



FACTORS INFLUENCING SUSTAINABILITY OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS IN THE ENERGY SECTOR. A CASE OF KENYA ELECTRICITY GENERATING COMPANY

Migwa, D. O., & Wanjala, M. Y.

FACTORS INFLUENCING SUSTAINABILITY OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS IN THE ENERGY SECTOR. A CASE OF KENYA ELECTRICITY GENERATING COMPANY

Migwa, D. O.,^{1*} & Wanjala, M. Y.²

^{1*}Msc. Scholar, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Nairobi, Kenya

²Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Nairobi, Kenya

Accepted: April 16, 2019

ABSTRACT

This study sought to investigate the factors influencing the sustainability of corporate social responsibility projects in the energy sector with a case of Kenya Electricity Generating Company. The study used descriptive research design. The target population for the study was 109 comprising of Kengen staff and community representatives of the beneficiaries of CSR projects in Gitaru, Kiambere, Kindaruma, Masinga, Sagana, Sondu Miriu, Sosiani, Turkwel. The study used primary data which was collected by use of structured questionnaires. Data was analyzed using descriptive and inferential statistics aided by statistical package for social sciences (SPSS Version 21) application software to ascertain the relationship between the study variables. From the analysis, the results indicated that project resources had the highest influence on the sustainability of CSR projects at Kengen at 63.1% followed by project planning at 45% and finally stakeholder engagement at 34.3%. However, the influence of project monitoring and evaluation on the sustainability of CSR projects was highly suggestive with a weak significance. Therefore involving stakeholders is significant to getting the project beneficiaries satisfied hence having successful CSR projects. Project resources is crucial to the success of CSR projects and community members and other key stakeholders should be involved in resource mobilization for the execution of the project. Proper project planning provides a clear statement of the problem, the desired project outcome and ensures the project is consistent with direction and priorities in the strategic plan hence increasing the possibility of projects succeeding. Finally, project monitoring and evaluation is key in measuring the effectiveness of CSR projects however the study revealed that Kengen was not properly utilizing its M&E framework. It was recommended that further studies look into the role of government in implementing sustainable CSR projects and risk management as factors too that would influence sustainability of CSR projects.

Key Words: Stakeholders' Engagement, Project Resources, Project Monitoring and evaluation, Project Planning, Corporate Social Responsibility

CITATION: Migwa, D. O., & Wanjala, M. Y. (2019). Factors influencing sustainability of corporate social responsibility projects in the energy sector. A case of Kenya Electricity Generating Company. *The Strategic Journal of Business & Change Management*, 6 (2), 572 – 593.

INTRODUCTION

The present-day trend of globalization has led to negative impacts such as persisted rising social inequalities, increasing differences in income, the development of global environmental issues and the outsourcing of skilled operations to developing countries and this has made firms to be more involved with social responsibility (Halme, Roome & Dobers, 2009).

In Nigeria, Adeolu & Afolabi (2010) found that CSR is majorly driven by the oil and gas industry which is dominated by Multi-National Companies as a consequence of public strain springing up from their operations in developing countries in relation to human rights, environmental air pollution and labour issues. In order to guard their enterprise interests in the region, these companies regularly engage in CSR practices. Shell Petroleum Development Company of Nigeria Limited (SPDC) for instance has over time described their CSR activities in a number of terms to suit with their intended strategies at each time such as sustainable development and community investment. The CSR activities in this sector are by and large centered on remedying the consequences of their extraction activities on the local communities so the companies operating in this zone have regularly provided pipe-borne water, hospitals and schools (Amaeshi et al. 2006).

Sustainability of corporate social responsibility projects has been an issue in a number of corporations in Kenya and globally (Maina, 2013). A study conducted by Achieng'gila (2013) on the determinants of sustainability of corporate social responsibility projects by the mobile phone service providers in Kenya found that user satisfaction is a measure of CSR projects. In a study on the challenges of implementing corporate social responsibility strategies by commercial banks in Kenya, Mbogoh & Ogotu (2017) indicated that community support is a key measure of CSR project sustainability. Further,

Heravi Coffey and Trigunarsyah (2015) indicated that number of successful projects is a measure of CSR projects sustainability. In their study, Hwang and Lim (2013) established that budget, schedule, and quality performance leads to project performance. Therefore User Satisfaction, Community Support, Number of Successful projects, projects implemented on time and within budget and projects meet projects quality standards are measures of sustainability of CSR projects.

The role of stakeholders is critical in the promotion of sustainability. Sustainability cannot be achieved without their involvement and support (Oakley and Marsden, 1984). In their study on the Factors that Affect Stakeholders' Participation in Corporate Social Responsibility Activities in Kenya Roads Board, Wariua-Nyalwal et al. (2013), found that stakeholder Level of engagement is a measure of stakeholder participation. In a study on the evaluation of stakeholder participation in monitoring regional sustainable development, Hermans et al. (2014) established stakeholders' support is a measure of stakeholder engagement. In addition, Schieg (2009) asserts that Stakeholder consultation helps an organization be transparent, well targeted and coherent hence a measure of stakeholders' participation. Harvey and Reed (2007) remarked that the success and sustainability of any project largely depends on constant feedback about on-going project activities. Therefore the measures of CSR projects stakeholder engagement are stakeholder Level of engagement, stakeholder support, Stakeholder consultation, stakeholder feedback.

According to Birindelli et al. (2015), frequency of funding is a key component of project resources. Further, a study by Zaraket, Olleik and Yassine (2014) indicated that adequate financial resources is a key indicator in project resources. According to a study by Mutula (2013) on the effects of human resource factors on project overall performance in Nairobi

County, adequate human resources was observed to be a key element of project resources. Siborurema and Shukla (2015) carried out a study on the effects of projects funding on the performance of road construction projects in Rwanda discovered that a realistic project budget interferes with the project funding and negatively affect the scheduled projects implementation time. Therefore frequency of funding, adequate financial resources, adequate human resources and a realistic project budget are essential elements of project resources.

Monitoring and evaluation techniques have an effect on project sustainability due to the fact that they are aimed at correcting detrimental outcomes right from the onset (Lambin, 2005 & Mulwa, 2008). Were (2014) in a study on the factors that influences the sustainability of CDF funded projects in public primary schools in Kwanza division established that regular checking of project expenditure is a measure of monitoring and evaluation. In addition, McCoy (2005) revealed that projects assessment is a key indicator in project monitoring and evaluation. Kim, Yang & Suh (2013) mounted that availability of information to decision makers' is a measure of monitoring and evaluation. According to Gebremedhin, Getachew, & Amha (2010) measurements and data to track progress is a measure of monitoring. Therefore regular checking of project expenditure, project assessment, availability of information to decision makers and measurements and data to track progress are significant measures of project monitoring and evaluation.

Careful project planning and implementation is fundamental to determine the ability of projects to stay for the foreseeable future (Oino et al. 2015). Fenolla, Roman and Cuetas, (2007) consented that setting clear collective vision and goals is a key measure in project planning. According to Fulgham & Shaughnessy (2013) project response to important needs in the society is a key component during

program planning. Velasquez (2000) opined that Local values and culture is an aspect of CSR project planning. Buys (2015) attributes Flexibility and Adaptability to changes in project scope as a Key aspect of Project planning. Therefore measures of project planning include clear vision, goals and objectives, project response to important needs in the society, Local values and Culture, Flexibility and Adaptability to changes in project scope.

Kengen is a limited liability company registered under the Companies Act Chapter 486 of the Laws of Kenya. Its core business is to develop, manage and operate power generating facilities to supply electric power to the Kenyan market. In order to upscale its CSR activities and support the sustainability agenda, the Company established a Foundation with an aim of remodeling its CSR initiatives to Corporate Social Investment (CSI) consequently adding value to the living standards of communities and establish long-term relationships by way of enforcing sustainable initiatives with a view of bringing about positive change and improving the well-being of communities living around its power stations. In order to achieve this, the foundation has invested in high impact programs that will bring long-term benefits to the communities in three major focus areas of education, water and sanitation and environmental conservation. To finance the CSR activities, Kengen has made it a policy to dedicate part of its earnings to Social Responsibility activities aimed at improving the living standards of those dwelling close to its installations. However, the organization is nevertheless unable to yield fairly impactful and sustainable CSR initiatives.

Statement of the Problem

In a study carried out in various companies in the year 2013 by the Institute for Business Value revealed that 43% of CSR projects implemented in Kenya were not sustainable. It is evident that most entities are increasing their expenditure in CSR projects however,

funding difficulties for instance when external funding ceases; lack of awareness by community members on their roles in the management of the projects; lack of accountability and when end-users are not engaged during project implementation leads to sustainability challenges. With the increasing implementation of CSR projects by Kengen, failure to address these factors affecting the sustainability of CSR projects would lead to an increase in the number of stalled projects.

According to Schidmpeter (2014), limited amount of prior empirical literature provides for the factors that constitute management of CSR programs from a sustainability point of view however local studies that have been carried out in this area include Muthami (2014) did a study on how corporate social responsibility affects organizational performance: a case study of Unilever-Esa (Kenya). She found that reputation management and selection of project that is environmental friendly affects the performance of CSR projects to a great extent. Masiga (2013) studied the factors influencing the sustainability of corporate social responsibility projects in Safaricom Foundation. His study revealed that group members' level of involvement, group composition, group members' attitudes and level of external support are all important in determining the sustainability of corporate social responsibility projects.

Muiruri (2012) did a survey on challenges of aligning corporate social responsibility to corporate strategy for safaricom foundation. He found that leadership, employee attitudes and the political, economic and regulatory environment is key to ensuring successful completion of CSR projects at safaricom. These preceding studies did not explicitly tackle the influence of monitoring and evaluation and project planning on the sustainability of corporate social responsibility projects. It is against this background that this study sought to fill the existing research gap by investigating the factors that influence the

sustainability of corporate social responsibility projects in the energy sector through a case study of Kenya electricity generating company.

Objectives of the Study

The general objective was to examine the factors influencing the sustainability of corporate social responsibility projects in the energy sector: A case of Kenya electricity generating company. The specific objectives were:-

- To examine the influence of stakeholders engagement on the sustainability of Corporate Social Responsibility Projects in Kenya electricity generating company.
- To assess the influence of project resources on the sustainability of Corporate Social Responsibility Projects in Kenya electricity generating company.
- To determine the influence of project monitoring and evaluation on the sustainability of Corporate Social Responsibility Projects in Kenya electricity generating company.
- To establish the influence of project planning on the sustainability of Corporate Social Responsibility Projects in Kenya electricity generating company.

LITERATURE REVIEW

Theoretical Review

Stakeholder Theory

Stakeholder theory asserts that organizations should consider the concerns of individuals and groups that can affect or are affected by their activities whilst making decisions and achieving organizational goals (Gibson, 2001).

Stakeholder theory looks at the relationships between a business enterprise and others in its internal and external environment and how these relationships affect how the organization conducts its activities (Agle et al., 2007). Bourne (2009) explains

that stakeholders can come from inside or outside of the organization. For instance, stakeholders of a project consist of customers, employees, suppliers, government, and the local community. The core concept of stakeholder theory is that organizations that manage their stakeholder relationships efficiently would survive longer and perform better than those organizations that do not (Freeman, 1994).

Theory of Constraints

This theory helps organizations to identify the most essential constraints or bottlenecks in their processes and systems, and dealing with them in order to improve performance (Blackstone, 2001).

According to Goldratt (2004) constraints are restrictions that prevent an organization from maximizing its performance and attaining its goals and objectives. He states that constraints can involve policies, equipment, information, supplies or even people, and can be either internal or external to an organization. Project planning surfaces any constraints such as resources in terms of staff required, equipment's and finances within which the project's objectives must be accomplished, (Naor, Bernardes & Coman, 2013).

The theory of constraints is based on five steps which include: identifying the system's constraints that limits progress toward the goal, exploiting the most important constraint, subordinating everything else to the decision made by managing the system's policies, processes and resources to support the decision, elevating the constraint by adding capacity or changing the status of the original resources to increase the overall output of the constraining task or activity, and finally going back to step one and identify the next most important constraint (Steyn, 2002). The five steps in applying the theory of constraints enable an organization's management to remain focused on the most important constraints in their systems.

Theory of Change

A theory of change is a model that explains how an intervention is expected to lead to intended or observed impacts and utility. Monitoring involves assessing how change takes place within the components of the organization and the surrounding environment as a result of the interventions from the project. Using the theory of change, the M&E practices can be viewed as inputs whose outcome will be visible in a more effective M&E system.

The theory of change can indicate which aspects of implementation need to be checked for quality, to assist distinguish between implementation failure and concept failure. It also provides a basis for identifying where along the impact pathway (or causal chain) an intervention may stop working. This type of information is essential to draw a causal link between any documented outcomes or impacts and the intervention. It is also essential to explain and interpret the meaning and implications of impact evaluation findings. Further, if a participatory approach is taken, the process can help develop ownership and a common understanding of the program planning and coordination and what is needed for it to be effective (Ika, 2009).

Implementation Theory

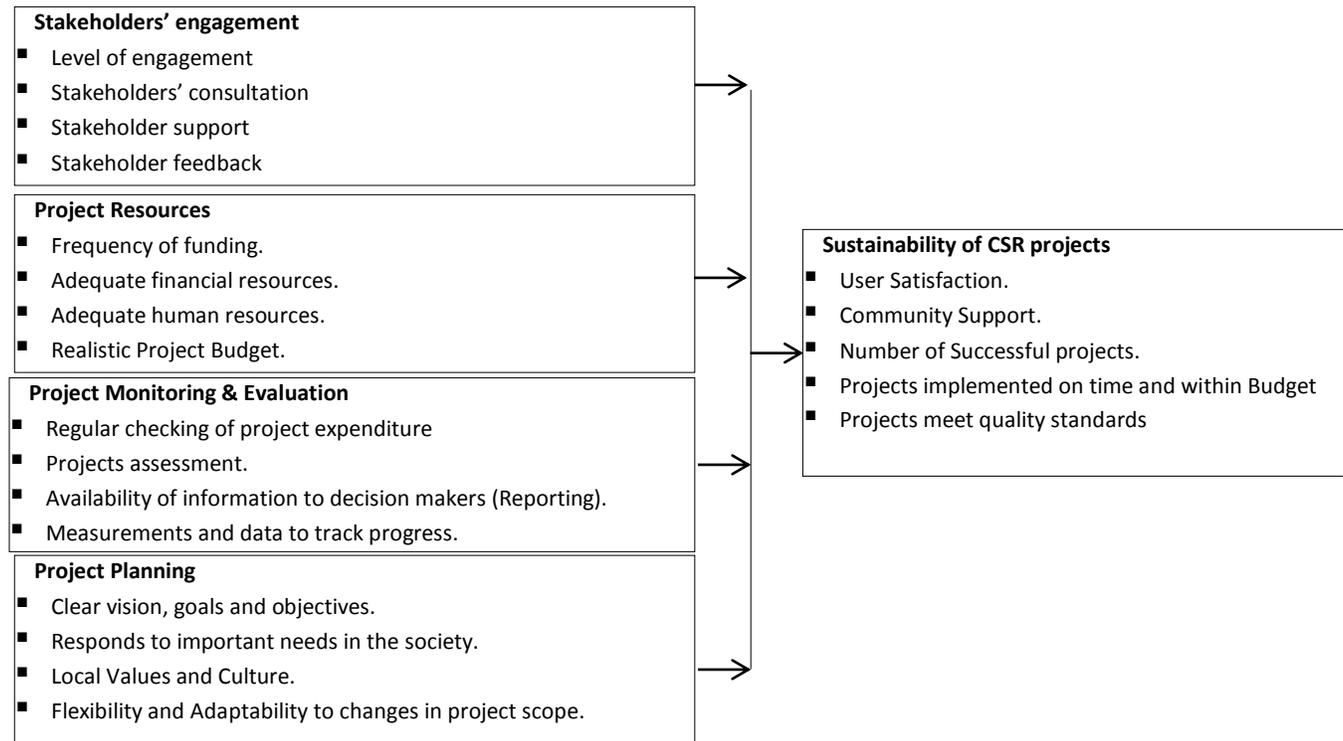
This theory guided the study in establishing the relationship between project planning and sustainability of CSR projects. The implementation theory according to Corchón (2017) presents an analytical framework for the design of institutions, with emphasis on the problem of incentives. A mechanism, or game form, is thought of as specifying the rules of a game. The players are the members of the society (the agents). The question is whether the equilibrium outcomes will be, in some sense, socially optimal. Formally, the problem is formulated in terms of the implementation of social choice rules.

A social choice rule specifies which outcomes would be socially optimal for each possible state of the

world. It can be thought of as embodying the welfare judgments' of a social planner. Since the planner does not know the true state of the world, she must rely on the agents' equilibrium actions to indirectly cause the socially optimal outcome to come about. If a

mechanism has the property that, in each possible state of the world, the set of equilibrium outcomes equals the set of socially optimal outcomes identified by the social choice rule, then the social choice rule is said to be implemented by this mechanism.

Conceptual Framework



Independent Variables

Dependent Variables

Figure 1: Conceptual Framework

Source: Author (2019)

Empirical Review

Stakeholders Engagement

Jeffery (2012) proposed a model of engaging stakeholders that builds a proactive two-way process between the organization and the stakeholder where communication, proposals and opinions can come from either party. As a result of this engagement, an organization can incorporate changes that will enhance its performance.

In a study on Leadership–Stakeholder Involvement Capacity and stakeholder management in corporate social responsibility projects Waligo et al. (2014), established that the stakeholder involvement

approach assumes a dialogue with its stakeholders. Persuasion might also occur, however it comes from stakeholders and the organization itself, each making an attempt to persuade the other to change. Ideally, the organization as well as its stakeholders will alternate as an end result of engaging in a symmetric communication model, that is, progressive iterations of sense making and sense giving strategies (Aanesen et al. 2014). Effective stakeholder participation requires organizations to develop strategies for engaging with stakeholders and understanding their needs and concerns, which helps to obtain accurate information regarding stakeholders' expectations (Ayuso, Rodriguez, Garcia & Arifio, 2007).

In a study on stakeholder involvement in fisheries projects, Aanesen et al. (2014) established that due to the fact the stakeholder involvement strategy takes the notion of the stakeholder relationship to an extreme, companies should not only influence but also seek to be influenced by stakeholders, and consequently alternate when necessary. While this could apply to Freeman's stakeholder conceptualization, it would also challenge his stakeholder concept concerning the extent to which a company should change its (CSR) activities when stakeholders challenge existing (CSR) activities, and the extent to which a business enterprise insist on its very own perhaps divergent assessment.

Project Resources

Well planned projects that utilize available resources are more sustainable since there is consistency in resource availability and mobilization (Lewis, 2004). In a study conducted by Ling Y et al. (2011) showed that cost overruns and financial constraints were the main factors that affected road construction projects in Singapore. Resource allocation to CSR programmes highlights the need for an approach capable of addressing these constraints to construct a portfolio of alternatives that collective best use is made of the limited total resource. It involves a technical solution capable of capturing diverse aspects of the problem with a social process of the individuals engaged, (Lee, Ford & Joglekar, 2007).

Lee, Ford and Joglekar (2007) conducted a study on the effects of resource allocation policies for reducing project durations using a descriptive research design and discovered that useful resource allocation policies for the duration of such projects determine the fractions of resources that are to be assigned to constituent tasks. The choice of allocation policy can strongly have an effect on project durations. But policies for reduced project duration are difficult to design and enforce due to the fact of closed loop flows of work that generate dynamic demand

patterns and delays in shifting resources among activities. Resource demand estimates and resource adjustment instances are two policy facets that managers can effectively alter to influence project durations.

Project Monitoring & Evaluation

Monitoring provides information of how a project is performing in terms of resource use during its implementation through the use of progress reports, while evaluation assesses the effectiveness of the project in achieving its objectives and determining its relevance and sustainability (Uitto, 2004).

According to Kahilu (2011) monitoring and evaluation adds value to the overall performance of projects by offering corrective action to the variances from the expected standard. Were (2014) studied the factors that influences the sustainability of CDF funded projects in public primary schools in Kwanza division. The researcher adopted a descriptive research design. The study established that monitoring and evaluation of projects via regular checking of project expenditure ensured physical progress hence promoting sustainability.

Project Planning

Togar et al (2004) asserted that project planning provides a clear statement of the problem or opportunity and the solution, project outcome and able to develop clear business justification to ensure project is consistent with direction, priorities in the strategic plan. It enables prepare budget and if applicable document deliverables and significant milestones, identify customers, users, and stakeholders'. Logically, all project plans, estimation, schedule, quality and base lines are typically designed primarily based on the preliminary project scope. Thus, any change in the project scope during execution will imply that the entire initial project plan will have to be reviewed such that a reviewed budget, schedule and quality will have to be developed. With each scope change, valuable project resources are

diverted to activities that were not identified in the original project scope, leading to stress on the project schedule and budget. Project scope change should be as a result of incorrect initial scope definition, inherent risk and uncertainties, unexpected change of interest, project funding change, etc. this could lead to change request which in turn could lead to change in project deliverables, budget and/or even the whole project team (Buys, 2015).

Sustainability of CSR Projects

The community, as the beneficiaries, must be involved in the sequencing and ultimate implementation of the project Orodho (2003). In Nigeria, Kaonga and Nguvulu (2015) conducted an investigation on the factors affecting the sustainability of corporate funded community based projects in Mopani Copper Mine-Mufulira (Kankoyo). Using descriptive research design, a questionnaire as a source of primary data was administered to 96 respondents in Kankoyo. The findings revealed that the majority of the projects were not sustainable. This may be attributed to lack of Mopani establishing roles for community members in the projects as well as monitoring them. There was also lack of regular communication between Mopani and the Community. The management of both Mopani and Community changes in membership was also not there. Lastly, Mopani did not consider the community as a key partner in their CSR projects. This could have been due to the community's inability to contribute (labour, material or money) towards the projects. Overall, there was no partnership between Mopani and the Kankoyo Community in CSR community based projects. The resultant effects were lack of partnership with the community and mismanagement of the facilities by the community which resulted in the unsustainability of projects. Hence, the study established that a well partnered stakeholder approach was appropriate for the sustainability of the projects with suitable roles, communication and management of any changes. All

in all, there was a challenge of lack of full partnership by other stakeholders (Kankoyo Breweries, Council and Government) which affected the sustainability of the Mopani based community projects.

METHODOLOGY

This study used a descriptive research design. This design refers to a set of methods and procedures that describes variables. It involves gathering data that describe events and then organizes, tabulates, depicts and describes the data (Babbie, 2009). The target population was 109 comprising of 45 KENGEN staff and 64 community representatives of the beneficiaries of CSR projects in various Locations. This study used stratified random sampling to select 50% of the target population. Out of the 45 targeted employees at Kengen Headquarters 23 of them were sampled. This study used primary data. Structured questionnaires were used in this study to collect the primary. The following multiple linear regression was used:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_0$$

Where:

β_0 = Y intercept (constant) whose influence on the model is insignificant

Y = Sustainability of CSR Projects

X_1 = Stakeholder engagement

X_2 = Project Resources

X_3 = Project Monitoring and Evaluation

X_4 = Project Planning

$\beta_1, \beta_2, \beta_3, \beta_4$ = Model coefficients which are significantly large to have significant influence on the model.

ϵ is the error term.

FINDINGS

Sustainability of CSR projects

In order to realize its vision, Kengen had implemented various corporate social responsibility projects. This section sought to descriptively analyses the sustainability of these CSR projects. The respondents

were asked to indicate the extent to which the various aspects of sustainability of CSR projects had been achieved on a scale of 1-5, where 1 represents

Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), and Strongly Agree (SA=5). The results were presented in Table 1.

Table 1: Descriptive analysis for sustainability of CSR projects

(1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

Item	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Mean	SD Dev
End users are satisfied with our CSR projects	1.4	0.0	7.6	76.4	14.6	4.03	.591
Local Communities support our CSR projects	2.1	5.6	16.1	68.5	7.7	3.74	.766
Kengen has implemented many CSR projects	0.7	1.4	8.4	31.5	58.0	4.45	.764
Projects are implemented and completed within the expected budget and timeframe	1.4	18.6	60.0	10.0	10.0	3.09	.952
Concluded projects normally meet the required quality standards	1.4	2.4	9.0	77.8	10.4	3.94	.612

The results in Table 1 showed that on average the respondents agreed that the end users are satisfied with our CSR projects as indicated by mean and standard deviation 4.03 and 0.591 respectively. Majority, 76.4% of the respondents agreed while 14.6% strongly agreed.

On whether the local Communities support the CSR projects, the respondents agreed as indicated by a mean value of 3.74 and a standard deviation of 0.766. Majority of them, 68.5% the respondents agreed. The respondents were also found to agree that Kengen had implemented many CSR projects. This was indicated by mean of 4.45 and a standard deviation 0.764 with 58% of them agreeing strongly and 31.5 % agreeing. On whether Projects were implemented and completed within the expected budget and time frame the respondents neither agreed nor disagree, they remained neutral as indicated by mean of 3.09

and a standard deviation of 0.952. 60.0% of them remained uncertain.

Finally, on whether the Concluded projects normally meet the required quality standards the respondents agreed as indicated by mean and a standard deviation of 3.94 and 0.612 respectively. Majority, 77.8% agreed while 10.4% strongly agreed.

Stakeholder's Engagement

This section sought to descriptively analyses the stakeholders engagement in line with sustainability of CSR projects by Kengen. The respondents were asked to indicate the extent to which they agreed with the following statements relating to stakeholder's engagement on a scale of 1-5, where 1 represents Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), and Strongly Agree (SA=5). The results were presented in Table 2.

Table 2: Descriptive analysis for Stakeholder's Engagement in line with sustainability of CSR projects

(1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

Item	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Mean	SD Dev
The Organization highly engages all stakeholders in CSR project activities	6.3	38.5	13.3	37.8	4.1	2.95	1.090
The organization consults stakeholders during decision making	1.4	30.1	10.5	54.5	3.5	3.29	.983
All Stakeholders support the CSR projects implemented	1.4	13.4	9.9	69.0	6.3	3.65	.843

by the organization								
All Stakeholders provide feedback about the progress of CSR projects activities	3.5	39.4	25.4	30.3	1.4	2.87	.940	
Number of successful CSR projects is increasing as a result of High Level Stakeholder engagement	1.4	2.8	15.4	76.2	4.2	3.79	.626	

Table 2 showed descriptive analysis on stakeholder's engagement in line with sustainability of CSR projects by Kengen. The first item on this section was to investigate whether the organization highly engages all stakeholders in CSR project activities. 13.3% of the respondents were neutral, 6.3% of the respondents strongly disagreed, 37.8% of the respondents agreed that the organization highly engages all stakeholders in CSR project activities, 4.1% strongly agreed and 38.5% of the respondents disagreed with a mean of 2.95 and a standard deviation of 1.090.

The second item on this section was to investigate whether the organization consults stakeholders during decision making. 10.5% of the respondents were neutral, 1.4% of the respondents strongly disagreed, 54.5% of the respondents agreed, 3.5% strongly agreed and 30.1% of the respondents disagreed with a mean of 3.29 and a standard deviation of 0.983.

The third item on this section was to investigate whether the all Stakeholders support the CSR projects implemented by the organization. 9.9% of the respondents were neutral, 1.4% of the respondents strongly disagreed, 69.0% of the respondents agreed, 6.3% strongly agreed and 13.4% of the respondents disagreed with a mean of 3.65 and a standard deviation of 0.843.

The fourth item on this section was to investigate whether all Stakeholders provide feedback about the

progress of CSR projects activities. 25.4% of the respondents were neutral, 3.5% of the respondents strongly disagreed, 30.3% of the respondents agreed that all stakeholders provide feedback about the progress of CSR projects activities, 1.4% strongly agreed and 39.4% of the respondents disagreed with a mean of 2.87 and a standard deviation of 0.940.

Finally, the fifth item on this section was to investigate whether the number of successful CSR projects was increasing as a result of High Level Stakeholder engagement. 15.4% of the respondents were neutral, 1.4% of the respondents strongly disagreed, 76.2% of the respondents agreed the number of successful CSR projects was increasing as a result of High Level Stakeholder engagement, 4.2% strongly agreed and 2.8% of the respondents disagreed with a mean of 3.79 and a standard deviation of 0.626.

Project Resources

This section sought to descriptively analyze the Project resources in line with sustainability of CSR projects by Kengen. The respondents were asked to indicate the extent to which they agree with the following statements relating to the Project resources on a scale of 1-5, where 1 represents Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), and Strongly Agree (SA=5). The results were presented in Table 3.

Table 3: Descriptive analysis for Project resources in line with sustainability of CSR projects

Item	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Mean	SD Dev
Human Resources are adequate during the	0.7	8.2	61.6	24.7	4.8	3.25	.700

execution of Kengen CSR project activities								
Financial Resources are adequate for all the CSR projects implemented by the Organization	3.4	4.1	61.0	28.1	3.4	3.24	.736	
Our CSR projects are implemented with a realistic project Budget	2.8	6.9	53.8	28.3	8.3	3.32	.832	
The Organizations CSR projects are frequently funded	2.1	9.7	64.8	20.0	3.4	3.13	.710	
Users are satisfied with the amount of resources available for implementing our CSR projects	4.1	4.1	58.9	28.8	4.1	3.25	.775	

The first item on this study was to investigate whether the Human Resources were adequate during the execution of Kengen CSR project activities. 61.6% of the respondents were neutral, 0.7% of the respondents strongly disagreed that Human Resources are adequate during the execution of Kengen CSR project activities, 24.7% of the respondents agreed, 4.8% strongly agreed and 8.2% of the respondents disagreed with a mean of 3.25 and a standard deviation of 0.700.

The second item was to investigate whether financial resources were adequate for all the CSR projects implemented by the Organization. 28.1% of the respondents agreed that financial resources were adequate for all the CSR projects implemented by the Organization, 3.4% of the respondents strongly disagreed, 4.1% of the respondents disagreed, 61.0% of the respondents were neutral, 28.1% agreed and 3.4% of the respondents strongly agreed with a mean of 3.24 and a standard deviation of 0.736.

The third item was to investigate whether their CSR projects were implemented with a realistic project budget. 53.8% were neutral, 28.3% of the respondents agreed, 8.3% strongly agreed that their organization's CSR projects are implemented with a realistic project budget, 6.9% of the respondents disagreed and 2.8% strongly disagreed with a mean of 3.32 and a standard deviation of 0.832.

Finally, the fourth item was to investigate whether the organizations CSR projects are frequently funded. 20.0% of the respondents agreed that the organizations CSR projects were frequently funded, 3.4% of the respondents strongly agreed, 64.8% of the respondents were neutral, 9.7% disagreed and 2.1% of the respondents strongly disagreed with a mean of 3.13 and a standard deviation of 0.710.

Finally, the fifth item was to investigate whether users were satisfied with the amount of resources available for implementing our CSR projects. 28.8% of the respondents agreed that users were satisfied with the amount of resources available for implementing our CSR projects, 4.1% of the respondents strongly agreed, 58.9% of the respondents were neutral and 4.1% of the respondents strongly disagreed with a mean of 3.25 and a standard deviation of 0.775.

Project monitoring and evaluation

This section sought to descriptively analyses the Project monitoring and evaluation in line with sustainability of CSR projects by Kengen. The respondents were asked to indicate the extent to which they agreed with the following statements relating to the Project monitoring and evaluation on a scale of 1-5, where 1 represents Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), and Strongly Agree (SA=5). The results were presented in Table 4.

Table 4: Descriptive Analysis for Project monitoring and evaluation

Item	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	mean	SD
Organization has put in place mechanisms that ensure there is regular monitoring of project expenditure to avoid cost over runs	34.4	41.0	9.8	14.8	0.0	2.05	1.023
Project assessment is regularly done by stakeholders to ensure project goals and objectives are achieved	32.8	42.6	8.2	14.8	1.6	2.10	1.076
The organization provides regular progress reports to key stakeholders	27.9	50.8	16.4	4.9	0.0	1.98	.806
Visible Qualitative and Quantitative data track progress of project activities against scheduled goals	16.4	54.1	13.1	13.1	3.3	2.33	1.012
Local Communities support the monitoring and evaluation of CSR projects activities	19.7	23.0	16.4	32.8	8.2	2.87	1.297

Table 4 indicated that majority of respondents disagreed that their organization had put in place mechanisms that ensure there was regular monitoring of project expenditure to avoid cost over runs as indicated by mean value of 2.05 and a standard deviation of 1.023. 41.0% of the respondent disagreed and 34.4% strongly disagreed.

On whether the Project assessment was regularly done by stakeholders to ensure project goals and objectives are achieved, the respondents disagreed as indicated by the mean value 2.10 and the standard deviation 1.076. 42.6% of the respondents disagreed and 32.4% strongly disagreed.

The respondents disagreed that the organization provides regular progress reports to key stakeholders as indicated by the mean value 1.98 and the standard deviation 0.806. 50.8% of the respondents disagreed and 27.9% strongly disagreed.

On whether the visible Qualitative and Quantitative data track progress of project activities against scheduled goals, 54.1% of the respondents disagreed and 16.4% strongly disagreed as indicated by the mean value 2.33 and a standard deviation 1.012.

Finally, at 32.8%, the majority of respondents agreed that Local Communities support the monitoring and evaluation of CSR projects activities as indicated by the mean 2.87 and a standard deviation 1.297.

Project Planning

This section sought to descriptively analyse the Project planning in line with sustainability of CSR projects by Kengen. The respondents were asked to indicate the extent to which they agreed with the following statements relating to the Project planning on a scale of 1-5, where 1 represents Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), and Strongly Agree (SA=5). The results were presented in Table 5.

Table 5: Descriptive Analysis on Project planning

Item	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	mean	SD
The CSR projects implemented by Kengen have a clear vision, goals and objectives.	26.5	12.8	28.2	17.9	14.5	2.812	1.3892
Our CSR projects responds to the important social needs of the society.	5.1	0.0	13.7	62.4	18.8	3.897	.8846
Kengen implements CSR projects that align with community local values and culture.	0.0	0.0	30.8	56.2	23.1	3.923	0.7329

Our CSR projects are flexible and they can adapt to changes in the project scope	0.0	0.0	17.9	64.1	17.9	4.00	0.6017
Local communities support the organization during project planning	4.3	8.5	35.9	33.3	17.9	3.521	1.0222

The first item on this study was to investigate whether the CSR projects implemented by Kengen had a clear vision, goals and objectives. 28.2% of the respondents were neutral, 26.5% of the respondents strongly disagreed that the CSR projects implemented had clear vision, goals and objectives, 17.9% of the respondents agreed that vision, goals and objectives were clear, 14.5% strongly agreed and 12.8% of the respondents disagreed with a mean of 2.812 and a standard deviation of 1.3892

The second item was to investigate whether CSR projects responds to the important social needs of the society. 62.4% of the respondents agreed that CSR projects responds to the important social needs of the society, 18.8% of the respondents strongly agreed, 13.7% of the respondents were neutral and 5.1% of the respondents strongly disagreed with a mean of 3.897 and a standard deviation of 0.8846.

The third item was to investigate whether Kengen implements CSR projects that align with community

local values and culture. 30.8% were neutral, 56.2% agreed and 23.1% strongly agreed that Kengen implements CSR projects that align with community local values and culture.

The fourth item was to investigate whether Kengen's CSR projects are flexible and they can adapt to changes in the project scope. 17.9% were neutral, 64.2% agreed and 17.9% strongly agreed that Kengen's CSR projects were flexible and they could adapt to changes in the project scope.

Finally, the fifth item was to investigate whether Local communities support the organization during project planning. 33.3% of the respondents agreed that local communities support the organization during project planning, 17.9% of the respondents strongly agreed, 35.9% of the respondents were neutral and 4.3% of the respondents strongly disagreed with a mean of 3.521 and a standard deviation of 1.0222.

Table 6: Correlation Matrix for the study Variables

		Y	X1	X2	x3	X4
Y	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	52				
X1	Pearson Correlation	.712**	1			
	Sig. (2-tailed)	.000				
	N	52	52			
X2	Pearson Correlation	.707**	.675**	1		
	Sig. (2-tailed)	.000	.000			
	N	52	52	52		
X3	Pearson Correlation	-.635**	-.758**	-.887**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	52	52	52	52	
X4	Pearson Correlation	.696**	.644**	.566**	-.618**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	52	52	52	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

Where, Y= Sustainability of CSR projects, X1=Stakeholder engagement, X2 = Project Resources, X3 = Project Monitoring and Evaluation and X4 = Project Planning.

Regression analysis

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827 ^a	.684	.657	.19043

a. Predictors: (Constant), X4, X2, X1, X3

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.761	4	.940	2.160	.0001
	Residual	1.741	48	.036		
	Total	5.501	52			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X2, X1, X3

Table 9: Model Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.016	.456		.034	.973
	X1	.343	.123	.374	2.789	.008
	X2	.631	.190	.584	3.317	.002
	X3	-.399	.217	-.379	-1.837	.072
	X4	.450	.136	.365	3.294	.002

a. Dependent Variable: Y

DISCUSSION

The study intended to analyze the influence of stakeholders' engagement on the sustainability of CSR projects in Kengen. The results from the analysis indicated that there was a positive significant linear relationship between sustainability of CSR projects and Stakeholder engagement, $r = 0.712$; $p = < 0.0001$. This suggested that there was up to 0.343 units increase in sustainability of CSR projects for each unit increase in stakeholder engagement. The effect of stakeholder engagement was two times the effect attributed to the error, this was indicated by the t-test value = 2.789. Stakeholder engagement strategy assumes a dialogue with its stakeholders in decision making which ensured stakeholders felt represented when key decisions were being made (Waligo, 2014).

Cognate to the findings, Hermans et al. (2014) indicated that Stakeholders support in decision making influences monitoring sustainable development and hence projects continuity is assured. Stakeholders should be involved each step of the way throughout project implementation so that no aspects of the requirement is left out (Storvang and Clark, 2014).

Secondly, the study also analyzed the influence of project resources on the sustainability of corporate social responsibility projects in Kengen. The findings also revealed that there was a strong positive significant linear relationship between sustainability of CSR projects and project resources, $r = 0.707$; $p = < 0.0001$. This suggests that there is up to 0.631 unit increase in sustainability of CSR projects for each unit

increase in project resources. Also, the effect of project resources is three times the effect attributed to the error, this is indicated by the t-test value = 3.317. These findings agree with Mutula (2013) did a study on the effects of human resource factors on project performance and stated that for any project to be successful there has to be enough workforce for the different roles involved. In a similar vein, Vanhoucke (2015) did a study on the resources critical in any project and stated that finances is the only key resource necessary to ensure project success though other resources like human resources are also important.

In addition, the study sought to assess the influence of project monitoring and evaluation on the sustainability of corporate social responsibility projects in Kengen. The results indicated a strong negative linear relationship between sustainability of CSR projects and project monitoring and evaluation, $r = -0.635$; $p = < 0.0001$. This was also indicated by significant p-values greater than 0.05 at 95% confidence level. This suggests that a unit increase in project monitoring and evaluation decreased Sustainability of CSR projects by 0.399 units. Furthermore, the effect of project monitoring and evaluation was stated by the t-test value = -1.837 which implies that the standard error associated with the parameter is less than the effect of the parameter. As opposed to the study findings in the extant literature, Kahilu (2011) opined that monitoring and evaluation adds value to the overall performance of projects by offering corrective action to the variances from the expected standard. In addition, Hwang and Lim (2013) also established that adopting project monitoring on budget performance, schedule performance, and quality performance could lead to project performance.

Again, the study intended to analyze the influence of project planning on the sustainability of CSR projects in Kengen. The results from the analysis indicated

that there was a strong positive significant linear relationship project planning and sustainability of CSR projects, $r = 0.696$; $p = < 0.0001$. This suggested that there was up to 0.450 unit increase in sustainability of CSR projects for each unit increase in project planning. Furthermore, the effect of project planning was stated by the t-test value = 3.294 which implied that the standard error associated with the parameter is three times the effect of the parameter. In line with the findings, the extant literature had identified project planning as one of the key tools needed by stakeholders to ensure projects are successful. In their study, Weston and Taruvunga (2017) concluded that CSR projects should be designed with communities to enhance sustainability. Likewise, Togar et al (2004), asserted that project planning provides a clear statement of the problem, project outcome and able to develop clear business justification to ensure project is consistent with direction, priorities in the strategic plan.

CONCLUSION

The study established that stakeholder engagement had a significant effect on the sustainability of CSR projects at 34.3 percent. Paying attention to key project stakeholders leads to increased uptake of project benefits and greater satisfaction. With stakeholder engagement, project managers can be able to perform actions that meet stakeholder expectations.

Additionally, the study established that project resources had a positive and significant effect on the sustainability of CSR projects at 63.1 percent. The implication is that project resources is crucial to the success of CSR projects and that failure to ensure resources are available would lead to stalled and unsuccessful projects. With adequate project resources, a project activity is able to be completed on time and be more sustainable since there is resource availability.

From the regression equation, the findings revealed that project monitoring and evaluation had a strong negative linear relationship with sustainability of CSR projects. Project monitoring and evaluation is key due to the fact that when regular monitoring is carried out, the key stakeholders are in position to track the project progress and identify issues early enough before they go out of hand and therefore was expected to have much more influence than observed. This also indicates that very little is done in measuring the inputs against the desired outcomes in Kengen CSR projects or not much consideration is given to this aspect.

Project planning enables the project managers to define the important tasks, estimate the time and resources required and provide a framework for management, review and control. From the linear regression model, project planning significantly contributes to the sustainability of CSR projects at 45 percent. Undoubtedly, proper project planning during the implementation phase of projects is essential since it dictates how resources will be allocated in order to meet the desired objective. In conclusion, careful project planning improves the quality and performance of CSR projects hence resulting in projects staying for the foreseeable future.

RECOMMENDATIONS

Stakeholders' engagement is significant to the sustainability of CSR projects and therefore the study recommends that Kengen should consult stakeholders when making decisions regarding their CSR projects. In order to achieve this, key stakeholders should hold progressive meetings every month and ensure everyone is represented, information is shared and progressive updates is given. Emails should be sent to all stakeholders on a weekly basis updating them on the progress. A Stakeholder management policy that outlines the roles and responsibilities of each stakeholder should

be documented by Kengen to strengthen their participation during implementation.

The study also recommended that project resources should be adequate to ensure consistency during implementation of CSR projects. A project budget should be prepared and forwarded for approval by the project sponsors in the first quarter so that the funds are available at the early stages of implementation. Information regarding the resources available for the project should be collected through surveys, interview schedules and focus group discussions in order to establish the probability of successful performance.

Despite the findings of the extant literature, the study found that the influence of monitoring and evaluation on project performance was not strong. These results give ground for further research on the same to ascertain if the findings of the study hold or the tools used to measure the effectiveness of CSR projects at Kengen to be reviewed and the M&E framework should be utilized effectively by enabling regular project assessment and providing regular progress reports to key stakeholders.

Further, the study recommended that CSR projects should have a clear statement of vision, goals and objectives in order to ensure that the project activities or outcomes is consistent with the direction and priorities in the strategic plan. It is recommended that project managers should implement CSR projects that aligns with the local values and cultural traditions of the beneficiary communities and responds to the important needs in the society.

Areas for Further Research

Further research should be done in other sectors such as public, non-profit and profit-making organizations to ascertain the factors influencing the sustainability of CSR projects. Besides, the study focused on the four independent variables of stakeholders' engagement, project resources, project monitoring

and evaluation and project planning that influence the sustainability of CSR projects. This study recommended that further studies look into the role of government in implementing sustainable CSR projects and risk management as factors too that would influence sustainability of CSR projects due to the fact that risk management is a key factor in identifying potential risks in advance, analyzing them and taking precautionary steps to reduce the impact

of unfortunate events to make sure CSR projects achieve their predefined objectives. In conclusion, the findings showed that the study variables accounted for 65.7 percent changes of the variation in Sustainability of CSR projects. The study therefore recommended that other variables accounting for 34.3 % should be established and their effects assessed as well.

REFERENCES

- Aanesen, M., Armstrong, C. W., Bloomfield, H. J., & Röckmann, C. (2014). What Does Stakeholder Involvement Mean for Fisheries Management? *International Journal of Ecology & Society*, 19(4), 1-15.
- Achieng'gila, jaquinvadah. (2013). Determinants of sustainability of corporate social responsibility projects by the mobile phone service providers in Kenya. *Journal of Business and Strategic Management*, 4(2), 1-22.
- Adeolu O. A. & Afolabi, E. O. (2010). CSR and Sustainable Community Development in Nigeria: WAPCO, A Case from the Cement Industry. *Social Responsibility Journal*, 6(4), 522 – 535.
- Amaeshi, K.M.,Adi, C.B., Ogbechie, C., & Amao, O.A. Corporate Social Responsibility in Nigeria: Western Mimicry or Indigenous Influences?. *The journal of Corporate Citizenship*. No 24, Corporate Social Responsibility in Emerging Economies (2006), page 83-99.
- Adeyemo, S A Oyebamiji., & Alimi, K O. (2013). An Evaluation of Factors Influencing Corporate Social Responsibility in Nigerian Manufacturing Companies. *International Journal of Academic Research in Economics and Management Sciences*, 2(6), 54-62.
- Assaf, S., Hassanain, M.A & Mugha, H. (2014). Effectiveness of Project Teams and their Impact on the Performance of Saudi Construction Projects. *Research Journal of Applied Sciences, Engineering and Technology*, 7(24), 5148-5156.
- Birindelli, G., Ferretti, P., Intonti, M., & Iannuzzi, A. (2015). On the Drivers of Corporate Social Responsibility in Banks: Evidence from an Ethical Rating Model. *Journal of Management & Governance*, 19(2), 303-340.
- Bridoux, F., & Stoelhorst, J. W. (2014). Micro foundations for Stakeholder Theory: Managing Stakeholders with Heterogeneous Motives. *Strategic Management Journal*, 35(1), 107-125.
- Buyts, F. (2015). Five Causes of Project Delay and Cost Overrun, and their Mitigation Measures. Retrieved from QS quotes: <https://www.linkedin.com/pulse/five-causes-project-delay-cost-overrun-mitigation-measures-buyts>.
- Bamberger, M., & Cheema, S. (2008). *Case studies of project sustainability: implications for policy and operations from Asian experience*. The World Bank.
- Blackstone, J.H., (2001). "Theory of constraints-A Status Report", *International Journal of Production Research*, vol 39 (6), 1053-1080.

- Babbie, E. (2009). *The basics of social research*. Belmont, CA: Wadsworth Publishing.
- Chidyausiku, W & Muzingili, T. (2017). Community Reaction to Corporate Social Responsibility Programmes by in Zimbabwe: A case of Delta Corporation. *An international multi-disciplinary journal*, 11 (3), 61-69.
- Cooper, D., & Schindler, P., (2010). *Business Research methods*, 12th Edition. Published by McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc.
- Corchón L.C. (2017) *Implementation Theory*: Meyers R. (eds) Encyclopedia of Complexity and Systems Science. Springer, Berlin, Heidelberg
- Creswell, J.W., (2003). *Research Design: Qualitative, Quantitative and Mixed Methods* (2nd Edition) Sage Publications. Author house, New York.
- Dandago, K. I., & Arugu, L. O. (2014). Corporate Social Responsibility and Environmental Concerns in Nigeria: A Critical Focus on Oil Producing Communities. *Issues in Social & Environmental Accounting*, 8(2), 104-115.
- Dokpesi, A.O. & Abaye-Lameed, A. (2014). Internal and External Factors Affecting the Corporate Social Responsibility Efforts of AGIP in Oil-bearing Communities of South-South Nigeria. *Journal of Educational and Social Research*, 4(3), 459-465.
- Dernbach, J. C. (2002). *Stumbling Toward Sustainability*. Environmental Law Institute. Desouza, E. (2013). *Project Management offices: A case of knowledge-based archetypes*.
- Faniran, O. O., Love, P. E. D., & Smith, J., (2000). Effective Front –End Project Management – A key Element in Achieving Project Success in Developing Countries, *2nd International Conference on construction in Developing Countries: Challenges facing the construction industry in developing countries*.
- Fenolla, N., Roman, M. and Cuetas, W. (2007). *Building Class Discipline*; New York; Longman.
- Fulgham, S. M., & Shaughnessy, M. F. (2013). Q & A with ed tech leaders: Interview with Roger Kaufman. *Educational Technology: The Magazine for Employees of Change in Education*, 48(5), 49–52.
- FHI, (2004). *Monitoring and evaluation of Behavioral change communication programmes*. Washington D.C: FHI.
- Gautam, R., & Singh, A. (2010). Corporate social responsibility practices in India: A study of top 500 companies. *Global Business and Management Research: An International Journal*, 2(1), 41-56.
- Gibson Jr, E. G. & Wang, Y. R. (2001, September). *Scope Definition: A Key to Project Success*. In COBRA 2001: Proceedings of the RICS Foundation Construction and Building Research Conference (page 3-5).
- Gebremedhin, B., Getachew, A., & Amha, R. (2010). Result-Based Monitoring and Evaluation for Organization Working in Agriculture Development: A Guide for Practitioners. *International Livestock Research Institute, Addis Ababa*.
- Gudda, P. (2011). *A Guide to Project Monitoring & Evaluation*. Author house, New York.
- Goldratt, E., (2004). *The Goal: The process of ongoing improvement*. (3rd Revised Edition) The North River Press Publishing Corporation.
- Gyorkos, T, (2003). Monitoring and Evaluation of large scale Helminth control programmes. *Acta Tropic*, Vol 86(2): 275-282.

- Greener, S. L. (2008). *Business Research Methods*. Copenhagen: Ventus Publishing ApS.
- Gigliani, G.B. & Bedeian, A.G. (2004). A Conspectus of Management Control Theory: *Academy of Management Journal*, 17(4), 292-305.
- Hermans, F. L., Haarmann, W. M., & Dagevos, J. F. (2011). Evaluation of stakeholder participation in monitoring regional sustainable development. *Regional Environmental Change*, 11(4), 805-815.
- Heravi, A., Coffey, V., & Trigunarsyah, B. (2015). Evaluating the Level of Stakeholder Involvement during the Project Planning Processes of Building Projects. *International Journal of Project Management*, 33(5), 985-997
- Hwang, B. G., Zhao, X., & Ng, S. Y. (2013). Identifying the critical factors affecting schedule performance of public housing projects. *Habitat International*, 38, 214-221.
- Dobers, P. and M. Halme: 2009, 'Editorial: Corporate Social Responsibility and Developing Countries', *Corporate Social Responsibility and Environmental Management* 16, 237–249.
- Harvey, A., & Reed, A. (2007). Community-Managed Water Supplies in Africa: Sustainable or Dispensable? *Community Development Journal*. Vol 42 No 3 July 2007 pp. 365-378.
- Hemanta, D. (2012). Assessing Stakeholders' Influence on Social Performance of Infrastructure Projects. *Facilities*, 30(11), 531 – 550.
- Haughey, D. (2018). Requirement Gathering. Retrieved from Project Smart: <https://www.projectsmart.co.uk/requirements-gathering.php>
- Halkos, G., & Skouloudis, A. (2016). Cultural dimensions and corporate social responsibility: A cross-country analysis.
- Institute, P. M. (2013). *A Guide to the Project Management Body of Knowledge*.
- Ika, L. A., Diallo, A. & Thuillier, D., (2012). Critical Success Factors: An Empirical Investigation. *International Journal of Project Management*, 30 (2012) pp 105 116.
- Jabareen, Y. (2006). *A New Conceptual Framework for Sustainable Development*.
- Jeffery, N. (2009). Stakeholder Engagement: A Road Map to Meaningful Engagement. The Doughty Centre for Corporate Responsibility, Cranfield School of Management.
- Jwan, J. & Ong'ondo, C., (2011). *Qualitative Research: An introduction to principles And Techniques*. Eldoret: Moi University Press.
- Kim, J., Yang, Y., Bae, J., & Suh, S. (2013). The Importance of Normalization References in Interpreting Life Cycle Assessment Results. *Journal of industrial ecology*, 17(3), 385-395.
- Khan, I., Ghalib, A., & Hossain, F. (2015). Stakeholders Involvement or Public Subsidy of Private Interests? Appraising the Case of Public Private Partnerships in Pakistan. *Public Organization Review*, 15(2), 281-296.
- Kothari, C. R. (2004). *Research Methodology; Methods & Techniques*. New Delhi, India: New Age International Publishers. [41].

- Kahilu, D. (2011). Monitoring and evaluation report of the impact of information and communication technology service (ICTs) among end users in the ministry of agriculture and cooperatives in Zambia. *Journal of Development and Agricultural Economics*, 3(7), 302-311.
- Leyman, P., & Vanhoucke, M. (2015). A New Scheduling Technique for the Resource-Constrained Project Scheduling Problem with discounted Cash flows. *International Journal of Production Research*, 53(9), 2771-2786.
- Lee, Z.W., Ford, D.N. & Joglekar, S. (2007). Effects of Resource Allocation Policies for Reducing Project Durations: A Systems Modelling Approach. *Systems Research and Behavioral Science*, 24(6), 551–566.
- Ling, Y., Low, P., Wang, Q. & Lim, H. (2011). Key project Management practices affecting Singaporean firms, project performance in china, *International journal of Project Management* 61(2), 542-562.
- Li, P.E., Love, D.S. & Drew, D. (2000). Effects of Overtime Work and Additional Resources on Project Cost and Quality. *Engineering, Construction and Architectural Management*, 7(3), 211-220.
- Ling, F.Y. & Chan, S.L., (2002). *Performance evaluation of alternative project procurement methods*. Research brief. National University of Singapore.
- Maina, B. M. (2013). Influence of stakeholders' participation on the success of the economic stimulus programme: a case of education projects in Nakuru County, Kenya.
- Mbogoh, E., & Ogutu, M. (2017). Challenges of implementing corporate social responsibility strategies by commercial banks in Kenya. *Journal of Business and Strategic Management*, 2(2), 1-16.
- Mwaura, K. (2004). Corporate Citizenship: The Changing Legal Perspective in Kenya. Paper presented at the Interdisciplinary CSR Research Conference, Nottingham.
- Mulwa, F.W. (2008). Participatory Monitoring and Evaluation of Community Projects. Nairobi, Paulines Publications Africa.
- Migwi, J. M. (2018). Effect of Community Engagement at Different Project Phases on Project Sustainability in Public Universities in Kenya: A Case Study of Jomo Kenyatta University of Agriculture and Technology. *The strategic journal of Business and Change Management*, Issue 4(6), pp 91-103.
- Mugenda. & Mugenda, (.2003). *Research methods; quantitative and qualitative Approaches*. Africa Center for Technology (ACTS), Nairobi Kenya.
- McCoy, K.L., Ngari, P. N., & Krumpel, E., (2005). *Building Monitoring, Evaluation and Reporting Systems for HIV/AIDS Programs*. Pact. United States of America.
- Muchelule, Y. W. (2018). Influence of Monitoring Practices on Projects Performance of Kenya State Corporations. *European Scientific Journal*, Vol 13(19).
- Naoum, S., Fong, D. & Walker, G., (2004). *Critical success factors in project management*; in proceedings of International Symposium on Globalization and Construction, Thailand.
- Naor, M., Bernardes, E., & Coman, A. (2013). Theory of constraints: Is it a Theory and a Good one? *International Journal of Production Research*, 51(2), 542-554.

- Nyandika, O. F & Ngugi, K. (2014). Influence of Stakeholders' Participation on Performance of Road Projects at Kenya National Highways Authority. *European Journal of Business Management*, 1(11), 384-404.
- Oakley, P., & Marsden, D. (1984). *Approaches to participation in rural development*. International labour office.
- Oino, P. G., Towett, G., Kirui, K. K., & Luvega, C. (2015). The dilemma in sustainability of community-based projects in Kenya. *Global journal of advanced research*, 2(4), 757-768.
- Patricia, W., Hedwig, N., Teresia, M., & Patricia, M. (2013). Factors that Affect Stakeholders' Participation in Corporate Social Responsibility Activities in Kenya Roads Board, Nairobi County.
- Passia, (2004). *Civil Society empowerment: Monitoring and Evaluation*. A Guide to Project management: www.passia.org/seminars/2002/monitoring.html.
- Siborurema, T. & Shukla, G. (2015). Effects of Projects Funding on the Performance of road construction projects in Rwanda. *Journal of Entrepreneurship and Project Management*, 2(1), 52-69.
- Storvang, P., & Clarke, A. H. (2014). How to Create a Space for Stakeholders' Involvement in Construction. *International Journal of Construction Management & Economics*, 32(12), 1166-1182.
- Schieg, M. (2009). The Model of Corporate Social Responsibility in Project Management. *Business: Theory & Practice*, 10(4), 315-321.
- Saunders, M., Lewis, P., & Thornhill, A., (2009). *Research Methods for Business Students*, Financial Times/Prentice Hall, (4th Edition), UK, p. 105-108, 134.
- Sahlin-Andersson, K., (2002). The Social Construction of Projects. A Case Study of Organizing an Extraordinary Building Project the Stockholm Globe Arena. *Scandinavian Housing & Planning Research*, Vol. 9, p. 65-78.
- Shapiro, J., (2011). *Monitoring and Evaluation*. Johannesburg: CIVICUS.
- Togar, M. S., Alan, C. W. & Ramaswami, S. (2004). Applying the Theory of Constraints to Supply Chain Collaboration. *International journal of Procurement and Supply Chain Management*, 9 (1), 23-29.
- Tache, F. (2011). Developing an Integrated Monitoring and Evaluation Flow. *Journal of Economical Serial Management*, vol.10 (page 381 -391).
- Tongkachok, T. & Chaikew, A. (2012). *Corporate Social Responsibility: The empirical Study of Listed Companies in the Stock Exchange of Thailand*. *International journal of Business and Social Science*, 3(21), 115-123.
- Uitto, J. A., (2004). Multi-country co-operation around shared waters: Role of Monitoring and Evaluation. *Global environmental change*, 14(1): 5-14.
- Velasquez, M. (2000). Globalization and the Failure of Ethics. *Business Ethics Quarterly*, 10(1), 343-352.
- Visser, W. (2008). Corporate social responsibility in developing countries. *In The Oxford handbook of corporate social responsibility*.
- Were, O. S. (2014). Factors influencing sustainability of constituency development fund funded projects in public primary schools in kwanza division, kwanza sub-county, kenya (doctoral dissertation, university of nairobi).

- Waligo, V., Clarke, J., & Hawkins, R. (2014). The 'Leadership–Stakeholder Involvement Capacity' Nexus in Stakeholder Management. *Journal of Business Research*, 67(7), 1342-1352.
- World Bank, (2012). *Monitoring and Evaluation: Some tools, methods and approaches*. The World Bank Washington, D.C.
- Wanjohi, M. (2017). Factors influencing sustainability of corporate social responsibility projects in Kenya: A Case of EABL Foundation. *International Journal of Project Management* 1(12), 203-220.
- Yoshimura, M., Fujimi, Y., Izui, K., & Nishiwaki, S. (2006). Decision-Making Support System for Human Resource Allocation in Product Development Projects. *International Journal of Production Research*, 44(5), 831-848.
- Zaraket, F. A., Olleik, M., & Yassine, A. A. (2014). Skill-based Framework for Optimal Software Project Selection and Resource Allocation. *European Journal of Operations Research*, 234(1), 308-318.