

**THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN  
ENHANCING STAKEHOLDERS PARTICIPATION IN KENYA  
ROADS BOARD OPERATIONS; THE CASE OF NAIROBI COUNTY**

**BY**

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## DECLARATION

I, the undersigned, declare that this research proposal is my original work and has not been submitted for a degree in this or any other university for examination.

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## **DEDICATION**

This research project is dedicated to my loving family, my greatest gift on earth and to all those involved in Corporate Social Responsibility activities and humanitarian operations. It is my hope that Corporate Social Responsibility shall support the future of sustainable development in Kenya and enhance the growth of social, economic and political development.

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## ABBREVIATIONS AND ACRONYMS

CSR	Corporate Social Responsibility
KRB	Kenya Roads Board
RMLF	Road Maintenance Levy Fund
NCBD	Nairobi Central Business District
SPSS	Statistical Package for Social Science
CSP	Corporate Social Performance

## ABSTRACT

The purpose of this study was to establish the role of Corporate Social Responsibility in enhancing stakeholders' participation in Kenya Roads Board, a Government institution which finances road maintenance and development in Kenya. The study established factors influencing the level of stakeholders' participation including the annual Corporate Social Responsibility activities, correspondence received from stakeholders and Kenya Roads Board staff participation. Carroll's (1979) and Wood's (1991) Corporate Social Performance model was used to illustrate the study. The study targeted Kenya Roads Board management, staff and stakeholders including motorized and non-motorized respondents in Nairobi Central Business District. A cross-sectional survey research design was used and this study applied a mixed method of quantitative and qualitative approaches. A sample of 137 respondents was selected and the sampling procedures used included stratified and simple random sampling. Interview schedules, self administered questionnaires and a checklist were used to collect data. Quantitative and qualitative methods were used to analyze data with both inferential and descriptive analysis employed. The findings of the study indicated that the number of Corporate Social Responsibility activities carried out in a year enhances the level of stakeholders' participation in Kenya Roads Board operations, the number of correspondence received in a year from stakeholders determines the level of stakeholders' participation in Kenya Roads Board operations, and the level of Kenya Roads Board staff participation in Corporate Social Responsibility activities also influences the level of stakeholders' participation in Kenya Roads Board operations. This study recommended the engagement of Kenya Roads Board in Corporate Social Responsibility activities that are relevant and core to its operations, the encouragement of Kenya Roads Board Stakeholders feedback through the various means of communication and their participation in Corporate Social Responsibility activities. The engagement of Kenya Roads Board staff in Corporate Social Responsibility activities should also be encouraged. From the foregoing, Corporate Social Responsibility indeed enhances stakeholders' participation in Kenya Roads Board operations. Conversely, there is need for Kenya Roads Board to encourage its staff and stakeholders to actively participate in activities that are related to its core business especially road safety and environmental conservation.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the study

Jamali and Mirshak (2007) view Corporate Social Responsibility (CSR) as a concept that has attracted worldwide attention and acquired a new resonance in the global economy. Heightened interest in CSR in recent years has stemmed from the advent of globalization and international trade, which have reflected in increased business complexity and new demands for enhanced transparency and corporate citizenship.

The fundamental idea of CSR is that business corporations have an obligation to work towards meeting the needs of a wider array of stakeholders. More generally, CSR is a set of management practices that ensures the company maximizes the positive impacts of its operations on society or 'operating in a manner that meets and even exceeds the legal, ethical, commercial and public expectations that society has of business (Clarkson, 1995; Waddock & Graves, 1997).

This study focused on Kenya Roads Board (KRB), which is a statutory body which was established under the KRB Act of 1999. KRB was formed by society as a statutory body to fill a need for efficient utilization of the Road Maintenance Levy Fund (RMLF) in the provision of roads in Kenya (KRB, 2008).

In all organizations, stakeholders hold the key to the success of an entity. Without the support of stakeholders, an organization ceases to exist (Nuguti, 2009). In this retrospect, many organizations, both public and private, source for ways and means to involve stakeholders in their operations.

Stakeholder participation is key in the development and maintenance of roads which is KRB's core business. The stakeholders in KRB include; motorized and non-motorized road users, National and County Government, development partners and regional economic blocks, manufacturers, levy collecting agents and oil marketers, suppliers of goods and services, affiliated sectors including professional bodies, tourism and security sectors, KRB staff and directors (KRB, 2008).

Since KRB is greatly involved in road fund management, its CSR activities involve among others, road safety, environmental conservation and health and safety sensitization programs which are a concern of the public who are KRB stakeholders since these are vital ingredients of sustainable development (KRB, 2011). Sustainable development is a mutual concern for KRB and its stakeholders since individuals at present want to preserve what is available at the moment for future generation and for continuity purposes.

This study examined the CSR activities which can be used by KRB to enhance stakeholders' participation of the organization's (KRB's) operations and thus create beneficial partnerships.

Moreover, it was interested to show how such activities have an effect on the operations of KRB as a whole and in essence, how these activities would eventually aid KRB to achieve its corporate objectives.

**1.2 Statement of the Problem**

This study aimed at determining the potential of CSR and how it can be used as a mechanism to enhance stakeholders' participation in Kenya Roads Board, a Government organization. A number of studies have been carried out on CSR in private institutions but there is limited

research that has been carried out to assess how government institutions and stakeholders can mutually benefit from CSR.

Mutuku (2004) observed that there is a low level of implementation of CSR activities in Kenyan organizations owing to the fact that it is viewed as a public relations exercise. Other studies conducted internationally and locally by researchers such as Samuel and Sarir (1997), Jamali and Mirshak (2007), Waddock and Graves (1997), Nuguti (2009) and Muthuri (2005) have contributed to knowledge on CSR in organizations. However, the studies do not specifically address how CSR can be used to enhance stakeholders' participation in an organization's operations.

Whilst the private sector approach to CSR is linked to outperforming competitors and maximizing profits, the public sector approach to CSR is unique because it is pegged on delivery of performance targets to help deliver more efficiently and effectively for instance to develop bypass roads in order to facilitate ease of traffic and to reduce time and cost consumption. In order to surpass performance targets, there is need for a higher level of engagement of stakeholders. Phillips (1997) asserts that stakeholder participation is a mutually benefiting scheme. In this regard, CSR can be used as a medium to benefit both the stakeholder and Kenya Roads Board.

Stakeholders greatly determine the organization's existence (Nuguti, 2009). However, there is limited empirical research that has been done on CSR in relation to stakeholders' participation in Kenya. This necessitates a study in order to establish the role which CSR in an organization plays in enhancing stakeholders' participation in Kenya Roads Board, the case of Nairobi County.

### **1.3 Purpose of the Study**

The purpose of this study was to investigate the role of Corporate Social Responsibility in enhancing Stakeholders' participation in Kenya Roads Board operation, in Nairobi County.

### **1.4 Objectives of the Study**

The following were the objectives of this study:-

1. To determine the extent to which the number of CSR activities carried out in a year enhances the level of stakeholders' participation in KRB's operations.
2. To establish the extent to which the number of correspondence received in a year from stakeholders determines the level of stakeholders' participation in KRB's operations.
3. To establish the extent to which the level of KRB's staff participation in CSR activities influence the level of stakeholders' participation in KRB's operations.

### **1.5 Research Questions**

The study was guided by the following research questions:-

1. To what extent does the number of CSR activities carried out in a year enhance the level of stakeholders' participation in KRB's operations?
2. To what extent does the number of correspondence received in a year from stakeholders determine the level of stakeholders' participation in KRB's operations?
3. To what extent does the level of KRB's staff participation in CSR activities influence the level of stakeholders' participation in KRB's operations?

## **1.6 Justification of the Study**

In terms of literature, there is limited empirical research on CSR in Kenya, in relation to stakeholders' participation especially the role it plays in government institutions. This necessitated the study to be carried out in Kenya Roads Board, a government institution in order to assess the role which CSR plays in enhancing stakeholders' participation. Kenya Roads Board plays an instrumental role in the development of road infrastructure in Kenya. Road transport is the most widely used means of transportation in Kenya due to its cost effectiveness thus it has a significant number of stakeholders. The study intended to bring out a clearer understanding of the nature, scope and extent to which CSR influences the involvement of stakeholders in Kenya Roads Board.

## **1.7 Significance of the Study**

This study will contribute to the growing body of literature towards a better understanding of CSR in Kenya and stimulate further research on different aspects of CSR. Additionally, the study will be important to various stakeholders;

First, the management of KRB will find this study an important insight to the strategy the organization has been using to increase stakeholders' participation and will find ways of enhancing CSR as a strategy of increasing stakeholders' participation. The study can recommend a mechanism that would help KRB design and implement sustainable CSR programs.

Secondly, the study will be invaluable to the roads industry in Kenya on matters relating to CSR. This may lead to a symbiotic relationship between the providers of road infrastructure and the stakeholders in general.

Lastly, the scholars and academicians will find this a useful guide for future studies in CSR and stakeholder participation enhancement.

### **1.8 Limitations of the Study**

Financial constraint was a limitation of the study since the researcher was self sponsored. To overcome this limitation, volunteers were engaged in collection of data.

The time for carrying out the study was limited as the researcher was involved in other professional and personal commitments. To overcome this, the researcher maximized on any available time for the research project and also engaged research assistants in collection of data.

### **1.9 Delimitations of the Study**

The study was carried out in Nairobi County since Nairobi is the location where KRB headquarters are located. KRB does not have branches in other regions. This study involved KRB staff and stakeholders. The stakeholders in this study included motorized and non-motorized individuals. The study focused on the role which CSR plays in enhancing stakeholder's participation. It assessed stakeholder's participation enhancement in KRB's operation in relation to the extent to which the number of CSR activities that are carried out in a year, the number of correspondence received in a year and the level of KRB's staff participation.

Owing to the fact that KRB stakeholders cover a broad scope, this study was limited to a small sample of each category of motorized, non-motorized road users and KRB staff.

### **1.10 Basic Assumptions of the Study**

The assumption of the study was that there is a correlation between Corporate Social Responsibility and stakeholders' participation.

### **1.11 Definition of significant terms used in the study**

**Corporate Social Responsibility (CSR):** Kenya Roads Board operations which entail the support of community development participation, utilization of local resources, humanitarian donations, road safety and environment conservation.

**Stakeholders:** In this context, stakeholders are motorized and non-motorized road users whose actions affect or can be affected by Kenya Roads Board operations; motorized stakeholders drive automated vehicles on the road while non-motorized stakeholders do not drive automated vehicles.

**Stakeholder's participation:** The involvement of stakeholders in KRB activities including road maintenance and providing feedback on condition of roads.

**CSR activities:** The events organized by KRB which include road maintenance and philanthropic operations.

**Correspondence received by KRB:** Feedback from stakeholders that enable KRB to advance their operations.

**Staff participation:** The involvement of KRB staff in CSR activities including donating in philanthropic operations and taking part in road maintenance activities.

**Public:** The public in this context refers to all road users; motorized and non-motorized individuals.

**KRB operations:** The activities carried out in KRB which enable the organization to achieve its objectives.

### **1.12 Organization of the study**

This chapter provides the background of the study, CSR in general and the role it plays on stakeholders' participation. Chapter two provides the literature review of CSR and stakeholders participation in Kenya. The third chapter discusses about the methodology of the study. Chapter four explains the findings of the study and chapter five provides a summary of conclusions based on the research questions and provides recommendations of the study.

# CHAPTER TWO

## LITERATURE REVIEW

### 2.1 Introduction

This chapter introduces the concept of CSR, its origin and the contribution of other scholars on the concept of CSR and stakeholders' participation. CSR activities in Kenya Roads Board are then described and a conceptual framework is illustrated.

### 2.2 The Concept of Corporate Social Responsibility (CSR)

Various scholars have defined CSR in terms of good corporate citizenship. Bartol & Martin (1991) for instance, defined social responsibility as the obligation of an organization to seek actions that protect and improve the welfare of society along with its own interests; Hill and Jones (2001) define CSR as the sense of obligation on the part of companies to build certain social criteria into their strategic decision-making and Ayele (2003) referred CSR to both the impact and the role of business on social economic and environmental issues.

In most organizations, the CSR function is used as a means of attaining the organization's objectives as well as giving back to society as Kamau (2001) asserts, the function of CSR is akin to putting something back to society so as to keep it fertile for further business activities.

#### 2.2.1 Origin of Corporate Social Responsibility

Over the years, businesses have come under criticism for contributing to major social problems such as land, air and water pollution, congestion and unsustainable exploitation of raw materials.

Interest groups, trade unions and consumer groups have severally called for restrictive legislation and used several means to get companies realize the harmful side of their activities. Businesses

on the other hand have become aware of the public expectations and are struggling to not only enhance their image as socially responsible institutions but also as being able to help find and contribute solutions to major social, economic and environmental issues (Steiner, 1988). Consumer boycotts, direct action, class action, ethical shopping guides, media campaigns and ethical competitors have become increasingly effective in changing corporate perspectives (Ayele, 2003).

According to Samuel and Sarir (1997), the mid 1990's were the watershed years for social responsibility issues. At this time, two leading multinational corporations were compelled by ethical market forces to reorient their business attitudes. In 1995, Shell dumped its Brent Spar platform in the North Sea. Public agitation in Europe led to a 70% decline in sales in Germany over one fortnight. Nike, the shoe and apparel company faced declining sales as a result of a campaign against child labour and worker exploitation in the 700 factories across 40 countries where Nike worked with subcontractors. These two cases are illustrative to the forces that have led to companies recognizing the concept of CSR. The market also began to play a crucial role in determining the policies and inclinations of business and society.

CSR was one of the biggest corporate fads in the 1990s, less overpowering, no doubt than IT mania but also longer lived (Economist, 2004). The idea that it is not enough for firms to make money for their owners is one that many business leaders now share, or say they share, in more or less the same conviction.

CSR at any rate is thriving. It is now an industry in itself, with full time staff, websites, newsletters, professional associations and massed armies of consultants. This is to say nothing

of those employed by the non-governmental organizations that started it all. Students approaching graduation attend seminars on careers in CSR. The annual reports of almost every major company nowadays dwell on social goals advanced and good works undertaken (Economist, 2004).

Though the concept of CSR has only been formulated recently, there is a long history in social philanthropy or the belief that the creation of wealth is primarily geared for social good (Ayele 2003).

### **2.2.2 Corporate Social Responsibility Literature in Kenya**

For Kenyan organizations, the lure of CSR is great but financial pressure places an obstacle. As Rue (1998) contends, the greatest barrier to CSR is in the form of financial analysts and stakeholders.

Several studies have been conducted on CSR in the context of Kenyan organizations. Mulwa (2001), Kiarie (1997), Kweyu (1993) studied manager's attitude towards CSR in selected Kenyan companies. Kwalanda (2007) studied CSR practices at Safaricom Limited and found that CSR was a key component of both corporate and business strategies. Kamau (2001) investigated the awareness of CSR concept among managers in Kenyan firms and concluded that there was indeed awareness but lack of positive implementation of the concept. Muriuki (2008) studied the CSR link to strategy among mobile telephone service providers in Kenya and deduced that the companies are involved in CSR as well as corporate strategic planning.

It has become popular in Kenya with many organizations adopting CSR (Okeyo, 2004). The Nation Media Group for instance is actively involved in fencing the Abadares forest and also offers to publish CSR activities of other firms at no cost in newspapers (Muthuri, 2005).

CSR is absolutely difficult to assess (Mutuku, 2004). It is a concept with many dimensions which do not behave similarly and have their own characteristics in different industries. The main approach is to use the reputation indices such as the ratings on New York Stock Exchange, Fortune magazine and locally the Company of the Year awards. All these are based on surveys and opinions of analysts and executives. According to Griffin and Mation (1997), there are 8 attributes of reputation. These include the quality of management, quality of products, innovativeness, long term investment value, financial soundness, employee talent, use of organization's assets and responsibility to environment. In this case CSR mainly covers the responsibility to environment attribute.

Although CSR is now very important, there is no much evidence from a majority of Kenyan companies on its level of implementation. This is probably due to the fact that it is regarded as a public relations exercise (Mutuku, 2004). It may also be due to the conception that CSR has no direct influence on performance and there is no evidence of its return on investment. Organizations can use studies of CSR to create and maintain a positive image that will differentiate the organization from others and enhance stakeholder participation.

### **2.2.3 Corporate Social Responsibility in Kenya Roads Board**

This study focused on Kenya Roads Board, a corporate body which is a major player in the roads industry. Kenya Roads Board was established in the reform agenda to ensure that the

stakeholders get value for their money. The Board has a chance to add positive contribution to society in its oversight role in the management of the road asset. KRB envisions to be the best managed fund for an effective road network (KRB, 2008).

Road transport is the most widely used means of transportation in Africa and in Kenya due to its cost effectiveness. Roads provide access to economic centers for example markets, farms and industries thereby creating opportunities for trade and employment. Roads provide access to social services and infrastructure such as schools, health centers and administrative services. In order to achieve its corporate objectives which involve funding the maintenance of roads and ensuring value for money, Kenya Roads Board requires the involvement of stakeholders (KRB, 2008). In this regard, CSR is a vehicle which can be used to enhance stakeholders' participation in Kenya Roads Board operations.

The Kenya Roads Board Social Responsibility Policy is dynamic. According to the Kenya Roads Board social responsibility policy, the board concentrates its social responsibility by adding economic value to society and reaffirming the capacity to impact on the future; by adding environmental value through sustainable development and evaluating the sustainability of KRB's operations; by adding ethical value, KRB conducts its business in an honest manner, not for self gain, not to practice unfettered power, to acknowledge its stakeholders and to operate with integrity (KRB, 2011).

In order to involve stakeholders, KRB commits to working with local communities and the government at national and local levels to address the concerns of the community in a constructive way. KRB endeavors to make positive contributions to the communities through

financial support for community projects and through the Board's involvement. The areas of concern include health (HIV/AIDS). Road safety is yet another concern in which KRB endeavors to facilitate emergency facilities, support road safety activities and educate communities on road safety; through integrated strategies with the National Environment Management policy which requires an Environmental Impact Assessment for each major road project financed by KRB under the Road Maintenance Levy Fund in order to provide environmentally friendly roads; by designing public ways for developing the Annual Public Roads Programme and ensuring that the stakeholders' needs drive its establishment and implementation; by provisioning an equal opportunities policy for all aspects of employment, the KRB employees policy attempts to ensure that the issues of health, safety and welfare of employees are paramount and by promoting ethical behavior, KRB strives to maintain good corporate citizenship (KRB, 2008).

### **2.3 Corporate Social Responsibility's role on Stakeholders' Participation**

The study on Corporate Social Responsibility's role on stakeholders' participation introduces the key variables, which include annual Corporate Social Responsibility activities, feedback from stakeholders and staff participation in CSR activities.

#### **2.3.1 Annual Corporate Social Responsibility Activities**

Waddock and Graves (1997) assert that socially responsible behavior is in a company's self interest and can lead to better overall performance. Economic actions have social consequences affecting a company's stakeholders. To retain the support of these stakeholders, the company must take those social consequences into account when formulating strategies (Hill and Jones, 2001). In this retrospect, the Kenya Roads Board's strategic plan incorporates annual CSR

activities which in essence are expected to enhance stakeholder's participation in the operations of Kenya Roads Board.

### **2.3.2 Feedback from Stakeholders**

Stakeholder's interest determines the success or failure of projects. Some will have the power to influence the project, while others will be able only to voice opinions. All stakeholders might be ranked (primary, secondary, tertiary and so on) according to the power that they can wield and the impact that the project will have on them. (Lock, 2008). Stakeholder involvement benefits both the organization and the stakeholders of the organization. The involvement of stakeholders is a mutually benefiting scheme that marks a person or group as a stakeholder and merits them additional consideration over and above the consideration due to any human being. (Phillips, 1997). In essence, Kenya Roads Board benefits from stakeholders' feedback on the condition of roads and the stakeholders benefit when the roads are upgraded accordingly.

According to Steiner (1988), society can and must hold business responsible for social conditions in society because the collective actions of businesses determine to a great extent the prevailing social and environmental state of society. This shows the importance of social responsibility. In essence, the stakeholders can hold the organization responsible for example by providing feedback on the state of roads in Kenya, stakeholders expect Kenya Roads Board to upgrade roads to a maintainable condition from the fuel levy fund which stakeholders contribute to.

Some organizations usually carry out social audits and involve stakeholders in this exercise. This enables an organization to assess and demonstrate its social, economic and advantages and disadvantages. It measures the extent to which an organization lives up to the shared values and

objectives it has committed itself to. Social audit provides an assessment of the impact of an organization's financial objectives through monitoring performance and views of stakeholders. Social auditing requires the views of stakeholders (Muriuki, 2008).

### **2.3.3 Staff Participation in CSR Activities**

Employees are key stakeholders in the organization and have significant influence on the firm. Therefore, employees can be identified as high power (Mitchell et al., 1997) 'influencer' (Kaler, 2002) stakeholders. Employees are closely integrated with the firm, giving them a "peculiar role among stakeholders" (Crane and Matten, 2004). They contribute to the firm in the most fundamental ways. Employees have a continuing investment in the firm; an investment of experience and specialized skills (Maltby and Wilkinson, 1998). In this regard, the involvement of KRB staff in CSR activities is essential since they are the implementers of KRB operations.

Samuel and Sarir (1997) assert that CSR focuses on sustainable development, attending to stakeholder priorities and appreciating the debt that the corporation owes to the community in which it operates. It defines the company's partnership with social action groups in providing financial and other resources to support development initiatives particularly among the disadvantaged communities. This perspective focuses on responsibility towards stakeholders, mainly the community, consumers, shareholders, employees and management rather than profit maximization. There is also more emphasis on long term sustainability of business and environment. The CSR activities in Kenya Roads Board which include road safety and environmental conservation contribute to sustainable development.

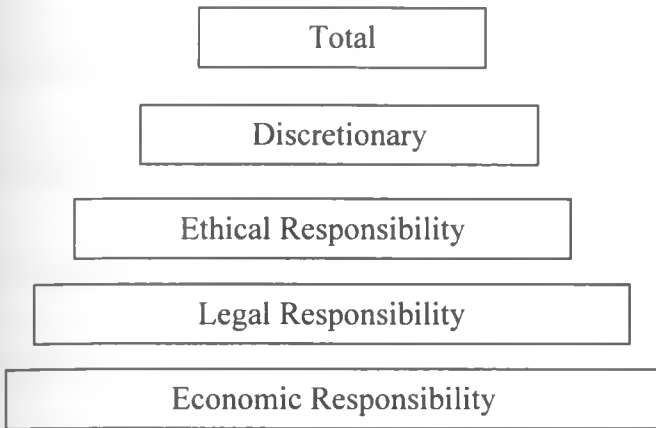
In conclusion, Samuel and Sarir (1997) assert that the bottom line is threefold, on people, planet and profit. Sustainable development, economic stability and corporate profits should be analyzed in conjunction with social prosperity. The employees actually constitute the firm. They are a resource of the organization, they represent the company towards other stakeholders, and they act in the name of the organization (Crane and Matten, 2004). The KRB staff and stakeholders who participate in CSR activities benefit from KRB operations such that when involved, they contribute to the advancement of road maintenance, social benefits to the community and sustainable development.

## **2.4 Theoretical Framework**

The study seeks to establish the role of Corporate Social Responsibility in enhancing stakeholders' participation by Carroll's (1979) and Wood's (1991) Corporate Social Performance model (CSP).

Carroll (1979) proposed a four-part definition of CSR that was embedded in a conceptual model of CSP. In this model, Carroll differentiated between four types of corporate social responsibilities: economic, legal, ethical, and discretionary. He also presented the argument that firms wishing to effectively engage in CSP needed to have a basic definition of CSR; an understanding of the issues for which a social responsibility existed; and a specification of the philosophy of responsiveness to the issues. In 1991, Carroll revisited the four-part definition of CSR and organized the notion of multiple corporate social responsibilities in a pyramid construct (figure 1).

In this pyramid, economic responsibility is the basic foundation and discretionary is the apex. Economic and legal responsibilities are socially required, ethical responsibility is socially expected, while philanthropy is socially desired and each of these responsibilities comprises a component of the total social responsibility of a firm.



*Figure 1: A hierarchy of Corporate Social Responsibilities*

In 1991, Wood revisited the CSP model and conceptualized CSP as the product of a firm's particular configuration of social responsibility, processes of social responsiveness as well as observable outcomes as they relate to the firm's societal relationships as shown in Table 2.1.

**Table 2.1: The Corporate Social Performance model (Wood 1991)**

<p><b>Principles of Corporate Social Responsibility</b></p> <p>Institutional principle: legitimacy</p> <p>Organizational principle: public responsibility</p> <p>Individual principle: managerial discretion</p>
<p><b>Processes of corporate social responsiveness</b></p> <p>Environmental assessment</p> <p>Stakeholder management issues</p>
<p><b>Outcomes of corporate behavior</b></p> <p>Social impacts</p> <p>Social programs</p> <p>Social policies</p>

The two models of Carroll (1979) and Wood (1991) can be effectively reconciled and integrated. Carroll's categories of CSR can be viewed as the domains within which the CSR principles, processes and outcomes are enacted. Wood's (1991) model can be considered as an extension of Carroll's contribution as it directs attention to the specific processes of responsiveness and the outcomes of corporate social behavior ( Jamali and Mirshak, 2007). Table 2.2 shows an integration of Carroll's (1979) and Wood's (1991) Corporate Social Responsibility model.

**Table 2.2: An integration of the two models**

<b>Domains</b>	<b>CSR Principles</b>	<b>Process of responsiveness</b>	<b>Outcomes of corporate behavior</b>
Cell 1: Economic	Social legitimacy Public responsibility Managerial discretion	Environmental assessment Stakeholder management	Social impacts Social programs Social policies
Cell 2: Legal	Social legitimacy Public responsibility Managerial discretion	Environmental assessment Stakeholder management	Social impacts Social programs Social policies
Cell 3: Ethical	Social legitimacy Public responsibility Managerial discretion	Environmental assessment Stakeholder management	Social impacts Social programs Social policies
Cell 4: Discretionary	Social legitimacy Public responsibility Managerial discretion	Environmental assessment Stakeholder management Issues	Social impacts Social programs Social policies

CSR in KRB has been incorporated in KRB activities and it supports the operations of KRB. Since the core business of KRB is to manage the Road Maintenance Levy Fund (RMLF), only some specific aspects of CSR are incorporated in KRB. As Wood (1991) observed, the principles may operate independently of each other in one or more domain. In KRB for instance, the organization’s discretion may vary from time to time. During a certain period, KRB may pursue philanthropic CSR, and then at another time KRB may pursue road safety or environmental conservation while managing relationships with specific stakeholder groups. However, the model lacks the understanding of the role of CSR in enhancing stakeholder’s participation.

## 2.5 Conceptual Framework

The conceptual framework which shows the relationship between the variables is illustrated in Figure 2.

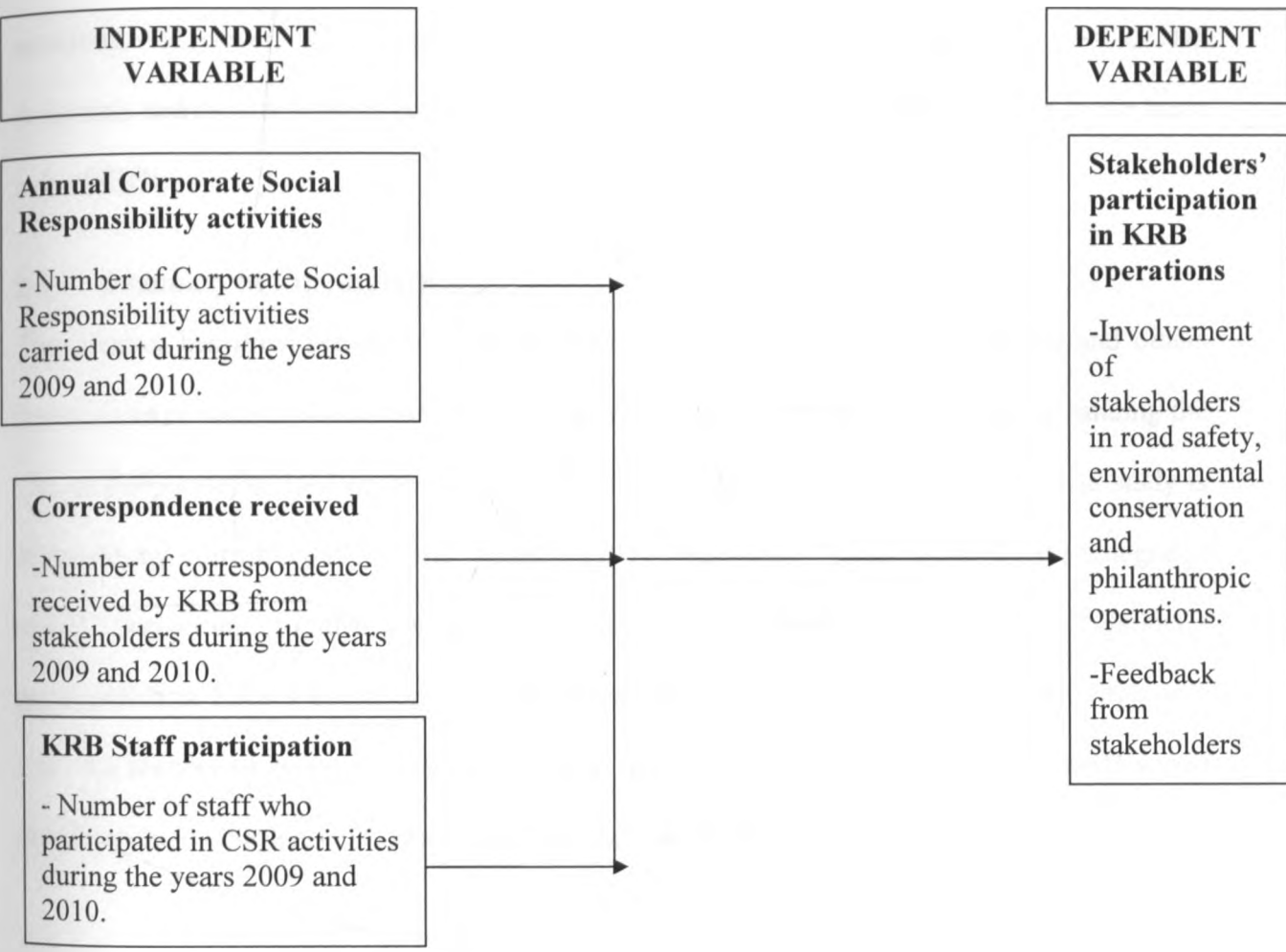


Figure 2: Conceptual framework

The dependent variable is stakeholders' participation in KRB operations. The independent variables are CSR activities, correspondence received and staff participation. KRB staff attitude is a moderating variable. This conceptual framework asserts that stakeholder's participation in KRB operations is determined by the number of CSR activities in a year, the number of correspondence received in a year from the public and KRB's staff participation in CSR activities. However, KRB's staff willingness to participate in CSR activities would also determine stakeholder's participation in KRB operations since the staff in this case is the basic unit of KRB.

## **2.6 Summary of Literature Review**

This chapter has provided an in-depth literature review. Related studies in Kenya and others countries have been analyzed and reveal that there exists a knowledge gap in understanding the role of Corporate Social Responsibility in enhancing Stakeholder's participation. The study is informed by Carroll's (1979) and Wood's (1991) Corporate Social Performance integrated model. According to the conceptual framework, the study investigated stakeholder's participation in KRB's operations as a dependant variable. The number of CSR activities in a year, the number of correspondence received in the year 2010 from the public and KRB's staff participation in CSR activities were studied as the independent variables.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Chapter three comprises of the research design, target population, sampling procedures, methods of data collection, validity and reliability. The operational definition of variables which is derived from the conceptual framework is also included. This chapter also describes the methods of data analysis which shall be used in chapter four.

#### **3.2 Research Design**

The research design acts as a road map that assists the researcher to structure the collection, analysis and interpretation of the data. A cross-sectional survey design was used in this study. According to Coggon et al (1997), a cross-sectional design is used for research that collects data on relevant variables at one point in time from a sample selected to represent a larger population from a variety of people, subjects, or phenomena. In this regard, information from different categories of stakeholders including motorized and non-motorized and KRB staff in Nairobi County was collected. This research design enabled to establish the role of CSR in enhancing stakeholders' participation in KRB at a relatively lower expense. The design was used because the target population consisted of various categories of individuals who were instrumental in providing vital information.

The data collected was both quantitative and qualitative; thus the research employed a mixed mode. Quantitative data obtained by the study was associated with the annual CSR activities conducted by KRB; correspondence received and staff participation in CSR. Qualitative data was

associated with the feelings and opinions of stakeholders and KRB staff attitude towards CSR activities.

### **3.3 Target Population**

The study targeted KRB management, staff and stakeholders including motorized and non-motorized respondents in the City Square of Nairobi Central Business District (NCBD) in Nairobi County. KRB has a total of 60 staff and management who were all targeted. The target population of KRB staff was 60. The City Square of NCBD has a broad base of motorized and non-motorized respondents. The subject of the study was drawn from non-motorized individuals who use public transport from NCBD and from motorized staff who park their vehicles in the City Square of NCBD. According to the Kenya National Bureau of Statistics (2009), the City Square of NCBD has a total population of 246 who are motorized and non-motorized. The study involved a target population of 246 non-motorized and motorized respondents from NCBD. Therefore the total target population for this study was 306.

### **3.4 Sample and Sampling Procedure**

According to Kothari (1990), sampling is the process of drawing samples that would be a representative of the population of the population of the study. Its objective is to secure a sample which is subject to limitation of size which will produce the characteristics of the population as closely as possible.

In this study, stratified random sampling was used where important subgroups (strata) identified as KRB management, staff, motorized and non-motorized individuals were the respondents. Simple random sampling was carried out for motorized and non-motorized respondents. In this

case, each member of the population had an equal chance of being selected. This increased the chance of collecting objective information.

According to Kothari (2006), sampling is defined as the selection of some parts of aggregate of the totality based on which a judgment or inference about the aggregate or totality is made. It is a process of selecting a group of people, events, behavior or other elements with which to conduct a study. The sample size was purposively selected from the population based on their familiarity with the research topic. The total sample size was 137 taken from a population of 306 chosen from a mix of stratified and simple random sampling techniques.

Deming (1960) argues that the quality of a sample study is often better with sampling than with a census. He further suggests that sampling possesses the possibility of better interviewing, more thorough investigation of missing, wrong or suspicious information and better processing than is possible with complete coverage.

According to Mugenda and Mugenda (2003), simple random sampling is a probabilistic sampling technique which ensures each subject, object or respondents have an equal chance of representation. The sample size of 137 KRB staff and stakeholders was considered because it is a reasonable representation of the population and is adequate for statistical tests. The sample was drawn from a sample frame obtained from city square of NCBD in Nairobi County.

**Table 3.1: Sampling of respondents**

<b>Category of respondents</b>	<b>Population size</b>	<b>Selected sample</b>
KRB management and staff	60	10
Motorized and non-motorized stakeholders	246	127
<b>Total</b>	<b>306</b>	<b>137</b>

### **3.5 Research Instruments**

The study used questionnaires, interview schedules and checklists to collect data due to the nature of the target population, characteristics of each of the samples and the required data.

Questionnaires were used to collect specific information from the specific category of respondents. They were used to collect both quantitative and qualitative data on stakeholder participation in KRB operations. Engel (1977) asserts that the main purpose of a questionnaire is to communicate to the respondent what is intended and to elicit desired response in terms of empirical data from the respondent in order to achieve the research objectives.

Interview schedules were used for KRB participants in order to gather adequate information on staff attitude towards CSR. A checklist shall be used to gather information that may not be captured in the responses in the questionnaires and interview schedule. This was mainly carried out in KRB headquarters. These documents readily available saved time in collecting data. The study also utilized the Likert (1932) scale. This approach was ideal in this study because there was need to understand the prevalence rates of various opinions and how strongly respondents hold such opinions. Using this scale, individual respondents were asked not only if they agreed or disagreed with a statement but also to indicate the extent to which they did agree by choosing one of the categories given. This generated a numerical score and a value given to each category.

The research instruments used in this study had questions which were relevant to the research objective. The interview schedule was divided into six main sections. The first section has

general information on KRB staff and management. The second section entailed the number of CSR activities carried out in KRB during the years 2009 and 2010. The third section involved the number of correspondence received in a year from stakeholders. The fourth section included the level of KRB staff participation in CSR activities. The fifth section involved stakeholder participation in KRB operations while the sixth section entailed KRB staff willingness to participate in CSR activities.

The questionnaire for motorized and non-motorized stakeholders was divided into 4 main sections. The first section had general information that categorized motorized and non-motorized stakeholders. The second section entailed the number of CSR activities in which the stakeholders had participated. The third section included the number of correspondence and communication by stakeholders. The fourth section involved stakeholders' participation in KRB operations.

The checklist was divided into three main sections. The first section detailed the number of CSR activities carried out during the years 2009 and 2010. The second section detailed the number of correspondence received by KRB from stakeholders during the years 2009 and 2010 while the third section detailed stakeholders' participation in KRB operations during the years 2009 and 2010.

### **3.6 Validity of the Research Instruments**

Validity is the accuracy of and meaningfulness of inferences, based on the research results.

Validity is an indicator of whether an instrument is measuring what is required to measure. In order to ensure internal validity of the study, the criterion-related validity was applied such that each subject had an equal opportunity to score in order to be free from bias.

### 3.7 Reliability of the Research Instruments

Reliability is concerned with estimates of the degree to which a research instruments yields consistent results or data after repeated trials. A pilot study was carried out to verify the feasibility of the research. The pilot study involved 11 respondents including 6 KRB staff and 5 KRB stakeholders who were not involved in the final study. Internal consistency was estimated via the split-half reliability index which entailed dividing up the test into two parts, administering the two forms to the same group of individuals and correlating the responses.

One of the major findings of the pilot study showed that stakeholders were mainly interested in CSR activities which were related to KRB operations mainly road safety and environmental conservation. There was a strong correlation between the CSR activities in which stakeholders participated during the years 2009 and 2010 which indicate that stakeholders for instance who participated in road safety activities during the year 2009 were likely to participate in road safety activities during the year 2010. These findings have been similarly reflected in Chapter 4. Spearman Brown's split half coefficient was used to test reliability Table 3.2 illustrates the Spearman Brown's split half reliability coefficient between CSR activities in 2009 and 2010.

**Table 3.2: Spearman Browns coefficient between CSR activities in 2009 and 2010**

		<b>Equal Length</b>	<b>Unequal Length</b>
<b>Activity</b> <b>2009 and 2010</b>	Spearman Browns	0.798	0.798
	Coefficient		
	N	11	11

The Spearman Browns split half reliability coefficient shows that the reliability values were at 0.798. According to Nunnally and Bernstein (1994), a research instrument with reliability

values of 0.70 or higher are sufficient. The items on the research instrument were highly correlated hence there was confidence in the reliability of the scale.

### **3.8 Data Collection Procedure**

Questionnaires were distributed to the targeted population. The respondents were given ample time to think and fill the questionnaires at their free time, hence minimizing errors. However, the researcher made follow-ups to ensure the questionnaires are returned. Questionnaires were designed for motorized and non-motorized respondents in Nairobi central business district.

Document analysis involved collecting information from KRB paper records including computer databases, the website, KRB policy documents, the strategic plan, customer satisfaction survey records and the KRB feedback register. Document analysis has advantage over other data collection methods because the methods are expected to be complete, detailed, consistent and well structured.

### **3.9 Data Analysis Techniques**

The study established how CSR can be used to increase stakeholders' participation in KRB operations. Quantitative and qualitative methods were used in the analysis of data. The data was analyzed using the Statistical Package for Social Science (SPSS).

The process included both descriptive and inferential analysis. Descriptive analysis was used for categorical variables which were described in terms of frequencies and percentages. Pearson's correlation was used to explain the relationships between the variables.

Quantitative methods were used to analyze numeric data in order to measure and explain the relationship and differences amongst variables. The techniques were used to analyze the level of

stakeholder's participation in KRB operations. Qualitative data included in the questionnaires will be organized, coded and categorized for proper interpretation. The researcher analyzed variables or cases of qualitative data that illustrated themes and made comparisons and contrasts (Arora, 2008).

Once the questionnaires and interview schedules were collected and collated, the researcher reviewed them for accuracy and recorded the responses. Each was recorded in a notebook according to the background characteristics. The open ended and closed ended questions were coded separately to translate the responses into numeric values. Data was keyed in using the Statistical Package for Social Sciences (SPSS) to generate frequency distributions for the variables converted to percentage distributions to facilitate comparison. The main analytic methods to be used were the cross-tabulations and logistic regression and analysis. The computer-generated tables were interpreted and findings organized.

### 3.10 Operationalization of Variables

Table 3.3: Operationalization of variables

VARIABLE	INDICATOR	SOURCE OF DATA	MEASUREMENT	INSTRUMENT
Independent variable Stakeholders' participation in KRB operations	<ul style="list-style-type: none"> <li>○ Involvement of stakeholders in road safety, environmental conservation and philanthropic operations</li> <li>○ Feedback from stakeholders during the years 2009 and 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ Motorized and non-motorized stakeholders</li> <li>○ KRB records</li> </ul>	<ul style="list-style-type: none"> <li>○ Average and percentage of stakeholder participation</li> </ul>	<ul style="list-style-type: none"> <li>○ Questionnaire</li> <li>○ Checklist</li> </ul>
Independent variables Annual CSR activities	<ul style="list-style-type: none"> <li>○ No. of CSR activities carried out in KRB during the years 2009 and 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ KRB management and staff</li> <li>○ KRB records</li> </ul>	<ul style="list-style-type: none"> <li>○ Percentage of CSR activities carried out during the years 2009 and 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ Interview schedule</li> <li>○ Checklist</li> </ul>
Correspondence received	<ul style="list-style-type: none"> <li>○ No. of correspondence received by KRB from stakeholders during the years 2009 and 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ Motorized and non-motorized stakeholders</li> <li>○ KRB records</li> </ul>	<ul style="list-style-type: none"> <li>○ Ratio of correspondence received during the years 2009 and 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ Checklist</li> <li>○ Questionnaire</li> </ul>
KRB staff participation	<ul style="list-style-type: none"> <li>○ No. of staff who participated in CSR activities during the years 2009 and 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ KRB management and staff</li> </ul>	<ul style="list-style-type: none"> <li>○ Average and percentage of staff who participated in CSR activities during the years 2009 and 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ Interview schedule</li> </ul>

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter presents descriptions and explanations of the findings of the study based on thematic areas, variables, indicators and research questions of the study. The analysis, presentation and interpretation of data focus on the indicators of stakeholders' participation, annual CSR activities, correspondence received by KRB and KRB staff participation in CSR activities. These are the main variables that were identified for the study.

#### 4.2 Response Rates

The study targeted a total of 137 respondents including motorized and non-motorized stakeholders and staff members of Kenya Roads Board through questionnaires.

The research carried out on stakeholders included 127 motorized and non-motorized stakeholders. The response rate is represented in Table 4.1.

Table 4.1: Response rate for motorized and non-motorized stakeholders

Stakeholder	Frequency	Percentage (%)
Motorized	56	44.1
Non Motorized	71	55.9
<b>Total</b>	<b>127</b>	<b>100.0</b>

Out of the 127 stakeholders, motorized stakeholders were 56 (44.1%) and the non-motorized were 71(55.9%). The response rate for this category was 100% return rate.

The research carried out for KRB staff included permanent and temporary staff as shown in Table 4.2.

**Table 4.2: Response rate for KRB staff**

<b>Stakeholder</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Permanent KRB staff	8	80
Temporary KRB staff	2	20
<b>Total</b>	<b>10</b>	<b>100.0</b>

Out of the 10 KRB staff, Permanent KRB staff was 8 (80%) and Temporary KRB staff was 2 (20%). The response rate for this category was 100% return rate.

### **4.3 Stakeholders' Participation in KRB's Operations**

The study sought to establish stakeholders' participation in KRBs operations. The targeted motorists and non-motorists were asked questions on the category of vehicles they operate. The results are presented in Table 4.3.

**Table 4.3: Category of vehicle driven by stakeholder**

<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Personal vehicle	19	15.0
Public service vehicle	19	15.0
Motor cycle/bicycle	23	18.1
Other	2	1.6
None	61	48.0
No Response	3	2.4
<b>Total</b>	<b>127</b>	<b>100.0</b>

personal vehicle was indicated by 19(15%), Public service vehicle 19(15%), Motor cycle (18.1%), Other 2(1.6%), while 3(2.4%) respondents did not respond to the query. Sixty one (48%) did not operate any vehicle. This indicated an average participation of stakeholders in CSR activities and operations of KRB.

#### 4.4 Annual CSR activities

The study sought to establish the extent to which the number of CSR activities carried out in a year enhances the level of stakeholders' participation in KRB's operations.

##### 4.4.1 Activities participated by Stakeholders in 2009 and 2010

In a multi-response question stakeholders were asked to indicate the corporate social responsibility activities they had been involved in with Kenya Roads Board in the years 2009/2010. The response is presented in Table 4.4.

Table 4.4: CSR Activities participated by stakeholders

Activity	Road Safety		Environmental Conservation		H.I.V/Aids Sensitization		Philanthropic Activities	
	2009	2010	2009	2010	2009	2010	2009	2010
Count	39	45	8	4	18	22	5	3

Results in Table 4.4 indicate that 39 and 45 were involved in road safety awareness programs in the years 2009 and 2010 respectively, 8 and 4 in environmental conservation awareness program in the years 2009 and 2010, 18 and 22 in HIV/AIDS sensitization program in 2009 and 2010, 5 and 3 in philanthropic activities in 2009 and 2010 respectively. This shows that a majority of stakeholders participated in road safety and HIV/AIDS sensitization activities during the years 2009 and 2010.

#### 4.4.2 Stakeholder involvement in Road Sector activity

Stakeholders were asked if they had been involved in road sector activity during the 2009 and 2010 years. Table 4.5 illustrates the responses.

Table 4.5: Stakeholder involvement in Road Sector activity (2009/2010)

Response	Frequency	Percent (%)
Yes	41	32.3
No	85	66.9
No response	1	0.8
<b>Total</b>	<b>127</b>	<b>100.0</b>

Results in Table 4.5 show that 41 (32.3%) indicated Yes, 85(66.9%) indicated No only 1(0.8%) did not respond to the question.

#### 4.4.3 Stakeholders involvement in Road Sector Activities in 2009

The 41 stakeholders who were involved in Road Sector activities in the year 2009/2010 were asked to indicate the specific activity they were involved in the year 2009. The results are indicated in Table 4.6.

Table 4.6: Activities stakeholders were involved in the year 2009

Response	Frequency	Percent (%)
Road development and maintenance activity	16	39.0
Goods/ Service provider	12	29.3
No response	13	31.7
<b>Total</b>	<b>41</b>	<b>100.0</b>

The results in Table 4.6 show that 16, (39.0%) indicated road development and maintenance activities, 12 (29.3%) indicated goods and service provision including supplying and consultancy, 13(31.7%) did not designate any activity.

#### 4.4.4 Stakeholders involvement in Road Sector Activities in 2010

Forty one (41) stakeholders who were involved in Road Sector activities in the year 2009/2010 were asked to indicate the specific activity they were involved in the year 2010. The responses are presented in Table 4.7.

**Table 4.7: Activities stakeholders were involved in the year 2010**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Road development and maintenance activity	10	24.4
Goods/ Service provider	14	34.1
Other	1	0.2
No response	16	39.0
<b>Total</b>	<b>41</b>	<b>100.0</b>

The results in Table 4.7 show that 10(24.4%) indicated road development and maintenance activities, 14 (34.1%) indicated goods and service provision including supplying and consultancy, 16(39.0%) did not designate any activity, However 1(0.2%) indicated other activity but did not specify. These findings indicate a decrease in stakeholders' involvement in road sector activities in year 2010.

#### 4.4.5 Stakeholders Involvement in CSR activities

Respondents to the study were asked to indicate if they had been involved in any Kenya Roads Board corporate social responsibility activity in the years 2009/2010. Table 4.8 indicates the responses.

**Table 4.8: Stakeholder involvement in Kenya Roads Board's Corporate Social Responsibility Activity (2009/2010)**

Response	Frequency	Percent (%)
Yes	36	28.3
No	90	70.9
No response	1	0.8
<b>Total</b>	<b>127</b>	<b>100.0</b>

Results in Table 4.8 show that 36, (28.3%) indicated Yes, 90(70.9%) indicated No, Only 1(0.8%) did not respond to the question.

#### 4.4.6 Type of CSR activities involved in 2009/2010

Those who indicated they had been involved in Kenya Roads Board corporate social responsibility activity in 2009/2010 years were asked to further reveal the activity. The response rate is presented in Table 4.9.

**Table 4.9: Type of Corporate Social Responsibility involved in (2009/2010)**

Response	Frequency	Percent (%)
Road safety awareness programs	8	22.2
Environmental conservation awareness programs	9	25.0
HIV/A.I.Ds sensitization programs	6	16.7
Philanthropic activities	5	13.9
No response	8	22.2
<b>Total</b>	<b>36</b>	<b>100.0</b>

The results in Table 4.9 indicate that 8 (22.2%) indicated Road Safety awareness programs, 9(25%) indicated environmental conservation awareness programs, 5(16.7%) indicated HIV/AIDS sensitization programs while Philanthropic activities was indicated in 5(13.9%) cases, However 8(22.2%) did not respond to the question.

#### 4.4.7 Correlation between performance of activity in 2009 and 2010

The study sought to test if there was any correlation between the choice of activity indicated in 2009 and 2010 using the Pearsons correlation test. Table 4.10 illustrates the correlation between the performance of activity in 2009 and 2010.

Table 4.10: Correlation between the performance of activity in 2009 and 2010

		ACTIVITY 2009	ACTIVITY 2010
ACTIVITY2009	Pearson Correlation	1	0.980**
	Sig. (1-tailed)		0.010
	N	4	4
ACTIVITY2010	Pearson Correlation	0.980**	1
	Sig. (1-tailed)	0.010	
	N	4	4

\*\* Correlation is significant at the 0.01 level (1-tailed).

Pearson's Correlation coefficient of 0.980 was obtained indicating that there was a very strong correlation between the choice of activity in 2009 and 2010. It is therefore concluded that a stakeholder who participated in a specific activity in 2009 was likely to participate in the same activity in 2010.

#### 4.4.8 Opinion of stakeholders on gains from Kenya Roads Board road safety sensitization

Stakeholders were asked to express their opinion on whether there were any gains from the Kenya Roads Board road safety sensitization program. Table 4.11 presents the response rate.

**Table 4.11: Opinion of stakeholders on gains from Kenya Roads Board road safety sensitization**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly disagree	6	4.7
Strongly agree	9	7.1
Neither Agree nor Disagree	18	14.2
Agree	33	26.0
Disagree	55	43.3
No response	6	4.7
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results show that 6(4.7%) strongly disagreed, 9(7.1%) strongly agreed, 18(14.2%) could neither disagree nor agree, 55(43.3%) disagreed with the statement, however 6(4.7%) did not respond. Results indicate that more than 48% disagreed with the statement.

#### **4.4.9 Stakeholder opinion on gains from Kenya Roads Board donations**

Stakeholders were asked to indicate whether there were any gains from Kenya Roads Board management and staff donations. The response rate is presented in Table 4.12.

**Table 4.12: Stakeholder opinion on gains from Kenya Roads Board donations**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly agree	4	3.1
Agree	18	14.2
Disagree	28	22.0
Neither Agree nor Disagree	31	24.4
Strongly disagree	38	29.9
No response	8	6.3
<b>Total</b>	<b>127</b>	<b>100.0</b>

Results in table 4.12 indicate that 4(3.1%) strongly agree, 18(14.2%) agree, 28(22%) disagree, 31(24.4%) neither disagree nor agree, 38(29.9%) strongly disagree, 8(6.3%) did not respond to the question.

#### 4.4.10 Opinions on gains from Kenya Roads Board environmental programs

Stakeholders were asked to indicate whether there were any gains from Kenya Roads Board environmental programs. The response rate is presented in Table 4.13.

Table 4.13: Opinion on gains from Kenya Roads Board environmental programs

Response	Frequency	Percent (%)
Strongly agree	5	3.9
Neither Agree nor Disagree	25	19.7
Agree	28	22.0
Strongly disagree	28	22.0
Disagree	34	26.8
No response	7	5.5
<b>Total</b>	<b>127</b>	<b>100.0</b>

Results in table 13 indicate that 5(3.9%) strongly agreed, 25(19.7%) neither agreed nor disagreed, 28(22.0%) agreed, 28(22.0%) strongly disagreed, 34(26.8%) disagreed. 7(5.5%) did not respond to the question.

#### 4.4.11 Opinion on gains from Kenya Roads Board H.I.V/A.I.D.S sensitization program

Stakeholders were asked to indicate their level of agreement or disagreement with the statement that there were gains from Kenya Roads Board HIV/AIDs sensitization programs. The response rate is illustrated in Table 4.14 below.

**Table 4.14: Opinion on gains from Kenya Roads Board H.I.V/A.I.D.S sensitization program**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly agree	12	9.4
Neither Agree nor Disagree	14	11.0
Agree	26	20.5
Disagree	27	21.3
Strongly disagree	43	33.9
No response	5	3.9
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results in Table 4.14 indicate that 12(9.4%) strongly agreed, 14(11.0%) neither agreed nor disagreed, 26(20.5%) agreed, 27(21.3%) disagreed, 43(33.9%) strongly disagreed, however 5(3.9%) did not react to the statement.

#### **4.4.12 Corporate Social Responsibility in Kenya Roads Board benefit to stakeholders**

Stakeholders were asked to express their opinion of agreement or disagreement on the statement that corporate social responsibility activities by Kenya Roads Board were beneficial to stakeholders. Table 4.15 illustrates the stakeholders' responses.

**Table 4.15: Stakeholder Opinion that Corporate Social Responsibility in Kenya Roads Board is beneficial to stakeholders**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly disagree	7	5.5
Strongly agree	8	6.3
Disagree	32	25.2
Neither Agree nor Disagree	36	28.3
Agree	38	29.9
No response	6	4.7
<b>Total</b>	<b>127</b>	<b>100.0</b>

The response indicates that 7(5.5%) strongly disagreed, 8(6.3%) strongly agreed, 32(25.2%) disagreed, 36(28.3%) could neither agree nor disagree, 38 (29.9%) agreed however 6(4.7%) did not respond to the question.

#### 4.4.13 Stakeholders Opinion that Corporate Social Responsibility in Kenya Roads Board enhances stakeholders' participation

Stakeholders were asked to express the opinion of agreement or disagreement on the statement that corporate social responsibility activities by Kenya Roads Board enhances stakeholders' participation. Table 4.16 illustrates the response rate.

**Table 4.16: Stakeholders Opinion that Corporate Social Responsibility in Kenya Roads Board enhances stakeholders' participation**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly agree	7	5.5
Neither Agree nor Disagree	14	11.0
Disagree	18	14.2
Strongly disagree	18	14.2
Agree	65	51.2
No response	5	3.9
<b>Total</b>	<b>127</b>	<b>100.0</b>

The response indicates that 18(14.2%) strongly disagreed, 7(5.5%) strongly agreed, 18(14.2%) disagreed, 14(11.0%) could neither agree nor disagree, 65 (51.2%) agreed however 5(3.9%) did not respond to the question.

#### 4.4.14 Road sector benefits on Transport

Stakeholders were asked to indicate whether they had benefited from the roads sector in terms of transport facilitation. Table 4.17 illustrates the response rate.

Table 4.17: Road sector benefits (Transport)

Response	Frequency	Percent (%)
Yes	106	83.5
No	21	16.5
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results in Table 4.17 indicate that 106(83.5%) indicated Yes, 21(16.5%) indicated No.

#### 4.4.15 Road sector benefits in communication

Stakeholders were asked to indicate whether they had benefited from the roads sector in terms of communication facilitation. The response rate is indicated in Table 4.18.

Table 4.18: Road sector benefits (Communication)

Response	Frequency	Percent (%)
Yes	58	45.7
No response	69	54.3
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results in Table 4.18 show that 58(45.7%) indicated Yes, 69(54.3%) indicated No.

#### 4.4.16 Stakeholders benefit on CSR activities

Stakeholders were asked to indicate whether they had benefited from Kenya Roads Board corporate social responsibility activities. Table 4.19 indicates the response rate.

Table 4.19: Corporate Social Responsibility benefit indicator

Activity	Count on Benefit indicator	Percent (%)	Count on No benefit indicator	Percent (%)
Road Safety	56	45.2	71	54.8
Environmental Conservation	9	7	118	93
HIV/Aids	15	11.8	112	88.2

The results in Table 4.19 show that 56 (45.2%) indicated Road Safety, 9 (7%) indicated environmental conservation, 15(11.8%) said HIV/Aids sensitization program. No stakeholder indicated any other corporate social responsibility benefit.

#### 4.4.17 Corporate Social Responsibility activity and stakeholder type

To illustrate the segregation of stakeholders by corporate social responsibility activity involved in, a cross tabulation was done. Table 4.20 indicates the response rate.

**Table 4.20: Corporate Social Responsibility activity and stakeholder type**

Activity	Stakeholder		Total
	Motorized	Non Motorized	
Road safety awareness programs	11	0	11
Environmental conservation awareness programs	12	4	16
HIV/A.I.Ds sensitization programs	9	6	15
Philanthropic activities	4	7	11
<b>Total</b>	<b>29</b>	<b>12</b>	<b>41</b>

Results indicate that none of the non-motorized stakeholders were involved in road safety awareness programs. Percentages and totals were based on respondents.

#### **4.4.18 Future involvement in CSR activities**

Stakeholders were asked to indicate which corporate social responsibility activity they would like to be involved in the future. Table 4.21 indicates the response rate.

**Table 4.21: Choice of Corporate Social Responsibility activity to be involved in future**

Response	Frequency	Percent (%)
Other Corporate Social Responsibility activities	2	1.6
HIV/AIDS sensitization program	19	15.0
Environmental conservation program	20	15.7
Road Safety program	43	33.9
No response	43	33.9
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results in Table 4.21 show that 2(1.6%) indicated other corporate social responsibility like rescue and ambulance services, 19(15%) HIV/AIDs sensitization program, 20(15.7%) environmental conservation program, 43(33.9%) road safety program while 43(33.9%) did not respond to the question.

From the foregoing, the findings showed that the number of CSR activities carried out in a year enhances the level of stakeholders' participation in KRB operations. The type of CSR activity also determines the stakeholders' participation in KRB operations. The Pearson correlation coefficient indicated a strong correlation between the choice of activity in 2009 and 2010 hence stakeholders inclined to participate in a certain CSR activity in a given year are likely to participate in the same activity in the following year.

#### 4.5 Correspondence received during years 2009 and 2010

The study sought to establish the extent to which the number of correspondence received in a year from stakeholders determines the level of stakeholders' participation in KRB operations.

##### 4.5.1 Stakeholders communication with Kenya Roads Board

Stakeholders were asked to indicate whether they had communicated with Kenya Roads Board in the years 2009 and 2010. Table 4.22 indicates the response.

Table 4.22: Stakeholders communication with Kenya Roads Board Year 2009&2010

Response	Frequency	Percent (%)
Yes	38	29.9
No	88	69.3
No response	1	0.8
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results in Table 4.22 show that 38 (29.9%) indicated Yes while 88(69.3%) indicated No. Only 1(0.8%) did not respond to the question.

#### 4.5.2 Means of Communication with KRB

Those who indicated they had communicated with Kenya Roads Board were further asked to indicate the means used to correspond. The response is presented in Table 4.23.

**Table 4.23: Means of communication by those who contacted KRB**

Response	Frequency	Percent (%)
Telephone	11	28.9
Mail	4	10.5
Internet	4	10.5
Face to face	19	50.0
<b>Total</b>	<b>38</b>	<b>100.0</b>

The results show that 11(28.9%) indicated by Telephone, 4(10.5%) indicated Mail, 4(10.5%) indicated the Internet while 19(50%) indicated Face to Face.

#### 4.5.3 Communication times in 2009/2010

The number of times stakeholders communicated with Kenya Roads Board was tallied in Table 4.24.

**Table 4.24: Communication times in 2009/2010**

Means	Telephone		Mail		Internet		Face to face	
	2009	2010	2009	2010	2009	2010	2009	2010
<b>Sum</b>	27	42	6	7	4	10	21	27

The results in table 4.2.4 show that 11(28.9%) indicated by Telephone, 4(10.5%) indicated Mail, 4(10.5%) indicated the Internet while 19(50%) indicated Face to Face.

#### 4.5.4 Correlation of Stakeholder type and communication with Kenya Roads Board

The research sought to identify if there was any correlation between the type of stakeholder and communication with KRB. The results that show the relationship between the stakeholders and the communication and contact with KRB are presented in Table 4.25.

Table 4.25: Correlation of Stakeholder type and communication with the Kenya Roads Board

		Communicated with Kenya Roads Board
Stakeholder	Pearson Correlation	0.189*
	Sig. (2-tailed)	0.034
	N	126

\*. Correlation is significant at the 0.05 level (2-tailed).

Results show a weak correlation of 0.189 but significant at 0.05 confidence level, therefore communication or non-communication with Kenya Roads Board was spread across the stakeholders with motorized stakeholders inclined to communicate with Kenya Roads Board.

The findings therefore show that the number of correspondence received in a year from stakeholders determines the level of stakeholders' participation in KRB operations. There was an annual increase in communication between KRB and stakeholders in the years 2009 and 2010. This increase has also been reflected in stakeholders' participation in CSR activities in the years 2009 and 2010. However, the findings also show that the number of correspondence received from stakeholders is low and the motorized stakeholders are more inclined to communicating with KRB.

#### **4.6 KRB's staff participation in CSR activities**

The study sought to establish the extent to which the level of KRB staff participation in CSR activities influences the level of stakeholders' participation in KRB operation. In essence, the study sought the opinion of both permanent and temporary staff and management of KRB who had served 1 year and above in the organization. The data was collected through interviews and document analysis.

According to the organization the following CSR activities conducted twice a year were conducted in that order of priority in the year 2010:

1. HIV/AIDs sensitization programmes;
2. Philanthropic activities such as donations from staff and management;
3. Road safety awareness programmes; and
4. Environmental conservation.

The organization receives feedback from stakeholders through telephone, mail, internet, meetings and workshops. The organization received over 200 correspondence in 2010 year regarding CSR activities and communication about the activities of the organization is done through internet, mail, telephone and face to face meetings in that order of priority. There was an increase in the correspondence over the years. Over 500 stakeholders participated in various workshops and trainings organized by KRB promoting CSR.

The involvement of KRB staff in CSR activities was established to be adequate, with just 10% of the staff terming it inadequate. However, majority of the staff (60%) indicated that sensitization of staff on CSR activities was inadequate. Therefore, 50% of the staff indicated that they actively

participate in the CSR programme while 50% indicated that they rarely participate. It was established that the main reasons KRB conducts CSR activities was to position itself in the provision of its services to the public. This also involves improving its corporate image. CSR activities by KRB are guided mainly by the strategic plan. The service charter also has an indication on CSR by the organization.

The findings showed that the level of KRB staff participation in CSR activities influence the level of stakeholders' participation in KRB operations since KRB staff involved in CSR activities engage stakeholders to participate in KRB operations. A majority of KRB staff are involved in CSR activities. However, the majority indicated that the sensitization of staff on CSR activities was inadequate. A majority also indicated that KRB conducts CSR activities mainly to position itself in the provision of its services to the public and to improve its corporate image. CSR activities by KRB are guided mainly by the strategic plan.

The organization considers the involvement of motorized stakeholders in KRB operations as adequate while that of the non-motorized stakeholders as inadequate. The CSR programme is considered beneficial to KRB and its stakeholder which also enhances the participation of stakeholders in KRB operations.

#### **4.7 Purpose of CSR**

The study sought to get the opinion of stakeholders on the basis of CSR activities carried out by KRB. This was in relation to corporate citizenship, improvement of service, positioning of the organization and performance contract.

#### 4.7.1 Good corporate citizenship

Stakeholders were asked to indicate whether the main reason for implementing the corporate social responsibility programme was to facilitate good corporate citizenship. The response was presented in Table 4.26 below.

Table 4.26: Good Corporate Citizenship

Response	Frequency	Percent (%)
Strongly disagree	3	2.4
Disagree	5	3.9
Neither Agree nor Disagree	10	7.9
Strongly agree	14	11.0
Agree	84	66.1
No response	11	8.7
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results in Table 4.26 indicate that 3 (2.4%) strongly disagreed, 5 (3.9%) disagreed, 10(7.9%) neither agreed nor disagreed, 14(11.0%) strongly agreed, 84(66.1%) agreed while 11(8.7%) did not respond to the question.

#### 4.7.2 Improvement of service

Stakeholders were asked to indicate whether the main reason for implementing the corporate social responsibility programme was to facilitate improvement of service. Table 4.27 indicates the responses.

**Table 4.27: Improvement of service**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly disagree	2	1.6
Disagree	8	6.3
Neither Agree nor Disagree	13	10.2
Strongly agree	20	15.7
Agree	76	59.8
No response	8	6.3
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results in Table 4.27 indicate that 2(1.6%) strongly disagreed, 8(6.3%) disagreed, 13(10.2%) neither agreed nor disagreed, 20(15.7%) strongly agreed, 76(59.8%) agreed however 8(6.3%) did not respond to the question.

#### **4.7.3 Positioning of KRB**

Stakeholders were asked to indicate whether the main reason for implementing the corporate social responsibility programme was to facilitate the positioning of Kenya Roads Board. Table 4.28 illustrates the response.

**Table 4.28: Positioning of Kenya Roads Board**

	<b>Frequency</b>	<b>Percent (%)</b>
Strongly disagree	5	3.9
Strongly agree	7	5.5
Disagree	23	18.1
Neither Agree nor Disagree	29	22.8
Agree	49	38.6
No response	14	11.0
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results in Table 4.28 indicate that 5(3.9%) strongly disagreed, 7(5.5%) strongly agreed, 23(18.1%) disagreed, 29(22.8%) could neither agree nor disagree, 49(38.6%) agreed while 14(11%) did not respond.

#### 4.7.4 Performance contract

Stakeholders were asked to indicate the opinion of agreement that the main reason for implementing the corporate social responsibility programme was to facilitate rating of performance contracts signed by the agency. Table 4.29 indicates the response.

Table 4.29: Performance contract

	Frequency	Percent (%)
Strongly agree	5	3.9
Strongly disagree	5	3.9
Disagree	18	14.2
Neither Agree nor Disagree	31	24.4
Agree	53	41.7
No response	15	11.8
<b>Total</b>	<b>127</b>	<b>100.0</b>

The results in Table 4.29 indicate that 5(3.9%) strongly agreed, 5(3.9%) strongly disagreed, 18(14.2%) disagreed, 31(24.4%) neither agreed nor disagreed, 53(41.7%) agreed however 15(11.8%) did not respond.

A comprehensive data analysis, presentation and interpretation has been provided in this chapter which sought to establish to what extent the number of CSR activities carried out in a year enhance the level of stakeholders' participation in KRB's operations, to what extent the number

of correspondence received in a year from stakeholders determine the level of stakeholders' participation in KRB's operations and to what extent the level of KRB's staff participation in CSR activities influence the level of stakeholders' participation in KRB's operations. From the variables of this study, the findings, conclusions and recommendations have been discussed in chapter five.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides a summary of the findings of the study. The discussion brings out comparisons and contrasts between the study findings and related empirical studies which are highlighted in chapter two of this report. The chapter also gives conclusions drawn from these findings and based on the research questions of the study. Recommendations have also been provided.

#### **5.2 Summary of findings**

The study established that there is average participation of stakeholders in CSR activities and operations of KRB. Majority of the stakeholders surveyed were motorized who constituted 49.7% compared to non-motorized who were 48%.

The findings showed that the number of CSR activities carried out in a year enhance the level of stakeholders' participation in KRB operations. The Pearson correlation coefficient indicated a strong correlation of 0.980 between the choice of activity in 2009 and 2010 hence stakeholders inclined to participate in a certain CSR activity in a given year are likely to participate in the same activity in the following year.

The findings revealed that the number of correspondence received in a year from stakeholders determines the level of stakeholders' participation in KRB operations. There was an annual

increase in communication between KRB and stakeholders in the years 2009 and 2010. This increase has also been reflected in stakeholders' participation in CSR activities in the years 2009 and 2010. However, the findings also showed that the number of correspondence received from stakeholders is low and a majority used face to face communication including meetings and stakeholders' workshops. The motorized stakeholders were more inclined to communicating with KRB as compared to their non-motorized counterparts.

The findings revealed that the level of KRB staff participation in CSR activities influence the level of stakeholders' participation in KRB operations since KRB staff involved in CSR activities engage stakeholders to participate in KRB operations. A majority of KRB staff are involved in CSR activities. However, the majority indicated that the sensitization of staff on CSR activities was inadequate. A majority also indicated that KRB conducts CSR activities mainly to position itself in the provision of its services to the public and to improve its corporate image. CSR activities by KRB are guided mainly by the strategic plan.

The involvement of motorized stakeholders in KRB operations was considered as adequate while that of the non-motorized stakeholders as inadequate. A majority of 69% stakeholders, mainly the non-motorists, were not aware of KRB's operations and CSR activities, while 38% of the stakeholders, mainly motorists, were aware of KRB's operations and their CSR activities and were in either in direct or indirect contact and communication with KRB. The study established that communication or non-communication was spread among the stakeholders with motorists being in contact with KRB more than the non-motorists.

The CSR programme is considered beneficial to KRB and its stakeholder which also enhances

the participation of stakeholders in KRB operations. There was an increase in the number of stakeholders participating in CSR activities each year. The stakeholders who participated in activities of previous year were most likely to participate in the same activities in the subsequent year.

### **5.3 Discussion of the findings**

The overall opinion of the stakeholders indicates that CSR activities of KRB would enhance their participation in KRB's operations. However, communication by KRB on their role and CSR in the road sector was found to be below average at 45.7%. These findings are a confirmation of the observation of Kamau (2001) who concluded that there was increased awareness of CSR concept but lack of positive implementation of the concept. As Hill and Jones (2001) asserts, KRB must take social consequences into account when formulating strategies in order to retain the support of stakeholders.

#### **5.3.1 Annual Corporate Social Responsibility Activities**

The study revealed that the number of CSR activities carried out in a year enhance the level of stakeholders' participation in KRB operations owing to the fact that increased participation in KRB activities results in increased stakeholders awareness of KRB operations and hence increased participation in KRB operations. The findings show that 33.9% of stakeholders would like to be involved in road safety programmes for example road safety sensitization workshops for motorcycle operators, 15.7% would like to be involved in environmental conservation programmes for instance tree planting in soil erosion prone areas. Further, 15% of stakeholders

would like to be involved in HIV/AIDS awareness programmes while 1.6% indicated that they would like to be involved in other programmes for example rescue and ambulance services.

According to the study, 47.3% believed that participation in road safety activities was beneficial to them. 63.7% believed that donations were beneficial, 45.6% believed in environmental activities while 40.9% believed in HIV /AIDS awareness activities as beneficial. The benefits of CSR are confirmed in this study as Ayele (2003) asserts that CSR has an impact on social, economic and environmental issues.

This is in tandem with the observation of the staff and management of KRB who were of the view that road safety activities as part of CSR of KRB should be prioritized and scaled-up as it was much related to the mandate of the organization. These findings are relevant to the observations by Waddock and Graves (1997) that socially responsible behavior can lead to better overall performance. CSR strategies can be used to address the same and maximize positive impact of their operations on the society. In this case the role of KRB in financing road maintenance brings about the need to educate the public on safest ways of utilizing the improved infrastructure in order to minimize road accidents.

### **5.3.2 Feedback from Stakeholders**

The findings revealed that the number of correspondence received in a year from stakeholders determines the level of stakeholders' participation in KRB operations. There was an annual increase in communication between KRB and stakeholders in the years 2009 and 2010.

The findings however showed that the number of correspondence received was low at 29.9% and a majority used face to face communication. Motorized stakeholders were more inclined to

communicating with KRB as compared to their non-motorized counterparts. This confirms Lock's (2008) observation that all categories of stakeholders; motorized and non-motorized stakeholders interest determine the success or failure of projects. The increase in stakeholder participation positively impacts KRB operations. The participation of non-motorized stakeholders in KRB operations contributes greatly to KRB's success.

### **5.3.3 Staff Participation in CSR Activities**

The study established that there was more awareness on CSR activities among staff and management of KRB. However, the staff was not adequately involved in the CSR activities and its implementation was a challenge. These findings are similar to the findings of the study by Mutuku (2004) that there is no much evidence from a majority of Kenyan companies on the level of its implementation due to the fact that it is regarded as a public relations exercise.

The study also established that the main purpose of CSR activities in KRB was to position the organization in provision of road services in Kenya. These findings are a confirmation of the observations of Kwalanda (2007) and Muriuki (2008) that CSR was a key component of both corporate and business strategies. There was also an indication that the purpose of CSR was part and parcel of performance contract of the organization, staff and management.

## **5.4 Conclusions of the study**

In conclusion, the study revealed that the number of CSR activities carried out in a year enhances the level of stakeholders' participation in KRB operations. However, it was observed that stakeholders are more inclined towards road safety, environmental conservation and HIV/AIDS sensitization programmes.

The number of correspondence received in a year from stakeholders determines the level of stakeholders' participation in KRB operations. A majority of stakeholders used face to face communication. However, there was an annual increase in communication between KRB and stakeholders in the years 2009 and 2010. Equivalently, there was an annual increase in stakeholder's participation in the years 2009 and 2010.

Motorists are the majority of the direct users of road services which KRB is one of the main providers. Non-motorists, though being beneficiaries of the road services, are less aware of the operations of KRB.

Furthermore, road safety and environmental conservation were the most regarded CSR functions of KRB by the staff, management and all the stakeholders. This is due to the fact that the activities are more related to the core function of KRB and therefore the stakeholders easily note the relevance. Inadequate awareness among the stakeholder on the role of KRB is a major hindrance to their conscious participation in the operations of KRB. Staff and management of KRB appreciate the need and importance of CSR activities, although there are challenges in their involvement and implementation of the activities.

A majority of respondents indicated that there was a road sector benefit to stakeholders in transport facilitation. However, the stakeholders' participation in CSR activities of KRB and the impact of CSR activities to stakeholders was minimal. Nevertheless, stakeholders showed a keen interest of engaging in future CSR activities in KRB.

## **5.5 Recommendations of the study**

1. The number of CSR activities carried out in a year should be increased and there is need for the organization to actively sensitize stakeholders on its operations. CSR activities that are relevant and core to the business of the organization including road safety and environmental conservation can be used to increase stakeholders' awareness on KRB's operations.
2. In order to increase the number of correspondence and basically feedback from stakeholders, both motorists and non-motorists should be encouraged to actively participate in CSR activities and provide feedback through the various means of communication.
3. The level of KRB's staff participation in CSR activities needs to be increased through sensitization and engagement of KRB staff in CSR activities. The activities should be implemented on a regular basis. All relevant departments should be involved and CSR nurtured as part and parcel of the organization's culture.

## **5.6 Suggestions for further research**

The following are suggestions for further studies in CSR and stakeholder participation enhancement.

1. Specific research on involvement of non-motorists on KRB operations and CSR activities.
2. Specific research on the relationship between CSR and business strategy of organizations.

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## **APPENDICES**

### **Appendix I: Letter of Transmittal**

Patricia N. Wariua Nyalwal  
P O Box 3678 – 00200  
NAIROBI

#### **TO WHOM IT MAY CONCERN**

**RE: DATA COLLECTION FOR STUDY ON THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN ENHANCING STAKEHOLDER'S PARTICIPATION IN KENYA ROADS BOARD OPERATIONS IN NAIROBI COUNTY**

I am Patricia Wariua-Nyalwal, a student at the University of Nairobi, School of Continuing and Distance Education, registration number L50/75469/209. I am currently undertaking my research project as a requirement for award of the degree of Masters of Arts in Project Planning and Management. The study is on the role of Corporate Social Responsibility in enhancing stakeholder's participation.

The findings and recommendations of the study shall contribute to the growing body of knowledge towards a better understanding of Corporate Social Responsibility in Kenya Roads Board and enhance a symbiotic relationship between Kenya Roads Board and their stakeholders. Therefore, I would like to collect data that will assist in accomplishing the objectives of this study. Your contribution will be much appreciated and the information provided will be treated with utmost confidentiality. I wish to conduct an interview with you by asking you some questions.

I look forward to your cooperation.

Yours faithfully,

PATRICIA N. WARIUA NYALWAL

## Appendix II: Interview schedule For KRB Employees

Please consider and answer the questions below carefully. Tick the correct box (✓) or write in the spaces provided.

### Section A: General Information

#### 1. Terms of Service

a.	Permanent	
b.	Temporary	

#### 2. Position in organization

a.	Management	
b.	Staff	

#### 3. Period of employment in KRB

a.	0 – 12 months	
b.	1 – 5 years	
c.	5 years and above	

**Section B: Number of CSR activities carried out in a year**

4. Which of the following CSR activities have been carried out in KRB during the years 2009 and 2010?

		2009	2010
a.	Road safety awareness programs		
b.	Environmental conservation awareness programs		
c.	HIV/AIDS sensitization programs		
d.	Philanthropic activities e.g. donations from KRB management and staff		

5. How often are CSR activities carried out in KRB?

a.	Every two years	
b.	Yearly	
c.	Twice every year	
d.	Monthly	
e.	Any other (specify)	

**Section C: Number of Correspondence received in a year from Stakeholders**

6. How does KRB frequently receive feedback from stakeholders?

a.	Telephone	
b.	Mail	
c.	Internet	
d.	Face to face e.g. meetings/workshops	
e.	Any other (specify)	

7. How much correspondence does KRB receive in a year?

a.	0 – 10	
b.	10 – 50	
c.	50 – 100	
d.	100 – 150	
e.	150 – 200	
f.	Above 200	

**Section D: Kenya Roads Board (KRB) Staff Participation in Corporate Social Responsibility (CSR)**

8. How would you describe the involvement of KRB staff in the CSR activities of KRB?

a.	Very adequate	
b.	Adequate	
c.	Undecided	
d.	Inadequate	
e.	Very inadequate	

9. How are CSR activities communicated within KRB?

a.	Telephone	
b.	Mail	
c.	Internet	
d.	Face to face e.g. meetings	

10. How would you describe the sensitization of staff on the CSR activities of KRB?

a.	Very adequate	
b.	Adequate	
c.	Undecided	
d.	Inadequate	
e.	Very inadequate	

11. Which among the following reasons describes why CSR activities are carried out in KRB?

a.	Improvement of service	
b.	Positioning of KRB	
c.	Performance contract	
d.	Good corporate citizenship	

12. Which documents guide CSR activities in your organization?

a.	Customer satisfaction questionnaire	
b.	Service charter	
c.	Strategic Plan	
d.	Stakeholders feedback register	
e.	Signed performance contract	
f.	Other	

**Section E: Stakeholder Participation in Kenya Roads Board Operations**

13. How would you describe the involvement of motorized stakeholders in KRB operations?

a.	Very adequate	
b.	Adequate	
c.	Undecided	
d.	Inadequate	
e.	Very inadequate	

14. How would you describe the involvement of non-motorized stakeholders in KRB operations?

a.	Very adequate	
b.	Adequate	
c.	Undecided	
d.	Inadequate	
e.	Very inadequate	

**Section F: Kenya Roads Board staff willingness to participate in Corporate Social Responsibility activities**

15. Kindly provide your views about the CSR program in KRB.

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
The CSR programme in KRB is beneficial to KRB and its stakeholders					
The CSR programme enhances stakeholders' participation in KRB operations					

16. How active are you in the implementation of the CSR program in your organization?

a.	I actively participate in CSR activities in KRB	
b.	I rarely participate in CSR activities in KRB	
c.	I do not participate in any CSR activity in KRB	

17. What in your view is the most important purpose of implementing a CSR programme?

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
Good corporate citizenship					
Improvement of service					
Positioning of KRB					
Performance contract					

18. What suggestions do you have on how to improve CSR operations in KRB?

.....

.....

END

Thank you very much for your time

### Appendix III: Questionnaire for Motorized Stakeholders

Please consider and answer the questions below carefully. Tick the correct box (✓) or write in the spaces provided.

#### Section A: General Information

Please tick the most appropriate parameter applicable to your response.

1. Which of the following automated vehicles do you drive?

a.	Personal vehicle	
b.	Public service vehicle	
c.	Motor cycle/bicycle	
d.	Other (please specify)	
e.	None	

#### Section B: Number of CSR activities carried out in a year

2. Which of the following CSR activities have you been involved with in KRB during the years 2009 and 2010?

		2009	2010
a.	Road safety awareness programs		
b.	Environmental conservation awareness programs		
c.	HIV/AIDS sensitization programs		
d.	Philanthropic activities e.g. donations from KRB management and staff		

**Section C: Number of Correspondence received in a year from Stakeholders**

3. Have you communicated with KRB during the years 2009 and 2010?

a.	Yes	
b.	No	

4. If yes, which of the following means did you use to communicate?

a.	Telephone	
b.	Mail	
c.	Internet	
d.	Face to face e.g. meetings/workshops	
e.	Any other (specify)	

5. How many times have you communicated with KRB during the years 2009 and 2010?

(please indicate the number of times for each means of communication where applicable)

		2009	2010
a.	Telephone		
b.	Mail		
c.	Internet		
d.	Face to face e.g. meetings/workshops		
e.	Any other (specify)		

**Section D: Stakeholder Participation in KRB Operations**

6. Have you been involved in road sector activities during the years 2009 and 2010?

a.	Yes	
b.	No	

7. If yes, please tick the activities.

		2009	2010
a.	Road development and maintenance activities		
b.	Goods/service provider including supplies and consultancy		
c.	Other (specify)		

8. If no, please state reasons for non-involvement.

.....

.....

9. Have you been involved in Corporate Social Responsibility activities in KRB in 2009/2010?

a.	Yes	
b.	No	

10. If yes, please tick the activities.

a.	Road safety awareness programs	2009	2010
b.	Environmental conservation awareness programs		
c.	HIV/AIDS sensitization programs		
d.	Philanthropic activities e.g. donations from KRB management and staff		

11. If no, please state reason for non-involvement.

.....

.....

12. Kindly provide your views about the CSR activities in KRB

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
I have gained from KRB road safety sensitization programs					
I have gained through donations from KRB management and staff					
I have gained from KRB environmental programs					
I have gained from KRB HIV/					

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
AIDS sensitization programme					

13. Kindly provide your views about the CSR program in KRB.

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
The CSR programme in KRB is beneficial to KRB and its stakeholders					
The CSR programme enhances stakeholders' participation in KRB operations					

14. As a motorized stakeholder, how have you benefited from the road sector?

a.	Transport facilitation	
b.	Communication facilitation	
c.	Other benefits (specify)	

15. As a motorized stakeholder, how have you benefited from KRB Corporate Social Responsibility activities?

a.	Road Safety	
b.	Environmental conservation	
c.	HIV/AIDS sensitization	
d.	Other benefits (specify)	

7. As a motorized stakeholder, which of the following Corporate Social Responsibility activities would you like to be involved in?

a.	Road safety program	
b.	Environmental conservation program	
c.	HIV/AIDS sensitization program	
d.	Other CSR activities (specify)	

8. What in your opinion is the most important reason for implementing a CSR programme?

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
Good corporate citizenship					
Improvement of service					
Positioning of KRB					
Performance contract					

9. What are your suggestions on how to improve the CSR operations in KRB?

.....

.....

END

Thank you very much for your time.

## Appendix IV: Questionnaire for Non-Motorized Stakeholders

Please consider and answer the questions below carefully. Tick the correct box (✓) or write in the spaces provided.

### Section A: General Information

1. Please tick the most appropriate parameter applicable to your response.

a.	Personal vehicle	
b.	Public service vehicle	
c.	Motor cycle/bicycle	
d.	Other (please specify)	

### Section B: Number of CSR activities carried out in a year

2. Which of the following CSR activities have you been involved with in KRB during the years 2009 and 2010?

		2009	2010
a.	Road safety awareness programs		
b.	Environmental conservation awareness programs		
c.	HIV/AIDS sensitization programs		
d.	Philanthropic activities e.g. donations from KRB management and staff		

### Section C: Number of Correspondence received in a year from Stakeholders

3. Have you communicated with KRB during the years 2009 and 2010?

a.	Yes	
b.	No	

4. If yes, which of the following means did you use to communicate?

a.	Telephone	
b.	Mail	
c.	Internet	
d.	Face to face e.g. meetings/workshops	
e.	Any other (specify)	

5. How many times have you communicated with KRB during the years 2009 and 2010?

(please indicate the number of times for each means of communication where applicable)

		2009	2010
a.	Telephone		
b.	Mail		
c.	Internet		
d.	Face to face e.g. meetings/workshops		
e.	Any other (specify)		

**Section D: Stakeholder Participation in KRB Operations**

6. Have you been involved in road sector activities during the years 2009 and 2010?

a.	Yes	
b.	No	

7. If yes, please tick the activities.

		2009	2010
a.	Road development and maintenance activities		
b.	Goods/service provider including supplies and consultancy		
c.	Other (specify)		

8. If no, please state reasons for non-involvement.

.....

.....

9. Have you been involved in Corporate Social Responsibility activities in KRB in 2009/2010?

a.	Yes	
b.	No	

10. If yes, please tick the activities.

a.	Road safety awareness programs	2009	2010
b.	Environmental conservation awareness programs		
c.	HIV/AIDS sensitization programs		
d.	Philanthropic activities e.g. donations from KRB management and staff		

11. If no, please state reason for non-involvement.

.....

.....

12. Kindly provide your views about the CSR activities in KRB

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
I have gained from KRB road safety sensitization programs					
I have gained through donations from KRB management and staff					
I have gained from KRB environmental programs					

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
I have gained from KRB HIV/AIDS sensitization programme					

13. Kindly provide your views about the CSR program in KRB.

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
The CSR programme in KRB is beneficial to KRB and its stakeholders					
The CSR programme enhances stakeholders' participation in KRB operations					

14. As a non-motorized stakeholder, how have you benefited from the road sector?

a.	Transport facilitation	
b.	Communication facilitation	
c.	Other benefits (specify)	

15. As a non-motorized stakeholder, how have you benefited from KRB Corporate Social Responsibility activities?

a.	Road Safety	
b.	Environmental conservation	
c.	HIV/AIDS sensitization	
d.	Other benefits (specify)	

10. As a non-motorized stakeholder, which of the following Corporate Social Responsibility activities would you like to be involved in?

a.	Road safety program	
b.	Environmental conservation program	
c.	HIV/AIDS sensitization program	
d.	Other CSR activities (specify)	

11. What in your opinion is the most important reason for implementing a CSR programme?

	Strongly agree	Agree	Neither Disagree Nor agree	Disagree	Strongly Disagree
Good corporate citizenship					
Improvement of service					
Positioning of KRB					
Performance contract					

12. What are your suggestions on how to improve the CSR operations in KRB?

.....

.....

.....

END

Thank you very much for your time.

**Appendix V: Checklist for KRB Corporate Social Responsibility Activities  
and Stakeholder's Participation**

1. Number of CSR activities carried out during the years 2009 and 2010.

	<b>What to look for</b>	<b>Year 2009</b>	<b>Year 2010</b>
1.	No. of CSR activities carried out.		
2.	No. of motorized stakeholders involved in CSR activities		
3.	No. of non-motorized stakeholders involved in CSR activities		
4.	No. of KRB staff involved in CSR activities		

2. Number of Correspondence received by KRB from stakeholders during the years 2009 and 2010.

	<b>What to look for</b>	<b>Year 2009</b>	<b>Year 2010</b>
1.	No. of letters received from stakeholders.		
2.	No. of emails received from stakeholders.		

3. Stakeholder Participation in KRB Operations during the years 2009 and 2010.

	<b>What to look for</b>	<b>Year 2009</b>	<b>Year 2010</b>
1.	No. of participants in KRB stakeholders' workshops.		
2.	No. of positive responses from customer satisfaction surveys.		
3.	No. of negative responses from customer satisfaction surveys.		