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**FACTORS AFFECTING SUSTAINABILITY OF CORPORATE SOCIAL
RESPONSIBILITY PROJECTS OF CELTEL KENYA LIMITED (trading
as Zain)**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED TO THE SCHOOL OF
BUSINESS, KENYATTA UNIVERSITY IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION**

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Declaration

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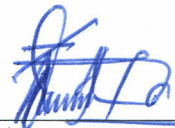
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SUPERVISOR'S APPROVAL

This research project has been submitted for examination with my approval as the University Supervisor.

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Dedication

I dedicate this research project to my husband John, daughter Erika and son Ben for inspiring me to work hard every day. Thank you for your love and support.

Acknowledgement

I would like to acknowledge the support, advice and tireless efforts of my supervisor Dr. Ambrose Jagongo in the supervision during my research work and in writing of this research project. I would also like to acknowledge the assistance provided by the head teachers and project managers of sampled primary schools from Nairobi region in facilitating the collection of primary data from within their schools. In addition, I extend my appreciation to the key informants drawn from Zain Kenya and African Medical Research Foundation (AMREF) who took their time to respond to interview questions. I would like to acknowledge my colleagues at Zain Kenya who have been supportive during my studies as well as Stephen Kyalo who supported me during the entire project. I also thank the Librarians at the Kenyatta University for allowing me the use of the library facilities. Finally, I would like to acknowledge the assistance given by the staff at the School of Business of Kenyatta University throughout my coursework and during the research study periods.

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List of Abbreviations and Acronyms

CG	:	Corporate Governance
CR	:	Corporate Responsibility
CSR	:	Corporate Social Responsibility
NGOs	:	Non-Governmental Organizations
PCM	:	Profit-Centered Model
SPSS	:	Statistical Package for Social Sciences
SRM	:	Social Responsibility Model

Operational Definition of Terms

Corporate Social Responsibility

This is the subset of corporate responsibilities that deals with a company's voluntary/discretionary relationships with its societal and community stakeholders.

Celtel

The brand name of Celtel Kenya Limited, which is one of Kenya's leading mobile phone service providers

Cellular Mobile

The term refers to and also includes wireless-enabled, hand-held computers (palmtop, pocket, tablet computers and Personal Digital Assistants or PDAs), wireless laptop computers, and other wireless products that can be tuned to the wireless cellular technology.

Project

A project is an interrelated set of activities that has a definite starting and ending point and results in the accomplishment of a unique often major outcome.

Project Deliverables

These are the smallest units of work effort within the project and consume both time and resources which are under the control of the project manager.

Project Sustainability

This can be considered as the ability of the project to demonstrate a continuum in regards to the stability of work methods, the consistent achievement of performance targets independent of underpinning methods, or the introduction of further developments in organizational configurations and performance, beyond initial expectations.

CHAPTER ONE

1.0. INTRODUCTION

1.1. Background to the Study

Corporate social responsibility (CSR), also called corporate responsibility, corporate citizenship, responsible business and corporate social opportunity is a concept whereby organizations consider the interests of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment. This obligation is seen to extend beyond the statutory obligation to comply with legislation and sees organizations voluntarily taking further steps to improve the quality of life for employees and their families as well as for the local community and society at large (Grayson and Hodges, 2004).

Managers face a varied and increasing demand for corporate social responsibility (CSR) from stakeholders (McWilliams and Siegel, 2001). This demand has been marked by numerous claims linking corporate social responsibility to firm financial performance, particularly in professional publications (Kanter, 1999), in the media, and by emerging international CSR organizations – such as the United Nations Global Compact. Nonetheless, as business firms perceive growing CSR pressure and CSR reputation risk (Roberts and Dowling, 2002), commitment to CSR projects and spending have increased dramatically over the years.

Although there are a variety of forms of institutional governance for CSR activities, three patterns occur repeatedly: firms tend to outsource CSR through corporate philanthropy, internalize it through direct projects, or use some collaborative form (Husted, Allen and Rivera, 2006). In Kenya, a majority of the corporate organizations (including Celtel Kenya Limited) apply the second approach. Direct projects internalize CSR, as they require corporate involvement that may include participation in the planning, execution, and evaluation of social projects, either alone or in collaboration with other organizations. Internal projects are developed within the hierarchical structure of the firm and are thus subject to all of the advantages and disadvantages of hierarchies (Williamson, 1991).

Corporate Responsibility (CR) has emerged as a significant theme in the global business community and is gradually becoming a mainstream activity, according to The Economist Intelligence Unit (2005). The growing emphasis on corporate responsibility is affecting the relationship between companies and their various stakeholders, such as investors, customers, vendors, suppliers, employees, communities and governments. While recognizing that profits are necessary for any business entity to exist, all groups in society should strive to add value and make life better. Businesses rely on the society within which they operate and could not exist or prosper in isolation. They need the infrastructure that society provides, its source of employees, not to mention its consumer base. CSR is recognition of that inter-dependence and a means of delivering on that obligation, to the mutual benefit of businesses and the societies within which they are based.

1.1.1. CSR Projects at Celtel Kenya Limited

Celtel Kenya Limited is one of the leading cellular mobile service providers in Kenya providing both voice and data services to over three million Kenyans. Although its business is principally founded to make profits, social investments remain a key determinant in shaping the relationship and future of the entity with its stakeholders. In the spirit of its motto, "*A wonderful World*", the company has increased investment in the social investment programmes, commonly referred to as Corporate Social Responsibility (CSR) for the last two years after taking over from its predecessor, Celtel Kenya Limited. This is borne out of its commitment to enhance positive social effects in the country by complementing the efforts of the Government and other sponsors in supporting projects aimed at enhancing the quality of life in Kenya. In its quest to develop long term partnerships with diverse communities in Kenya, the company opted to lay emphasis in three key areas of interventions namely education, water & environment, and arts & heritage (Celtel Kenya, 2009).

In regard to education, Celtel Kenya has successfully rolled out a programme to equip primary schools with learning materials, as a noble contribution towards improving the quality of the free primary education programme introduced by the Government in 2003. Through a unique programme dubbed "*Build Our Nation*", Celtel Kenya has set aside over Kshs. 30 million to purchase text books, revision texts, reference books and other teaching aides. In the initial phase, the programme targets to cover at least 250 schools spanning across the country. Provision of safe drinking water for all still remains a challenge to Kenya and many other developing countries. In recognition of this, Celtel

Kenya remains at the forefront in funding water projects especially in the arid and marginalized areas of the country. After a successful partnership with AMREF and Kenya Red Cross in 2006, the company has since been vibrant in supporting various communities in construction of boreholes, shallow wells and funding water harvesting projects across the country (Celtel Kenya, 2009).

Finally, through a structured partnership with artistes; writers, actors and musicians Celtel Kenya has managed to hoist careers of many upcoming and youthful talents. In 2007, the company ran a programme aimed at unveiling new talent in the areas of music and theatre. Through the above initiatives, the company demonstrates its long-term commitment to build partnerships with its customers, subscribers and Kenyans as a whole through a continuous engagement in funding projects that will contribute to uplifting the living standards in the country (Celtel Kenya, 2009).

1.2. Statement of the Problem

CSR is an emerging trend in the corporate world and especially in Kenya. Companies get into CSR for various reasons, among them marketing; community outreach; and competition. CSR is an important business strategy because, wherever possible, consumers want to buy products from companies they trust; suppliers want to form business partnerships with companies they can rely on; employees want to work for companies they respect; and NGOs, increasingly, want to work together with companies seeking feasible solutions and innovations in areas of common concern. Satisfying each of these stakeholder groups allows companies to maximize their commitment to another

important stakeholder group - their investors, who benefit most when the needs of these other stakeholder groups are being met (Carlisle and Faulkner, 2004).

Many companies go into CSR without proper feasibility study or plan (Castka, Balzarova, and Bamber, 2004). This usually affects the success and future sustainability of the projects. For example, CSR projects implemented by Celtel Kenya have faced a myriad of challenges during the implementation phases (Celtel Kenya, 2009). These include: lack of awareness by community members on their roles and responsibilities in the management of the projects; insufficient team skills where assigning of officers to the projects is based on their availability other than their technical know-how; and lack of accountability where the project participants and related players are not held accountable for their results. The other factor is failure to apply participatory methods in implementation where the customers and end-users are not engaged during the project. In this case, the projects teams get wound up in their own world of internal deliverables, deadlines, process, and the people on the outside do not get to give added input during the critical phases. However, the challenges to CSR sustainability are not explicitly researched or systematically documented. The purpose of this study was therefore to investigate the factors that affect the sustainability of Corporate Social Responsibility programs by Celtel Kenya Limited.

1.3. Objectives of the Study

1.3.1. Broad Objective

The broad objective of the study was to identify the factors affecting sustainability of corporate social responsibility projects commissioned by Celtel Kenya Limited.

1.3.2. Specific Objectives

The study sought to achieve the following specific objectives:

- i). To examine the project level governance practices affecting implementation of CSR projects commissioned by Celtel Kenya Limited.
- ii). To determine the sustainability measures/ procedures put in place for CSR projects commissioned by Celtel Kenya Limited.
- iii). To establish the benefits of the CSR projects implemented by Celtel Kenya Limited to the beneficiaries.
- iv). To determine the challenges experienced by Celtel Kenya Limited during implementation of CSR projects in Kenya.

1.4. Research Questions

The study sought to answer the following research questions:

- i). What are the project level governance practices affecting implementation of CSR projects commissioned by Celtel Kenya Limited?
- ii). What are the sustainability measures put in place for CSR projects commissioned by Celtel Kenya Limited?
- iii). What are the benefits of implementing CSR projects by Celtel Kenya Limited to the beneficiaries?

iv). What are the challenges experienced by Celtel Kenya Limited during implementation of CSR projects in Kenya?

1.5. Significance of the Study

The findings of the study are of significance to the following:

The Management of Celtel Kenya Limited

The findings of the study will inform the management of Celtel Kenya on the appropriateness of sustainability measures put in place to ensure future survival of CSR projects. This will enable the management to formulate proper guidelines to ensure the projects are sustainable after they hand them over to the beneficiaries or end-users. In addition, the study seeks to gauge the perceptions of beneficiaries towards the approaches of implementing CSR projects commissioned by Celtel Kenya Limited. This will inform the management on the weaknesses of the existing implementation approaches. Finally, the study will recommend on how Celtel Kenya Limited can mitigate organizational drawbacks experienced during implementation of CSR projects in Kenya.

Corporate Organizations Engaged in CSR Activities

The findings of the study will assist corporate organizations engaged in CSR activities by way of unveiling factors that affect sustainability of the CSR projects they commission in various parts of the country.

Future Researchers and Academicians

Future researchers and academicians stand to benefit from the literature and findings to further explore the concept of CSR projects' management. The study will thus contribute to the existing body of knowledge in the area of CSR projects management.

Community

The findings of the study will give rise to recommendations on how well the members of the assisted communities can be involved in making the CSR projects implemented in their localities sustainable even after the withdrawal of financing by the sponsoring organizations.

Kenya Government

The findings of the study stand to inform the policy makers in the Ministry in-charge of social services in regard to formulation of appropriate policies for licensing CSR projects commissioned by corporate organizations in Kenya. This will ensure that the project managers clearly outline sustainability measures they intend to apply to ensure that the communities own up the project long after withdraw of financial support.

1.6. Scope and Limitations of the Study

1.6.1. Scope of the Study

The scope of the study was all infrastructure-based, education-based, and heritage/arts-based CSR projects commissioned by Celtel Kenya Limited (and its predecessor Celtel Kenya Limited) over the five-year period 2004 – 2008. Celtel Kenya was purposively selected for the study because it has consistently commissioned various types of CSR projects throughout the country, year after year since it launched its operations in Kenya. The CSR programme was selected because its one of the areas of management that the company runs the projects directly without outsourcing for external support.

Notwithstanding that successful implementation of CSR projects would be dependent on several factors, the focus of the study was confined to four key areas namely project level

governance practices; appropriateness of sustainability measures put in place; impact of the project on the beneficiaries; and organizational challenges experienced by implementing organizations. Application of a mix of data collection techniques as well as identification of an appropriate research design helped in identifying additional factors.

The study focused on projects implemented by Celtel Kenya within the Nairobi region. The Nairobi region included the city of Nairobi (Nairobi central), Athi-River municipality, Ngong municipality, Kajiado Municipality, Thika municipality, Kikuyu municipality, Limuru municipality, Kiambu municipality and Ruiru municipality. This was arrived at based on the assumption that the research findings in Nairobi and surroundings could easily be generalized to other areas of Kenya.

1.6.2. Limitations of the Study

Access to some project locations was limited due to their remoteness and other concerns such as insecurity and harsh terrains. Wherever possible, the researcher sought for services of local guides to access such regions. The study drew a proportional sample size thus implying that the findings from the sample would have to be generalized to the entire population. This was due to scarcity of resources to conduct a census of all CSR projects by Celtel Kenya Limited and its predecessor, especially those in far flung areas. In addition, there were delays experienced in receiving responses from the respondents. This was occasioned by the fact that some respondents lost questionnaires and had to be given replacements. In some schools, it happened that due to transfer of teachers, the head teachers that were found were different from those who received the books. Hence

they could provide information not based on their personal experiences but based on what was documented or what they could gather from consultations with colleagues who were present during the initiation of the projects.

1.7. Assumptions of the Study

The study was grounded on the assumption that all the target respondents were based in Nairobi region and would provide the requested information without reservations. The study also assumed that the findings gathered from the projects commissioned by Celtel Kenya within Nairobi region could be generalized to represent the entire population of projects commissioned throughout the country.

CHAPTER TWO

2.0. LITERATURE REVIEW

2.1. Introduction

The purpose of the literature review is to set the study subject in a broader context through investigation of the relevant literature and other sources. The review covered the issues of what has been said about CSR; who has dealt with it; theories existing on the CSR subject; past studies done on CSR; critique of what has been done and what has not been done; the existing gaps; and the conceptual framework. Key evidence and arguments in the literature were identified from a wide range of CSR literature.

2.2. The Concept and Theoretical Basis of CSR

2.2.1. The Concept of Corporate Social Responsibility

Definitional issues regarding “corporate social responsibility” (CSR) have remained an area of deliberation from the concepts very beginnings. Early models of CSR emerged in the 1960s and typically held the “social” aspect of CSR as referring directly to those responsibilities above and beyond economic and legal obligations (Carroll, 1979; Waddock, 2004; Matten and Crane, 2005). Thus, for many, CSR was and still is synonymous with voluntary and philanthropic acts by business organizations designed to alleviate social ills or benefit a disadvantaged group chosen by the corporation’s managers.

Carroll's "pyramid of corporate social responsibility" is perhaps the most famous example of the early models. This model's graphical representation implied a hierarchy of responsibilities moving from economic and legal through to more socially oriented ones of ethical and philanthropic responsibilities (Carroll, 1991). Acknowledging the problems inherent in the visual representation of this schema as an implicit hierarchy, Schwarz and Carroll (2003) have replaced the pyramid with a Venn diagram and also abandoned the philanthropic category as not justifiable as a "social responsibility" due to its discretionary nature. This latter revision updates the model to correspond more closely to contemporary notions of CSR as integral to (rather than imposed upon) the business system and exemplified in concepts such as the triple bottom line and social auditing.

Another key dimension of early models was an emphasis on "responsibility" or obligation. For early revisionists in the 1970s, this was too static a notion of CSR. They argued for a more proactive and dynamic orientation, which required organizations to not only meet the expectations of a civil society to secure their legitimacy, but also to anticipate and promote desirable changes in business-society relationships. This changed emphasis became associated with the term "social responsiveness" and is most famously articulated in Sethi's three state schemas for corporate behaviour as "social obligation", "social responsibility" and "social responsiveness" (Sethi, 1975).

Waddock (2004) traces the source of this shift to two key works published in the mid-1970s. The work of Preston and Post (1975) emphasized the organization's wider engagement in shaping and delivering public policy commitments. By contrast,

Ackerman and Bauer (1976) stressed the development of internal management processes for effecting social responsiveness by making the organization more flexible in responding to external change in the social environment. These early models of CSR (often termed CSR1 and, when “responsiveness” is emphasized, CSR2) are normative and descriptive in nature. They singularly fail to provide any tools or guidance on how to operationalize the responsibilities they would have managers embrace. Ackerman and Bauer (1976) acknowledge as much when they stated that responding to social demands is much more than deciding what to do. There remains the management task of doing what one has decided to do, and this task is far from trivial (Carroll, 1979).

2.2.2. Ethical and Theoretical Basis for Corporate Social Responsibility

The continual interactions of the business with its environment and the exchanges between them confer some sort of responsibilities on the business to the society, and vice versa. The stakeholders’ (social contract) theory maintains that companies have social responsibility to all stakeholders for allowing their existence, based on social contract (O’Brien, 1996). This requires companies to improve on the economic satisfaction of consumers and employees without impairing the environment, depleting natural resources, nor subjecting their employees to dehumanizing working conditions. Such vices systematically worsen the position of some stakeholders. CSR demands arise out of the social impacts of business organizations, and because of society itself in terms of the erosion of ethical values (Osaze, 1983). Broadly defined, CSR is an organization’s commitment to operate in an economically and environmentally sustainable manner while recognizing the interests of all its stakeholders (Carroll, 1991). It has been shown

that the success of CSR in any organization is dependent on its corporate social orientation and values, and largely, on its ethical orientation (Logsdon and Yuthas, 1997).

There exist three basic moral theories which are useful for separating a company's mandatory moral responsibilities (ethical CSR) from its optional social responsibilities (strategic CSR or altruistic CSR). The three mainstream ethical theories are: (1) *teleological* or consequences-based (consequentialism), usually using principles of utility (e.g. utilitarianism); (2) *deontological* or duty-based, focusing on people's duties to uphold norms, using principles of rights and of justice; and (3) *virtue-based*, considering whether behavior promotes ethical values and good character, and entails caring for stakeholders.

2.2.2.1. Teleological Ethics

According to the most popular teleological theory, utilitarianism, formulated by Mill (2000), organizations should seek the greatest good for the greatest number among the company's various publics. However, most modern ethicists reject consequentialism as a foundation for ethical CSR. Ethical problems include the difficulty of foreseeing long-term consequences and of measuring and quantifying outcomes. Thus, ethical analysis shows that the parameters for social responsibilities are narrower than popular thinking claims, promotion of an "ends justifies the means" mentality, and the fact that, logically, morality should not be determined by consequences, since they are often due to outside factors beyond the control of the moral agent.

The greatest problem with utilitarianism from the perspective of the ethicality of altruistic CSR is the tendency to let minorities suffer harm so that majorities (“the greatest number”) can enjoy benefits. Given all of the firm’s many constituencies - supply chain partners, the local community, the public at large, and even the natural environment - the stockholders and those with close relationships with the firm (notably employees and customers) will be outnumbered every time (Lantos, 2002).

2.2.2.2. Deontological Ethics

Unlike teleology, deontology has great value for analyzing ethical CSR and altruistic CSR, since its focus is on responsibilities. Deontology is the branch of moral philosophy that concentrates on duties or moral obligations - it puts the “responsibility” in “corporate social responsibility.” If an action does (does not) fulfill one’s duties, then the action is (is not) ethical. The two major deontological frameworks are: 1) *the theory of rights*, concerned with individuals’ moral rights and the duties/responsibilities of moral agents to respect and protect those rights; and 2) *the theory of justice*, dealing with fairness and equity in decision making.

CSR theorists have shown that popular thinking regarding both of these theories is wrong, with the result that business is said to have certain social and/or ethical obligations, when in fact what it really has is optional opportunities to practice strategic CSR (and/or, in the case of private firms, altruistic CSR). Ethical CSR mandates that corporations have responsibilities to help solve social problems they created or to prevent social harms they could potentially cause. Corporations have special moral obligations to

their various stakeholders, who in turn have rights to make certain claims on the corporation, such as customers insisting on reasonably priced, safe and effective products, and workers expecting safe working conditions and fair pay for a fair day's work (Lantos, 2002).

Deontological duties have three possible foundations namely religious mores; natural law assumptions regarding the nature of humanity; and rational criteria of moral reasoning. The latter is the focus in most contemporary ethics and social responsibility treatises. Determining duties by reason was advocated by philosophers such as Kant in his classic *Critique of Pure Reason* and "*Fundamental principles of the metaphysics of morals*" (Kant, 2000), in which he discussed the categorical imperative line of reasoning, and Hume (2000) in "*A treatise of human nature*". Consistent with the Golden Rule, such philosophers believe that the first duty of universals (applicable to everyone) is to treat others as ends, not means, i.e. with respect and consideration. Corporations have duties such as being fair, keeping promises, fulfilling debts to others, respecting professional secrets and confidences, and abiding by terms of a contract.

An executive action is morally responsible, if it treats all stakeholders with the same respect and dignity a manager would expect or wish to receive from others. Stakeholders have rights to be treated as ends, not as means to an end (Rae and Wong, 1996). For instance, a company should treat its workers with dignity, as "ends" in themselves, rather than as a "means" toward greater corporate profits. This is likewise true for marketing personnel's attitude and behavior toward their customers, suppliers and distributors.

Under the *rights theory*, ethical CSR is sometimes framed as a way to respect stakeholders' rights. It is standard practice to invoke rights in heated disputes about societal issues such as affirmative action, workplace privacy, environmental protection, truth in advertising and product liability. But, unfortunately, because rights are not always fully understood, both business and government are charged with protecting rights for which perhaps they really are not responsible. Being deontological, rights theory is duty-based - each right has a correlative responsibility (Lentos, 2002). For example, if you claim the right to breathe fresh air, then one duty of those who manufacture goods is to ensure that they do not cause the air to become unclean. Since to do so might harm you, this is a legitimate claim to make on the manufacturer. The rights of concern here, then, are claim rights - a person can claim that others have a duty toward him without appealing to kindness, gratitude, pity or goodwill.

Most rights theorists believe that the rights of individuals, i.e. individual moral rights, take precedence over the rights of organizations and institutions, i.e. group rights, such as in the case of racial affirmative action, because of the inherent worth and dignity of the individual. Rights apply to groups such as community stakeholder groups, only insofar as the rights derive from those of each individual member. In the hierarchy of four stakeholder groups to whom duties are owed, rights of significant others are more compelling than those of people within the business organization, which, in turn, are more important than those in the operating environment, which exceed those in the broad external environment. This tends to argue against broad social responsibilities such as donating money to a community organization, if it is (as it usually is) at the expense of

the interests of others closer to the firm, such as workers, who might then receive lower pay, or consumers, who might then pay higher prices (Rae and Wong, 1996).

In *justice theory* there are also some misguided, expansive views of a company's social responsibility. Justice is concerned with fairness - a person has been given just treatment, when she has been given what she deserves or can legitimately claim. What one party might deserve another party has a responsibility to provide. Any denial of something to which someone has a right or claim is an injustice. Thus, justice theory is duty-based (deontological). Notice how the theory of justice relates to rights theory in that a right is something to which you have a just claim (a claim right) (Rivoli, 1996).

2.2.2.3. Virtue-Based Ethics

Virtue ethics discusses a person's character - the individual's unique bundle of virtues - that encompasses elements of moral excellence, rightness and goodness. A person of good character upholds high moral values. Virtue theory can help corporations to make difficult choices, where there are conflicting duties to various stakeholder groups. One way to conceptualize the balancing act is in terms of Aristotle's ethic of the mean. Virtue is not about being perfect but rather about achieving balance. Aristotle defined virtue as the mean or an optimal balance between two extremes that one should seek. For instance, an excess of truthfulness can be boastfulness, but a deficiency of truthfulness can be deception. Honesty is a virtue but a certain amount of concealment or bluffing is acceptable in negotiations. So it is in dealing with stakeholders: if you deal with one

stakeholder group in an imbalanced way, you do so at the expense of other stakeholders (Singer, 2000).

2.3. Factors Contributing to Failure or Success of CSR Activities

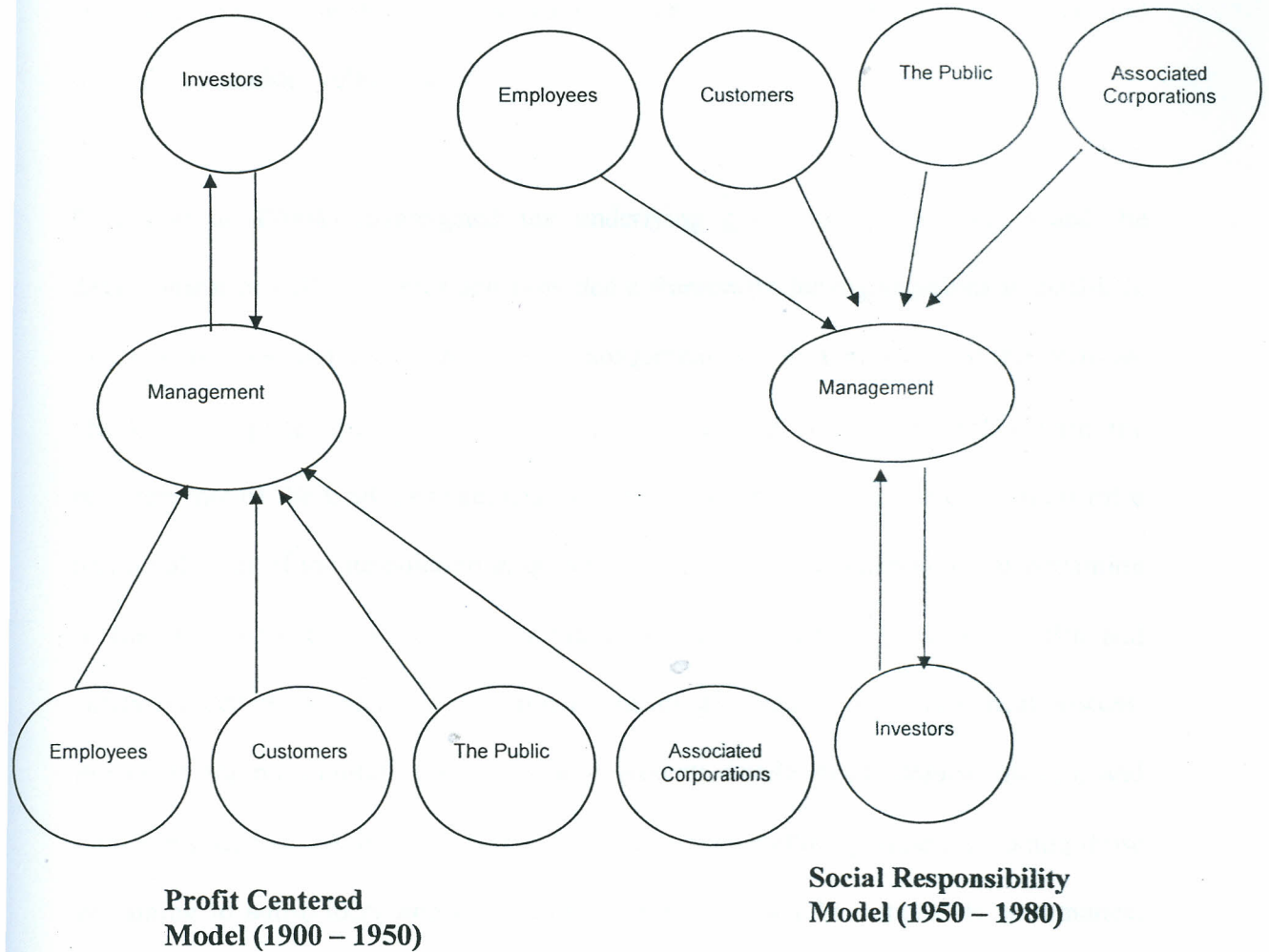
2.3.1. Corporate Governance Practices Applied at Project Level

Shleifer and Vishny (1997) defined corporate governance (CG) as the ways in which suppliers of finance to corporations assure themselves of getting a return on their investment. Taking a broad perspective on the issues, Gillan and Starks (1998) defined corporate governance as the system of laws, rules, and factors that control operations at a company. Irrespective of the particular definition used, researchers often view corporate governance mechanisms as falling into one of two groups: those internal to firms and those external to firms. Of course, firms are more than just boards, managers, shareholders, and debt holders. Gillan (2006) provided a comprehensive perspective of the firm and its corporate governance. Gillan also depicted other participants in the corporate structure to include employees, suppliers, and customers. By incorporating the community in which firms operate, the political environment, laws and regulations, and more generally the markets in which firms are involved, the argument also reflects a stakeholder perspective on the firm (Jensen, 2001).

Over the years, corporate governance has evolved from the traditional “profit-centered model (PCM)” to the “social responsibility model (SRM)”. The two models are illustrated schematically in Figure 2.1 below. These two models illustrate the fundamental conflict that prevails today in CG – the PCM and the SRM are mutually

exclusive. Each focuses on an opposite half of the corporation's domain, even though the economic and social aspects of business are closely interrelated. In short, governance is viewed as a zero sum game. Because the economic role of the firm is fundamental to its survival, profit often drives out social considerations.

Figure 2.1: The Evolution of CG from Profit to Social Responsibility Orientation



Source: Halal (2000)

Because knowledge increases when shared, collaborative partnerships between management and stakeholders can be economically productive in implementation of CSR activities. Like all partnerships, stakeholder collaboration is a two-way, working relationship that combines the capabilities of partners for their mutual benefit. According to Halal (2000), the wealth-creating role of business arises directly out of integrating stakeholders into a productive whole – a “corporate community”. The corporate community model views the firm as a socioeconomic system in which wealth is created through stakeholder collaboration.

Castka et al. (2004) investigated the underlying governance issues that shape the development of CSR activities and provided a framework for organizations to establish, manage, improve and document a CSR management system. On the top of this plan-do-check-act template, there is a set of key elements that could conceivably form the requirements of the CSR management system. They include: compliance with all rules and regulations of the jurisdiction in question and relevant international norms pertaining to the environmental, consumer, fair labour standards, human rights, and health and safety protection, as agreed upon through a meaningful stakeholder engagement process; processes for meaningful stakeholder engagement; development, implementation, and communication of corporate responsibility and corporate ethics policies, including those pertaining to anti-bribery and corruption; training for socially responsible governance; relations with communities, philanthropy, outreach and involvement; and measurement and regular reporting to the full range of stakeholders and the general public.

2.3.2. Extent of Participation by Beneficiaries' Communities

Different authors Cornwall (2002), Gaventa and Robinson (1998), Lele (1975), and Chambers (1997) have tried to explore the term participation. Participation is defined as 'the organized efforts to increase control over resources and regulative institutions in given social situations on the part of groups and movements hitherto excluded from such control' (Stiefel and Wolfe, 1994). Community participation can be said to 'occur only when people act in concert to advise and decide or act on issues which can best be solved through joint action' (Paul, 1986).

Participation can take place in different phases of the CSR project cycle and at different levels of society and take many different forms. These can range along a continuum from contribution of inputs to predetermined projects and programmes, to information sharing, consultation, decision making, partnership and empowerment. Participation is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development projects and programmes. As an end, participation is a process that empowers people and communities through acquiring skills, knowledge and experience, leading to greater self-reliance and self management. Three aspects of participation need to be evaluated: - a) The extent and quality of participation b) The costs and benefits of participation to the different stakeholders; and c) the impact of participation on outcomes, performance and sustainability (Karl, 2000). For purposes of this study, only the extent and quality of participation will be explored.

Citizen participation is based on a concept of citizenship that has been extended to include more than social and economic rights; to include the right to participation as a basic human right. The citizens' right to participate can be exercised through human agency in different areas of decision-making. This means that as actors, service users can assert their citizenship through seeking greater accountability. This is particularly so in the context of social policy (Cornwall and Gaventa, 2000).

The arguments made for participation in the 1960s and 1970s form three distinct tributaries. 1) Projects stood a better chance of success if people were involved more directly in them. Lele (1975) argues for participation on the grounds of efficiency, effectiveness and equity of access to benefits. 2) The second set of arguments arose directly from the struggles of popular movements in 1960s and 1970s for rights, recognition and a more equitable distribution of resources. This argument of participation is less about institutions involving users or clients in the design or delivery of programmes, than the kinds of social change that are needed for self-determination and self-governance. 3) The third argument affirms the importance of people's engagement as active subjects who participate, cooperate and contribute their own resources to the process of their own development and success of the projects they have initiated (Lele, 1975).

Colonial community development had sought to modernize its subjects, transferring technologies that sought not only to secure compliance with their particular vision of rural development but to fashion them into good citizens. So too community

participation came to serve as a means to enlist people in initiatives geared to similar goals. Community participation came to be associated with the sharing of benefits by the poor, project efficiency, project cost-sharing and increasing project effectiveness. People were thereby recast as 'beneficiaries' of anti-poverty initiatives; designed by others to benefit them, as a matter of pragmatism rather than principle to achieve cost-effectiveness, compliance and sustainability (Cornwall, 2002).

The 1980s saw the rise of popular organizations for which 'participation' implied an entirely different set of understandings and practices. The distinction between 'participatory development' and 'people's self-development' (Rahman, 1995) came to capture the tension between mainstream and alternative approaches to development. Within the mainstream, participation was largely seen as a means to involve people in activities initiated by development agencies or the state. In contrast, 'people's self-development' involved a process of collective action and mobilization that could lead to self-reliant development and the capacity to negotiate on new terms with those with power, including the state (Stiefel and Wolfe, 1994).

Until the late 1990s, participation typically occurred in two realms: community participation, which tended to be limited to development projects; and political participation, which was generally conceived in conventional terms, concerned with forms of indirect representation through elections and legislative apparatus. As pressure grew for institutional reform that would make government service delivery more responsive to poor people, participation began to spill beyond the boundary of the

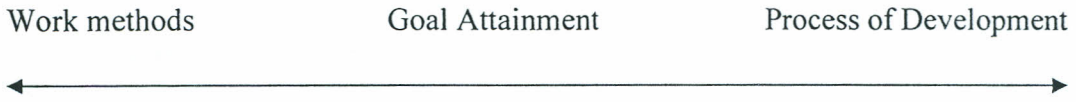
project. Participation and good governance agendas consequently merged. This gave rise to growing interest in citizenship participation, or direct ways in which citizens could influence and exercise control in governance projects or programme activities under their jurisdiction. This new definition is understood as something broader than being concerned with 'beneficiaries' and 'the excluded' to a concern with broad forms of engagement by citizens in policy formulation and decision making in key arenas which affect their lives (Gaventa and Valderrama, 1999).

Citizen engagement with environmental planning, decision-making, and policy implementation has been integrated into a wide range of governance processes. The call for participatory processes is partly driven by the democratic position that those affected by a decision should be involved in the decision-making process (Dryzek, 2000; Jacobs, 1999; Roseland, 2000). Participation in such decisions, it is argued, empowers people to have control over their lives (Freire, 1970). Currently, participatory processes take many different forms on a variety of scales (ESRC, 1998; Smith, 2001; Barnes, 1999) including consultation, stakeholder dialogue or negotiation, valuation exercises and criteria mapping.

2.3.3. Nature of Sustainability Mechanisms in Place

Sustainability can be considered on a continuum (See Figure 2.2 below), concerning the stability of work methods, the consistent achievement of performance targets independent of underpinning methods, or the introduction of further developments in organizational configurations and performance, beyond initial expectations. Maintaining work methods suggests a static view (Buchanan, 2003).

Figure 2.2: Sustainability - A Continuum of Practice



Plant (1995) approached the sustainability issue through a brief discussion of 'stickability'. Demonstrating the significance of individual perceptions, he argued that stickability depends on the motives of adopters. Stickability may be high if the motive is commitment, rather than compliance. Plant also observed that, where there are powerful 'winners' from the project, stickability may be high, but not where there are powerful 'losers'. It is generally accepted in the literature of project management that motives and perceptions can be coloured by the project implementation processes which management deploy (Leigh and Walters, 1998; Carnall, 2003), particularly those affecting communication with, and the involvement of, those directly affected. Sustainability, however locally defined, may thus be susceptible to influence not only from the nature and objectives of the activities in hand, but also from a range of related implementation processes and practices.

According to Rimmer et al (1996), external factors can destabilize project sustainability unless management 'plans around' them, and include ability to respond to the behaviour of competitors, and ability to recruit, develop and retain skilled employees. Three internal factors are significant, including meeting customer requirements, willingness to invest in new equipment, education and training, and addressing 'the fear factor', or uncertainty about the future. Where fear is present, a protectionist attitude prevails, and decisions become reactive and short term.

Buchanan (2003) asserted that the project management style influences future sustainability of the project. The first factor in this regard is industrial relations; managers and staff must share the same objectives. The transition to 'shared goals' can be problematic, particularly where there is strong unionization, and adversarial 'us and them' collective bargaining. The second factor here is management-worker relationships. The management style applied during implementation should lead to high trust, high discretion relationships through empowerment and teamwork, and participation in decision making. A traditional autocratic management style tends to reinforce a low trust-low discretion climate which is damaging to the project's future sustaining mechanism.

Dale et al., (1999) showed that organizational policies have a bearing on implementation of the project's proposed sustainability mechanisms. This especially occurs where organization's policies conflict with, or overlaps with project goals. Organizational policies can encourage individualistic practices while undermining a teamwork ethos. A lack of consistency in applying appraisal systems can have a similar effect. Financial policies that encourage short term decision making inhibit the pursuit of longer term goals. Maintenance policies focused on cost reduction, rather than planned maintenance, eventually affect equipment performance. Production policies which focus on output, rather than on quality and customer satisfaction, can also damage project sustainability, having a detrimental effect on training, which comes to be seen as a waste of time, as are improvement team meetings in similar circumstances.

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Khan and Hare (2005) pointed out that for a community-based project to be sustainable it has to develop a sound institutional base, a strong programmatic approach, and sufficient funds. At the institutional level, the project needs to establish the internal systems, structure, and work culture that promote strong leadership and positive organizational image, foster the belief that people are willing to support products and services they find valuable, and facilitate the development plans for sustainability. At the implementation level, the managers need to encourage community participation at all stages from design through implementation to evaluation of the project in order to ensure future sustainability. At the financial level, the project needs to have systems and strategies for generating adequate levels of finance and managing these resources well. It requires a good grasp of the nature and level of its costs and preparedness to sustain its programs through a combination of cost reduction, cost recovery, and leveraging support from the community and donors (Kahn et al, 2005).

2.3.4. Organizational Challenges by the Sponsoring Organization

A recent study by Carlisle and Faulkner (2004) argued that SMEs are likely to experience a wide range of barriers including, a perception that CSR does not relate to SMEs and resource constraints such as financial, human and time limitations. Large firms tended to agree with this and argued that small firms, in comparison to themselves may lack resources such as finances, human resources or time to devote to CSR and this can act as a barrier preventing them from undertaking CSR. It was also mentioned from some large firm respondents that smaller firms may not feel CSR is an issue for smaller firms to concern themselves with and as such the main barrier may simple be a perception that there is no need for them to concern themselves with CSR.

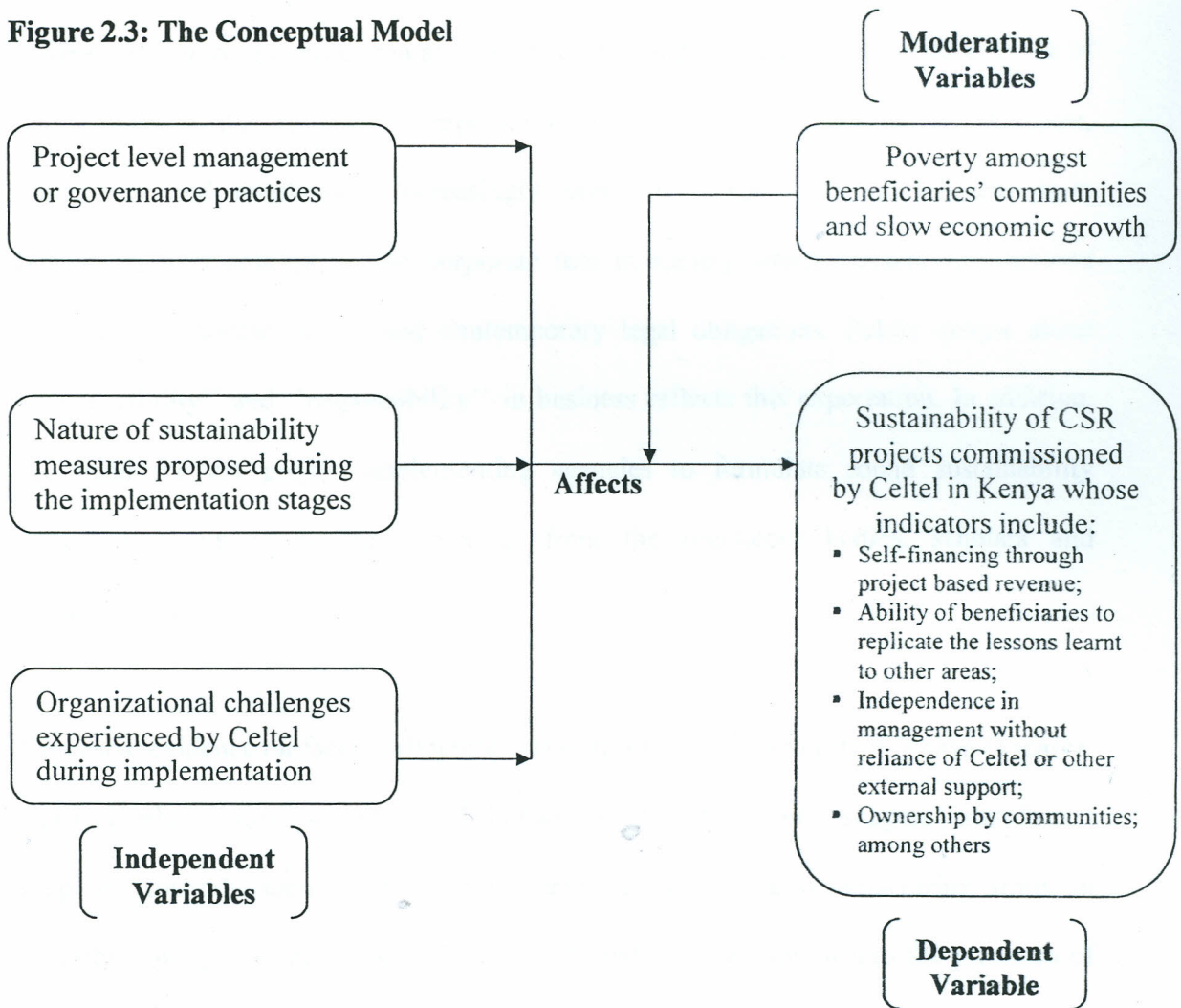
However, in the Carlisle and Faulkner (2004) study, it was interesting to note that SMEs did not experience all of these barriers and cost was the only barrier cited by SMEs. This was in support of emerging research that had studied CSR in SMEs and found that the barriers thought to prevent SMEs from undertaking CSR might not be present in reality (Castka et al., 2004; Perez-Sanchez, 2003; Vives, 2006). The studies conducted by Sarbutts (2003) and Perez-Sanchez (2003) reported that large firms and SMEs felt the opportunities experienced by SMEs in relation to CSR are: SMEs are closer to their stakeholders and can more easily build relationships, and small firms are considered more flexible and can quickly respond to stakeholder demands and implement stakeholder policies. The volume and diversity of CSR activities was positively correlated with size. While large firms believe SMEs experience barriers such as perception and resource limitations such as financial, human and time constraints, in reality the only barrier noted by SMEs was financial constraints.

2.4. The Conceptual Framework

The conceptual framework is a conceptualization in functional form of how the independent variables affect the dependent variable. Figure 2.3 below outlines the conceptual framework for analyzing the factors affecting sustainability of CSR projects commissioned by Celtel Kenya Limited. The possible factors affecting sustainability of CSR projects commissioned by Celtel Kenya Limited include: project level governance practices; nature of sustainability measures proposed during the implementation stages; perceived benefits of the CSR projects by the beneficiaries' communities; and organizational challenges experienced by Celtel Kenya Limited during implementation.

These formed the independent variables of the study. The model treats sustainability of CSR projects as the dependent variable. Poverty and slow economic growth were identified as the external moderating variables that sometimes affect sustainability of projects.

Figure 2.3: The Conceptual Model



Source: Researcher (2010)

2.5. Chapter Summary

The expansive concept of corporate social responsibility is not universally accepted. Nor is it anywhere required by legislation. Yet a growing number of voices in contemporary society, especially in the more prosperous economies of the world, are calling on business to contribute more than at present to general public and social welfare. Some of them propose the regulatory imposition of new corporate obligations. Citizens, consumers and employees, increasingly seem to “expect” a commitment from businesses to a concept of the corporate role in society which extends well beyond historically inherited norms and contemporary legal obligations. Public debate about “sustainability” and “responsibility” in business reflects this expectation. In addition, the need for the project implementing agencies to formulate sound sustainability measures continues to draw interests from the regulatory bodies, scholars and academicians.

Empirical evidence on factors affecting sustainability of CSR projects in Kenya is scarce. For example, a study by Kamau (2001) had sought to determine managers’ attitude and response towards social responsibility amongst large scale manufacturing firms in Nairobi. Two years later, Ayele (2003) conducted an investigation into the practices of social responsibility among polythene manufacturers in Kenya. In addition, Gichana (2004) conducted a survey of corporate social responsibility practices by Kenyan companies listed at the Nairobi Stock Exchange; while Kitonga (2004) had sought to establish the relationship between corporate social responsibility and financial performance amongst the pool of publicly quoted companies in Kenya. Finally, a study

by Thuo (2007) was a survey of factors that influence the corporate social responsibility behaviour of commercial banks in Kenya. In light of the deficiency in evidence regarding factors affecting sustainability of CSR projects from the above few empirical studies, this study sought to fill the existing knowledge gaps by seeking to determine the factors affecting sustainability of corporate social responsibility projects commissioned by Celtel Kenya Limited.

CHAPTER THREE

3.0. RESEARCH METHODOLOGY

3.1. Introduction

This chapter explains the various steps that were considered necessary in carrying out the study in order to achieve its objectives. The chapter discusses the research design, the target population, sampling and its procedures, the type of data to be used, and instruments or tools to be used in collecting the data. Finally, the chapter examines the data analysis tools and procedures.

3.2. Study Design

In assessing the factors affecting sustainability of CSR projects in Kenya, the researcher used a descriptive research design. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way (Shuttleworth, 2008). This approach was considered appropriate to this study because the study involved fact finding and enquiries of different kind from the CSR project beneficiaries and stakeholders at Celtel Kenya Limited. To effectively achieve this objective, the study used both quantitative and qualitative approaches. The use of the two approaches combined reinforced each other.

3.3. Target Population

Mugenda and Mugenda (2003) defined target population as the set of individuals, cases or objects with some common observable characteristics, which a researcher wants to

generalize the results of the study. The target population of this study comprised of employees of Celtel Kenya Limited based at the Head office in Nairobi and who had actively participated in Celtel Kenya CSR projects. In addition, the population also included the project managers of the CSR collaborating organizations, and the project beneficiaries of various project sites or programme activities. Table 3.1 below provides a summary of the target population.

Table 3.1: Distribution of the Target Population (Sampling Frame)

Category	Description	Total Number
Celtel Kenya Staff	Staff who have participated in CSR projects	3
Project Managers	Working in collaborating organizations i.e. Amref, Red cross, APDK	3
Project Beneficiaries	Officers in-charge of specific project sites or programme activities	20
TOTAL		26

Source: Celtel Kenya Limited (2010)

3.4. Sampling Procedure

Different sampling techniques were applied for different category of target respondents presented in Table 3.1 above. First, a census was conducted on the project beneficiaries' category of the target respondents. A census was considered appropriate for this category so that the total sample was representative and that the data collected could be well analyzed. Secondly, the sample comprising of the Celtel Kenya staff and the project managers of the collaborating organizations was drawn through purposive sampling. In purposive sampling, the researcher only targets those individuals who satisfy the set criterion (Kothari, 2003). In this case, the purpose or criterion was to select respondents with vast experience in planning and management of CSR projects commissioned by

Celstel Kenya Limited. Table 3.2 below provides a summary of the sampling matrix for the study. A total of 26 respondents were targeted for the study.

Table 3.2: The Sampling Matrix

Category	Total Number	Target proportion	Sample size
Celstel Kenya Staff	3	100%	3
Project Managers	3	100%	3
Project Beneficiaries	20	100%	20
Total	26	100%	26

Source: Researcher (2010)

3.5. Data Collection Procedure and Tools

3.5.1. Data Collection Tools

Structured questionnaire was used to collect data from all the respondents. It was cost effective and saved time at the analysis stage considering the strict timeline that was assigned to the researcher. According to Borg and Gall (1997), a structured questionnaire refers to questions which are accompanied by a list of possible alternatives from which respondents select the answer that best describes their situation. This tool was appropriate to this study because of the nature of information sought from the target respondents. Questions were therefore standardized to ensure all respondents replied to the same questions and the response to each question was by ticking or writing a brief statement on the questionnaire. This enhanced control towards getting specific responses relevant to the study.

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3.5.2. Data Collection Procedures

After the University supervisor had validated the research instruments, the questionnaires were administered to the respondents during official working hours. Brief follow-up interviews were also held with the respondents in order to illicit more information or clarifications on data submitted in the questionnaire. To ensure high response rates, the researcher allocated the respondents one week to understand and fill the questionnaires. Follow-ups of the respondents was done by the researcher through the project officers and heads of institutions that benefited through Celtel CSR projects.

3.5.3. Validity

A research instrument is said to be valid if it measures what it is supposed to measure. The draft questionnaires were given to two selected persons knowledgeable in research to ascertain the items suitability in obtaining information according to research objectives of the study. The university supervisor was one of the select experts for purposes of validation. This process assisted in illuminating any potential problems of the research instrument and provided a basis for design or structural changes. This was done to test the validity and workability of the instrument.

3.5.4. Reliability

Mugenda and Mugenda (2003) defined reliability as a measure of degree to which a research instruments yields consistent results or data after accepted trials. Reliability of measurements concerns the degree to which a particular measuring procedure gives similar results over a number of repeated trials. The researcher pre-tested each of the questionnaires to the pilot sample. These respondents were not used in the main study.

Pre-Testing was conducted to check the questionnaires structure and the sequence, meaning and ambiguity of questions. This was conducted in three selected CSR projects that were drawn from outside the Nairobi region since they would be regarded to have similar characteristics as those of the study's target and are outside the geographical scope of the study. In addition, officers from other corporate organizations running CSR projects were also approached for purposes of piloting the project managers' questionnaire. After the pre-test exercise, the piloted questionnaires were scored manually. Thereafter, reliability scores were computed using Statistical Package for Social Sciences (SPSS).

To measure this reliability, the Alpha (Cronbach) technique was employed. The questionnaire was divided into two parts using the even and odd numbers. Alpha (Cronbach) is a model of internal consistency, based on the average inter-item correlation. A large value of alpha (preferably greater than 0.5) indicates high level of consistence of the instruments in measuring the variables. The alpha was computed using Statistical Package for Social Sciences (SPSS) and reported alongside the major findings of the study.

3.6. Data Analysis Procedure

Upon finalization of the field study, the data was coded and captured into a spreadsheet-based template and analyzed using SPSS (Statistical Package for Social Sciences). Data cleaning was performed to rid the data of inconsistent responses as well as identify the extent of missing responses across various items. Exploratory analysis was first performed to ensure that the output was free from outliers and the effect of missing

responses was at minimum. The data was analyzed using qualitative and quantitative techniques. Quantitative analysis involved generating descriptive statistics and percentages. Means were used to analyse the Likert Scale items of the questionnaire. Qualitative analysis involved categorizing and indexing of open-ended responses and other field notes into common themes, a technique known as content analysis. The findings were presented using tables and charts.

years. Most of the respondents (45%) had attained tertiary college level of education, with a similar proportion also having attained university level of education. This is because majority were primary school teachers and head teachers, going by the fact that the nature of activities sponsored by Celtel Kenya was 95% was reported to be “Education”. The respondents had varied experience in management of CSR projects sponsored by Celtel Kenya Limited. A majority (57.8%) reported that they had two years experience while 21.1% had three or more years of experience.

Table 4.2: General Profile of Sampled Beneficiaries

Variable	Categories	Number of responses	% of the total
Gender	Male	5	25.0
	Female	15	75.0
	Total	20	100.0
Variable	Categories	Number of responses	% of the total
Highest level of education attained	Secondary	2	10.0
	Tertiary college	9	45.0
	University graduate	7	35.0
	University postgraduate	2	10.0
	Total	20	100.0
Variable	Categories	Number of responses	% of the total
Age Category	31-40 years	2	10.0
	40-49 years	9	45.0
	50 and above	9	45.0
	Total	20	100.0
Variable	Categories	Number of responses	% of the total
Nature of activities sponsored by Celtel Kenya	Education	19	95.0
	Health	1	5.0
	Total	20	100.0
Variable	Categories	Number of responses	% of the total
Experience in managing CSR activities sponsored by Celtel Kenya Limited	One year	4	21.1
	Two years	11	57.8
	Three and above years	4	21.1
	Total	19	100.0

Source: Survey Findings (2010)

The key informants comprised of the community investments manager and the CSR manager at Zain Kenya; and the project manager, administrative assistant, and project officer, all from AMREF Kenya. Other than the CSR manager who had two years experience in management of CSR programmes sponsored by Zain Kenya, the rest of the informants had each one year experience.

4.3. Factors Affecting Implementation and Sustainability of Projects

4.3.1. Project Level Governance Practices

The first objective of the study had sought to examine the project level governance practices affecting implementation of CSR projects commissioned by Celtel Kenya Limited. All the respondents (both the beneficiaries and key informants) agreed that the projects or programme activities they manage or engage in are still operational. For instance, the beneficiaries noted that the books that they received were of great help to the pupils. They are kept in the library where the pupils read them from or borrow them out. The facilities provided alongside the textbooks were reported to be still operational across the sampled beneficiary schools. The books have simplified the work for the teachers. There was notable academic improvement in schools that benefited from CSR education programme from Celtel Kenya. According to the key informants, most of the programmes have a long term strategy and impact level and take not less than one year to realize while others are periodic. All projects are still running. For example, the borehole and springs commissioned in Laikipia are serving over 5,000 people. The project rehabilitated one borehole and protected a spring in Laikipia. They both have water

committees who operate them. The study identified a number of ways through which the beneficiaries had participated in the CSR projects.

The findings presented in Table 4.3 below indicate that beneficiaries were mainly involved in project supervision or implementation and a few were involved in needs identification and progress monitoring and evaluation. On the other hand, the project managers and project officers (key informants) were involved in project identification, project design, project supervision or implementation, and progress monitoring & evaluation. The findings indicate that the aspect of project design was exclusively reserved for the CSR project managers and project officers while all the other aspects were conducted jointly.

Table 4.3: Role of Beneficiaries and Informants in Implementation of CSR Projects

	Role in CSR Projects	Number of responses	% of the total
Beneficiaries (N=20)	Needs identification	6	30.0
	Project design	-	-
	Project supervision or implementation	16	80.0
	Progress monitoring and evaluation	3	15.0
Project managers and Project Officers (N=5)	Project identification	4	80.0
	Project design	3	60.0
	Project supervision or implementation	4	80.0
	Progress monitoring or evaluation	4	80.0

Source: Survey Findings (2010)

Table 4.4 shows the distribution of responses (multiple response analysis) on the practices that affect implementation and sustainability of CSR projects commissioned by Celtel Kenya Limited. The findings indicate that according to a majority of the sampled

formulation of a monitoring and evaluation plan; identification and definition of programme or project indicators; and review of project sustainability measures. However, it appears that not all projects have a financing framework for the activities as well as an information sharing plan for the key stakeholders. The findings indicate that there is keen interest by the project managers and the project officers to ensure that each stage of the project cycle has been given adequate attention and proper framework to ensure proper flow of activities.

Table 4.5: Aspects Considered Before Commencement of CSR Programmes

	Number of responses	% of the total
A needs assessment survey	5	100.0
Formulation of an implementation design	5	100.0
Formulation of a monitoring and evaluation plan	5	100.0
Identification and definition of programme or project indicators	5	100.0
Review of project sustainability measures	5	100.0
Formulation of a financing framework for the activities	4	80.0
Formulation of an information sharing plan	4	80.0

Source: Survey Findings (2010)

The findings presented in Table 4.6 below indicate the ratings of the sampled beneficiaries on their level of participation (or involvement) in implementation of CSR projects commissioned by Celtel Kenya. The items were rated on a 5-point likert scale with 5 = strongly agree, 4 = Agree, 3 = Not sure, 2 = disagree, and 1 = strongly disagree. A mean score of 3.0 indicated uncertainty, a mean of less than 3.0 indicated disagreement, and a mean above 3.0 indicated proposition towards agreement to the statement. The average scores of rating were obtained for each items (see in brackets) to

indicate the overall feeling of the respondents on each of them. The findings indicate that a cumulative majority of the respondents (50%) disagreed to the fact that “the communities were fully involved in the identification of potential CSR activities” (Mean = 2.60). Given that 25% of the respondents seemed to be uncertain on the issue, then it is definite that most the respondents were of the opinion that their level of involvement in projects’ identification did not meet their expectations. This is further confirmed by the mean score of 2.65. Likewise, most of the respondents (35%) seemed uncertain on whether or not the communities were fully involved in the design of implementation plans for CSR activities (Mean = 3.0). This is consistent with the earlier findings (Table 4.3) where it emerged that the beneficiaries had no role to play in the design of the projects.

The findings further show that 55% of the respondents (cumulative) disagreed to the fact that communities are fully involved in the actual implementation of CSR activities commissioned by Celtel Kenya (Mean = 2.65). This shows that the level of involvement of beneficiaries in implementation was partial. Finally, the findings indicate that a majority of the sampled beneficiaries (65%) reported that the business interests of the company come before the interests of the beneficiaries during commissioning and implementation of CSR activities (Mean = 2.30). This shows that the respondents are of the opinion that although the CSR projects are philanthropic, to some extent they are meant to serve the interests of the company to the community e.g. products or brand publicity.

Table 4.6: Perceived Levels of Community Involvement in Implementation

	Strongly disagree		Disagree		Not sure		Agree		Strongly agree	
	n	%	n	%	n	%	n	%	n	%
The communities are fully involved in the identification of potential CSR activities (<i>Mean = 2.60</i>)	5	25.0	5	25.0	5	25.0	3	15.0	2	10.0
The communities are fully involved in the design of implementation plans for CSR activities (<i>Mean = 3.00</i>)	2	10.0	5	25.0	7	35.0	3	15.0	3	15.0
The communities are fully involved in the actual implementation of CSR activities commissioned by Celtel Kenya (<i>Mean = 2.65</i>)	6	30.0	5	25.0	3	15.0	2	10.0	4	20.0
The interests of the beneficiaries come before the business interests of the company during implementation of CSR activities (<i>Mean = 2.30</i>)	7	35.0	6	30.0	4	20.0	-	-	3	15.0

n = Number of responses to a particular attribute

Source: Survey Findings (2010)

4.3.2. Project Level and Organizational Level Challenges

The fourth objective of the study had sought to determine the challenges experienced by Celtel Kenya Limited during implementation of CSR projects. The findings presented in Table 4.7 below indicate the extent to which various project-level and organizational-level challenges are perceived to have affected the implementation of CSR projects commissioned by Celtel Kenya. The findings indicate that according to the sampled informants, the aspects that have highly affected implementation of CSR projects include lack of proper financial management systems; lack of qualified project management personnel; low levels of education amongst assisted clients; political interference by local leaders and incorrect project identification approaches.

Table 4.7: Extent of Effects of Challenges Facing Implementation of CSR Projects

	Very Low		Low		Fair		High		Very high	
	n	%	n	%	n	%	n	%	n	%
Lack of proper financial management systems	1	20.0	1	20.0	1	20.0	-	-	2	40.0
Low participation by beneficiaries	1	20.0	2	40.0	1	20.0	-	-	1	20.0
Lack of qualified project management personnel	-	-	2	40.0	1	20.0	-	-	2	40.0
Low levels of education amongst assisted clients	2	40.0	-	-	-	-	1	20.0	2	40.0
High cost of implementation	1	20.0	3	60.0	-	-	-	-	1	20.0
Political interference by local leaders	1	20.0	-	-	1	20.0	2	40.0	1	20.0
Global economic recession	-	-	2	40.0	1	20.0	1	20.0	1	20.0
Incorrect project identification	-	-			1	20.0	1	20.0	3	60.0

n = Number of responses to a particular attribute

Source: Survey Findings (2010)

At the organizational level, the sampled project managers and project officers identified the following as the challenges experienced during the implementation of CSR projects: budgetary constraints; delays in reporting and documentation of progress; poor or lack of definition of project sustainability measures; receipt of too many proposals from the communities indicating high expectations; lack of continuity in project leadership after handing over hence affecting sustainability; lack of top management support for certain CSR projects; implementation delays especially when collaborating with government agencies; delay in procurement of critical project inventories; inadequate resources especially all-weather vehicles hence making project follow-up difficult; drought, abandonment of projects due to movement of beneficiaries (especially in pastoralist communities) and prevalence of tribal clashes in certain project sites.

4.4. Sustainability Measures for CSR Projects

The second objective of the study had sought to determine the sustainability measures/procedures put in place for CSR projects commissioned by Celtel Kenya Limited. The findings drawn from the key informants' multiple responses (project managers and project officers) are presented Table 4.8 below. The findings indicate that the most popular sustainability measures applied in CSR projects include: community independence in management without reliance external support; self-financing through project based revenue; and empowerment of beneficiaries to be able to replicate the lessons learnt to other areas. Only two of the sampled informants reported sustainability of projects by way of encouraging community or participatory ownership.

Table 4.8: Sustainability Measures Applied in Implementation of CSR Projects

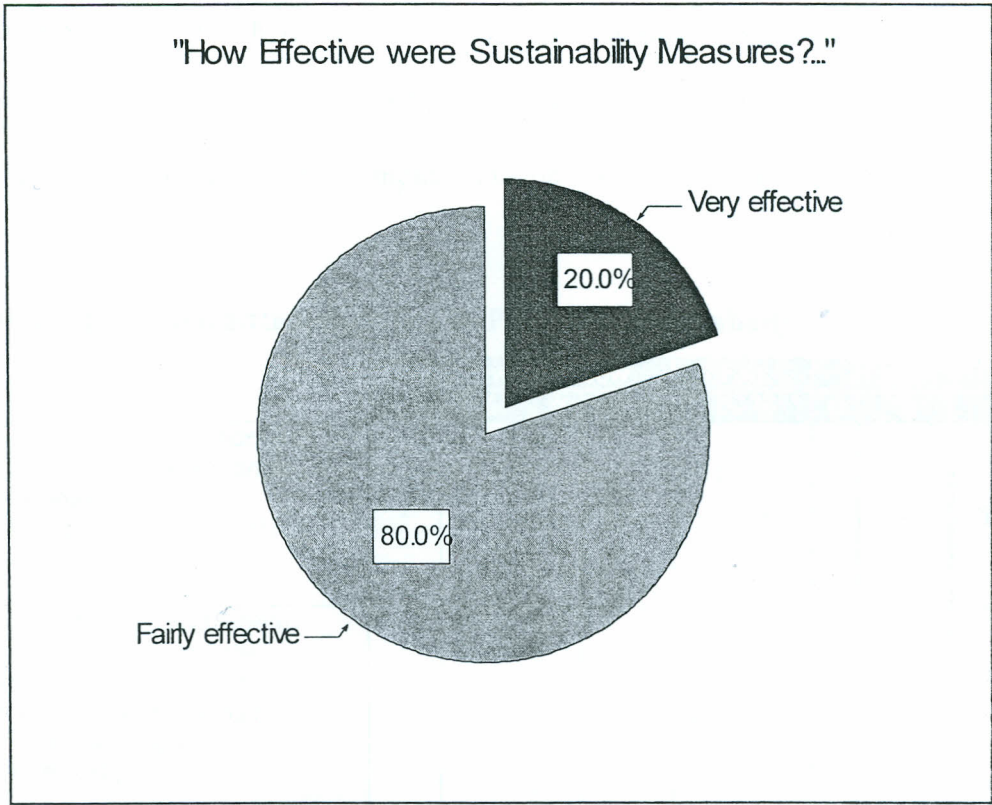
	Number of responses	% of the total
Self-financing through project based revenue	4	80.0
Ability of beneficiaries to replicate the lessons learnt to other areas	3	60.0
Community Independence in management without reliance external support	5	100.0
Ownership by communities	2	40.0

Source: Survey Findings (2010)

The study tool went further on to query the perceived extent of effectiveness of various sustainability measures reported in Table 4.8 above. The findings are presented in Figure 4.1 below. The findings indicate that a majority of the sampled project managers and project officers (80%) were of the opinion that such sustainability measures were effective only to a fair extent. The only sustainability measure reported to be “very effective” is where community pay a charge or a fee to access services or benefits of the

projects.

Figure 4.1: Perceived Extent of Effectiveness of Sustainability Measures



Source: Survey Findings (2010)

From experience, some CSR projects wind up after withdrawal of financial support from the sponsoring organization. The key informants were requested to indicate the extent to which various aspects presented in Table 4.9 below had affected the sustainability of CSR projects commissioned by Celtel Kenya Limited. The items were rated on a 5-point likert scale with 5 = Very High, 4 = High, 3 = Fair, 2 = Low, and 1 = Very Low. A mean score of 3.0 indicated fair extent, a mean of less than 3.0 indicated low extent of effect, and a mean above 3.0 indicated proposition towards high extent of effect. The average scores of rating were obtained for each items (see in brackets) to indicate the overall feeling of the respondents on each of them. The findings indicate that sustainability of

CSR projects was reportedly affected by insufficient team skills (Mean = 3.40) where assigning of officers to the projects is based on their availability other than their technical know-how; and lack of accountability (Mean = 3.00) where the project participants and related players are not held accountable for their results. The other two aspects were found to have low effect on sustainability because communities had been made aware of their roles in the projects and the implementation was participatory to some extent.

Table 4.9: Perceived Extent of Effect on Projects' Sustainability

	Very Low		Low		Fair		High		Very high	
	n	%	n	%	n	%	n	%	n	%
Lack of awareness by community members on their roles and responsibilities in the management of the projects <i>(Mean = 2.60)</i>	-	-	4	80.0	-	-	-	-	1	20.0
Insufficient team skills where assigning of officers to the projects is based on their availability other than their technical know-how <i>(Mean = 3.40)</i>	-	-	1	20.0	2	40.0	1	20.0	1	20.0
Lack of accountability where the project participants and related players are not held accountable for their results <i>(Mean = 3.00)</i>	1	20.0	1	20.0	1	20.0	1	20.0	1	20.0
Failure to apply participatory methods in implementation where the customers and end-users are not engaged during the project <i>(Mean = 2.40)</i>	2	40.0	1	20.0	1	20.0	-	-	1	20.0

n = Number of responses to a particular attribute

Source: Survey Findings (2010)

4.5. Benefits Derived from CSR Projects

The third objective of the study had sought to document some of the benefits of the CSR projects implemented by Celtel Kenya Limited to the beneficiaries. The beneficiaries

(drawn mainly from assisted primary schools) reported the following as some of the benefits realized from education projects commissioned by Celtel Kenya Limited: candidates preparing for the national examinations are able to spend more time in the libraries using the books donated; the books aided in improving the learning skills of the pupils; the built workshops helped learners to develop their special skills and talents .e.g. sewing; the books aided teachers in preparation of their lessons; the story books helped in improving the reading culture of the pupils; provision of mobility aids to the needy disabled children made it easy for them to go to school; the books were a supplement to what the schools receive from the government; and the projects made it possible for all the pupils to have access to text books, especially those from poor family backgrounds.

The findings presented in Table 4.10 below indicate some of the benefits cited by the sampled key informants. The findings indicate that all the informants agreed that the projects were able to achieve their primary objectives, that is, provision of the services for which they were designed to offer. In addition, the projects were able to create employment opportunities, as well as generate revenue for the beneficiaries.

Table 4.10: Benefits Realized from CSR Projects

	Number of responses	% of the total
Provision of a required service	5	100.0
Revenue generation	2	40.0
Job creation	3	60.0

Source: Survey Findings (2010)

CHAPTER FIVE

5.0. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter gives a summary of the research findings, conclusion as well as recommendations based on the findings of the research.

5.2. Summary

The purpose of the study was to identify the factors affecting sustainability of corporate social responsibility projects commissioned by Celtel Kenya Limited. Specifically, the study sought to achieve the following objectives: To examine the project level governance practices affecting implementation of CSR projects commissioned by Celtel Kenya Limited; to determine the sustainability measures/ procedures put in place for CSR projects commissioned by Celtel Kenya Limited; to establish the benefits of the CSR projects implemented by Celtel Kenya Limited to the beneficiaries; and to determine the challenges experienced by Celtel Kenya Limited during implementation of CSR projects in Kenya.

The study adapted a descriptive research design which involved a field survey with selected project beneficiaries, project officers, and project managers of CSR projects commissioned by Celtel Kenya Limited. Primary data was collected from the respondents using structured questionnaires. The data from the study was analyzed using both qualitative and quantitative techniques. Quantitative data was analyzed using SPSS

(Statistical Package for Social Sciences). Descriptive statistics such as percentages and frequencies were used to analyze the data. The findings are summarized under the four specific objectives outlined above.

5.2.1. Project Level Governance Practices Affecting Implementation

The findings identified a number of practices that affect implementation of CSR projects. For instance, the study revealed that beneficiaries are mainly involved in needs identification, project supervision or implementation, and progress monitoring and evaluation. They are excluded from the critical stage of project design. The second aspect identified was failure by project managers to conduct thorough needs identification during the project initiation and design stages. This leads to failure to address the priorities and actual needs of the communities. Other aspects include project design, project supervision, and progress monitoring and evaluation. 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.

5.2.2. Sustainability Measures and Procedures Applied for CSR Projects

The findings indicate that the most popular sustainability measures applied in CSR projects include: community independence in management without reliance on external support; self-financing through project based revenue; empowerment of beneficiaries to be able to replicate the lessons learnt to other areas; and encouraging community or participatory ownership. The findings also showed that sustainability of CSR projects

was reportedly affected by insufficient team skills where assigning of officers to the projects is based on their availability rather than their technical know-how; and lack of accountability where the project participants and related players are not held accountable for their results.

5.2.3. Benefits of CSR Projects Implemented by Celtel Kenya Limited

The findings indicate that the CSR projects were all able to achieve their primary objectives, that is, provision of the services for which they were designed to offer. In addition, the projects were able to create employment opportunities, as well as generate revenue for the beneficiaries. For instance, through the education-based CSR programmes, there was notable academic improvement in schools that benefited from CSR education programme from Celtel Kenya. According to the key informants, most of the programmes have a long term strategy and impact level and take not less than one year to realize while others are periodic.

5.2.4. Challenges Experienced in Implementation

The study identified the following as the challenges that have highly affected implementation of CSR projects: lack of proper financial management systems; lack of qualified project management personnel; low levels of education amongst assisted clients; incorrect project identification approaches; budgetary constraints; delays in reporting and documentation of progress; poor or lack of definition of project sustainability measures; receipt of too many proposals from the communities indicating

high expectations; lack of continuity in project leadership after handing over hence affecting sustainability; lack of top management support for certain CSR projects; implementation delays especially when collaborating with government agencies; delay in procurement of critical project inventories; inadequate resources especially all-weather vehicles hence making project follow-up difficult; drought, abandonment of projects due to movement of beneficiaries (especially in pastoralist communities) and prevalence of tribal clashes in certain project sites.

5.3. Conclusions

The findings of the study have shown that effective implementation of CSR projects in Kenya requests the identification of methodologies, innovative processes and grounds for handling the relations between the sponsoring organization and its stakeholders. The need for participatory planning and management also featured in the findings and was found to have a great effect on the success of the projects.

Success in implementation and subsequent sustainability of CSR projects cannot exist without interacting with stakeholders; likewise, it is crucial that stakeholders are willing to establish a pro-active and constructive relationship with the sponsoring organization, on this very ground.

The study has shown the success in implementation and future sustainability of CSR projects commissioned by Celtel Kenya Limited are both dependent on the capacity of both the sponsoring organization and the implementing agencies to overcome some of the external and internal challenges identified.

5.4. Recommendations

The study showed that in implementation of CSR projects, business interests seem to override the philanthropic interests of CSR. There is need therefore for the CSR sponsoring organizations to come up with measures aimed at ensuring that the interests of the business do not override the social investment purposes of the projects.

The study identified that CSR projects realize a range of benefits to the communities. There is need therefore to encourage the beneficiaries to use lessons learnt in previous projects to plan and finance the activities of future projects.

Community participatory methods should be encouraged in projects implementation. There is need for project designs to focus on long term instead of short term projects. Implementation of projects requires regular review meetings by project steering committees in order to evaluate the progress achieved at all 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 operationalised from initiation stage through to handing over on termination.

5.5. Suggestions for Further Research

The study identified a number of organizational-level factors hindering effective implementation of CSR projects. These include budgetary constraints; delays in reporting and documentation of progress; poor or lack of definition of project sustainability measures; receipt of too many proposals from the communities indicating high expectations and many more. There is need for further research therefore to explore the extent to which such factors affect implementation of CSR, including the underlying causal effects. There is also need for further research to explore the effectiveness of various sustainability measures applied in implementation of CSR projects as identified in the present study.

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APPENDICES

Appendix I: Letter of Transmittal

Kenyatta University,
School of Business,
P O Box 43844, Nairobi

22nd September 2009

To Whom It May Concern:

I am currently undertaking a research towards fulfillment of requirements for award of a Master of Business Administration degree at Kenyatta University. The research seeks to identify the factors affecting sustainability of Corporate Social Responsibility projects of Celtel Kenya Limited (trading as Zain).

To achieve this objective, I have attached herewith a questionnaire that will assist me to collect data as well as to carry out data analysis. Kindly spare some time to fill the attached questionnaire, as accurately as possible.

Any information given will be held strictly confidential and will be used for academic purposes only. I will be contacting you in the next few days to pick up the questionnaire.

Thank you for your co-operation.

Yours faithfully

Meru Christine Kiende

MBA Student- Kenyatta University

Appendix II: Questionnaire for Project Beneficiaries

SECTION A: BACKGROUND INFORMATION

1. Gender

a. Male

b. Female

2. Project site name _____

3. Nature of activities sponsored by Celtel Kenya

a. Education

b. Water & sanitation

c. Health

d. Culture and arts

e. Other (Specify) _____

4. Age category

a. Below 30 years

b. 31 – 40 years

c. 40 – 49 years

d. 50 and above

5. Highest level of education attained

a. Secondary

b. Tertiary college

c. University graduate

d. University postgraduate

e. Other (specify) _____

6. How long have you managed CSR activities sponsored by Celtel Kenya Limited?
_____ years

SECTION B: INFORMATION ON CSR PROJECTS

7. In what ways have you been participating in the CSR projects you are engaged in?

- a. Needs identification
- b. Project design
- c. Project supervision/implementation
- d. Progress monitoring/evaluation
- e. Other (please specify) _____

8. Are the projects/programmes you manage still running and operational?

- a. Yes
- b. No

Briefly explain your response _____

9. Are there some projects or activities that you no longer carry out but were operational during commissioning of the programme/project by Celtel Kenya?

- a. Yes
- b. No

If YES, what are the reasons that led to termination of such activities/projects?

10. Based on your past experience on the project you are tasked with managing, which of the practices below affect implementation and sustainability of CSR projects commissioned by Celtel Kenya Limited? (Tick those that apply)

- a. Needs identification
- b. Project design
- c. Project supervision/implementation
- d. Progress monitoring/evaluation
- e. Other (please specify) _____

Explain your response(s) _____

11. What are some of the notable benefits that you have realized from the CSR project and activities in your project site?

12. In the table below, specify the extent to which you agree (or disagree) to the stated attributes of the CSR projects implemented by Celtel Kenya

**5 = Strongly agree 4 = Agree 3 = Not Sure 2 = Disagree
1 = Strongly disagree**

	5	4	3	2	1
a) The communities are fully involved in the identification of potential CSR activities					
b) The communities are fully involved in the design of implementation plans for CSR activities					
c) The communities are fully involved in the actual implementation of CSR activities commissioned by Celtel Kenya					
d) The interests of the beneficiaries come before the business interests of the company during implementation of CSR activities					

13. What recommendations would you make to Celtel Kenya to ensure that future CSR projects are well implemented and remain sustainable?

THANK YOU FOR YOUR RESPONSES

Appendix III: Questionnaire for Key Informants

(To be administered to the Celtel Kenya Staff and Project Managers of the CSR collaborating organizations)

SECTION A: BACKGROUND INFORMATION

1. Gender

a. Male

b. Female

2. Organization _____

3. Position _____

4. For how long have you been in the role of CSR at Celtel Kenya? _____

years

SECTION B: INFORMATION ON CSR PROJECTS

5. What was your role in the CSR projects you engaged in?

a. Project identification

b. Project design

c. Project supervision/implementation

d. Progress monitoring/evaluation

e. Other (please specify) _____

6. Are the projects/programmes you engaged in still running and operational?

a. Yes

b. No

Briefly explain your response _____

7. Based on your past experience on the project you are tasked with managing, which of the practices below affect implementation and sustainability of CSR projects commissioned by Zain Kenya Limited? (Tick those that apply)

- a. Needs identification
- b. Project design
- c. Project supervision/implementation
- d. Progress monitoring/evaluation
- e. Other (please specify) _____

Explain your response(s) _____

8. Which of the following aspects, tools or procedures, were taken into consideration before commencement of the CSR Programmes/ Projects? **(tick those that apply)**

- a. A needs assessment survey
- b. Formulation of an implementation design
- c. Formulation of a monitoring and evaluation plan
- d. Formulation of a financing framework for the activities
- e. Identification and definition of programme/project indicators
- f. Formulation of an information sharing plan
- g. Review of project sustainability measures

9. Based on your past experience on CSR projects at Celtel Kenya, to what extent have the following project level challenges affected implementation of CSR projects commissioned by Celtel Kenya Limited?

Key: 5 = Very High; 4 = High; 3 = Fair; 2 = Low; 1 = Very Low

Need for:	5	4	3	2	1
a) Lack of proper financial management systems					
b) Low participation by beneficiaries					
c) Lack of qualified project management personnel					
d) Low levels of education amongst assisted clients					
e) High cost of implementation					
f) Political interference by local leaders					
g) Global economic recession					
h) Incorrect project identification					

10. What are some of the organizational challenges you experienced during implementation of the CSR projects you participated in?

11. Who is involved in identification of CSR projects commissioned by Celtel Kenya Limited? Tick all appropriate answers

- a. Project Beneficiaries
- b. Celtel Kenya Management
- c. Management of Collaborating organizations
- d. Others (please specify) _____

12. What are the sustainability measures put in place for the CSR projects commissioned by Celtel Kenya Limited? Tick the appropriate ones

- a. Self-financing through project based revenue
- b. Ability of beneficiaries to replicate the lessons learnt to other areas
- c. Community Independence in management without reliance external support
- d. Ownership by communities
- e. Other (please specify) _____

13. How effective are the sustainability measures put in place for CSR projects commissioned by Celtel Kenya Limited?

- a. Very Effective
- b. Fairly effective
- c. Not sure
- d. Fairly Ineffective
- e. Very Ineffective

14. From experience, some CSR projects wind up after withdrawal of financial support from the sponsoring organization. To what extent do you think the following aspects have affected the sustainability of CSR projects commissioned by Celtel Kenya Limited?

Key: 5 = Very High; 4 = High; 3 = Fair; 2 = Low; 1 = Very Low

	5	4	3	2	1
a) Lack of awareness by community members on their roles and responsibilities in the management of the projects					
b) Insufficient team skills where assigning of officers to the projects is based on their availability other than their technical know-how					

	5	4	3	2	1
c) Lack of accountability where the project participants and related players are not held accountable for their results					
d) Failure to apply participatory methods in implementation where the customers and end-users are not engaged during the project.					
e) Others: (Specify)					
f) Others: (Specify)					

15. What are the notable benefits of implementing CSR projects by Celtel Kenya Limited to the beneficiaries?

- a. Provision of a required service
- b. Revenue generation
- c. Job creation
- d. Others (please specify) _____

16. What recommendations would you make to Celtel Kenya to ensure that future CSR projects are well implemented and remain sustainable?

THANK YOU FOR YOUR RESPONSES

Appendix IV: List of CSR Projects in Nairobi Region

Date	CSR Activity	Type of CSR	Classification of CSR
2007	Donation of books and educational supplies to 80 needy schools across Kenya (particularly in areas where Celtel Kenya has put up its equipment) in partnership with the Ministry of Education under Celtel's flagship corporate social responsibility programme called <i>Build. Our Nation</i> .	Build our Nation	Education
2007	Construction of 10 schools and computer laboratories across Kenya under the <i>Build. Our Nation</i> programme.	Build our Nation	Education
2007	Donation of funds to aid the digging of 2 shallow wells and 4 boreholes and the refurbishment of 2 existing boreholes in partnership with the African Medical Relief Foundation (AMREF) to ease the water shortage in the three worst hit districts in the country as an additional part of the famine relief effort.	Bore hole project	Infrastructure
2007	Working with Association for the Physically Disabled of Kenya to provide wheel chairs to disabled persons in Kenya. The Association manufactures the wheel chairs and Celtel Kenya finances and distributes.	Support less privileged	Support
2007	Giving community phones to various Women's and Youth Groups across Kenya as an income generating initiative.	Support less privileged	Support
2007	Every year we make donations of money and gifts to Children Homes in Kenya especially during festive seasons like Christmas.	Support less privileged	Support
2007	Celtel Kenya Peer educators work in partnership with WOFAK (Women Fighting Aids in Kenya) to support Women affected by HIV/AIDS.	Support less privileged	Support
Jan-08	Donation of blankets and cash to Red Cross for distribution to the Internally Displaced Persons.	Support less privileged	Support
Feb-08	Donation of books to pupils at camps for Internally DP camp schools	Build our Nation	Education
Mar-08	Construction of a workshop block City primary School for Autistic children		Infrastructure
May-08	Donation of Kshs 6m to AMREF for construction of boreholes		Infrastructure
Jun-08	Donation of Kshs 2m to the President for the Internally Displaced Persons		Support
Jul-08	Sponsorship of four students at Starehe Girls		Support
Sep-08	Donation of Kshs 250,000 to the United Muslims Association (UMMA) for Idd celebrations		Support
Oct-08	Donation of Kshs 1 million to Sameer Group for a Bore hole project		Infrastructure

Source: Celtel Kenya Limited (2009)

Appendix V: List of Assisted Schools in Nairobi Region

Item	School	District	Province
1	Uhuru Gardens	Nairobi	Nairobi Province
2	Kamiti	Nairobi	Nairobi Province
3	Rabai Road	Nairobi	Nairobi Province
4	Githurai Primary	Nairobi	Nairobi Province
5	St Peters Clavers	Nairobi	Nairobi Province
6	Heshima Road	Nairobi	Nairobi Province
7	Dagoretti Special	Nairobi	Nairobi Province
8	Umoja	Nairobi	Nairobi Province
9	Olympic	Nairobi	Nairobi Province
10	Farasi Lane	Nairobi	Nairobi Province
11	Westlands primary	Nairobi	Nairobi Province
12	Kongoni	Nairobi	Nairobi Province
13	Kaloleni Primary	Nairobi	Nairobi Province
14	Pumwani primary	Nairobi	Nairobi Province
15	Mukuru Kaiyaba	Nairobi	Nairobi Province
16	Huruma	Nairobi	Nairobi Province
17	Moi Avenue	Nairobi	Nairobi Province
18	Nembu	Nairobi	Nairobi Province
19	Kangemi	Nairobi	Nairobi Province
20	Baba Dogo	Nairobi	Nairobi Province
21	Kilimani	Nairobi	Nairobi Province
22	Madaraka	Nairobi	Nairobi Province
23	City Primary School	Nairobi	Nairobi Province
24	Bahati	Nairobi	Nairobi Province
25	Kawangware	Nairobi	Nairobi Province

Source: Celtel Kenya Limited (2009)

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12	Kongoni	Nairobi	Nairobi Province
13	Kaloleni Primary	Nairobi	Nairobi Province
14	Pumwani primary	Nairobi	Nairobi Province
15	Mukuru Kaiyaba	Nairobi	Nairobi Province
16	Huruma	Nairobi	Nairobi Province
17	Moi Avenue	Nairobi	Nairobi Province
18	Nembu	Nairobi	Nairobi Province
19	Kangemi	Nairobi	Nairobi Province
20	Baba Dogo	Nairobi	Nairobi Province
21	Kilimani	Nairobi	Nairobi Province
22	Madaraka	Nairobi	Nairobi Province
23	City Primary School	Nairobi	Nairobi Province
24	Bahati	Nairobi	Nairobi Province
25	Kawangware	Nairobi	Nairobi Province

Source: Celtel Kenya Limited (2009)