

Strategies to Enhance Stakeholder Participation in the Implementation of the Montreal Protocol in Kenya

Mwalozi Elizabeth Magombe., Onyango Evans Odhiambo

Department of Security, Diplomacy and Peace Studies, Kenyatta University

DOI: <https://doi.org/10.47772/IJRISS.2026.100500515>

Received: 11 May 2026; Accepted: 16 May 2026; Published: 05 June 2026

ABSTRACT

This study sought to explore strategies to enhance stakeholder participation in Montreal Protocol implementation in Kenya. The study was informed by the Constructivism theory of international relations in understanding how states engage with and internalize international environmental obligations such as those established under the Montreal Protocol. The study adopted a descriptive research design with a mixed approach. The target population comprised officials from the Ministry of Environment, Climate Change and Forestry, the Ministry of Foreign Affairs, local environmental practitioners and NGOs. The study employed a descriptive research design with a mixed approach. This study relied on both primary and secondary sources of data. Purposive sampling was employed to select 50 respondents for field interviews. The main tools for data collection comprised structured questionnaires and interview guides. Quantitative data from questionnaires was analyzed using descriptive statistics, including frequencies, percentages, means, and standard deviations, and presented through tables, charts, and graphs. Qualitative interview data was transcribed, coded, and thematically analyzed to identify patterns, stakeholder experiences. This study observed that Kenya has strengthened stakeholder participation in Montreal Protocol implementation through multi-stakeholder collaboration led by the Ministry of Environment with UNEP and GIZ support. Capacity building, national events, and digital campaigns have improved awareness and engagement. However, participation remains uneven, with limited private sector and community involvement, and concerns persist about tokenistic engagement and weak feedback mechanisms. The study recommends strengthening institutional coordination, enhancing public awareness and education, securing sustainable financing through the Multilateral Fund and public-private partnerships, and fostering more inclusive stakeholder engagement.

Key Words: Domestication; Implementation; Multilateral – Agreements; Stakeholder

BACKGROUND TO THE STUDY

The Montreal Protocol ratified by 192 countries continues to face major problems that hinder its effective enforcement and proper adherence. States ratify international treaties because they want to improve their reputation and avoid being seen as uncooperative rather than full domestic implementation of treaties. Some countries demonstrate low enforcement commitment while ratifying agreements to obtain financial or technical assistance (Maluwa, 2012). This pattern exists in multiple international environmental agreements (IEAs) which include both human rights treaties and environmental treaties that have received broad support.

International treaties establish binding rules of conduct for states (Hønneland, 2012). IEAs in particular provide structured frameworks for addressing global environmental challenges by defining responsibilities, goals, and mechanisms for cooperation. The organization sets standards which help to coordinate activities and check whether parties follow established rules (Altamirano-Cabrera, Wangler, & Weikard, 2013). Many environmental treaties which exist as legal instruments experience poor implementation throughout different countries.

The term environmental governance describes the combination of policies and institutions and rules which control how environmental decisions are made, and how stakeholders and scientific experts participate (UNEP, 2024). The 1972 Stockholm Conference marked the beginning of a significant evolution in environmental governance, which eventually led to the establishment of the United Nations Environment Programme (UNEP)

in its Nairobi, Kenya headquarters (Hunter, 2021). The 1992 Rio Earth Summit and other global conferences that followed it enhanced worldwide dedication to sustainable development, while also creating vital agreements about climate change and biodiversity and desertification.

The Montreal Protocol, adopted in 1987, is a landmark treaty aimed at phasing out ozone-depleting substances (ODS). The treaty has reached a milestone as it became the first United Nations treaty which 197 nations have ratified (UNEP, 2024). The treaty controls both the manufacturing and usage of dangerous synthetic compounds which endanger the ozone layer. Developing countries receive financial and technical assistance through the Multilateral Fund (1991) which helps them fulfill their compliance requirements. The Protocol has been strengthened through six amendments, including the Kigali Amendment (2016), which addresses hydrofluorocarbons (HFCs) (U.S. Department of State, 2024). Developed countries such as those in the European Union and Canada have implemented stricter domestic regulations which exceed treaty requirements. The EU has eliminated various ODS before their scheduled dates while Canada has established complete regulatory systems and tracking mechanisms which substantially aid international compliance efforts (Environment and Climate Change Canada, 2022).

Developing countries have made advancements in progress. Malaysia established an Ozone Protection Section under the Protocol which it ratified in 1989 to manage implementation work and through this section it achieved a complete CFC consumption reduction over the years (UNDP, 2014). Ghana established its National Ozone Office in 1991 and reduced ODS consumption by 85% within five years even though the country faced economic difficulties (EPA Ghana, 1997).

The implementation process is facing challenges in many African countries. Scholars argue that countries adopt treaties mainly for international reputation and treaty-provided funding instead of demonstrating their commitment to enforce the treaty in their territory (Maluwa, 2012). The East African report shows that weak political will together with limited institutional capacity and insufficient enforcement systems lead to unsuccessful implementation results. Environmental rights receive constitutional recognition across Africa yet their actual enforcement faces difficulties because of governance issues and public knowledge deficits.

The right to a clean healthy and sustainable environment which exists as a fundamental human right received recognition through recent global developments that include UN Human Rights Council Resolution 48/13 2021 and UN General Assembly Resolution 76/300 2022 (OOKO 2023). These developments show that international society now supports the idea which connects environmental protection with human rights and sustainable development. The implementation of the Montreal Protocol faces challenges because developed and developing countries execute the treaty in different ways which demonstrates existing problems with international environmental treaty governance.

Statement of the Problem

Global environmental treaties ratified by countries face significant implementation challenges in terms of domesticating their application within their national governance frameworks. Kenya has ratified the Montreal Protocol but still needs to complete its domestic implementation and integration into local environmental governance systems. Scholars have identified the existence of multiple persistent challenges to the effective implementation of the Montreal Protocol. Ochieng (2019) points out that weak institutional coordination and limited technical capacity prevent Kenya from fully implementing its environmental treaties. Mbeva and Chevallier (2016) explain that African nations face financial and human resource limitations which serve as barriers to their implementation of international environmental treaties until they achieve their national development objectives. Okereke, Bulkeley, and Schroeder (2017) assert that stakeholder engagement through civil society and local practitioners needs further research because existing literature about treaty domestication does not adequately explain their impact on governance outcomes.

The cited studies demonstrate that Kenya maintains its commitment to global environmental agreements yet ongoing coordination difficulties together with resource shortages and limited public involvement still impede successful treaty implementation. The study shows that only a few studies examine how multilateral organizations and NGOs and local entities work together with state institutions. The research focused on two

main areas which included studying stakeholder participation methods for Montreal Protocol execution and developing institutional mechanisms to improve international environmental treaty compliance.

Specific Objective of the Study

To explore strategies to enhance stakeholder participation in Montreal Protocol implementation in Kenya.

Significance of the Study

This study investigates the reasons International Environmental Agreements which receive widespread support face difficulties during both their execution and their compliance processes according to its main research objective. The research demonstrates how domestic political institutions and state capacity and compliance incentives together shape treaty effectiveness according to present international environmental governance research. The research study expands treaty ratification behavior research by showing how countries choose between making symbolic commitments and executing actual treaty requirements.

The research findings will help policymakers by showing ways to improve compliance systems that exist in multilateral environmental agreements. Developing countries need better monitoring systems which require financial and technical support and enhanced domestic enforcement mechanisms according to the research study. The research study provides policymakers with findings that help them create better implementation plans which will lead to actual environmental progress after organizations achieve ratification. The research increases international efforts to enhance environmental governance systems while achieving sustainable development goals.

LITERATURE REVIEW

The academic discipline of environmental governance together with international environmental agreement execution research has emerged as a new field of study which traces international treaty obligations into national legal practices. According to research developed in this academic field the Montreal Protocol represents the most successful multilateral environmental agreement. The assessment shows that developed nations and developing nations especially Kenya exhibit different results because of their various approaches to treaty implementation.

The Montreal Protocol achieves its global effectiveness through two main factors which include its strong institutional structure and its established timeline for phase-out implementation. The treaty succeeds because its scientific foundations combine with the Multilateral Fund and Implementation Committee governance framework which provides both financial support and regulatory enforcement tools according to Andersen and Sarma 2022. Their research shows that countries which possess strong regulatory institutions together with their dedicated ozone units they achieve faster ozone-depleting substance (ODS) phase-out because institutional capacity serves as the main factor that determines their implementation success. The study creates an important contribution to research because it demonstrates that institutional existence without active implementation does not result in effective regulatory processes. The existing literature fails to show how institutions operate under conditions that create divided control systems and insufficient inter-agency collaboration and when political leaders choose between different development priorities which describes the current situation in Kenya.

Velders, Andersen, Daniel, Fahey, and McFarland (2007) provides solid numerical proof about the environmental achievements of the Protocol because it demonstrates through its evidence that ODS emissions have decreased while the ozone layer has shown actual recovery. The Protocol unintentionally created climate mitigation advantages which resulted in the protection of approximately 135 billion tons of carbon dioxide equivalent emissions. The research shows how worldwide environmental impact assessment works yet it does not deliver complete information about the domestic governance systems that produced those assessment results. The global compliance assumption which links to national execution processes creates barriers for understanding how African nations implement treaty requirements. HFCs function as a new environmental threat which national regulatory systems must address because Kenya needs to implement its Kigali Amendment requirements.

De Sombre and Kauffman (1996) observe that developing countries require financial incentives to join international agreements because the Multilateral Fund succeeded in solving shared responsibility challenges. The research shows that organizations need to follow development goals because compliance involves technical aspects and distributional factors. The existing literature about compliance displays its main weakness through static definitions which treat compliance as a fixed result instead of explaining how negotiation and adaptation create a system of institutional learning. The compliance process in Kenya developed through two main paths which included regulatory reforms and capacity-building programs that brought about incremental system changes.

African countries encounter institutional barriers which prevent them from executing environmental treaties according to research findings. Nzau (2010) argues that African states actively ratify multilateral environmental agreements but their implementation fails because countries lack sufficient institutional resources and funding while environmental agencies receive low priority in national governance systems. The commonly used diagnostic test does not provide African states with specific identification because it delivers general results which apply to all nations. The gap exists because Kenya has established more robust environmental governance institutions which include the National Environment Management Authority NEMA than any other country. The literature does not explain the reasons which prevent institutional development from achieving consistent enforcement of Montreal Protocol requirements.

Balogun (2015) analyzes Nigeria's execution of its policies and shows that weak enforcement along with corruption and informal sector operations act as primary obstacles to achieving compliance standards. The research proves that illegal ODS trade remains active while small-scale technicians use banned substances which create operational problems for the entire industry. The analysis provides valuable information yet its main emphasis rests on enforcement failures because it does not adequately examine how regulatory learning and market development and effective compliance methods contribute to its findings. Ghana shows better results because it established a National Ozone Office which led to substantial reductions in ODS (UNDP, 2022). The research does not examine how organizations sustain their compliance activities after their financial support and technical assistance from external parties come to an end in both successful and unsuccessful cases. The cited study provides partial environmental governance insights through its study of Montreal Protocol implementation but lacks complete understanding of the treaty's environmental effects.

Muigua (2019) examines Kenya's legal framework in light of the The Environmental Management and Coordination Act together and the regulations governing hazardous materials. The author asserts that Kenya possesses a solid legal structure but has implementation problems because agencies such as NEMA and the Kenya Revenue Authority and the Kenya Bureau of Standards lack proper enforcement mechanisms. The analysis displays its most significant limitation because it depends on official institutional structures and legal frameworks which fail to show how these systems function with informal governance methods and market participants and industry specific operational procedures in refrigeration and air conditioning fields.

The Kenya State of Environment Report (2019–2021) documents ongoing problems which affect monitoring and data collection and enforcement operations for controlled substances import licensing systems. The report identifies operational gaps but it functions mainly as a descriptive document which fails to analyze how international treaty obligations create changes in domestic regulatory systems. The document does not provide an explanation of how Montreal Protocol commitments have affected governance priorities and institutional coordination and regulatory development within Kenya's environmental governance framework.

The reviewed body of literature presents several gaps in knowledge. Existing studies lacks sufficient analysis because there exists only one study which investigates how the Montreal Protocol has affected environmental governance in Kenya beyond its established legal requirements. Research primarily investigates legislative frameworks and institutional structures while neglecting to examine how these systems affect actual governance practices which include inter-agency collaboration and sectorial regulatory harmony and the use of ozone protection measures in comprehensive environmental management. The practice of decision-making requires evaluation to determine if actual governance changes of policy adoption happening through decision-making needs assessment to ascertain regulatory progress and decision-making process improvements. Research has

also failed to investigate how stakeholder relationships operate between technicians and importers and enforcement agencies and their impact on the process of compliance. Research has not yet sufficiently explored how awareness and training and industry incentives affect noncompliance among informal sector workers despite their crucial role in driving noncompliance in this workforce. The existing research methods depend on legal research and aggregate data which restrict research activities to qualitative methods that investigate institutional relationships and personal experiences of implementation professionals.

Theoretical Framework

This study employed the Constructivism Theory of international relations as its analytical framework to explain how the Montreal Protocol influenced Kenya's national environmental governance system and its regulatory development process. According to constructivism states use socially constructed norms and shared meanings to develop their national identity which they use to guide their international relations activities. The study benefited from this perspective because it enabled researchers to examine how Kenya established ozone protection as part of its governing duties and regulatory framework.

The study found that constructivism offers a major contribution through its demonstration that norm internalization functions as a dynamic process which develops through time instead of reaching a definite state. The framework created by Finnemore and Sikkink 1998 explains that international norms like Montreal Protocol ozone layer protection requirements move through three stages they show emergence and diffusion which leads to their complete internalization. The research extended its scope beyond legislative compliance with the Environmental Management and Coordination Act EMCA 1999 and the following Controlled Substances Regulations to evaluate how ozone protection standards had become integrated into the regular procedures and institutional responsibilities and law enforcement methods.

The study relied on constructivism to investigate how environmental governance practices in Kenya changed through institutional transformations. The study used constructivism to explain how environmental governance researchers used discourse and framing methods. The Montreal Protocol functioned as a legal instrument while creating a discursive framework which identified ozone depletion as a worldwide environmental emergency that needed international collaborative solutions. The study investigated how Kenyan environmental policy discourse used global narratives which were modified into local versions. The investigation covered how government agencies and regulatory bodies presented ozone protection requirements and how this presentation affected enforcement methods and compliance behavior and stakeholder relationships.

The study moved beyond compliance-based environmental governance explanations because constructivism served as its fundamental research method. Constructivism provided a deeper understanding of how Kenya implemented the Montreal Protocol because rationalist methods only recognized financial and regulatory variables as essential factors for compliance. The framework helped to understand why Kenya continued to enhance its regulatory systems despite changes in external factors which existed before and after 1975.

Constructivism enabled researcher to analyze how stakeholders interacted with institutions in Kenya's regulatory system. The framework described how different actors including government officials and civil society organizations and technicians and importers interacted as they formed their understanding of environmental protection rules which emerged through shared social practices. The research studied how professional standards together with awareness systems and institutional links influenced scientists' compliance with regulations which determined how effective the Montreal Protocol functioned in Kenya.

RESEARCH METHODOLOGY

The study employed a descriptive research design with a mixed approach. This study relied on both primary and secondary sources of data. Purposive sampling was employed to select 50 respondents for field interviews. The main tools for data collection comprised structured questionnaires and interview guides. A pilot study tested the research tools by using a small purposive sample in Kiambu County that evaluated interviews and questionnaires which were revised for clarity and flexibility. The study used descriptive statistical analysis of the quantitative questionnaire data by calculating frequencies and percentages and determining mean values and standard

deviations. The findings of the study were displayed using tables and charts and graphs. The researcher transcribed interview data and created codes to conduct thematic analysis which enabled them to identify patterns and stakeholder experiences.

Analysis, Interpretation and Presentation of Findings

Response Rate

The study involved 50 respondents who were purposefully selected from five different institutional categories, and 47 of them successfully participated in the study which resulted in a 94 percent response rate. The research produced findings which achieved validity and credibility through the fulfillment of high academic standards. The project successfully obtained high participant response rates through its first contact with participants and its flexible data collection methods and its planned approach to selecting respondents. Three non-responses occurred when two respondents failed to attend interviews and one respondent stopped answering the questionnaire, but this did not affect data collection because all categories of overall integrity had reached saturation.

Strategies to Enhance Stakeholder Participation in Montreal Protocol Implementation

This study examined the existing strategies that have been employed to enhance stakeholder participation in Kenya's Montreal Protocol implementation, drawing on both quantitative survey data and qualitative interview evidence to assess their effectiveness and identify areas for improvement.

Multi-Stakeholder Collaboration Frameworks

Quantitative data showed that both government ministries and agencies and NGOs were the primary groups involved in Montreal Protocol implementation because 41 respondents identified these two groups as their most important stakeholders. The government and civil society groups showed greater presence than private sector entities and local communities, which resulted in 29 respondents citing local communities and 23 respondents citing international organizations and 17 respondents citing the private sector.

Study participants provided qualitative descriptions of a collaborative framework that involves multiple stakeholders through consultative forums which the Ministry of Environment Climate Change and Forestry organizes with international partners including UNEP and GIZ. A KCCWG respondent stated that "engagement at the grassroots level is improving, especially now that we are being included in national planning discussions," which demonstrates how participatory spaces have developed over time to become more accessible to people. A Nature Kenya representative reported that NGOs had developed from supporting Protocol implementation through their advocacy work to participating in monitoring and awareness activities, which developed through partnerships with NEMA and UNEP. The observations support Reed (2008), who demonstrates that true stakeholder involvement requires organizations to create official methods for their community members to participate because they must extend beyond unofficial meetings.

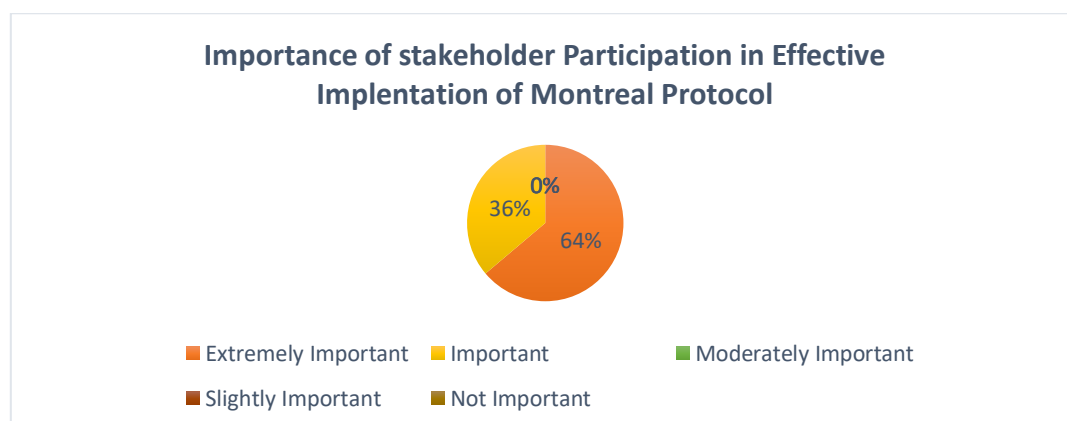


Figure 1.1: Importance of Stakeholder Participation

Effectiveness of Stakeholder Participation in Environmental Governance

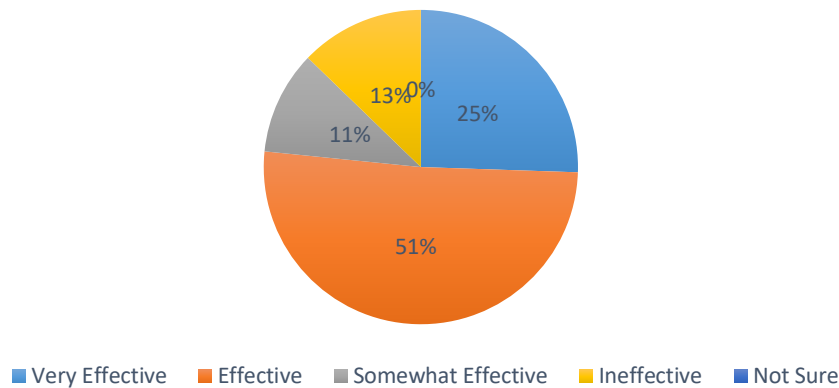


Figure 1.2: Effectiveness of Stakeholder Participation in Environmental Governance

Capacity Building as a Participation Strategy

The study observed through both quantitative and qualitative evidence that capacity building serves as the most effective method to boost stakeholder involvement in Montreal Protocol implementation. GIZ and UNEP and USAID have organized training programs and workshops and joint monitoring exercises which developed technical expertise and practical abilities among government personnel and civil society members and private sector stakeholders for their role in Protocol compliance activities. A UNEP refrigeration technician training program participant explained that "Kenya lacked technical expertise" before the training programs began but capacity building efforts helped the country improve its non-ODS refrigerant transition process and its ability to manage import licensing procedures (Reed et al. 2018).

The assessment received quantitative data about stakeholder awareness which showed that 74% of respondents confirmed they understood the Protocol's objectives and requirements at a high level while respondents showed this knowledge through their ongoing training and awareness programs. The survey results showed that 26% of participants knew only some aspects of the protocol because the capacity building programs failed to reach all necessary stakeholders especially smaller private sector companies and community-based organizations (Figure 4.6). The finding confirms findings of a study by Zikargae (2018) which shows that capacity building programs in African environmental governance face difficulties to create equal access for all necessary stakeholders.

National Events and Awareness Campaigns as Participation Platforms

Respondents identified national events together with coordinated awareness campaigns as the most effective platforms which can achieve broad stakeholder participation in Montreal Protocol implementation. The World Ozone Day celebration takes place every year on September 16th with NEMA and UNEP organizing the event in Kenya. NEMA representative NEMA described World Ozone Day events as platforms which help multiple audiences understand regulatory requirements while NEMA used the event to educate people about environmental issues (NEMA 2021).

Several respondents mentioned national tree planting day as an additional environmental mobilization effort which strengthens environmental responsibility practices that arise from Montreal Protocol environmental management. The respondent provided evidence that "places like Kisumu that used to be extremely hot are now cooler" because he saw better climate results from tree planting projects which developed under the environmental control system established by Protocol enactment. The workshops conducted in Nairobi, Kisumu and Mombasa served as essential platforms for regional participation according to one Kisumu-based NGO representative who observed that regional workshops helped to spread Montreal Protocol knowledge and compliance efforts to various industries and communities throughout the country beyond the capital city (Kameri, Kibugu, & Kabira, 2013).

Digital and Media-Based Participation Strategies

The research collected quantitative data which showed that social media engagement and educational programs served as the primary awareness strategies which 41 respondents selected as their most effective methods of generating public awareness. The digital platforms together with educational-based methods have become the main methods of environmental communication which Kenyan organizations use to reach their audience because social media platforms now enable them to share Protocol information with audiences who traditional media campaigns failed to access especially youth and urban populations (Wanjiru & Onyango, 2018).

The respondents established that digital tools required face-to-face contact to enable communities without digital resources to participate in activities. The Green Belt Movement representative stated that media campaigns and educational workshops serve as essential tools for enhancing understanding but he warned that digital methods require actual community work to meet the information requirements of rural and remote areas. The observation shows that the research by Puppim de Oliveira (2013) who argued that with technology-enabled participation which requires designers to create systems that match target audience digital literacy and connectivity competencies to achieve efficient environmental governance.

Tokenism and the Quality of Stakeholder Participation

The assessment of stakeholder participation shows positive results because 51% of respondents believed it worked well while 25% considered it to be very effective. The qualitative data showed a continuing problem because some consultative processes failed to reach appropriate levels of engagement. Twenty-six percent of respondents expressed dissatisfaction with the substance of participation, describing certain government consultations as “symbolic rather than genuinely participatory.” A local NGO representative explained that “some consultations are organized for the sake of box-ticking rather than genuine input-seeking,” which matches (Reed, 2008) definition of tokenistic participation where stakeholders have formal roles in governance but their contributions do not affect policy outcomes.

The research findings show major effects on the third goal of the study. The research study demonstrates that Kenya has established a working participatory governance system but needs to develop its system to achieve complete stakeholder engagement which includes local community members and women's groups and small business owners in Montreal Protocol decision-making. The authors Newig and Challies and Jager and Kochskämper (2019) propose that organizations should establish institutional feedback systems which require them to disclose which stakeholder opinions they used to make decisions while they provide ongoing training to weaker stakeholders for effective governance participation. These three areas of development need to become priorities for Kenya as it develops its future stakeholder engagement strategy through the Protocol.

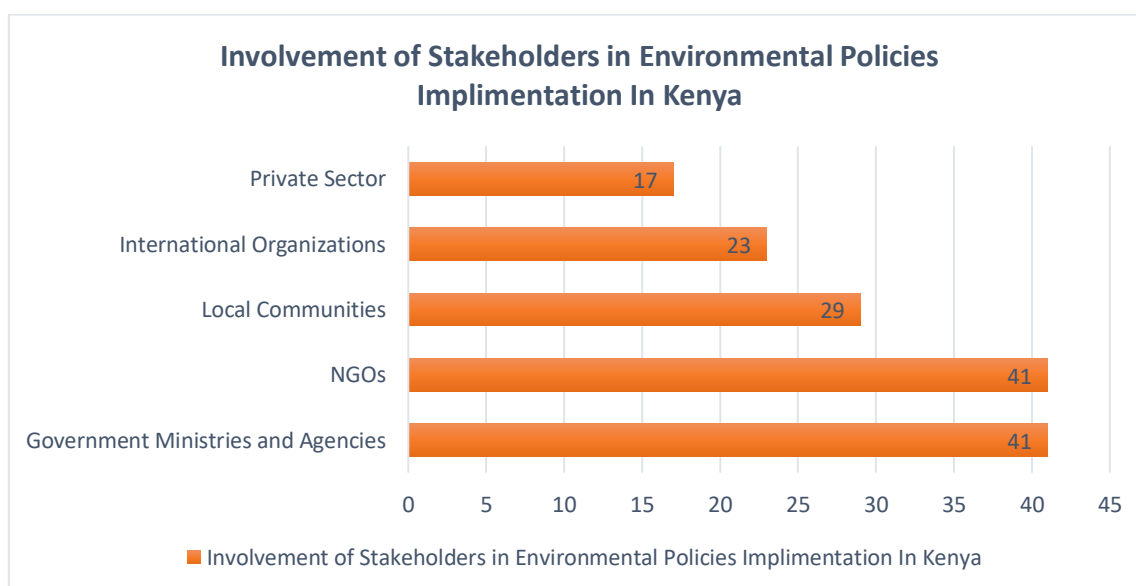


Figure 1.3: Stakeholder Involvement in Environmental Policies Implementation

CONCLUSION

The implementation of Montreal Protocol in Kenya has seen mixed results through its various strategies which aim to strengthen stakeholder involvement. The Ministry of Environment, together with UNEP and GIZ, established multi-stakeholder collaboration frameworks which provide official platforms for stakeholder participation, but government bodies and NGOs continue to dominate the process while private sector and community members show limited interest. The training programs and workshops of capacity building initiatives, which lead to better technical understanding, have proved successful, but there are still existing knowledge deficits among smaller private sector organizations and some community-based organizations.

National awareness initiatives such as World Ozone Day and tree planting campaigns have strengthened public engagement while regional workshops succeeded in extending participation beyond Nairobi. The organization uses digital and media-based strategies to reach more people who belong to youth and urban demographic groups but needs extra in-person contact to achieve complete participation. The organization faces ongoing problems with stakeholder participation because their input fails to affect decision making processes. Kenya needs to implement better feedback systems and more inclusive methods which will enable citizens to participate in decision-making processes.

REFERENCES

1. Altamirano-Cabrera, J. C., Wangler, L., & Weikard, H. P. (2013). International environmental agreements and compliance mechanisms. *Environmental Economics Research Papers*.
2. Andersen, S. O., & Sarma, K. M. (2022). *Protecting the ozone layer: The success of the Montreal Protocol*. Routledge.
3. Balogun, M. J. (2015). Environmental governance and compliance challenges in Nigeria: The case of ozone-depleting substances. *Journal of Environmental Policy in Africa*, 12(2), 45–63.
4. DeSombre, E. R., & Kauffman, J. M. (1996). *Winning the global environment: The political economy of international environmental agreements*. MIT Press.
5. Environment and Climate Change Canada. (2022). *Ozone-depleting substances and halocarbon alternatives regulations report*. Government of Canada.
6. European Environment Agency. (n.d.). *Ozone layer protection in Europe*. <https://www.eea.europa.eu>
7. EPA Ghana. (1997). *National ozone unit progress report*. Environmental Protection Agency, Ghana.
8. Finnemore, M., & Sikkink, K. (1998). International norm dynamics and political change. *International Organization*, 52(4), 887–917.
9. Hunter, D. (2021). *International environmental law and policy*. Foundation Press.
10. Kameri-Mbote, P., Kibugi, R., & Kabira, W. (2013). *Environmental governance in Kenya: Law, policy and practice*. African Centre for Technology Studies Working Paper.
11. Maluwa, T. (2012). State participation in international environmental agreements: Motives and compliance. *African Journal of International Law*, 20(1), 1–25.
12. Mbeva, K., & Chevallier, R. (2016). Climate change governance in Africa: Policy gaps and challenges. *Climate Policy Journal*, 16(3), 1–18.
13. Muigua, K. (2019). Strengthening environmental governance in Kenya: Legal and institutional frameworks. *Kenya Law Review Journal*, 5(1), 34–56.
14. Newig, J., Challies, E., Jager, N., & Kochskämper, E. (2019). The environmental performance of participatory governance systems. *Environmental Policy and Governance*, 29(1), 1–12.
15. Nzau, M. (2010). Environmental treaty implementation in Africa: Institutional constraints and challenges. *African Environmental Review*, 8(2), 22–39.
16. Ochieng, A. (2019). Domesticating international environmental treaties in Kenya: Institutional challenges. *Journal of Environmental Law in Africa*, 11(3), 67–82.
17. Okereke, C., Bulkeley, H., & Schroeder, H. (2017). Conceptualizing climate governance beyond the state. *Global Environmental Politics*, 17(3), 1–19.
18. Puppim de Oliveira, J. A. (2013). Learning how to promote sustainable development: The case of environmental governance. *Sustainable Development Journal*, 21(6), 1–12.

19. Reed, M. S. (2008). Stakeholder participation for environmental management: A literature review. *Biological Conservation*, 141(10), 2417–2431.
20. UNDP. (2014). Montreal Protocol implementation in Malaysia: Case study report. United Nations Development Programme.
21. UNDP Ghana. (2022). Ozone layer protection programme evaluation report. United Nations Development Programme.
22. UNEP. (2024). Environmental governance and the Montreal Protocol overview. United Nations Environment Programme. <https://www.unep.org>
23. United Nations Environment Programme. (2024). Ozone Secretariat: Montreal Protocol achievements. <https://ozone.unep.org>
24. U.S. Department of State. (2024). Kigali Amendment to the Montreal Protocol fact sheet. <https://www.state.gov>
25. Velders, G. J. M., Andersen, S. O., Daniel, J. S., Fahey, D. W., & McFarland, M. (2007). The importance of the Montreal Protocol in protecting climate. *Proceedings of the National Academy of Sciences*, 104(12), 4814–4819.
26. Wanjiru, M., & Onyango, V. (2018). Digital media and environmental awareness in Kenya. *African Journal of Communication*, 5(2), 88–102.
27. Wendt, A. (1999). *Social theory of international politics*. Cambridge University Press.
28. Zikargae, M. H. (2018). Environmental awareness and participation in developing countries: A review. *Environmental Development*, 27, 1–10.