PROJECT MANAGEMENT PRACTICES AND SUSTAINABILITY OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS FUNDED BY SAFARICOM COMPANY IN KENYA

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ABSTRACT

The general objective of the study was to examine the effect of project management practices on sustainability of corporate social responsibility projects funded by Safaricom Company. The target population comprised of 160 employees from all departments found in Safaricom PLC Coast branches. This study adopted descriptive research design. Given that the study population was relatively small (N < 160), the study did not use any sample technique but instead adopted a census design. Census approach, therefore, afforded a more extensive and detailed study. Structured questionnaires were used to collect primary data from respondents. Secondary data was obtained from related materials in the internet, project management journals, white papers, periodicals and books relevant to the study. The data was collected, processed and analyzed with respect to the study objectives, using both descriptive and inferential statistics. The tool of analysis used for this study was Statistical Package for Social Sciences (SPSS) version 25. Multiple linear regression analysis was used to produce descriptive and inferential statistics. F-tests were employed to test the significance of the overall model while the significance of each specific variable was tested using T-test. The study showed that all the four project implementation determinants namely project planning, project communication, project stakeholder management and project monitoring positively affect sustainability of corporate social responsibility projects funded by Safaricom Company. The study recommended that CSR project teams be involved in all projects at all stages of the projects' lifecycle. It should be made policy for multi-disciplinary teams to drive the leadership agenda throughout the projects' life-cycle. The study also recommended that it would be appropriate for management to set up project plan so that costs can be reduced in a project. This would also improve proper resource allocations in the CSR project. It was also recommended that project assessment should be regularly done to ensure project goals and objectives are achieved.

Key Words: *Project Planning, Communication, Stakeholder Engagement, Project Monitoring, Corporate Social Responsibility*

INTRODUCTION

Integrating sustainability into Project Management Practices (PMPs) has become a promising area (Lee, 2018), there still exist gaps in the current progress of sustainable CSR projects: short-term perspective during the planning stage; insufficient account for demand fluctuation; inconvenience for maintenance during utilization, etc. There is a lack of formal and comprehensive factor systems underlying PMPs and Sustainability of CSR projects, which hinders this integration and impedes PMPs from facilitating infrastructure success in practice (Lundy & Morin, 2018). Demands for CSR come from external stakeholders, such as communities and societies with general expectations or governments with explicit requirements of social legitimacy (Lydenberg, 2015). Some of CSR demands come from internal stakeholders, such as moral and relational needs of employees. Of interest, then, is what shapes a firm's CSR response arising from stakeholders' demands. Moreover, scholars have claimed that the inclination toward socially responsible corporate behavior differs across countries, and much more research is needed to recognize why (Lee, 2018).

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

their policies, strategies and project management practices.

The literature on project management practices and performance of CSR in Africa is largely dominated by South Africa, Kenya, Nigeria, Tanzania, Mali, and Zambia (Ogundele & Oyenuga, 2018). It is noted that CSR sustainability varies greatly among countries in Africa with a wide range of CSR activities being carried out through modes of action such as foundations, volunteering and partnerships. Baskin (2016) argues that performance of CSR is assumed to be largely a western concept and is most likely to be found in countries with globally-active companies, democratic political structures and active civil society firms. According to Muthuri and Gilbert (2015), firms that do business with westernized countries are more likely to increase their degree of performance of CSR. There is a myth that performance of CSR in third world countries is completely new and therefore there is a school of thought that multinational Corporations are the ones that introduce performance of CSR in host countries. Muthuri (2016) notes that laws, corruption and poor governance tend to inform the corporate irresponsibility in Africa which influences social, economic and environmental performance of organizations.

Muthuri and Gilbert (2015) explains that in the year 2002 the Capital Markets Authority of Kenya gave guidelines on good corporate governance for listed public companies, but these guidelines did not mention anything about performance of CSR. On the same note the Central Bank of Kenya also issued prudential guidelines for institutions licensed under the Banking Act but also did not highlight issues on performance of CSR. However, in the recent times, the Kenya Bureau of Standards (KEBs) has teamed up with other agencies to draft the guidelines on performance of CSR. These guidelines along with ISO standards adopted by various companies can be used to measure performance of CSR. Similarly, the Kenya Institute of Management (KIM) have come up with a new model of assessing project management practices in companies. This model

has since been used to assess and rank organizations that participated in the Company of the Year Award (COYA). This model encourages organizations to undertake performance of CSR (Ralph & Paul, 2015).

Statement of the Problem

According to a study conducted by KMPG (2020), some of Safaricom CSR projects implemented in Kenya in the year 2019 did not function to full capacity after the exit of Safaricom. With the increasing implementation of CSR projects by Safaricom, failure to address the factors affecting the sustainability of CSR projects has led to an increase in the number of stalled Safaricom projects. McWilliams and Siegel (2017) conclude that firms find it challenging and difficult to implement project management practices and successfully link them to sustainability of CSR. KPMG (2020) asserts that organizations such as Safaricom find it difficult to operationalize and structure firm level activities to align sustainability of CSR with project management practices. Hence, Porter and Kramer (2016) conclude that sustainability of CSR projects cannot create benefits without project management alignment.

Safaricom sustainability survey report (2020) pointed out some of the challenges facing the sustainability of most of its CSR projects between the periods of 2018-2019. Findings revealed that 12% of the project experienced lack of community participation in CSR activities, 14% of the projects suffered from visibility factor, 8% of the projects suffered from lack of consensus on implementing CSR initiatives, 9% of the projects were unsustainable because the need to build local capacities were never met, 8% of the projects' sustainability were affected by narrow perception towards CSR initiatives, 12% of the projects sustainability suffered from non-availability of clear CSR guidelines, 37% of the CSR projects were unsustainable because of poor project planning, communication and monitoring.

The growth of CSR initiatives has received a lot of attention from the business, the media and researchers but the reasons for the sustainability of CSR still remain a dilemma. Reviews of past researches investigated in Kenya on CSR projects show that the studies assessed other contextual issues that impacted CSR projects but not project management practices. Most studies have focused on effect of CSR projects on organizational performance. Mwacha (2017) examined the effects of social responsibility initiatives on performance of Safaricom Kenya Limited. Nyoro (2015) carried out a study on corporate social responsibility as a competitive strategy and its effect on performance of mobile telephone service industry: A case of Safaricom Kenya. Muriuki (2018) assessed corporate social responsibility link to strategy among mobile telephone service providers in Kenya. Mackey *et al.* (2017) investigated corporate social responsibility and firm performance: Investor preferences and corporate strategies. Namisi (2018) analyzed the application of corporate social responsibility by Safaricom limited as a strategy to increase competitiveness in Kenya.

Conceptual links between project management practices and sustainability of CSR projects implemented by Safaricom PLC have little or no empirical verification. Most theoretical and empirical researches that have been done focused the studies only on the relationships between CSR and corporate financial performance. It against this backdrop that this study examined the effect of project management practices on sustainability of corporate social responsibility projects funded by Safaricom Company.

Research Objectives

This study examined the effect of project management practices on sustainability of corporate social responsibility projects funded by Safaricom Company. The specific objectives were;
- To determine the effect of project planning on sustainability of corporate social responsibility projects funded by Safaricom Company.
- To examine the effect of project communication on sustainability of corporate

social responsibility projects funded by Safaricom Company.

- To assess the effect of project stakeholder engagement on sustainability of corporate social responsibility projects funded by Safaricom Company.
- To analyze the effect of project monitoring on sustainability of corporate social responsibility projects funded by Safaricom Company.

The study was guided by the following hypotheses;

- **H_{01}:** Project planning has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.
- **H_{O2}:** Project communication has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.
- **H_{O3}:** Project stakeholder engagement has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.
- **H_{O4}:** Project monitoring has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.

LITERATURE REVIEW

Theoretical Review

Deming's Plan-Do-Check-Act Theory

According to Monnappa (2017), Deming a project management pioneer of quality of the 20th century, opined that by embracing certain principles of the management, organizations could improve the quality of the product and concurrently reduce costs. Reduction of costs would include the reduction of waste production, reducing staff attrition and litigation while simultaneously increasing customer loyalty. From this, the theory of total quality management was born and the key, in Deming's opinion, was to practice constant improvement, and to imagine the manufacturing process as a seamless whole, rather than as a system made up of incongruent parts (Monnappa,

2017) Deming's theory of Total Quality Management was based on four principal methods that were the Plan-Do-Check-Act cycle, Statistical Process control, the 14 principles of transformation and the seven-point action plan (Bell, 2015; Boone et al., 2017). The Plan-Do-Check-Act reemphasized the responsibility of management being actively known in the organization's quality program, and could be used as a process improvement tool for design improvement or design conformance in construction projects to meet owner's requirements (Rumane, 2011).

The Diffusion Theory

The diffusion theory of communication explains how new viewpoints and ideas spread through cultures. Information and ideas pass through a path of communication in order to reach to the target group and the entire population. The spread of the idea is influenced by the nature of the idea that needs to be spread, the available communication channels, the social system and time of communication (Treurnicht, 2017). However, the channel of communication plays the most crucial role in the diffusion theory. The theory emphasizes that; it is difficult to influence or change how individuals behave and how they adopt their thinking. Some people will adopt to changes immediately while others will take time to adopt (Wang, 2015). According to Zewdu and Aregaw (2015), based on the increasing focus of globalization in project management, diversity of the members has been enhanced to ensure a multicultural representation. This is beneficial to lower groupthink tendencies.

Stakeholder Theory

Stakeholder theory was first fronted by Freeman in 1984 who described groups and individuals who are affected by, or who affect the organization's activities as that organization's stakeholders. Bagaya and Song (2016) stress the financial benefit that is obtained by the firms that embrace stakeholder theory by building stronger relationships with stakeholders. According to Zewdu and Aregaw (2015), competitive advantage

can be achieved by strengthened stakeholder relationships emanating from the trust, reputation and innovation which translates to better performance of the projects.
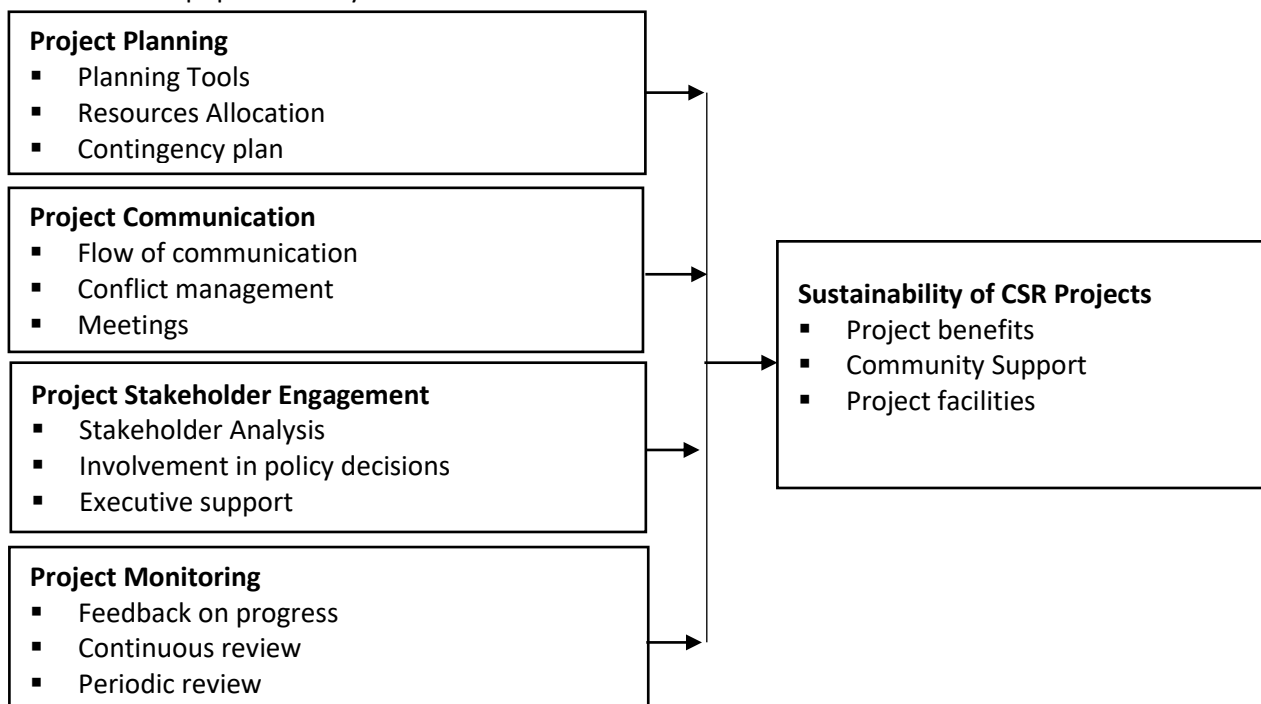
Theory of Change

The theory popularized by Carol Weiss in 1995, conjectures that a key motivation behind why complex projects are so hard to assess is that the presumptions that rouse them are ineffectively enunciated. Hypothesis of Change clarifies the procedure of progress by sketching out causal linkages in an activity, in terms of its shorter-term, middle of the road, and longer-term results. The distinguished changes are mapped as the "outcomes pathway" demonstrating every result in intelligent relationship to all the others, and additionally sequential stream (Chaplowe, 2018).

Sustainability Theory

The concept of sustainability can be traced back to 1970 and later popularized by world commission on environment development (WCED) a branch of United Nations. The concept is founded on economic theory known as theory of environmental limit whose brain child was Thomas Malthus (1766-1834) & David Recardo (1772-1823). The argument in this theory is that resources in the environment that we live are finite (White, 2017). In the WCED report named our common future, the concept sustainable development and sustainability began to take shape and later became popular with environmental conservation. According to WCED, sustainable development is a development that meets the needs of current generation without compromising the ability of future generation to meet their own needs (WCED, 2016). In the context of this study therefore, the concept sustainability is about people being able to maintain and sustain the project or programme outcome by their own assets or resources while not compromising the needs of future generation (Neuendorf, 2015).

Project Planning
- Planning Tools
- Resources Allocation
- Contingency plan

Project Communication
- Flow of communication
- Conflict management
- Meetings

Project Stakeholder Engagement
- Stakeholder Analysis
- Involvement in policy decisions
- Executive support

Project Monitoring
- Feedback on progress
- Continuous review
- Periodic review

Sustainability of CSR Projects
- Project benefits
- Community Support
- Project facilities

Independent Variables　　　　　　　　**Dependent Variable**

Figure 1: Conceptual Framework

Review of Variables

Project Planning: Project planning is widely thought to be an important contributor to project success. If done effectively, project planning has been known to lead to success of projects using all the parameters of time, cost and quality (Danilovic et

al., 2015). Their review provided planning as plausible explanation for the success of development projects – that they are able to meet set targets due to effective planning. This project performance factor has been supported by other researchers among them Dandago and Arugu (2015). They indicated that the process of project planning and implementation is able to resolve inherent challenges ranging from conceptual differences about the projects if there are well thought out and capture proper technical and economic considerations. Further, they should have the necessary basic information obtained through sufficient investigation and surveys to adequate project monitoring throughout the project lifecycle and in-depth evaluation exercise. Where all the above factors are considered, development projects such as health projects tend to have strong links between sectoral planning and project identification, feasibility and formulation, and between project preparation/project appraisal and project implementation (Coco, 2015).

Project Communication: Communication plays a crucial role in any sustainability strategy. When there is a lack of internal communication within an organization, it would be hard to implement the changes with respect to making the organization more sustainable. Moreover, external communication with the customers, work partners and the community is a must for sustainability strategies, otherwise the organization may face with loses in terms of sales of goods or services, hence there is an increasing trend towards sustainability at a global scale (Barth, 2018). The reason why communication is fundamental for sustainable development can be explained by considering the nature of sustainability. First of all, societal discourse is fundamental to provide legitimacy in sustainable development. Second, sustainability is a highly complex issue that requires overcoming specific regarding to societal communication (Barnard, 2018)

Project Stakeholder Engagement: Chaplowe (2018) recognizes that stakeholders can be actively involved in the project, however, the processes related to stakeholders imply a perspective of stakeholders as external actors. Sustainable project management would imply involving stakeholders proactively in project activities, such as the definition of requirements, assessment of costs and benefits, project planning and scheduling, identification and assessment of risks, handling of issues, and project reporting (Heravi et al., 2015). 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. In a study on stakeholder involvement in fisheries projects. Baguley (2017) 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 insists on its very own perhaps divergent assessment (Heravi et al., 2015).

Project Monitoring: Project monitoring is the continuous review of all aspects of a CSR project with the aim of providing reliable information on whether to rectify, rework, proceed or not, with the endeavor (Njama, 2015). It is a segment that cuts across the board in a project life cycle. At no instance can a CSR project manager, or any of the stakeholders afford to shy away from it. It plays an oversite role in ensuring that the team delivers through consistent, deliberate and elaborate efforts. This involves, among others, checking the estimates and the projections of the cost of the resources required and the expected flow of benefits along with possible finances and beneficiaries (World Bank, 2018). The appraisal of

the CSR project may be undertaken internally or externally by experts, donors or consultants and the report may be used to solicit funds (Hamilton, 2015). With such efforts where all activities are kept under scrutiny, the project journey with regard to implementation of CSR projects is synchronized, keeping it both in the right truck and on the right track.

Sustainability on CSR Projects: Project sustainability is now a common approach related to the management of projects, programs, institutions, organizations, people, and other entities requiring effective and efficient production, marketing, distribution, and the delivery products and services (Wang, 2015). Generally, for projects to be sustained, certain metrics and standards need to be set from project identification through feasibility studies, formulation, design, appraisal, funding, implementation, monitoring, and evaluation. It is a proven truism that most projects are failing because of the lack of an appropriate sustainability plan (Shelley, 2015). It is therefore very necessary for a comprehensive analysis of the social, economic, legal, cultural, educational, and political environments for project implementation. The project philosophy, mission, vision, values, goals, and objectives should be fully articulated and stated in the plan. The involvement of stakeholders and advocates is of paramount importance since it facilitates some logistical preparation. Beneficiary assessment, legal and regulatory framework studies, marketing and competition analysis, partnership development and institutional analysis give room for effective and efficient implementation (Shieg, 2019).

Empirical Literature

Opilo, Mulili and Kimani (2018) examined the corporate social responsibility and competitive advantage perspectives from employees of Safaricom Kenya Limited. The study found that there was no relationship between CSR initiatives adopted by Safaricom Ltd and the overall competitive advantage of the company. Besides, the study established that all the CSR initiatives including; empowerment and poverty eradication, health care provision, sports promotion, culture and music, education and disaster relief had a significant correlation with competitive advantage of Safaricom Ltd while the CSR initiatives of environmental protection and management as well as autism were negative correlated with the competitive advantage of Safaricom Ltd. A study by Kamau (2019) on factors affecting the sustainability of community food security projects funded by various organizations between 2014 and 2018 in the Karai and Ndeiya divisions of Kiambu County, Kenya concluded that food security projects are not sustainable. Despite much food security projects having been funded by both the Kenyan government and other development partners in an effort to mitigate food insecurity, the impact remained low as revealed by assessment reports.

Benita (2017) in an intensive study on communication skills impact on sustainable and green project management. The study concluded that aspects such as uniqueness, uncertainty, risk, budgets, deadlines and strict time schedules make the management of projects complex and exciting, but stressful. Considering that a variety of stakeholders, each with similar or different requirements for the project, participate in the process, it is clear that effective communication planning is essential in order to be sustainable. Benita further states that the ways to promote communication are to ensure that reports reach members in time; to schedule times when members gather and communicate; and to ensure that communication records are available to team members. Poor communication during projects affects the schedule, the cost, the safety of workers and the project quality. To be able to complete construction projects and be sustainable, the conclusion may be reached that each of the parties involved should have a thorough understanding of what is required. Information becomes essential to each of the parties involved in sustainable project management and such information results from effective communication.

Mwancha and Ouma (2017) conducted the study on the effects of social responsibility initiative on performance of Safaricom Kenya Limited. The study established that there is the effect of CSR initiatives on the market share of Safaricom Limited. It was found out that as a result of CSR initiative, the has been increase in the market share, increase in return on investment as a result of increase in market share, increases in customer preference for Safaricom products compared to the competitors and enjoy economies of scale as a result of a bigger market share than competitors. In addition, the research found a relationship between CSR initiatives and market share increase. As such, it can be said that CSR initiatives have an effect on market share at Safaricom. It was recommended that Safaricom limited should continue implementing the CSR initiatives as they were found to have more benefits. Such continued implementation would ensure that the company continues to enjoy the benefit of good brand reputation, increased sales revenues and larger size of market share.

Kaonga and Alick (2015) explored the factors affecting the sustainability of corporate funded community-based projects: The Case of Mopani Copper Mine-Mufulira (Kankoyo). The findings revealed that the level of partnership is positively related to sustainability of a community-based project implemented by Mopani mine in Kankoyo. If partnership is not there or it is inadequate, projects will be un-sustainable. This result is consistent with the findings from the literature review of (Chaskin, 2019) writing in the context of partnerships, without community capacity, neighborhoods are at risk of being merely the recipient of goods or services, rather than a true partner in revitalization efforts in their neighborhood. In addition to levels of social or community capacity, in order to function as a partner, each organization must have a degree of organizational capacity to manage projects and budgets and establish manageable objectives in order to keep people involved. Chaskin and Peters (2016) stated that designing projects that provide clear roles for residents is essential in ensuring resident involvement. If only one side of the partnership is involved in actual project management, there is no assurance that it is representative of shared interests or that there is any capacity for sustainability of a project.

Karago (2018) analyzed the factors affecting implementation of corporate social responsibility (CSR) in the operations of Kenya Airways. The study revealed that Corporate Social Responsibility has become a strong and irreversible part of corporate actions. When managed effectively, CSR programs and projects can create significant benefits in terms of reputation and returns as well as the motivation and loyalty of employees. Through CSR companies can contribute toward strengthening valuable partnerships.

METHODOLOGY

This study adopted a descriptive research design, which generally describes the characteristics of a particular situation, event or case. Descriptive research design was used because it focused on complex analysis to bring out the correlation of variables. The target population comprised of 160 employees from all the respective departments found in Safaricom PLC Coast branches. The study considered management, supervisory employees and employees from 6 departments of Safaricom PLC Coast branches as at 31st December 2019. Given that the study population was relatively small (N < 160), the study did not use any sample technique but instead adopted a census design. The study largely relied on primary data. The primary data was collected using questionnaires which comprised of both open and closed ended questions. Secondary data was obtained from various CSR journals; internet and documents. Secondary data was used to complement information from primary data. The data was collected, processed and analyzed with respect to the study objectives, using both descriptive and inferential statistics. The tool of analysis used for this study was Statistical Package for Social Sciences (SPSS) version 25. The relevancy and relationships was determined by simple

regression and correlation analysis techniques where;

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y – Sustainability of CSR projects of Safaricom PLC (outcome as a result of changes in any or all the variables, X_1 to X_4

'B_0 – is a constant, the results when all variables X_1 to X_4 are zero.

X_1 – Project Planning

X_2 – Project Communication

X_3 – Project stakeholder engagement

X_4 – Project monitoring

'$b_1 - b_4$ – Regression coefficients

ε – error term

RESULTS AND DISCUSSIONS

Descriptive Statistics of Project Planning and Sustainability of CSR Projects

The study sought to determine the effect of project planning on sustainability of corporate social responsibility projects funded by Safaricom Company. The results were as shown in table 1. The study established that the majority of the respondents agreed with the given statements as follows: the statement that with proper CSR plans and designs costs can be reduced in a project had a mean of 4.3067; the statement that availability of contingency plan ensures sustainability of CSR projects had a mean of 4.1733; the statement that

proper resource allocations in the CSR project affects project sustainability had a mean of 4.0867; the statement that project resource mobilization should be clearly defined to prevent stalling of development projects had a mean of 3.9867. The statement that decisions made on time, during planning, reduce unnecessary costs had a mean of 3.9600; the statement that CSR projects implemented have a clear vision, goals and objectives had a mean of 3.8733.

The study findings agreed with Umble (2017) who asserts that project planning enables efficient allocation and use of available resources. Developing the work breakdown structure and cost breakdown structure and making the necessary adjustments along the way requires detailed planning to ensure a project is moving towards achievement of pre-set objectives. Successful projects seek to employ limited resources while maximizing output and effectiveness (Egner, 2017). Planning may seem time consuming at the start but will yield minimum rework and rescheduling later. Project planning with clarity and correctness may turn out to be a repetitive process until we get it right, but it may say the project a lot of cost and time in future. The risks associated with poor planning necessitate that the planning exercise be as meticulous as possible to enable the project achieve success (Kress, 2017).

Table 1: Project Planning

Statement	n	Mean	Std. Deviation
With proper CSR plans and designs costs can be reduced in a project	150	4.3067	.71369
Proper resource allocations in the CSR project affects project sustainability	150	4.0867	.72294
Decisions made on time, during planning, reduce unnecessary costs	150	3.9600	.79326
Availability of contingency plan ensures sustainability of CSR projects	150	4.1733	.76629
CSR projects implemented have a clear vision, goals and objectives	150	3.8733	.72627
Project resource mobilization should be clearly defined to prevent stalling of development projects	150	3.9867	.74173

Descriptive Statistics of Project Communication and Sustainability of CSR Projects

The study sought to determine the effect of project communication on sustainability of corporate social

responsibility projects funded by Safaricom Company. The results were as shown in table 2. The study established that the majority of the respondents agreed with the given statements as

follows: the statement that effective communication during implementation reduces conflicts among stakeholders and thus reduces costs had a mean of 4.2533; the statement that project manager need communication skills to convince stakeholders to follow a sustainable approach in managing the project had a mean of 4.1533; the statement that communication records are available to team members had a mean of 4.0933; the statement that effective conflict management prevents sustainability differences becoming destructive elements in a project had a mean of 3.9400; the statement that project meetings are an important part of project communication had a mean of 3.9133; the statement that proper communication during projects affects the schedule, the cost, the safety of

workers and the project quality had a mean of 3.8667.

The results are also in agreements with the literature review that states that project meetings are the project manager's principal forum to manage the project and communicate about sustainable matters with the team members and stakeholders, thus project meetings are an important part of project communication (Rowe & Frewer, 2016). Decision making and problem-solving Decision making is a process to gain collective support and team commitment about sustainability. Decision making differs from problem solving. Problem solving is a process of analyzing sustainability and identifying a number of possible solutions (Amaeshi et al., 2016; Adeleke et al., 2018; Du et al., 2016).

Table 2: Project Communication

Statement	n	Mean	Std. Deviation
Effective communication during implementation reduces conflicts among stakeholders and thus reduces costs	150	4.2533	.81254
Communication records are available to team members	150	4.0933	.76278
Proper communication during projects affects the schedule, the cost, the safety of workers and the project quality	150	3.8667	.73882
Project manager need communication skills to convince stakeholders to follow a sustainable approach in managing the project	150	4.1533	.85716
Project meetings are an important part of project communication	150	3.9133	.88186
Effective conflict management prevents sustainability differences becoming destructive elements in a project	150	3.9400	.88409

Descriptive Statistics of Project Stakeholder Engagement and Sustainability of CSR Projects

The study sought to determine the effect of project stakeholder engagement on sustainability of corporate social responsibility projects funded by Safaricom Company. The results were as shown in table 3. The study established that the majority of the respondents agreed with the given statements as follows: the statement that level of stakeholder's involvement influences community support had a mean of 4.4200; the statement that stakeholders' involvement in decision making influences user sustainability had a mean of 4.3667; the statement that level of stakeholder's involvement influences number of successful projects had a mean of

4.3600; the statement that stakeholders' consultation influences number of sustainability projects had a mean of 4.2267; the statement that level of stakeholder's engagement influences user satisfaction had a mean of 4.1800; the statement that stakeholders' consultation influences user satisfaction had a mean of 4.1067.

The study findings are in agreement with White (2017) who elucidates that getting divergent views and taking them into account increases the credibility of both the evaluation reports and the findings. Proper stakeholders' engagement based on a well devised plan leads to commitment and involvement of stakeholders whose input contribute to the project outcome, while poor

engagement will lead to project failure (Schmidheiny, 2016). Involvement of all stakeholders in the evaluation of CSR project gives an objectivity to the whole process and remedies undertaken are acceptable by all the stakeholders. Conclusion arrived at with the involvement of the stakeholders is acceptable to everyone who has an interest in the project.

Table 3: Project Stakeholder Engagement

Statement	n	Mean	Std. Deviation
Level of stakeholder's engagement influences user satisfaction	150	4.1800	.81981
Stakeholders' consultation influences user satisfaction	150	4.1067	.82043
Stakeholders' involvement in decision making influences user sustainability	150	4.3667	.78078
Level of stakeholder's involvement influences community support	150	4.4200	.59382
Level of stakeholder's involvement influences number of successful projects	150	4.3600	.58252
Stakeholders' consultation influences number of sustainability projects	150	4.2267	.65689

Descriptive Statistics of Project Monitoring and Sustainability of CSR Projects

The study sought to determine the effect of project monitoring on sustainability of corporate social responsibility projects funded by Safaricom Company. The results were as shown in table 4. The study established that the majority of the respondents agreed with the given statements as follows: the statement that CSR projects are flexible and they can adapt to changes in the project scope had a mean of 4.2200; the statement that CSR projects responds to the important social needs of the society had a mean of 4.1467; the statement that organization has put in place mechanisms that ensure there is regular monitoring of project expenditure to avoid cost over runs had a mean of 4.1200; the statement that visible Qualitative and Quantitative data track progress of project activities

against scheduled goals had a mean of 3.9667; the statement that local communities support the monitoring and evaluation of CSR projects activities had a mean of 3.9467; the statement that project assessment is regularly done to ensure project goals and objectives are achieved had a mean of 3.8667.

The study findings resonated well with Orlitzky et al., (2017) who opines that monitoring is an intense administration apparatus that can enhance the way in which CSR initiatives are embraced to accomplish organizations' vision and mission. Similarly, Schieg (2019) assert that CSR projects require distinctive monitoring tools relying upon the working setting, executing office limit and prerequisites. It is, in this way, imperative while planning monitoring plan to distinguish techniques, systems, and instruments to be utilized to address CSR initiatives.

Table 4: Project Monitoring

Statement	n	Mean	Std. Deviation
Project assessment is regularly done to ensure project goals and objectives are achieved	150	3.8667	.73882
Visible Qualitative and Quantitative data track progress of project activities against scheduled goals	150	3.9667	.77214
Organization has put in place mechanisms that ensure there is regular monitoring of project expenditure to avoid cost over runs	150	4.1200	.74112
Local communities support the monitoring and evaluation of CSR projects activities	150	3.9467	.77535
CSR projects responds to the important social needs of the society.	150	4.1467	.74534
CSR projects are flexible and they can adapt to changes in the project scope	150	4.2200	.77607

Descriptive Statistics of Sustainability of CSR Projects

Several questions were asked to rate the sustainability of CSR projects. As shown in table, the statement that CSR projects provide user satisfaction had a mean of 4.2867; the statement that CSR projects get community support had a mean of 4.2200; the statement that Safaricom CSR projects are sustainable had a mean of 4.3333; the statement that local communities support the CSR projects activities had a mean of 4.2467; the statement that projects are implemented and completed within the expected budget and timeframe had a mean of 4.4000; the statement that concluded projects normally meet the required quality standards had a mean of 4.2733.

Newig and Monstadt (2018) is in agreement with the study findings by affirming that project sustainability management (PSM) is now gaining grounds in project management and is changing the dynamics of the implementation of a variety of projects. The project sustainability management process is designed to customize sustainable development project goals and indicators to suit local conditions and priorities and to ensure that project sustainability goals are aligned and traceable to societal goals and objectives. A project sustainability management system identifies the relevant issues, objectives, and performance levels to be met; it also establishes an ethical framework as the basis for establishing policies, codes of conduct, consults with, and maintains dialogue with stakeholders and accounts for the results achieved (Newig & Monstadt, 2018).

Table 5: Sustainability of CSR Projects

Statement	n	Mean	Std. Deviation
CSR projects provide user satisfaction	150	4.2867	.68871
CSR projects get community support	150	4.2200	.78467
Safaricom CSR projects are sustainable	150	4.3333	.62031
Local Communities support the CSR projects activities	150	4.2467	.69453
Projects are implemented and completed within the expected budget and timeframe	150	4.4000	.56758
Concluded projects normally meet the required quality standards	150	4.2733	.60086

Multiple Correlation Analysis

Pearson Bivariate correlation coefficient was used to determine the correlation between the dependent variable and independent variables. As stated by McKim (2017), the correlation is assumed to be linear with correlation coefficient ranging from -1.0 (perfect negative correlation) to +1.0 (perfect positive relationship). The correlation coefficient was computed to establish the strength of the relationship between dependent and independent variables (Creswell & Creswell, 2017).

From the table, the results generally indicated that project planning, project communication, project stakeholder engagement, and project communication were found to have positive significant correlations on sustainability of CSR projects at 5% level of significance. There was a strong positive and highly significant correlation between project planning and sustainability of CSR projects funded by Safaricom Company (r = 0.783, P < 0.05). There was a strong positive and highly significant correlation between project communication and sustainability of CSR projects funded by Safaricom Company (r = 0.771, P < 0.05). There was a strong positive and highly significant correlation between project stakeholder engagement and sustainability of CSR projects funded by Safaricom Company (r = 0.783, P < 0.05). There was a strong positive and highly significant correlation between project monitoring and sustainability of CSR projects funded by Safaricom

Company (r = 0.798, P < 0.05). The results imply that project planning, project communication, project stakeholder engagement, and project **Correlation is significant at the 0.01 level (2-tailed).

communication affect sustainability of CSR projects funded by Safaricom Company.

Table 6: Pearson Correlations

		PP	PC	PS	PM	SP
PP	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	150				
PC	Pearson Correlation	.818**	1			
	Sig. (2-tailed)	.000				
	N	150	150			
PS	Pearson Correlation	.820**	.783**	1		
	Sig. (2-tailed)	.000	.000			
	N	150	150	150		
PM	Pearson Correlation	.831**	.839**	.846**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	150	150	150	150	
SP	Pearson Correlation	.783**	.771**	.783**	.798**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	150	150	150	150	150

Key: PP=Project Planning, PC=Project Communication, PS=Project Stakeholder Engagement, PM= Project Communication, SP= Sustainability of CSR projects

Overall Regression Analysis

Model Summary

Standard multiple regression analysis was conducted using project planning, project communication, project stakeholder management and project monitoring predictors as predictors and sustainability of CSR projects as the dependent variable. From the model summary table, it is clear that R^2 was 0.709 indicating that a combination of the project planning, project communication, project stakeholder management and project monitoring explained 70.9% of the variation in affecting sustainability of CSR projects. The residual or other factors not accounted in this model is 29.1 which can be explained by other factors beyond the scope of the current study.

Independence of errors was therefore tested using the Durbin-Watson statistic which is regarded as a measure of autocorrelation of errors when the order of cases is factored in (Tabachnick & Fidell, 2013). Under this test, the critical values of 1.5 < d < 2.5 were used to examine presence of autocorrelation. Consequently, a Durbin-Watson statistic lying within the two critical values was deemed to signify lack of first order linear auto-correlation in our multiple linear regression data. Results presented revealed that the Durbin-Watson statistic d=1.745 was between the two critical values and hence there was no first order linear auto-correlation in our multiple linear regression data.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.842[a]	.709	.701	.26986	1.745

a. Predictors: (Constant), Project Monitoring Project Planning, Project Communication, Project Stakeholder Engagement
b. Dependent Variable: Sustainability of CSR Projects

Analysis of Variance (ANOVA)

The overall model significance is presented in Table 8. The findings imply that project monitoring, project planning, project communication and project stakeholder engagement are statistically significant in explaining sustainability of CSR projects funded by Safaricom company. The regression model achieves a high degree of fit as reflected by ($F = 88.209$; $P = 0.000 < 0.05$). Table 8 demonstrates the general model significance with a p-value of 0.000 which is lower than 0.01. This means that project monitoring project planning, project communication and project stakeholder engagement have an effect on sustainability of CSR projects funded by Safaricom company.

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.695	4	6.424	88.209	.000^b
	Residual	10.560	145	.073		
	Total	36.255	149			

a. Dependent Variable: Sustainability of CSR Projects
b. Predictors: (Constant), Project Monitoring Project Planning, Project Communication, Project Stakeholder Engagement

Test of Hypotheses

As indicated in the table, it is evident that the predictor coefficient is statistically significant since their p-values are less than the alpha level 0.05.

Hypothesis One

H_{01}: Project planning has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.

H_{A1}: Project planning has a significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.

H_{01} postulates that project planning has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company, while H_{A1} postulates that project planning has a significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company. The results in the table failed to provide support for H_{01} hence the H_{01} was rejected and instead the H_{A1} was accepted. Therefore, project planning was found to have statistically significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company ($\beta = 0.221$; $t = 2.374$; $p < 0.019$).

Hypothesis Two

H_{02}: Project communication has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.

H_{A2}: Project communication has a significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.

H_{02} postulates that project communication has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company, while H_{A2} postulates that project communication has a significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company. The results in the table failed to provide support for H_{01} hence the H_{01} was rejected and instead the H_{A2} was accepted. Therefore, project communication was found to have statistically significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company ($\beta = 0.192$; $t = 2.117$; $p < 0.036$).

Hypothesis Three

H_{03}: Project stakeholder management has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.

H_{A3}: Project stakeholder management has a significant effect on sustainability of corporate

social responsibility projects funded by Safaricom Company.

H₀₃ postulates that project stakeholder management has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company, while H_{A3} postulates that project stakeholder management has a significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company. The results failed to provide support for H_{01} hence the H_{03} was rejected and instead the H_{A3} was accepted. Therefore, project stakeholder management was found to have statistically significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company (β = 0.240; t = 2.606; p < 0.05).

Hypothesis Four

H₀₄: Project monitoring has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.

Hₐ₄: Project monitoring has a significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company.

H₀₄ postulates that project monitoring has no significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company, while H_{A4} postulates that project monitoring has a significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company. The results failed to provide support for H_{04} hence the H_{04} was rejected and instead the H_{A4} was accepted. Therefore, project monitoring was found to have statistically significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company (β = 0.251; t = 2.442; p < 0.05).

Table 9: Multiple Regression (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.509	.201		2.531	.012
Project Planning	.229	.096	.221	2.374	.019
Project Communication	.188	.089	.192	2.117	.036
Project Stakeholder Mngt	.238	.091	.240	2.606	.010
Project Monitoring	.251	.103	.251	2.442	.016

a. Dependent Variable: Sustainability of CSR Projects

$Y = 0.509 + 0.229X_1 + 0.188X_2 + 0.238X_3 + 0.251X_4$

Where:

Y = Implementation of Power Projects

β_0 = Constant

X_1 = Project Planning

X_2 = Project Communication

X_3 = Project Stakeholder Management

X_3 = Project Monitoring

e_i = Stochastic term

CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concluded that project planning has a positive and significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company. From the study results on project planning, it was concluded that with proper CSR plans and designs costs can be reduced in a project. It was established that proper resource allocations in the CSR project affects project sustainability. Decisions made on time, during planning, reduce unnecessary costs. It was also concluded that availability of contingency plan ensures sustainability of CSR projects. CSR projects implemented have a clear vision, goals and objectives. Lastly, project resource mobilization should be clearly defined to prevent stalling of development projects.

Based on the findings, the study concluded that project communication has a positive and significant effect on sustainability of corporate

social responsibility projects funded by Safaricom Company. From the study results on project communication, most of the respondents agreed with the following statements that; effective communication during implementation reduces conflicts among stakeholders and thus reduces costs. It was also agreed that communication records are available to team members. Proper communication during projects affects the schedule, the cost, the safety of workers and the project quality. Project manager need communication skills to convince stakeholders to follow a sustainable approach in managing the project. Project meetings are an important part of project communication. It was also agreed that effective conflict management prevents sustainability differences becoming destructive elements in a project.

Based on the findings, the study concluded that project stakeholder engagement has a positive and significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company. From the study results on project stakeholder engagement, the following conclusions were made; the level of stakeholder's engagement influences user satisfaction, stakeholders' consultation influences user satisfaction, stakeholders' involvement in decision making influences user sustainability, level of stakeholder's involvement influences community support, level of stakeholder's involvement influences number of successful projects and lastly, stakeholders' consultation influences number of sustainability projects.

Based on the findings, the study concluded that project monitoring has a positive and significant effect on sustainability of corporate social responsibility projects funded by Safaricom Company. From the study results on project monitoring, the following conclusions were made; project assessment is regularly done to ensure project goals and objectives are achieved, visible Qualitative and Quantitative data track progress of project activities against scheduled goals,

organization has put in place mechanisms that ensure there is regular monitoring of project expenditure to avoid cost over runs, local communities support the monitoring and evaluation of CSR projects activities, CSR projects responds to the important social needs of the society and lastly, the CSR projects are flexible and they can adapt to changes in the project scope.

Based on the findings, most respondents agreed with the following statements that study concluded that CSR projects provide user satisfaction, CSR projects get community support. Safaricom CSR projects are sustainable. Local Communities support the CSR projects activities. Projects are implemented and completed within the expected budget and timeframe. Concluded projects normally meet the required quality standards.

The study recommended that CSR project teams be involved in all projects at all stages of the projects' lifecycle. It should be made policy for multi-disciplinary teams to drive the leadership agenda throughout the projects' life-cycle. Additionally, project stakeholders' engagement can be sought through facilitative meetings with beneficiaries and with consultants having diverse skill sets and backgrounds on CSR projects.

It was recommended that a policy framework be put in place to guide CSR teams in using qualitative and quantitative data track progress of project activities against scheduled goals in order to ensure there is regular monitoring of project expenditure to avoid cost over runs. It is also recommended that project stakeholder's engagement policy be put in place because stakeholders' consultation influences user satisfaction, stakeholders' involvement in decision making influences user sustainability, level of stakeholder's involvement influences community support, level of stakeholder's involvement influences number of successful projects and lastly, stakeholders' consultation influences number of sustainability projects. Similarly, making it a policy requirement to include effective project communication during implementation reduces conflicts among stakeholders. In addition, project

planning enhances project resource mobilization should be clearly defined to prevent stalling of development projects.

The study established that project planning, project communication, project stakeholder management and project monitoring had an effect on sustainability of CSR projects funded by Safaricom Company. Therefore, the study recommends that it would be appropriate for management to set up project plan so that costs can be reduced in a project. This will also improve proper resource allocations in the CSR project. Availability of contingency plan ensures sustainability of CSR projects. Project resource mobilization should be clearly defined to prevent stalling of development projects.

Project manager need communication skills to convince stakeholders to follow a sustainable approach in managing the project. It is also recommended that effective communication during implementation reduces conflicts among stakeholders. Proper communication during project implementation affects the schedule, the cost, the safety of workers and the project quality. Project managers should also encourage project meetings as one of the techniques used for project communication.

Safaricom company should continuously provide support to CSR projects in terms of required resources and project stakeholder engagement in order to enhance influence user satisfaction, sustainability, community support and completion of projects. It is also recommended that project assessment should be regularly done to ensure project goals and objectives are achieved. Visible qualitative and quantitative data track progress of project activities against scheduled goals. Management of Safaricom must also put in place mechanisms that ensure there is regular monitoring of project expenditure to avoid cost over runs.

The hypothesized project management practices affecting sustainability of CSR projects as captured in this study are relevant to all project types. Putting these factors under several umbrella thematic classifications has been made as simple as possible so that all and sundry amongst practitioners in the discipline of project management can easily identify and allocate the factors accordingly depending on the unique dynamics of subject projects. In as much as this study applied some measures as developed for other contexts of projects, efforts were made to ensure that the factors chosen fit well within the area of enhancing sustainability of corporate social responsibility projects.

Areas for Further Research
The study focused on four independent variables which included project monitoring project planning, project communication, project stakeholder engagement. The finding that these determinants could not account for up to 29.1% of the variations in sustainability of CSR projects calls for future research to interrogate other possible sustainability of CSR projects drivers. The current study was restricted to sustainability of CSR projects funded by Safaricom Company. The findings may therefore have been influenced by the context in which this study was conducted. The researcher therefore recommends that similar studies should be replicated in sustainability of CSR projects funded by companies so as to improve the external validity of the findings.

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