records were kept in a secure cabinet.

3.14 Chapter Summary

The study methodology was described in this chapter. The case study design with embedded mixed methods was based on a pragmatic philosophy that provided both quantitative and qualitative evidence. Description of population and target population as well as stratified random sampling (survey) and purposive sampling (qualitative data). Three data collection instruments (Questionnaire, Interview Guide and FGD Guide) were described, with regard to reliability and validity and to ethics. The data analysis strategy involved multiple regression (quantitative data) and reflexive thematic analysis (qualitative data). The operationalization table defined variables in terms of indicators. Chapter Four presents the findings, interpreted in the context of the theory and research questions.

The methodology was designed to ensure methodological triangulation, enhance validity and reliability, and provide a comprehensive understanding of how advocacy communication influences corporate engagement in social justice-oriented CSR.

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CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis and interpretation of data on the influence of advocacy communication on Corporate Social Justice Responsibility, using SHOFCO in Kibera as the case study. The chapter is organised objective by objective. For each objective, quantitative results, qualitative themes, integrated interpretation, and a brief answer to the research question are presented. Response rate and demographic characteristics are presented first, followed by descriptive, correlation, and regression analyses. Qualitative data are used to explain the mechanisms behind statistical patterns.

4.2 Response survey

Out of 400 questionnaires distributed to the community residents in the 5 wards of Kibera, 372 (93%) were completed and returned. According to Weyant (2022), response rates above 70% are generally considered excellent in social science research. Therefore, the response rate of 93% indicates that the findings are highly representative of the target population.

Table 4.1

Response Rate

Classification	Actual	Target	Response Rate
FGD Respondents	20	20	100%
Key Informants	17	17	100%
Community Residents	372	400	93%

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4.3 Demography of Respondents

4.3.1 Gender Distribution

In total, 53.8% of the respondents were female, 46.2% were male. Results showed that female respondents constituted a slightly larger proportion of the sample than male respondents.

Table 4.2
Gender Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	200	53.8	53.8	53.8
	Male	172	46.2	46.2	100.0
	Total	372	100.0	100.0	

4.3.2 Age Distribution

The majority of the respondents, 39.2%, were in the age group of 26–35 years, followed by 31.5% in the age group of 18–25 years. These results showed that the majority of respondents were between the ages of 18 and 35. This suggested that most respondents belonged to the economically active group.

Table 4.3
Age Distribution
Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	117	31.5	31.5	31.5
	26-35	146	39.2	39.2	70.7
	36-45	73	19.6	19.6	90.3
	46+	36	9.7	9.7	100.0
	Total	372	100.0	100.0	

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4.3.3 Education Level

The majority (48.1%) of the respondents were secondary-school educated and 26.3% were tertiary educated. The results indicated that the majority of respondents had completed at least secondary school, which may have made it easier for them to comprehend the research questions.

Table 4.4

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	69	18.5	18.5	18.5
	Secondary	179	48.1	48.1	66.7
	Tertiary	98	26.3	26.3	93.0
	University	26	7.0	7.0	100.0
	Total	372	100.0	100.0	

4.3.4 Length of SUN membership

About 64.5% of respondents had been engaged with SUN activities for over two years. This indicated that respondents were sufficiently familiar with SHOFCO programs and advocacy activities to provide informed responses.

Table 4.5

SUN_Membership_Duration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 years	73	19.6	19.6	19.6
	Less than 1 year	59	15.9	15.9	35.5
	More than 2 years	240	64.5	64.5	100.0
	Total	372	100.0	100.0	

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4.4 Descriptive Findings

4.4.1 Objective One: Advocacy Message Framing and Corporate Policy Alignment

The first aim was to identify whether framing SHOFCO's advocacy message positively or negatively affected the alignment of corporate policies for social justice in Kibera. The study used a 5-point Likert scale to assess respondents' responses to statements related to message framing. Quantitative findings: The highest means were for emotional storytelling (M = 4.37, SD = .658) and SMS campaigns (M = 4.36, SD = .665).

Qualitative findings: "A statistic on its own has little impact on corporations, but it is different when a corporation hears from the people who are enduring water cartels or poor sanitation" (SHOFCO communication officer, KII-04). FGD participants also reported that messages created urgency and collective voice.

Integration and interpretation: The quantitative and qualitative findings converge to show that narrative and evidence-based framing influence corporate policy alignment. This answers RQ1 by showing that framing shapes how corporate actors define community problems.

Table 4.6

Advocacy Message Framing (AMF)

Descriptive Statistics

	N	Mean	Std. Deviation
AMF_Storytelling	372	4.37	.658
AMF_Evidence_Based	372	4.24	.658
AMF_SMS_Campaigns	372	4.36	.665
AMF_Community_Priorities	372	4.18	.679
AMF_Corporate_Response	372	4.05	.752
Valid N (listwise)	372		

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The descriptive statistics indicate that emotional storytelling (M = 4.37, SD = 0.658) and SMS campaigns (M = 4.36, SD = 0.665) received the highest ratings among the advocacy communication strategies. Evidence-based messaging followed closely with a mean score of 4.24 (SD = 0.658), while community priorities recorded a mean score of 4.18 (SD = 0.679). Corporate response had the lowest mean score (M = 4.05, SD = 0.752). Overall, all mean scores exceeded 4.0, indicating a high level of agreement among respondents regarding the importance of these advocacy communication strategies.

Qualitative Findings

Interview results showed that storytelling helped to humanize the suffering experienced by community members and fostered empathy among corporate stakeholders, encouraging consideration of long-term investments. One SHOFCO communication officer noted that statistics alone often have limited influence on corporate actors, but personal stories from residents affected by water cartels and poor sanitation make community challenges more tangible and compelling. FGD participants similarly reported that advocacy messages created a sense of urgency and strengthened collective community action.

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4.4.2 Objective Two: Rights-Based Messaging and Corporate Investment

The second goal was to examine the contribution of rights-based messaging to corporate investment in justice-oriented CSR.

Quantitative findings: The highest mean was for human rights framing (M = 4.45, SD = .623).

Qualitative findings: "It shifts the dialogue on rights from charity to responsibility and makes companies consider their impact over time and in the long term" (Corporate CSR director, KII-02).

Integration and interpretation: Rights-based messaging was associated with deeper corporate investment in water, sanitation, legal aid, and economic empowerment. This answers RQ2.

Table 4.7

Rights-Based Messaging (RBM)

Descriptive Statistics

	N	Mean	Std. Deviation
RBM_Human_Rights	372	4.45	.623
RBM_ Accountability	372	4.12	.698
RBM_Long_Term_Projects	372	4.12	.692
RBM_Legal_Awareness	372	4.08	.739
RBM_Sustainable_CSR	372	4.17	.701
Valid N (listwise)	372		

Based on the findings, it was concluded that rights-based communication was associated with increased corporate commitment to social-justice-related CSR. When corporations viewed community issues as rights (RBM_Human Rights), not charity, it deepened their engagement with access to clean water, sanitation, and legal empowerment. By discussing issues of access to clean water, sanitation, and legal empowerment as rights, not charity, respondents believed that corporations took community issues seriously and increased their engagement with those issues.

Qualitative Findings

Corporate CSR managers recognized that advocacy based on their rights encouraged corporations to go beyond giving gifts and promote sustainable partnerships.

One corporate director commented, "It shifts the dialogue on rights from charity to responsibility and makes companies consider the impact they have over time and in the long term as well as their responsibility." The results of the interviews also showed that the legal awareness campaigns boosted the community's confidence to demand better service provision.

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4.4.3 Objective Three: Community-Oriented Platforms and Corporate Participation

The third goal aimed to examine the impact of the community orientation of communication platforms on company involvement in economic empowerment programs. The results of quantitative data: the highest average (M = 4.29, SD = .642) in dialogue forums.

Qualitative findings: "Previously projects were put in the community without discussion, now there is a forum of the residents where they can voice concerns and offer what they really need" (SUN member, FGD-01). A few participants referred to symbolic participation, in which companies were present but not involved in decision-making.

Integration and interpretation: platforms do not necessarily lead to co-design. This answers RQ3.

Table 4.8

Community-Oriented Platforms (COP)

Descriptive Statistics

	N	Mean	Std. Deviation
COP_ Dialogue_Forums	372	4.29	.642
COP_Decision_Making	372	4.01	.725
COP_Corporate_Participation	372	4.00	.751
COP_Trust_Building	372	4.20	.715
COP_Feedback_Influence	372	4.05	.732
Valid N (listwise)	372		

The findings revealed that the community platforms had a positive impact on company involvement. The SUN forums were a successful way to connect businesses with residents and learn about community concerns.

Qualitative Findings

FGD participants reported higher levels of transparency and reduced exclusion in CSR decision making as a result of the community meetings. One SUN member explained that projects were previously put in place without any discussion; now there is a platform for members of the

community to voice their concerns and offer their own ideas on what they actually need. Some participants indicated that enterprises showed up symbolically, without taking the community's recommendations into account, in decisions.

4.4.4 Objective Four: Communication Channels and Feedback Mechanisms

The fourth aim was to explore how communication channels and feedback mechanisms affect the effectiveness of communication between SHOFCO and corporate partners.

Quantitative findings: All channels scored a mean above 4.0, as did the feedback response, two-way communications and reporting transparency.

Qualitative findings: Corporations value reports that include periodic updates and measurable impact as it demonstrates transparency and effective use of resources (SHOFCO programme staff, KII-07). Sometimes feedback was delayed and this led to lack of trust.

Effectiveness is enhanced by channel diversity and responsive feedback, integration and interpretation. This answers RQ4.

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Table 4.9

Communication Channels and Feedback (CCF) Mechanism

Descriptive Statistics

	N	Mean	Std. Deviation
CCF_ Multiple_Channels	372	4.27	.696
CCF_Digital_Engagement	372	4.15	.716
CCF_Feedback_Response	372	4.09	.714
CCF_Two_Way_Communication	372	4.27	.681
CCF_Reporting_Transparency	372	4.27	.684
Valid N (listwise)	372		

The results indicated that the employment of multiple communication media and feedback mechanisms was effective in improving the effectiveness of SHOFCO's advocacy communication.

Qualitative Findings

Key informants highlighted the need for stakeholders to be held accountable and build trust in relation to routine reporting, face-to-face meetings, community forums, and digital messaging. One respondent commented that periodical reporting and measurable impact are appreciated in corporations as it demonstrates transparency and use of resources. Respondents also indicated that the delays in providing feedback at times made it difficult to trust the promises made by the corporations.

4.5 Correlation Analysis

To explore the relationship between advocacy communication variables and corporate engagement in SS-CSR, the Pearson correlation analysis was performed.

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Table 4.10

Correlation Analysis

Rights-based messaging had a significant positive relationship with CSJR engagement (r = .296, p < .05). Message framing (r = .268, p < .05), community platforms (r = .140, p = .007), and communication channels (r = .283, p < .05) were also significantly correlated with CSJR engagement. Rights-based messaging had a substantial positive relationship with CSR involvement (r=.296, p<0.05), indicating that higher advocacy scores were associated with greater corporate participation.

4.6 Multiple Regression Analysis

The regression analysis was then used to ascertain the collective effect of independent variables on CSR activities related to social justice.

Table 4.11

		CSR_ Engagement_Score
Message_Framing_Score	Pearson Correlation	.268
	Sig. (2-tailed)	.000
	N	372
Rights_Based_Score	Pearson Correlation	.296
	Sig. (2-tailed)	.000
	N	372
Community_Platforms_Score	Pearson Correlation	.140
	Sig. (2-tailed)	.007
	N	372
Communication_Channels_Score	Pearson Correlation	.283
	Sig. (2-tailed)	.000
	N	372

Model Summary

R = .512, R^2 = .262, Adjusted R^2 = .254, Std. Error = .224.

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512[a]	.262	.254	.2241800

a. Predictors: (Constant), Communication_Channels_Score, Community_Platforms_Score, Message_Framing_Score, Rights_Based_Score

The model accounted for 26.2% of the variation in corporate engagement in CSR related to social justice, showing the significance of advocacy communication in influencing CSR in social justice.

Table 4.12

ANOVA Results

ANOVA: $F(4, 367) = 32.525$, $p < .001$.

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	S i g
1 Regression	6.538	4	1.635	32.525	0 0 0
Residual	18.444	367	.050		
Total	24.983	371			

a. Dependent Variable: CSR_Engagement_Score

b. Predictors: (Constant), Communication_Channels_Score, Community_Platforms_Score, Message_Framing_Score, Rights_Based_Score

Table 4.13

Regression Coefficients

The regression equation is $Y = 0.977 + 0.231X_1 + 0.227X_2 + 0.154X_3 + 0.253X_4$

Table 4.13 Coefficients: (Constant) B = .977, SE = .326, t = 2.994, p = .003; Message Framing B = .231, SE = .038, Beta = .277, t = 6.146, p < .001; Rights-Based B = .227, SE = .037, Beta = .276, t = 6.108, p < .001; Community Platforms B = .154, SE = .038, Beta = .184, t = 4.084, p < .001; Communication Channels B = .253, SE = .040, Beta = .284, t = 6.301, p < .001. Tolerance > .98, VIF < 1.02.

Regression equation: Y = 0.977 + 0.231X1 + 0.227X2 + 0.154X3 + 0.253X4.

Interpretation: The model accounted for 26.2% of the variation in CSJR engagement. Communication channels were the strongest predictor, followed by message framing and rights-based messaging. All predictors were statistically significant. Because the design was cross-sectional, these results indicate association and prediction, not causation.

The results showed that all the independent variables significantly influenced corporate engagement in social-justice-oriented CSR. The strongest predictor was communication channels, followed by message framing score and rights-based messaging.

4.7 Discussion of Findings

The finding that framing influences policy alignment supports Framing Theory (Entman, 1993) and extends Kim and Ferguson (2018) by showing that narrative frames work alongside evidence-based frames in an informal settlement context. The finding on rights-based messaging supports Ndungu and Maina (2021) but qualifies Bakker (2021) by showing that rights language can shift corporate thinking from charity to responsibility. The finding on platforms supports Dialogic Communication Theory (Kent & Taylor, 2002) but confirms Bianchi et al. (2024) that

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access to dialogue is not the same as shared decision-making. The finding on feedback extends Omondi et al. (2024) by showing that responsiveness, not just reporting, sustains engagement.

4.8 Chapter Summary

This chapter presented and analyzed the findings of the study on the influence of advocacy communication on corporate social justice responsibility at SHOFCO in Kibera. A descriptive analysis of the study variables—advocacy message framing, rights-based messaging, community-oriented communication platforms, and communication channels and feedback mechanisms—followed the low response rate and the demographic characteristics of those that responded to the survey. The correlation analysis results indicated that there were significant relationships between the independent variables and the dependent variables. The results of multiple regression analysis indicated the degree of influence of each dimension of advocacy communication on the dependent variable.The results showed that the role of strategic advocacy communication in corporate engagement in justice-oriented CSR initiatives had different degrees of influence depending on the communication dimensions analyzed. The findings were used as evidence in the discussion presented in Chapter Five, which was interpreted based on the study objectives, the literature, and the theories that were used as guides.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discussed the findings presented in Chapter Four in terms of the study's objectives, the theory, and the empirical literature reviewed in Chapter Two. It also summarized the findings, suggestions for further studies, limitations, and recommendations.

5.2 Discussion of Findings

5.2.1 Objective one: Advocacy Message Framing and CSR

The study found that emotional storytelling, evidence-based framing, and SMS campaigns positively influenced corporate policy alignment. Narrative framing helped humanise, community suffering, while evidence-based framing increased corporate confidence in community priorities. The study found that framing the concept of advocacy had a significant impact on corporate policy alignment with CSR concepts that support social justice. Emotional storytelling, along with factual evidence and mobilizing communication, helped heighten corporate responses to community concerns. The results confirmed the findings of framing theory by Entman, who stated that "the communicators affect the audience's interpretation by selectively emphasizing issues." The theory describes how media narratives influence public opinion by highlighting particular aspects of reality. SHOFCO's framing activities allowed corporations to engage with Kibera's problems as a CSR initiative rather than a short-term humanitarian issue.

The findings were also in line with a study by Kariuki and Obuya (2021), which demonstrated that a narrative communication approach created higher emotional involvement compared to statistical communication only. The study also aligned with Musyoka Mutuku and Otieno (2022), who stated that evidence-based advocacy affects the allocation of corporate

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resources for long-term social investment. The findings, however, built on previous research that showed that digital mobilization was an effective approach to informal settlement engagements, including SMS campaigns and integrated storytelling.

This suggested that simply propagating more information to corporate partners is not enough when it comes to advocating communication. Instead, it is the process of information and its organization and linking to a constructed sense of responsibility. The finding, therefore, contributed to previous understandings by showing that framing could be a process that involves the translation of community experiences to become corporate CSR priorities in the context and setting of SHOFCO-Kibera. This brought an important element of communication into previous work, which looked either at the advocacy outcomes from the NGOs or corporate motives alone. The findings suggested that the transition from philanthropy to CSR with a focus on social justice could be shaped in part by meaning construction, a process in which the meanings and dimensions of the life stories presented by community advocates in the various discourses of communication convey a perspective on the need for natural bodies and communities to engage in communication and articulation over how to respond to structural community problems over the long haul.

5.2.2 Objective Two: Rights-Based Messaging and Corporate Investment

Rights-based messaging positively influenced corporate investment in water, sanitation, legal aid, and economic empowerment. It shifted corporate discourse from charity to responsibility and long-term accountability. The study confirmed that rights-based messaging had a positive impact on corporate investment in CSR, making water, sanitation, legal aid, and economic empowerment rights issues that drive more responsible and sustainable corporate investment practices. This result confirmed the study of Ndungu & Maina (2021), who found that rights-based advocacy led to greater corporate support for legal empowerment programs in urban Kenya. The

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findings also supported Porter & Kramer's (2020) case that corporations must address structural inequalities rather than engage in superficial philanthropy.

The study also found that the rights-based communication approach shifted companies' thinking from charity-based to long-term responsibility and accountability. This aligned with the notion of social-justice-based CSR, which Banerjee (2022) discussed.

This finding went beyond increased corporate funding. It suggested that advocacy communication could not only affect the extent of corporate involvement but also the way that corporations think about ways of engaging in relation to marginalized communities. In this sense, the finding was a contribution to the existing knowledge, since it demonstrated how communication based on human rights made it possible to alter the discourse of CSRs from discretionary giving to responsibility and accountability. This had relevance for the research gap identified in the literature, that the companies support legal empowerment, but how communication could affect the form and direction of the companies' investment work was not so well-defined. Based on the present findings, it was concluded that the language used to define community problems can be a factor in Community Service Responsibility to be philanthropic or focus towards a structural approach.

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5.2.3 Objective three Community-Oriented Platforms and Involvement of Corporates.

Community-oriented platforms increased corporate participation and trust, but some participation remained symbolic. SUN forums improved voice but did not always transfer decision-making power to residents. The results showed that a community-based communication tool enhanced corporate engagement and reduced the gap between corporate social responsibility (CSR) and community priorities. This aligned with the Dialogic Communication Theory developed by Kent and Taylor (2002) that emphasized mutuality, empathy, and participation in

stakeholder engagement. The SUN platform allowed residents and corporate partners to speak directly to each other, to build trust and a common understanding.

The results also corroborated those of Muriithi and Karanja (2021), who found that involving the community in the process improved the chances of community priorities influencing CSR activities. However, the study also found examples of symbolic participation in which corporations interacted with communities in an institutionalized way, but communities did not have any decision-making authority. This echoed Bianchi et al.'s (2024) criticism that there is not enough truly participatory dialogue between stakeholders.

It was an important boundary condition for community-oriented communication that was evident from this finding: access to dialogue is not the same as shared decision-making in community-oriented communication. The study therefore went beyond the premise that community participation is synonymous with socially responsible CSR. It suggested that the value of participation and the consequences of decisions are more important than merely the presence of participation platforms.

5.2.4 Objective four :Communication Channels and Feedback Mechanisms

Multiple communication channels and responsive feedback mechanisms strengthened engagement. Reporting transparency built trust, while delayed feedback weakened it. The study showed that using a multi-pronged communication approach and meaningful feedback systems was crucial for optimizing SHOFCO's communication efforts with its corporate partners. The findings were consistent with those of Omondi et al. (2024), which found that accountability and frequent reporting improved the relationship between an NGO and corporations. Established trust and maintained partnerships were built through digital communication, face-to-face meetings, progress reporting, and community feedback systems.

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The findings also validated Dialogic Communication Theory, as it showed that two-way communication helped to build stakeholder relationships and enhance responsiveness. Responsive feedback mechanisms made things more transparent and allowed communities to influence CSR priorities. The study showed that, however, responses to community concerns sometimes diminished trust and accountability due to delays.

The discovery advanced knowledge by placing the concept of feedback responsiveness between communication and continued involvement in the company. The emphasis was on reporting and accountability, as noted in previous studies, but the current results showed that a measure of response was more important than the exchange of information itself. This further validated the use of Dialogic Communication Theory in SHOFCO, as it supported the significance of two-way communication in parallel with the community voice and corporate decision-making and accountability.

5.3 Conclusion

The study showed that advocacy communication is a key factor influencing corporate involvement in social justice CSR in slums. Specifically, those associated with advocacy message framing, rights-based messaging, community-oriented communication platforms and communication channels and feedback mechanisms were found to be beneficial to the process of corporate policy alignment, resource allocation, and community co-design.

The results showed that advocacy communication is not only an awareness-raising tool, but also a strategy used by NGOs to influence the priorities, decision making and investment behavior of companies. Communication channels and feedback mechanisms were the top predictors of corporate engagement, followed by message framing and rights-based messaging.

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Based on the problem statement, the study clearly concludes that the identified communication interface gap can be mitigated by utilizing strategic advocacy communication that can be done by integrating storytelling, rights-based framing, meaningful dialogue and responsive feedback systems. The results do reveal, however, that while participation can lead to shared decision-making, it is not a condition of it – which means that there needs to be a greater emphasis on ways of community co-design in corporate social responsibility schemes.

5.3.1 Contribution to Knowledge

This study is a contribution to communication scholarship because it found that Framing Theory can be used in tandem with Dialogic Communication Theory for examining the influence of advocacy communication on a company's involvement in social justice-oriented CSR. The Framing Theory can help to understand how advocacy messages may influence the corporate understanding of the issues in a community, while Dialogic Communication Theory can help to understand the role that participation, dialogue, and feedback play in influencing the depth and sustainability of corporate engagement in a community.

The study also provides empirical evidence from an informal settlement context, which is under-represented in communication and CSR scholarship. The study contributes to the understanding of communication as a tool that can link community priorities to corporate actions by analysing the framing of messages, rights-based communication, community-oriented platforms and communication channels in SHOFCO's advocacy processes.

The findings also advance knowledge by providing evidence that, contrary to the literature, communication channels and feedback mechanisms are more indicators of corporate engagement than previously thought. It shows the need for responsive and participatory communication systems to promote social justice-oriented CSR programmes.

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5.4 Recommendations

5.4.1 Recommendations for NGOs and CSOs

The study found that advocacy communication has a positive effect on corporate involvement in social justice-related CSR. Hence, NGOs and CSOs need to have an integrated advocacy communication approach that involves evidence-based communication, storytelling and rights-based communication so that the problem of the community is not just seen as a question of charity but one of justice, accountability and sustainable development. The use of human-centered stories and credible evidence can raise corporate awareness of community needs and motivate a sustained commitment to social justice programs.

NGOs also need to institutionalise community dialogue platforms that facilitate meaningful engagement between communities, corporations and other stakeholders. These platforms should not only consult but also offer communities a chance to be consulted, involved in decision-making, implementation, and monitoring of CSR interventions. Additionally, it is important to improve the implementation of various communication channels, such as digital platforms, community forums, social media and stakeholder involvement forums to expand the participation of and keep companies interested in community development projects.

5.4.2 Recommendations for corporate organizations

Corporate organisations need to understand the value of advocate communication as a source of community knowledge and apply this to support the planning and investment of their CSR projects. Corporate social responsibility is not a charity or public relations exercise; it is a social justice-based strategy that involves long-term action and structural investment in solving community problems.

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The findings also indicate that rights-based advocacy, a community conversation and a human-focused narrative are all effective strategies that resonate with corporations. Hence, companies should adopt participatory CSR models to engage communities in the identification of priorities, the design of interventions, implementation and evaluation. Community voices and lived experiences can be incorporated into CSR processes to strengthen the relevance, effectiveness and sustainability of CSR programmes.

5.4.3 Recommendations for Policymakers

Policymakers and regulatory agencies should enhance transparency, accountability and effective community engagement frameworks for CSR projects. Policies should promote the involvement of communities in CSR programmes, not just for consultations but during the planning, implementation and evaluation of programmes.

Governments also must provide conducive conditions for cooperation between NGOs, companies, and communities to solve social justice problems. The frameworks should include channels for community consultation, public reporting and community participation in decision-making to guarantee that CSR investments meet local needs and priorities.

5.4.4 Recommendations for SHOFCO

SHOFCO should maintain investment in advocacy communication approaches that have proven to positively impact corporate engagement such as storytelling, rights-based communication, community dialogue platforms and digital communication strategies. The organisation should improve the community feedback systems, including the systematic process of gathering, analysing, and addressing community concerns and making people aware of how community concerns are used in decision-making.

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SHOFCO should also institutionalize community co-design processes in corporate partnerships so that community members are engaged in the budgeting and implementation and evaluation of CSR initiatives. In addition, the organisation should broaden its capacity development efforts, so that community members can effectively engage with corporate actors and be meaningfully involved in development processes. Continuous strengthening of digital advocacy, impact-reporting and stakeholder engagement systems will further increase the capacity of SHOFCO to engage and retain corporate support for social justice initiatives.

5.5 Suggestions for Further Research

The scope of this study was Kibera informal settlement and the influence of advocacy communication in social justice-oriented CSR was investigated. Future studies could be conducted in other informal settlements and marginalized communities to allow for comparative analysis and improve generalization of results.

Regarding the sustainability of NGO-corporate partnerships, further research is needed, as well as a study of the impact of political, institutional, and regulatory environments on the success of advocacy communication strategies. Moreover, in the future, the study should be expanded to include the viewpoints of corporate decision makers, to gain more insight into the impact of advocacy messages on corporate priorities, the allocation of resources, and the CSR decision-making process.

Finally, further research is needed on the application of Framing Theory and Dialogic Communication Theory in other development and CSR settings. Multiple stakeholder comparative studies may allow for a better understanding of how advocacy communication influences collaboration among communities, civil society organizations, and corporations to achieve social justice goals.

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5.6 Chapter Summary

The theoretical framework and empirical literature are used to discuss the findings of the research in the chapter. The results of the research showed that advocacy communication was indeed significant for CSR issues related to social justice. The findings and recommendations of the study were also shared, along with future research that was recommended. The findings contributed to the work of NGOs in area of Advocacy Communication, Stakeholder Engaging and CSR.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear Participant,

My name is Caroline Njoki Mwaura, a Master of Arts in Communication Studies student at St. Paul University. I am researching how SHOFCO's advocacy communication influences corporate participation in social-justice-oriented CSR in Kibera. Your honest views will help us understand which messages, platforms, and feedback channels work best to turn corporate promises into real, lasting improvements. The information you give will be used strictly for academic purposes and kept completely confidential. No names will appear in any report. Please answer as openly as you can. Thank you for your time and trust.

Section A: Demographic Information

1. Please indicate your gender.
   a) Male
   b) Female
2. How long have you lived in Kibera?
   a) Less than 1 year
   b) 1-5 years
   c) 6-10 years
   d) Over 10 years

3. Which ward do you currently live in?

   a) Sarang'ombe

   b) Woodley/Kenyatta Golf Course

   c) Makina

   d) Laini Saba

   e) Lindi

4. What is your highest level of education?

   a) No formal schooling

   b) Primary

   c) Secondary

   d) Certificate/Diploma

   e) Degree and above

5. Are you a registered member of the SHOFCO Urban Network (SUN)?

   a) Yes

   b) No

6. If yes, how long have you been a member?

   a) Less than 6 months

   b) 6 months – 1 year

   c) 1–3 years

   d) Over 3 years

7. How often do you interact with SHOFCO communication (messages, meetings, SMS)?

   a) Daily

   b) Weekly

c) Monthly

d) Rarely/Never

Please indicate your level of agreement with the following statements using this scale:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Section B: Advocacy Message Framing

Statement	1	2	3	4	5
8. SHOFCO provides me with clear, factual information about problems in Kibera (e.g., numbers of people lacking water, health statistics).					
9. SHOFCO's messages often include emotional stories that make me feel called to act.					
10. I receive advocacy messages from SHOFCO through SMS.					
11. The way SHOFCO frames an issue (facts vs. storytelling vs. urgent call) influences how corporations understand our community's needs.					
12. When SHOFCO uses a mobilizing frame (e.g., "Act now to stop water cartels"), I feel more urgency to participate.					
13. Informative messages (data and reports) give me more					

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Statement	1	2	3	4	5
confidence to speak with outsiders about Kibera's real situation.					
14. I have noticed that corporate partners respond differently depending on whether SHOFCO presents a problem as a crisis or a chronic condition.					

15. In your own words, can you describe a specific message from SHOFCO that made you feel the community had to act urgently? What was the message and what happened as a result?

_____

16. Which type of SHOFCO message do you personally find more convincing when talking to visitors or company representatives: messages with numbers and data, or messages with personal stories? Why?

_____

_____

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Section C: Rights-Based Messaging

Statement	1	2	3	4	5
17. SHOFCO communicates that access to clean water, sanitation, and justice are basic human rights, not acts of					

Statement	1	2	3	4	5
charity.					
18. Because of SHOFCO's messages, I now understand my legal rights better than before.					
19. Rights-based messages have led to greater corporate investment in legal aid and justice-oriented programmes in Kibera.					
20. SHOFCO's communication about rights is more persuasive to corporate partners than communication that only lists community needs.					
21. I believe that when corporations hear rights-based language, they are more likely to tackle structural problems (e.g., tenure insecurity) rather than just offer one-off help.					
22. SHOFCO has helped me see that corporate CSR should be accountable to rights-holders, not just to company shareholders.					

23. Can you name one right that SHOFCO's messages have helped you understand or demand more clearly? How did that change your expectations of what companies should do?

_____

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24. Have you ever participated in any legal empowerment or rights awareness activity organized by SHOFCO? If yes, briefly describe its impact on you.

_____

Section D: Community-Oriented Communication Platforms (SUN)

Statement	1	2	3	4	5
25. I regularly attend meetings or dialogues organised by the SHOFCO Urban Network (SUN).					
26. During SUN meetings, my opinions are genuinely listened to by SHOFCO leaders.					
27. Through SUN, community views are effectively relayed to corporate partners.					
28. SUN meetings allow different groups – women, youth, elders – to voice their concerns openly.					
29. I feel safe to disagree or raise a dissenting opinion in SUN gatherings.					
30. Active participation in SUN has resulted in concrete					

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Statement	1	2	3	4	5
improvements in corporate-funded projects in Kibera.					
31. Decisions in SUN are made together, not just announced by leaders.					

32. What is the main thing you would change about how SUN meetings are organised or run, to make them more open and influential?

_____

33. Have you ever seen a case where community feedback from SUN led to a change in a corporate project? Please describe.

_____

_____

Section E: Communication Channels and Feedback Mechanisms

Statement	1	2	3	4	5
34. SHOFCO uses a variety of channels (face-to-face meetings, SMS, printed materials, social media) to communicate with the community.					
35. I can easily give feedback to SHOFCO about its					

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Statement	1	2	3	4	5
programmes and partnerships.					
36. When I provide feedback, I believe it reaches the people who make decisions about corporate partnerships.					
37. There is a genuine two-way communication flow between the community and SHOFCO.					
38. The communication channels SHOFCO uses help corporate partners understand our real problems, not just what looks good in reports.					
39. I receive updates about how my feedback was used or why it wasn't acted upon.					
40. Digital channels (SMS, WhatsApp) are faster for getting urgent concerns to SHOFCO than face-to-face meetings.					

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41. Among all the ways you receive information from SHOFCO (SMS, meetings, leaders, etc.), which one do you find most effective for getting your concerns heard by decision-makers? Why?

_____

42. What typically happens after you give feedback? Can you share a personal example where feedback led to a visible change?

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Section F: Corporate Engagement in Social-Justice CSR

Statement	1	2	3	4	5
43. CSR projects funded by corporations have helped reduce key inequalities in Kibera (income, gender, access to services).					
44. Corporate partners have shifted their resources toward long-term structural solutions (e.g., water infrastructure, land tenure support) rather than short-term charity.					
45. Community members are directly involved in deciding how corporate CSR money is spent.					
46. SHOFCO's advocacy has made corporations co-design projects with residents instead of imposing ready-made plans.					
47. Overall, corporate CSR in Kibera has contributed to greater social justice in the community.					
48. I can point to specific examples where a corporate partner changed its approach after hearing community voices through SHOFCO.					

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49. In your opinion, what is the most important single thing corporations should do to promote genuine social justice in Kibera, rather than just public relations?

_____

50. Is there any other observation about SHOFCO's communication and corporate partnerships that you would like to share?

_____

Thank you for your time and honest responses.

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APPENDIX II: KEY INFORMANT INTERVIEW GUIDE (SEMI-STRUCTURED)

This guide is designed for three respondent categories: corporate CSR managers, SHOFCO programme/communication staff, and CBO/SUN leaders. The researcher will adapt wording slightly for each group. All interviews will be audio-recorded with consent and will last approximately 45–60 minutes. The questions are organised thematically; probes are used to elicit concrete examples and detailed narratives. Total questions per interview: 15.

Section A: Background and Role

4. Please describe your current position and how long you have been involved with [your organisation / SHOFCO] in relation to advocacy communication or CSR partnerships.

Section B: Advocacy Message Framing

2. How would you characterise the main messages SHOFCO uses to present community priorities to corporate partners? (Probe: Do you notice a difference between factual, data-based messages and those that use personal stories or calls to action?)
3. Can you describe a specific instance where the way an issue was framed—either as an urgent crisis or as a long-term developmental challenge—influenced how a corporate partner decided to respond?
4. In your experience, which types of messages (informative, emotional, rights-based) are most effective in moving a corporation from a one-off project to a sustained, justice-oriented commitment? Why do you think that is?

Section C: Rights-Based Messaging

5. Does SHOFCO regularly use rights-based language in its advocacy (e.g., framing access to water as a human right rather than a need)? If so, how do corporate partners typically react to that framing?
6. Have you observed a corporate investment decision that you believe was directly influenced by rights-based messaging—for instance, funding a legal aid clinic or anti-cartel initiative? Please describe the process.
7. Some scholars warn that rights-based messaging can make corporations defensive. Has that been your experience, or have partners generally embraced it?

Section D: Community-Oriented Platforms (SUN)

8. How effective is the SHOFCO Urban Network (SUN) as a mechanism for bringing genuine community voice into corporate partnership decisions? Can you give an example of when SUN input made a tangible difference?
9. What barriers or power dynamics prevent community members from truly influencing corporate decisions through SUN, rather than just being consulted? (Probe: Who gets to speak? Are dissenting voices welcomed?)

Section E: Communication Channels and Feedback

10. Among the channels SHOFCO uses—meetings, SMS, reports, social media—which have proven most effective in sustaining corporate engagement, and why?

11. How are community feedback and complaints formally transmitted to corporate partners? And what mechanisms exist to inform the community about how their feedback was used —or why it wasn't?
12. In your view, is communication between the community and corporate partners mostly one-way, or is it genuinely two-way? What would make it more dialogic?

Section F: Corporate Engagement and Social Justice Outcomes

13. Can you describe a partnership that you consider successful in terms of achieving a social justice outcome—where policy alignment, budget shifts, or community co-design resulted from SHOFCO's advocacy communication? What made the communication work?
14. What are the most significant communication-related challenges that weaken NGO-corporate collaborations and keep CSR performative rather than transformative?

Section G: Recommendations and Closing

15. If you could give one evidence-based recommendation to SHOFCO or corporate partners on how to improve communication for social justice, what would it be? Is there anything else you would like to add?

Thank you very much for your insights.

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APPENDIX III: FOCUS GROUP DISCUSSION GUIDE

Topic: Community Perceptions of SHOFCO's Communication and Corporate Partnerships

Participants: 8–12 SHOFCO Urban Network members, purposively selected to ensure diversity of gender, age, ward, and length of membership.

Duration: Approximately 90 minutes

Facilitation: A trained moderator and note-taker will use this guide. Sessions will be conducted in Swahili or English as preferred. With consent, the discussion will be audio-recorded. Total main questions: 12.

Introductory Remarks (to be read aloud):

Welcome everyone. My name is Caroline Njoki Mwaura, a researcher from St. Paul University. Thank you for taking the time to talk with us today. We are studying how SHOFCO communicates with companies and how that affects the kinds of corporate projects that come to Kibera. Everything you say is confidential—no names will be used in any report, and there are no right or wrong answers. We just want to learn from your experiences and opinions. Please speak one at a time, respect each other's views, and feel free to agree or disagree. With your permission, we will record the conversation to make sure we capture your words accurately. Does anyone have a question before we begin?

---

1. Let's go around the circle: please tell us your first name, which ward you live in, and how long you have been a member of SUN.

Theme 1: Message Reception and Understanding

2. What types of messages do you receive from SHOFCO about community issues? For example, do you get SMS updates, hear announcements in meetings, or see posters? Can anyone share a recent message that stuck in your mind?
3. Do you feel that these messages truly represent your daily experiences and the problems you consider most urgent? Are there important issues that are rarely talked about in SHOFCO's messages?

Theme 2: Community Platforms and Voice

4. Think about a typical SUN meeting—how would you describe the atmosphere? Is it a place where you can speak freely, or do you feel some voices dominate? (Probe: Are women, youth, and elders equally heard?)
5. Has there been a time when something you said in a SUN meeting clearly influenced a decision made by SHOFCO or a corporate partner? If yes, please describe. If not, why do you think that is?
6. Some people say that SUN is just a place where leaders tell us what has already been decided. What do you think about that statement?

Theme 3: Corporate Engagement and Communication

7. What corporate-funded projects are you aware of in your area? How did you first learn about them—through SHOFCO meetings, directly from the company, or from neighbours?
8. From your experience, were community members genuinely involved in designing these projects from the start, or were the plans brought to you already completed? Can you give an example?
9. When company representatives visit or communicate with the community, does it feel like a true conversation where both sides listen, or more like a presentation? What would a genuine dialogue look like to you?

Theme 4: Perceived Outcomes and Social Justice

10. Have you seen any lasting changes in Kibera that you would attribute directly to SHOFCO's partnerships with corporations—things that would not have happened otherwise? What are those changes?
11. On the other hand, what has been disappointing or frustrating about how corporate CSR has addressed—or failed to address—real social justice issues in Kibera? (Probe: Have projects stopped as soon as funding ran out?)

Closing

12. If you could give one piece of advice to SHOFCO's leadership and their corporate partners about how to communicate better with this community, what would you say?

Thank you for this rich discussion. Your voices are essential to this research, and we are very grateful for your time and openness.

APPENDIX IV: ST. PAUL'S UNIVERSITY ETHICAL APPROVAL AND RESEARCH AUTHORIZATION LETTERS

ST. PAUL'S UNIVERSITY

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REF: SPU/800/2026 **Date: 18th June 2026**

TO: Caroline Njoki
St. Paul's University

Dear Caroline,

==========

REF: The Influence of Advocacy Communication on Corporate Social Justice Responsibility: A Case Study of Shofco in Kibera, Nairobi County, Kenya

==========

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 810, for the period between 18th June 2026 – 18th June 2027 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification.
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours.
v. Clearance for export of biological specimens must be obtained from relevant institutions.

vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

vii. Submission of an executive summary report within 90 days upon completion of the study to SPU-Institutional Scientific Ethics Review Committee.

viii. Should there be any publications from your research, note that you are supposed to anonymize the particulars of the respondents, the identifiers and the name of institution (s) where you collected data.

ix. Please note that it is within the ISERC's mandate to monitor your research and to do random visits to the site. All research is subject to post approval monitoring. Kindly provide a closure report after the research.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) if you are collecting data in the country - https://research-portal.nacosti.go.ke **or obtain other clearances needed in the country where you will collect your data from.**

Yours sincerely,

Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee

ST. PAUL'S UNIVERSITY
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DIRECTORATE
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BOARD OF POSTGRADUATE STUDIES

19th June, 2026

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR CAROLINE NJOKI MWAURA – MACSNRB/65824 TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Arts in Communication Studies (MACS) Program at St. Paul's University.

After completion of the course work, the student is engaged in major research work leading to a Thesis/Dissertation writing. The student's selected topic is:

"The influence of advocacy communication on corporate social justice responsibility: A case study of Shofco in Kibera, Nairobi County, Kenya."

The SPU-Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal and granted the ERB approval number [illegible] for the period between 18th June, 2026 – 18th June, 2027 (1 Year).

Kindly grant this student the required permit. For further information, please contact the undersigned through postgraduatestudies@spu.ac.ke

Yours Faithfully,

Dr. [illegible]
Director Postgraduate Studies
St. Paul's University
Limuru, Kenya

APPENDIX V: LETTER OF RESEARCH AUTHORIZATION FROM NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 978135

Date of Issue: 26/June/2026

RESEARCH LICENSE



This is to Certify that Ms.. CAROLINE NJOKI MWAURA of St. Paul's University, Kenya, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE INFLUENCE OF ADVOCACY COMMUNICATION ON CORPORATE SOCIAL JUSTICE RESPONSIBILITY: A CASE STUDY OF SHOFCO IN KIBERA, NAIROBI COUNTY for the period ending : 26/June/2027.

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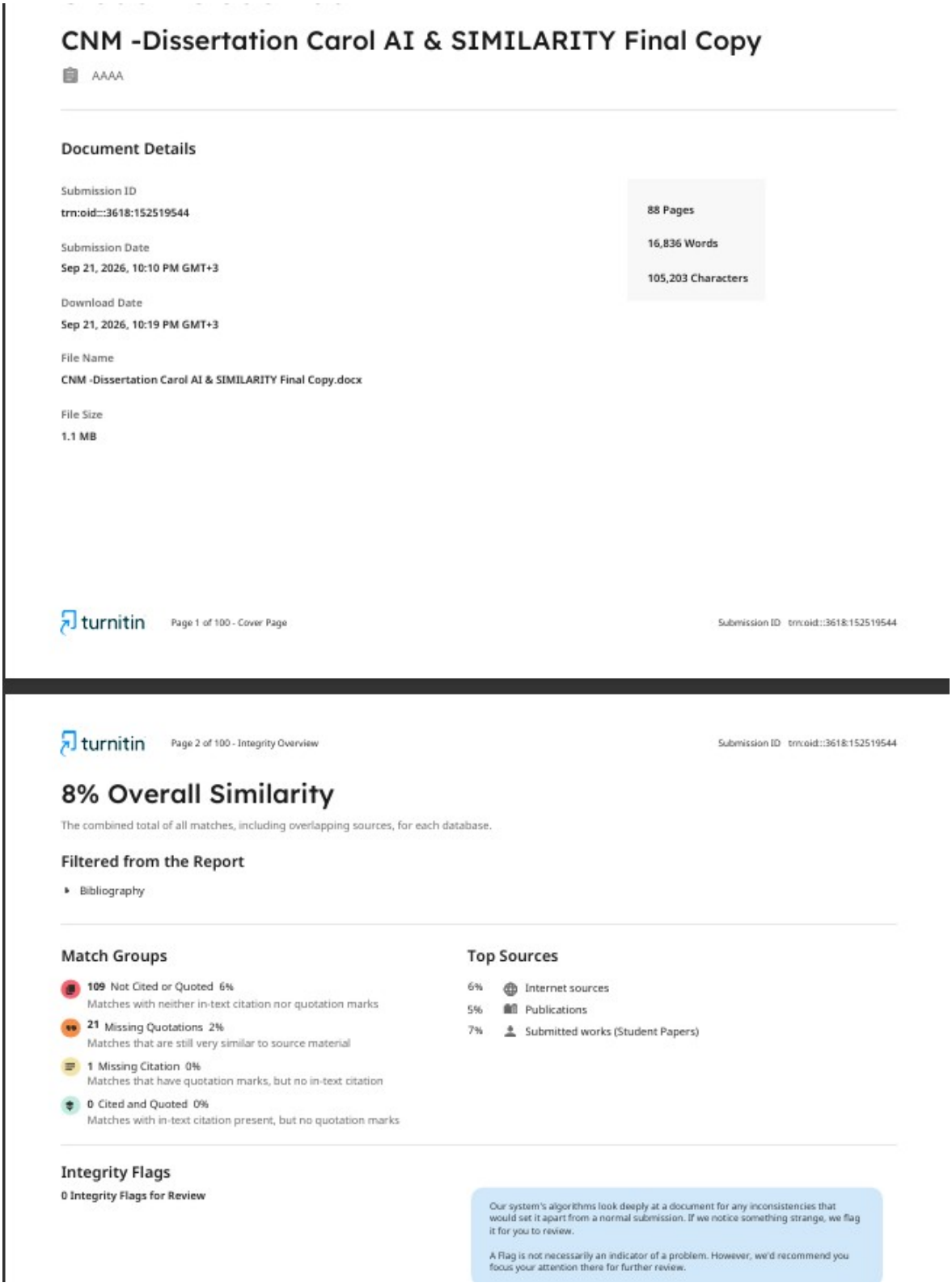
The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

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14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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APPENDIX VI: SIMILARITY AND AI REPORTS



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APPENDIX VII

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(MASTER'S DISSERTATION & DOCTORAL THESIS)

Date: 23…… / 09…… / 2026……

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Author Signature: 

Student Number: macsnrb365824

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2. Dissertation Details

Main title: The Influence of Advocacy Communication on Corporate Social Justice Responsibility: A Case Study of SHOFCO in Kibera, Nairobi County

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Sub-title: ……

Degree awarded: Master of Arts in Communication Studies

Faculty/School: School of Communication and Computer Studies

Department: Communication Studies

Year of award: 2026

3. Keywords

1. Advocacy communication
2. Corporate Social Justice Responsibility (CSJR)
3. Corporate Social Responsibility (CSR)
4. SHOFCO Urban Network (SUN)
5. Kibera informal settlement
6. Community engagement and feedback mechanisms

4. Journal Link (DOI): …N/A (Awaiting Publication)

……

5. Author Information

Name: Caroline Mwaura

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E-mail: carole.maina1@gmail.com…

Dates:

Degree Conferral Date (scheduled): …N/A (Awaiting Graduation)

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