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FACTORS INFLUENCING SUSTAINABILITY OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS IN KENYA: A CASE OF EABL FOUNDATION

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Abstract: In the year 2013, 43% of all Corporate Social Responsibility projects implemented in Kenya were unsustainable. This study therefore sought to asses on the factors influencing the sustainability of Corporate Social Responsibility Projects in Kenya with A case of EABL Foundation. The study sought to examine the influence of stakeholders' involvement, project resources, project leadership and project team on the sustainability of Corporate Social Responsibility Projects in Kenya. In the literature review, four theories namely, stakeholder theory, Tuckman's Theory of team development, contingency theory of leadership and theory of constraints. The study was, however, grounded on Tuckman's Theory of team development. A conceptual framework was examined to show the relationship between the independent variables and the dependent variable while the empirical review was done to identify studies done by other researchers that are relevant to the current study. This study used descriptive research design. The target population for this study was 109 comprising of EABL staff working in the EABL foundation and the community representatives of the beneficiaries of CSR projects in Mwingi, Wote, Nakuru, Limuru, Kikuyu, Thika, Mavoko and Meru. The sampling frame of this study comprised of EABL foundation staff and community representatives in various CSR projects by EABL. This study used a stratified random sampling to select 50% of the target population. The sample size of the study was 55 respondents. This study made use of primary data, which was collected by use of structured questionnaires. A pilot test was conducted to assess the validity and reliability of the research instruments. The questionnaires generated quantitative data, which was analyzed by use of arithmetic mean and standard deviation and statistical package for social sciences (SPSS version 21) was the software used in analysis. The data was then presented in tables and graphs. From the analysis it was established that stakeholders' participation had a major influence on sustainability of Corporate Social Responsibility Projects to a great extent with a mean score of 4.01. The study also established that project resources and project leadership have a high influence on sustainability of CSR projects with mean scores of 4.118 and 4.163 respectively. Project team was identified to have the highest influence on CSR projects with a mean score of 4.169. Therefore working together with stakeholders is significant to getting the project beneficiaries satisfied and hence having successful CSR projects. Funding is crucial to the success of CSR projects and failure to ensure funds are available would lead to stalled and unsuccessful projects. Having the right leadership qualities ensures good working relationship with the stakeholders leading to increased collaboration and CSR projects beneficiaries owning the projects. Lastly having right teams in place when undertaking CSR projects increases the possibility of the projects succeeding and ending up with better quality projects and hence resulting with sustainable projects.

Key Words: Leadership, Resources, Team, Stakeholders' Involvement, Sustainability

Introduction

Corporate Social Responsibility (CSR) has become more and more popular in the business community, (Heravi Coffey & Trigunarsyah, 2015). In many developed countries, CSR has taken on the character of strategically planned actions that benefit all levels of society, and it has grown from entrepreneurial initiatives to state policy. In many developed countries, CSR now provides benefits for stakeholders' communities as well as for the government, (Ralph & Paul, 2004).

However, CSR varies from continent to continent, country from country, sector from sector and corporation from corporation, (Chocho, 2009). According to Webe, Diaz and Schwegler (2014), more advanced economies do better in corporate social responsibility. The top 20 countries, by the ranking order of best performance included Sweden, Denmark, Finland, Iceland, UK, Norway, New Zealand, Ireland, Australia, Canada, Germany, Netherlands, Switzerland, Belgium, Singapore, Austria, France, USA, Japan, and Hong Kong among others. However, both developing and developed countries having challenges in ensuring the sustainability of CSR projects. According to Danilovic et al. (2015), the Chinese government open-door policy directs that key political institutions, intermediary organizations and enterprises to integrated Corporate Social Responsibility (CSR) into their policies, strategies and practices.

In Nigeria, Adeolu and Afolabi (2010), found that although WAPCO had gone beyond assistance and community development to sustainable development in the host communities, its position in the area of social and environmental reporting, and codes of conduct on bribery and corruption was not clear. In addition, CSR is a particularly prominent theme among mining, oil, and gas companies in Southern Africa, due to their potentially significant negative social and environmental impacts. Large South African corporations are increasingly active in the field of CSR, and their reach extends into other Sub-Saharan African countries as well, (Dandago & Arugu, 2014).

CSR appears to be an emerging issue in Kenya since government alone is unable to combat poverty and ensure sustainable development. International transitions, local NGOS, national and international companies need to support CSR programmes, (Chocho, 2009). United Nations (UN) was the first to introduce CSR activities other organizations that supported CSR included: UN global compact, United Nations Development Programmes (UNDP) growing sustainable business initiative and UNIDO. Other corporate that practice CSR include: East Africa Breweries Limited having established foundations which funds orphans, marginalized groups and vulnerable children in developing country, digging boreholes in arid and semi-arid areas. Firestone Company received an International Standards Organization (ISO) 14001 Award in compliance with international and corporate environment regulations and standard, (Kanyanya, 2014).

Sustainability of corporate social responsibility projects has been an issue in various organizations in Kenya and globally, (Maina, 2012). A study conducted by Kienoe (2010), on corporate social responsibility projects of Airtel Kenya limited found that user satisfaction is a measure of corporate social responsibility. In addition, Mbogoh (2014), in a study on the challenges of corporate social responsibility sustainability indicated that community support is a key measure of CSR project sustainability. Further, Heravi Coffey and Trigunarsyah (2015), indicate that number of successful projects is measure of CSR project sustainability. Therefore, the measures of corporate social responsibility projects sustainability include user satisfaction, community support and the number of successful projects.

Schieg (2009) indicated that stakeholders' consultation is a key element in stakeholders' involvement. Further, Heravi, Coffey and Trigunarsyah (2015), indicate that stakeholders support is a key factor in

stakeholders' involvement in CSR projects. Also, Khan, Ghalib and Hossain (2015), indicate that stakeholders' involvement in decision making is a significant factor in stakeholders' involvement. Therefore, level of involvement, stakeholders' consultation, stakeholders support and decision making are key elements of stakeholders' involvement.

According to Birindelli et al. (2015), frequency of funding is a key element of projects resources. In addition, Mbogoh (2014), established that conditionality of funding is a key factor in project resources. Further, a study by Zaraket, Olleik and Yassine (2014), found that adequacy of financial resources is a key factor in project resources. According to a study by Mutula (2013), did a study on the effects of human resource factors on project performance in Nairobi County in Kenya, adequacy of human resources was found to be a key element of project resources. Therefore, frequency of funding, conditionality of funding, adequacy of financial resources and adequacy of human resources are important elements of project resources.

According to Birindelli et al. (2015), leadership style is a key element of project leadership in corporate social responsibility projects. In addition, Packendorff, Crevani and Lindgren (2014), indicate that communication is a significant factor in project leadership. Further, DuBois et al. (2015) established that feedback is a key factor in project leadership. Also, Lundy and Morin (2013) found that leadership skills are important elements of project leadership. Therefore, leadership style, communication, feedback and leadership skills are significant measures of project leadership.

In emphasizing the importance of teamwork in project management, Wang (2015), indicates that level of education is an important element of project teamwork. In a study on corporate social responsibility programmes in KCA University, Ngumo (2011), established that team members' skills and competence are important factors in project team work. In addition, Chiocchio et al. (2011), established that level of commitment is an important factor in project team work. Further, Dokpesi and Abaye-Lameed (2014), established that training is an important factor in project team. Therefore, the measures of project team include level of education, skills and competence, level of commitment and training.

Statement of the Problem

According to a study conducted by Kanyanya (2014), 43% of all CSR projects implemented in Kenya in the year 2013 were unsustainable, that is, they did not function to full capacity or they stopped functioning after the exit of the financier. With the increasing implementation of CSR projects by EABL, failure to address the factors affecting the sustainability of CSR projects would lead to an increase in the number of stalled projects.

Empirical studies that have been done in this area include Chocho (2009), study on the Performance of Corporate Social Responsibility Projects in Kenya Commercial Bank; Muthami (2014), study on how corporate social responsibility affects organizational performance: a case study of Unilever-Esa (Kenya); Kienoe (2010) study on the Factors Affecting Sustainability of Ccorporate Social Responsibility projects of Airtel Kenya Limited; Masiga (2013) study on factors influencing the sustainability of corporate social responsibility projects in Safaricom Foundation; and Muiruri (2012), study on challenges of aligning corporate social responsibility to corporate strategy for Safaricom foundation;

Siborurema and Shukla (2015), study on the Effects of Projects Funding Conditionality on their Performance in Rwandan road projects. The study found that both the cost estimation and projects funding conditionality interfere with the projects funding and affect negatively the scheduled projects

implementation time. Siborurema and Shukla (2015), in his study found that both the cost estimation and projects funding conditionality interfere with the projects funding and affect negatively the scheduled projects implementation time.

In a study on the evaluation of stakeholder participation in monitoring regional sustainable development, Hermans et al. (2014), found that stakeholders' support in decision making influences the monitoring regional sustainable development. The study used a case study design. In addition, a study conducted by Hemanta (2012), in assessing stakeholders' influence on social performance of infrastructure projects by use of social network analysis (SNA) methodology established that stakeholders' involvement had a significant influence on the performance of social performance of infrastructure projects. DuBois et al. (2015), conducted a study on leadership styles of effective project managers: techniques and traits to lead high performance teams.The results showed that a project leader is at the head of this project process, and has an important role of overseeing the project and project team, and ultimately ensuring the project ends in success.

Chiocchio et al. (2011), remarked that culture within the project team as a significant element by pointing that organizations may not be capable of achieving specific goals simply by getting key people to work together if the culture of the project does not support the disciplines involved. It is against this background that this study sought to fill the existing research gap by investigating on the factors affecting the sustainability of Corporate Social Responsibility Projects in Kenya.

The specific objectives of the study were:

1. To examine the influence of stakeholders involvement on the sustainability of Corporate Social Responsibility Projects in Kenya

2. To assess the influence of project resources on the sustainability of Corporate Social Responsibility Projects in Kenya

3. To establish the influence of project leadership on the sustainability of Corporate Social Responsibility Projects in Kenya

4. To determine the influence project team on the sustainability of Corporate Social Responsibility Projects in Kenya

Theoretical Review

Four theories were examined in the study: Stakeholder theory, Theory of Constraints, Contingency Theory of Leadership and Tuckman's Theory of Team Development.

Stakeholder Theory

Stakeholder theory has been divided into two branches: normative (ethical) branch of stakeholder theory and managerial branch of stakeholder theory. The normative perspective of stakeholder theory equally treats all the stakeholders of the company and does not take into account the power of each stakeholder, (Bridoux & Stoelhorst, 2014). The normative perspective of stakeholder theory asks the managers to work for the benefits of all the stakeholders, (Gao & Slawinski, 2015). Organizations undertaking CSR Projects must ensure the community members voluntarily and actively participate in the projects from the start. This theory also emphasizes that the community representatives also benefit from their participations. Organizations undertaking CSR Projects need to ensure all stakeholders participate in the decision making, communication is well done and also their interests are considered.

This theory therefore assists in the better understanding of the influence of user involvement on project implementation. This theory guides in the understanding of the first research question on the extent to which stakeholders' involvement influence the sustainability of Corporate Social Responsibility Projects in Kenya.

Theory of Constraints

The Theory of Constraints is an approach that is used to develop specific management techniques. It was first popularize by the novel, The Goal that applied the principles to operations management. Since 1997 it has found application in two areas within project management. This first is scheduling of a single project to reduce project duration and simplify project control. This is the main theme of the novel Critical chain. Only towards the end of this novel there is an indication of its use in project resources allocation. Project planning surfaces any constraints such as resources in terms of staff required, equipments and finances within which the project's objectives must be accomplished, (Naor, Bernardes & Coman, 2013). East Africa Breweries Limited manages multiple projects in East Africa simultaneously. These projects share resources. With the use of critical chain project management many projects can be synchronized and effectively scheduled with one of few key resources. Resource allocation is a key factor in managing multiple projects. The use of limited resources creates competitive for those resources. If a project does not have a systematic way to allocate resources managers may build in buffers to cope with the risk of having insufficient resources. This theory guides in the understanding of the second research question on the extent to which project resources influence the sustainability of Corporate Social Responsibility Projects

Contingency Theory of Leadership

Fiedler's (1974), contingency theory of leadership, though a theory within itself, impinges on situational leadership in that it suggested a fully articulated model dealing with both leader traits and situational variables. He divided leaders into relationship-motivated and task-motivated groups by means of their relatively favorable or unfavorable description of the leader's least preferred coworker on a set of bipolar adjectives, (Fiedler & Chemers, 1984).

Fiedler considered the relative effectiveness of these two types of leaders in eight different tenets created by a combination of three contrasting variables: (a) leader-member relation, (b) follower-task structure, and (c) leader-position power. Leader-member relations are concerned with the confidence levels and atmospheres within followers as well as their attraction and loyalty to the leader. A good leader member relationship exists where followers like, trust and enjoy a positive rapport with the leader. The reverse is true where follower hostility exists and the atmosphere is unfriendly. Task structure refers to how routine and predictable the task of the follower may be. Clearly structured tasks have definite accomplishment goals, limited solution alternatives, and lend more control to the leader. Vague and unclear task reduces the leader's control. Position power is concerned with the degree to which the position enables the leader to get his followers to comply with and accept his leadership and decisions (Naor, Bernardes & Coman, 2013). Fiedler found that the relationship-motivated leader outperformed the task-motivated leader in four of the eight situations but that the reverse was true in the other four situations. He further contended that leadership motivation is a rather enduring characteristic that is not subject to change or adaptation.

Leadership is key corporate social responsibility projects' performance. Project leaders should ensure that there is trust and good rapport and communication between them and their followers. The leadership style (authoritarian, paternalistic, democratic, laissez-faire, transactional and transformational) used by leaders can significantly affect the performance of team members and

commitment to achieving the goals of the CSR project. In addition, communication and feedback lead to a reduction in resistance to change and enhance commitment and understanding of the project. This theory guides in the understanding of the third research question on the extent to which project leadership influence the sustainability of Corporate Social Responsibility Projects.
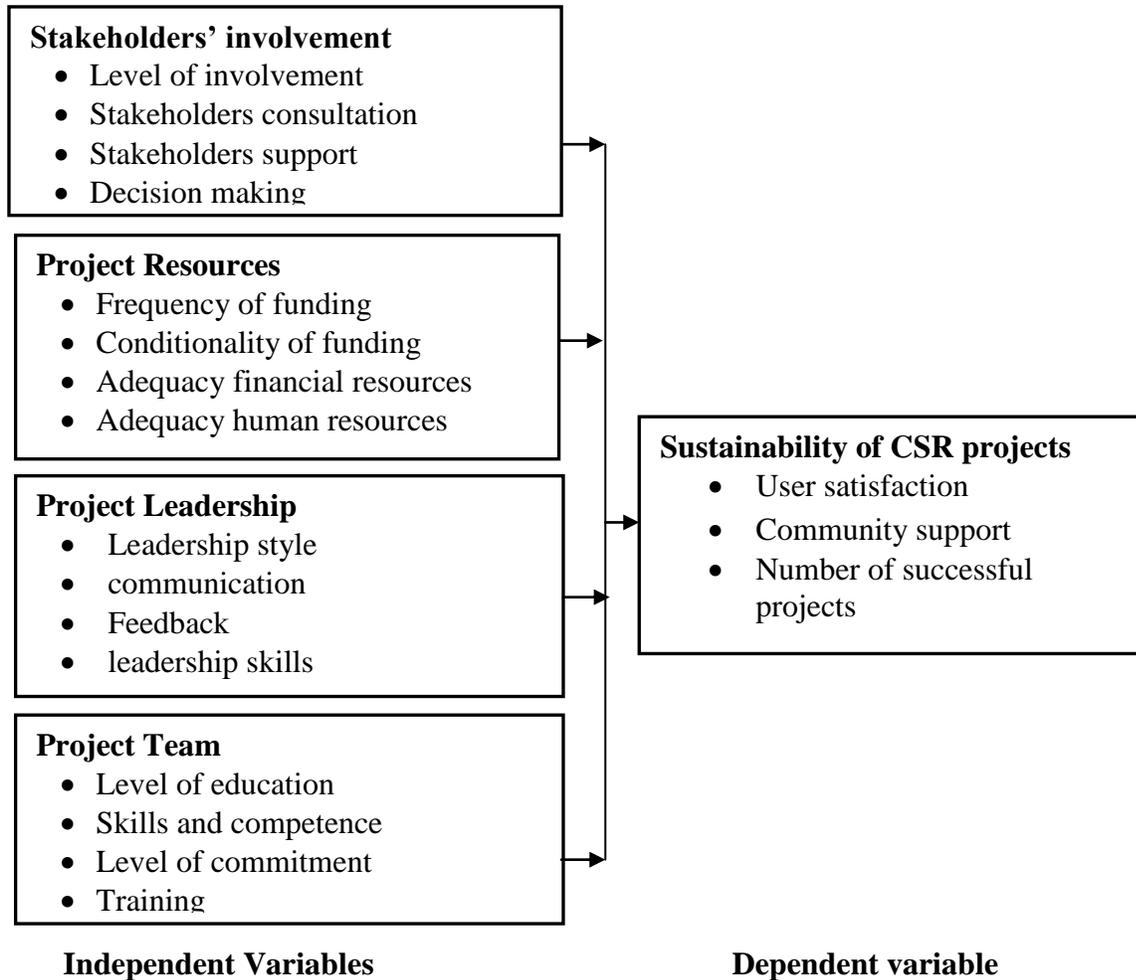
Tuckman's Theory of Team Development

Development of small teams is of vital importance for the success of any project. Bruce Wayne Tuckman first espoused his theory of team development in a 1965 article "Developmental Sequence in Small Groups," and revised it in 1977. This model provides a good theoretical basis to build and develop project teams, and to analyze the behavior of teams, (Liz, Grossman & Gannings, 2004). Tuckman explains the principle five stages of team development: team building as forming, storming, norming, performing, and adjourning. During the initial process involves project manager comes up with a project team with the right skills and competence and the right level of education. However during the five stages incase training is needed then the project managers organizes for the same to sharpen the project team members' skills.

Forming the first stage in Tuckman's theory, team development occurs during the project initiation phase. During this phase, the project team members, uncertain of the other team members and uninformed about the team objectives, rarely interact with one another or assert themselves, and confine themselves to orientation (Maples, 2003). Storming, the second phase in team development is a period of flux and uncertainty that follows the orientation. The norming stage in team development is a crucial phase that starts when the differences among the team members resolves, and the team members adjust and reconcile with one another to reach a consensus (Hurt & Trombley, 2007). The performing stage of team development, occurs when the team actually starts to work towards achieving the laid down objectives (Maples, 2003). The fifth stage of Tuckman's theory on team development is the adjourning stage (also known as deforming and mourning), was a 1977 addition to the theory. Project members celebrate the accomplishment of project goals, and the teams disassemble. At this stage, most team members feel uncertain of their future, so a project manager needs to improve project team motivation. The project manager would do well to either bring in new products, and recommence the forming stage with the necessary changes to the team structure and profile, or proceed to dismember the team in a systematic pattern, (Hurt & Trombley, 2007).

The development of teams in EABL foundation follows the Tuckman's model of team development. During the forming stage, team members in EABL foundation are uninformed about the team objectives and rarely interact with one another or assert themselves. During the second phase, storming, team members provide their opinions and views on the development of team objectives, team norms, roles and responsibilities, and other rules. The third stage, norming stage, involves resolving of differences among team members. During the performance stage involves achieving the laid down goals for EABL foundation and the adjourning stage involves celebration of the achievement of goals of the foundation and closure of a CSR project.

Conceptual Framework

Conceptual Framework is a hypothesized model identifying the model under study and the relationships between the dependent variable and the independent variables, (Mugenda & Mugenda, 2006). This study seeks to investigate on the factors influencing the sustainability of Corporate Social Responsibility projects in Kenya. The independent variables will be project resources, stakeholders' involvement, project leadership and project team. On the other hand, the dependent variable will be sustainability of Corporate Social Responsibility Projects in Kenya

Stakeholders' involvement
- Level of involvement
- Stakeholders consultation
- Stakeholders support
- Decision making

Project Resources
- Frequency of funding
- Conditionality of funding
- Adequacy financial resources
- Adequacy human resources

Project Leadership
- Leadership style
- communication
- Feedback
- leadership skills

Project Team
- Level of education
- Skills and competence
- Level of commitment
- Training

Sustainability of CSR projects
- User satisfaction
- Community support
- Number of successful projects

Independent Variables   **Dependent variable**

Figure 1: Conceptual Framework

Empirical Review

This section presents the empirical literature review on studies conducted on the influence of the independent variables (stakeholders' involvement, project resources, project leadership and project team) and the dependent variable, sustainability of Corporate Social Responsibility Projects.

Stakeholders' Involvement

In a study on Leadership–Stakeholder Involvement Capacity and stakeholder management in corporate social responsibility projects Waligo et al. (2014), established that the stakeholder involvement strategy assumes a dialogue with its stakeholders. Persuasion may occur, but it comes from stakeholders as well as from the organization itself, each trying to persuade the other to change. Ideally, the company as well as its stakeholders will change as a result of engaging in a symmetric communication model, that is, progressive iterations of sense making and sense giving processes. In a study on stakeholder involvement in fisheries projects, Aanesen et al., (2014) established that because the stakeholder involvement strategy takes the notion of the stakeholder relationship to an extreme, companies should not only influence but also seek to be influenced by stakeholders, and therefore change when necessary. While this could apply to Freeman's stakeholder conceptualization, it would also challenge his stakeholder concept regarding the extent to which a company should change its

(CSR) activities when stakeholders challenge existing (CSR) activities, and the extent to which a company should insist on its own possibly divergent assessment.

In a study on the evaluation of stakeholder participation in monitoring regional sustainable development, Hermans et al. (2014), found that stakeholders' support in decision making influences the monitoring regional sustainable development. The study used a case study design. In addition, a study conducted by Hemanta (2012), in assessing stakeholders' influence on social performance of infrastructure projects by use of social network analysis (SNA) methodology established that stakeholders' involvement had a significant influence on the performance of social performance of infrastructure projects. In Kenya, Nyandika and Ngugi (2014), conducted a study on the influence of stakeholders' participation on performance of road projects at Kenya National Highways Authority. The study found that that awareness, feasibility, conferences and seminars in user involvement have a great positive influence in road projects performance. However, the study did not show how stakeholders' consultation, stakeholders support and involvement in decision making on projects influence projects' performance.

Project Resources

Resource allocation to CSR programmes highlights the need for an approach capable of addressing these constraints to construct a portfolio of alternatives that collective best use is made of the limited total resource. It involves a technical solution capable of capturing diverse aspects of the problem with a social process of the individuals engaged, (Lee, Ford & Joglekar, 2007). Lee, Ford and Joglekar (2007), conducted a study on the effects of resource allocation policies for reducing project durations using a descriptive research design and found that resource allocation policies during such projects determine the fractions of resources that are to be assigned to constituent tasks. The choice of allocation policy can strongly influence project durations. But policies for reduced project duration are difficult to design and implement because of closed loop flows of work that generate dynamic demand patterns and delays in shifting resources among activities. Resource demand estimates and resource adjustment times are two policy features that managers can readily alter to influence project durations.

In a study on the influence of local community involvement in project planning on the sustainability of projects in Embu County, Kiogora (2013), found that community members are never adequately involved in resource mobilization for the execution of the project. The few resources they contribute in small quantities are man power, raw materials and financial resources. This has led to negative effects on the sustainability of projects within Embu County. The study, however, did not focus on frequency of funding, conditionality of funding, adequacy financial resources and adequacy human resources and how they influence sustainability of projects.

Project Leadership

Research has confirmed leadership's pivotal role in initiating and developing CSR programs and initiatives within and across organizations, (Shelley, 2015). Leaders in world business are the first true planetary citizens, they have worldwide capability and responsibility, and their decisions affect economies as well as societies, (Packendorff, Crevani & Lindgren, 2014).

In addition, DuBois et al. (2015), conducted a study on leadership styles of effective project managers: techniques and traits to lead high performance teams. The study adopted a descriptive research design. The results showed that a project leaders is at the head of this project process, and has an important role of overseeing the project and project team, and ultimately ensuring the project ends in success. Analyzing critical qualities of leadership and determining their positive impact can benefit project

managers in any industry and therefore promote project success. A few of these leadership styles include: team building, establishing clear relations and roles between project members, openness, self-confidence, organization, and clearly defining project successes, reevaluating when necessary. Further, Turner and Müller (2013), carried out a critical review of literature on the project manager's leadership style as a success factor on projects. The study sought to establish whether the project manager's leadership style is a success factor on projects, and whether its impact is different on different types of projects. The authors conducted a review the literature on the topic. The results showed that effective leadership as a critical success factor in the management of organizations, and has shown that an appropriate leadership style can lead to better performance.

Project Team

Previous studies in scope of teamwork remarked that the success of a project is heavily dependent on appropriate management of internal conflicts, effective communication, setting and agreeing on comprehensible goals and establishing good trusting relationships within the team. Effective communication has been strongly linked with project success. Chiocchio et al. (2011), indicated that inadequate communication is a major drawback to the development of good teams as it induces low motivation levels, drops in team spirit; and it contributes to poorly stated targets and poor project control, coordination and flow of work.

Assaf, Hassanain and Mugha (2014), reviews literature on knowledge, skills and ability need for teamwork and concluded that good interpersonal relations, team initiative approaches, honesty, respect, trust, openness and collaborative behavior and cooperative attitude of team members are particularly attractive and unique factors linked to good team performance. A clear structure and well defined roles promote the stability of coordination within a team. Li-Ren, Chung-Fah and Kun-Shan (2011), reported after studying the data of leaders and managers of 145 teams specialized in software development that good coordination and open exchange of pertinent information during the task promotes team effectiveness. There is less number of conflicts and high understanding when members of team openly communicate with each other.

Assaf, Hassanain and Mugha (2014) conducted a study on the effectiveness of project teams and their impact on the performance of Saudi Construction Projects. Data on the questionnaires were gathered from 13 different project teams of large commercial buildings in Saudi Arabia. The research showed a positive and high correlation between team effectiveness and project success. Analysis of the obtained data indicated that three factors of teamwork are strongly associated with project success. These factors are team roles and responsibilities, team goals and objectives and team leadership. The research conducted is most beneficial for project managers and team leaders in construction organizations to adjust their focus on key components of effective teamwork that lead to augment the possibilities of project success.

Sustainability of CSR Projects

In Nigeria, Kaonga and Nguvulu (2015) conducted an investigation on the factors affecting the sustainability of corporate funded community based projects in Mopani Copper Mine-Mufulira (Kankoyo). Using descriptive research design, a questionnaire as a source of primary data was administered to 96 respondents in Kankoyo. The findings revealed that the majority of the projects were not sustainable. This may be attributed to lack of Mopani establishing roles for community members in the projects as well as monitoring them. There was also lack of regular communication between Mopani and the Community. The management of both Mopani and Community changes in membership was also not there. Lastly, Mopani did not consider the community as a key partner in

their CSR projects. This could have been due to the community's inability to contribute (labour, material or money) towards the projects. Overall, there was no partnership between Mopani and the Kankoyo Community in CSR community based projects. The resultant effects were lack of partnership with the community and mismanagement of the facilities by the community which resulted in the un-sustainability of projects. Hence, the study established that a well partnered stakeholder approach was appropriate for the sustainability of the projects with suitable roles, communication and management of any changes. All in all, there was a challenge of lack of full partnership by other stakeholders (Kankoyo Breweries, Council and Government) which affected the sustainability of the Mopani based community projects.

Meru (2012) conducted a study the factors affecting sustainability of corporate social responsibility projects of Celtel Kenya Limited (trading as Zain). The study applied a descriptive research design. The study also identified that the sponsoring company's interests of product and brand publicity usually override the interests of the beneficiaries hence the communities feel that they are not given a chance to fully participate and own the projects during the implementation stages. To ensure project sustainability, the following measures are proposed: integrating income generating activities into the project plans; ensuring that beneficiaries are involved from the start and their roles are well stipulated; ensuring proper commissioning of the projects and clear hand over to the beneficiaries; ensuring proper monitoring through field visits when projects are going on; and ensuring that project management committees are constituted and operationalized from initiation stage through to handing over on termination.

Research Methodology

This study used descriptive research design. This approach was considered appropriate to this study because the study involves fact finding and enquiries of different kind from the CSR project beneficiaries and stakeholders at East Africa Breweries Limited. The target population for this study was 109 comprising of 45 EABL staff working in the EABL foundation and 64 community representatives of the beneficiaries of CSR water projects in Mwingi, Wote, Nakuru, Limuru, Kikuyu, Thika, Mavoko and Meru.

Table 1: Sampling Size

Category	Location	Target population	Sample Size
EABL staff	EABL headquaters	45	23
Community representatives	Mwingi project	8	4
	Wote project	8	4
	Nakuru project	8	4
	Limuru project	8	4
	Kikuyu project	8	4
	Thika project	8	4
	Mavoko project	8	4
	Meru project	8	4
Total		**109**	**55**

This study used a stratified random sampling to select 50% of the target population. Out of the 45 targeted employees at EABL headquarters 23 of them were sampled. For each of the eight community representatives 4 were selected. In total therefore the sample size was 55. This means that each stratum

has the same sampling fraction. According to Greener (2008), for a population for between 100 and 500 (100<N<500) a 50% sample size should be selected. The study used proportionate stratification to ensure that the sample size of each stratum is proportionate to the population size of the stratum.

This study used primary data, which was collected by use of structured questionnaires. Study used 2 questionnaires since the study sought to ask different questions to the two different respondents. One questionnaire was for the EABL staff and the other for the community representatives. The main advantage of using questionnaires is privacy to the respondent thus it enhances the sincerity of the information given. It is also relatively quick to collect information using a questionnaire. A pilot test was conducted to enhance the validity and reliability of the research instrument.

Data was analysed descriptively using measures of central tendencies and measures of dispersion. The arithmetic mean was the measure of central tendency that was used since data was expected to be normally distributed. The standard deviation was the mode of dispersion that was used due to the fact that it is the best measure of dispersion. Statistical Package for Social Sciences (SPSS version 21) was the software used in data analysis and analyzed data was presented using frequency distribution graphs and tables.

Research Findings and Discussion

The response rate was of keen interest to the study considering that a sample of 55 respondents was derived from the population size of 109. Out of the 55 questionnaires distributed among study participants, 52 responded. This was a response rate of 94.54%. Response rates approximating 80% and above for most research should be the goal of researchers (Mugenda, 2003).

Sustainability of CSR Projects

The sustainability of Corporate Social Responsibility projects was assessed from the community representatives and EABL staff point of view. A five point Likert scale was used to measure the items where 1 represented 'Strongly Disagree' and 5 'Strongly agree'. The objective was to measure the extent to which respondents were satisfied with sustainability of CSR projects. With a mean of 3.826, respondents agreed that EABL CSR projects provide user satisfaction. Respondents were however neutral with a mean of 3.384 that EABL CSR projects get community support. Respondents agreed with a mean of 4.019 that EABL has many successful projects. A composite mean of 3.743 was obtained, indicating respondents' overall agreement to a large extent with achievement of the indicators of sustainability CSR projects. A composite standard deviation of 0.5118 was obtained indicating that there was no significant deviation from the mean.

Table 2: Sustainability of CSR Projects

	N	Mean	Std. Deviation
EABL CSR projects provide user satisfaction	52	3.826	.55026
EABL CSR projects get community support	52	3.384	.56547
EABL has many successful projects	52	4.019	.41963
Average		**3.743**	**.5118**

Stakeholders' Involvement

Respondents were asked to indicate the extent to which stakeholders' involvement indicators influence sustainability of corporate social responsibility projects. Stakeholder involvement strategy assumes a dialogue with its stakeholders in decision making which ensures stakeholders feel represented when

key decisions are being made (Waligo, 2014). Stakeholders' support in decision making influences monitoring sustainable development and hence projects continuity is assured (Hermans et al. 2014).

Stakeholders should be involved each step of the way throughout project implementation so that no aspect of the requirements is left out (Storvang and Clarke, 2014). However Dawkins (2015), argues that stakeholders needs to be consulted and engaged but the decision making should sorely rest on the project team. With a composite mean of 4.0, respondents agreed that involving stakeholders influence sustainability of CSR projects. A composite standard deviation of 0.535 was obtained indicating dispersion from the mean was statistically insignificant.

Table 3: Stakeholders' involvement

	N	Mean	Std. Deviation
Level of stakeholders 'involvement influences user satisfaction	52	3.980	.464
Stakeholders consultation influences user satisfaction	52	3.980	.577
Stakeholders support influences user satisfaction	52	3.884	.758
Decision making influences user satisfaction	52	4.110	.536
Level of stakeholders involvement influences community support	52	3.942	.365
Stakeholders consultation influences community support	52	3.980	.641
Stakeholders support influences community support	52	4.096	.495
Decision making influences community support	52	4.038	.441
Level of stakeholders involvement influences number of successful projects	52	4.019	.671
Stakeholders consultation influences number of successful projects	52	4.000	.523
Stakeholders support influences number of successful projects	52	4.134	.486
Decision making influences number of successful projects	52	4.057	.460
Average		**4.010**	**.535**

Project Resources

Respondents were asked to indicate the extent to which project resources indicators influence sustainability of corporate social responsibility projects. Mutula (2013) did a study on the effects of human resource factors on project performance and stated that for any project to be successful there has to be enough workforce for the different roles involved. Financial funding for any project needs to be guaranteed before commencement of the project and budgeting needs to have been done to ensure the resources are enough to cover the entire project (Kiogora, 2013). In a study on the influence of local community involvement in project planning on the sustainability of projects in Embu County, Kiogora (2013), found that community members are never adequately involved in resource mobilization for the execution of the project. The few resources they contribute in small quantities are man power, raw materials and financial resources.

Vanhoucke (2015) did a study on the resources critical in any project and stated that finances is the only key resource necessary to ensure project success though other resources like human resources are also important. With a composite mean of 4.118, respondents agreed that project resources influence sustainability of CSR projects. A composite standard deviation of 0.520 was obtained indicating that there was no significant deviation from the mean.

Table 4: Project Resources

	N	Mean	Std. Deviation
Frequency of funding influences user satisfaction	52	4.134	.595
Conditionality of funding influences user satisfaction	52	4.019	.464
Adequacy financial resources influences user satisfaction	52	4.076	.709
Adequacy human resources influences user satisfaction	52	4.153	.500
Frequency of funding influences community support	52	4.192	.627
Conditionality of funding influences community support	52	4.115	.6152
Adequacy financial resources influences community support	52	4.134	.5250
Adequacy human resources influences community support	52	4.057	.365
Frequency of funding influences number of successful projects	52	4.173	.430
Conditionality of funding influences number of successful projects	52	4.117	.51
Adequacy financial resources influences number of successful projects	52	4.019	.419
Adequacy human resources influences number of successful projects	52	4.230	.469
Average		**4.118**	**.520**

Project Leadership

Respondents were asked to indicate the extent to which project leadership indicators influence sustainability of corporate social responsibility projects. Appropriate leadership skills and styles like team building, establishing clear relations and roles between project members, openness, self-confidence, organization, and clearly defining project successes, reevaluating when necessary are crucial to any project success and ensuring project is sustainable(DuBois et al. 2015). Being in constant communication and giving progressive updates and feedback to all the stakeholders undertaking a project ensures everyone is reading from the same page and hence ensures project runs smoothly (Shelley, 2015). With a composite mean of 4.163, respondents agreed that project resources influence sustainability of CSR projects. A composite standard deviation of 0.521 was obtained indicating that there was no significant deviation from the mean.

Table 5: Project Leadership

	N	Mean	Std. Deviation
Leadership style influences user satisfaction	52	4.134	.561
Communication influences user satisfaction	52	4.115	.547
Feedback influences user satisfaction	52	4.096	.533
Leadership skills influences user satisfaction	52	4.115	.510
Leadership style influences community support	52	4.096	.569
Communication influences community support	52	4.096	.357
Feedback influences community support	52	4.192	.561
Leadership skills influences community support	52	4.269	.528
Leadership style influences number of successful projects	52	4.230	.614
Communication influences number of successful projects	52	4.269	.489
Feedback influences number of successful projects	52	4.173	.550
Leadership skills influences number of successful projects	52	4.173	.430
Average		**4.163**	**.521**

Project team

Respondents were asked to indicate the extent to which project team indicators influence sustainability of corporate social responsibility projects. Skills, good interpersonal relations, team initiative approaches, honesty, respect, trust, openness and collaborative behavior and cooperative attitude of team members are particularly attractive and unique factors linked to good team performance in projects (Assaf, Hassanain and Mugha, 2014). Teams who are well trained showed good performance in settling conflicts, agreeing on goals and planning adequately. Team members should be selected based on the skills, right education levels and expertise relevant to scope of work (Chiocchio, 2011). Project commitment is crucial in ensuring projects are done as required meeting the set standards and on time (Buvik and Tvedt, 2017).

Mugha (2014) did a study on the key aspects of project team needed for a project to be successful and stated that there are two aspects are needed and they are skills and education level though he stated that one is supposed to learn on the job and training is not a major need. With a composite mean of 4.169, respondents agreed that project resources influence sustainability of CSR projects. A composite standard deviation of 0.491 was obtained indicating that there was no significant deviation from the mean.

Table 6: Project team

	N	Mean	Std. Deviation
Level of education influences user satisfaction	52	4.076	.388
Skills and competence influences user satisfaction	52	3.923	.435
Level of commitment influences user satisfaction	52	4.192	.525
Training influences user satisfaction	52	4.250	.519
Level of education influences community support	52	4.019	.541
Skills and competence influences community support	52	4.230	.509
Level of commitment influences community support	52	4.346	.480
Training influences community support	52	4.307	.506
Level of education influences number of successful projects	52	4.173	.473
Skills and competence influences number of successful projects	52	4.269	.489
Level of commitment influences number of successful projects	52	4.153	.538
Training influences number of successful projects	52	4.096	.495
Average		**4.169**	**0.491**

Summary of Major Findings

This section presents a summary of the study Major findings in relation to the specific study objectives. Research objective one was to examine the influence of stakeholders' involvement on the sustainability of Corporate Social Responsibility Projects in Kenya. It was established that stakeholders' participation influence sustainability of Corporate Social Responsibility Projects to a great extent in reference to the composite mean obtained. Research objective two was to assess the influence of project resources on the sustainability of Corporate Social Responsibility Projects in Kenya and it was established that project resources influence on sustainability of Corporate Social Responsibility Projects also to great extent.

Research objective three was to assess the influence of project leadership on the sustainability of Corporate Social Responsibility Projects in Kenya. It was established that project leadership influence on sustainability of Corporate Social Responsibility projects. Research objective four was to determine

the influence project team on the sustainability of Corporate Social Responsibility Projects in Kenya and it was established that project team influence sustainability of Corporate Social Responsibility Projects to a great extent. It was established in relation to the all the four objectives that the standard deviation for the means was not significant. The amount of variation or dispersion from the mean was statistically insignificant and, therefore, all the data points were clattered around arithmetic mean.

Conclusions

It was found out that level of stakeholders' involvement, stakeholders' consultation, stakeholders' support, level of involvement and decision making influences Sustainability of CSR Projects and therefore, concluded that working together with stakeholders is significant to getting the project beneficiaries satisfied and hence having successful CSR projects. It was also found out that frequency of funding, conditionality of funding, adequacy of financial resources and adequacy of human resources influences Sustainability of CSR Projects and it is, therefore, concluded that funding is crucial to the success of CSR projects and that failure to ensure funds are available would lead to stalled and unsuccessful projects. Moreover, it was found out that that leadership style, communication, feedback and leadership skills influences Sustainability of CSR Projects and it is, therefore, concluded that having the right leadership qualities ensures good working relationship with the stakeholders leading to increased collaboration and CSR projects beneficiaries owning the projects. Lastly It was found out that level of education, skills and competence, level of commitment and training influences Sustainability of CSR Projects and therefore, concluded that effective teams in place when undertaking CSR projects increases the possibility of the projects succeeding and ending up with better quality projects done and hence resulting with sustainable projects.

Recommendations

Based on the research objectives, findings and conclusion, the following was recommended:-

Stakeholders' involvement is significant to the sustainability of CSR projects and, therefore, CSR project stakeholders should be involved in making decisions for the projects and readily available for consultations. It is, therefore, recommended that stakeholders should hold progressive meetings every month to ensure everyone is represented and consultations, discussions are done and progressive updates given. Emails should be sent to all stakeholders on a weekly basis updating them on the progress.

The study also recommends that project resources should be adequate to ensure effective funding of the CSR projects. It is, therefore, recommended that budget should be prepared and forwarded for approval in the first quarter so that the funds are available at the early stages of implementation.

The study also recommends that project leaders should ensure that they communicate well about the CSR projects and also ensure that feedbacks are given appropriately. The project team leader should ensure that progressive emails are sent to all stakeholders on the project progress at the end of every week. Feedback on concerns raised by stakeholders should be communicated on email back to the stakeholders in two days. Newsletters should also be distributed to the stakeholders on monthly basis giving a clear breakdown on project progress and future plans.

Further, the study recommends that project teams should be selected based on education and skills and appropriate training should be given to them to ensure that the projects are sustainable. It is, therefore, recommended that team members should be enrolled for relevant trainings according to their field. Project financial manager should be taken for relevant classes on financial management and project manager taken though project management classes.

Areas for Further Study

The study focusses on satisfaction, community support and number of successful projects as measures of sustainability of CSR projects. It is recommended that a study is done on time, budget and quality of projects as measures of sustainability of CSR projects due to the fact that any project that consumes less resources and is of more quality is more likely to be sustainable over time. Further the study focuses on the four independent variables Stakeholders' involvement, Project resources, project leadership and project team that influence sustainability of CSR Projects. This study recommends that further studies look into Monitoring and evaluation and Project design as factors that too would influence Sustainability of CSR Projects due to the fact that monitoring and evaluation is a key factor in tracking implementation and outputs systematically, and measuring the effectiveness of CSR projects.

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