FACTORS INFLUENCING SUSTAINABILITY OF CORPORATE SOCIAL RESPONSIBILITIES PROJECTS IN KCB BANK: A CASE OF KCB BANKS IN MERU COUNTY

Charles Kiara
Masters of Arts in Project Planning and Management, University of Nairobi, Kenya

Prof. Harriet Kidombo
University of Nairobi, Kenya

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ABSTRACT

Project sustainability is indicated by the ability to continue to meet objectives defined in term of benefit levels. The KCB Foundation was established in 2007 to implement the banks Corporate Social Responsibility programmes and to bring to life the Banks corporate value of caring for the community. The KCB Group Foundation projects enterprises development, health, education, environment and humanitarian aid programmes in communities where the KCB Group Foundation operates investment. The purpose of the study was to establish the factors influencing sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County. The specific objectives were to establish the influence of leadership support on sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County, to find out the influence of CSR sources of finance on sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County, to determine the influence of organization policies on sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County and to determine the influence of employee commitment on sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County. This study adopted a descriptive survey research design and the study focused on 55 management and heads of sections of KCB bank in Meru County. The study adopted a census sample design and data was collected through questionnaire. Descriptive statistics which included frequencies and percentages were used. Quantitative data was presented using tables while qualitative data was presented in narrative form. It was found that is no highly committed staff to enhance the sustainability of CSR projects in KCB bank and that there is no employee system in place which involves all employees in improving the sustainability of CSR projects in KCB bank. The study concludes that leadership does not provides social facilities in order to enhance the sustainability of corporate social responsibility programs. The study recommended that the KCB bank leadership needs to be trained on the importance of CSR projects and how they can own the projects for sustainability.

Key Words: *sustainability, corporate social responsibilities projects, KCB bank, Meru County*

INTRODUCTION

Project sustainability is indicated by the ability to continue to meet objectives defined in term of benefit levels (IFAD, 2010). Project sustainability can be viewed as the ability of a project to initiate a process by which benefits are maintained. In the context of corporate social responsibility development programs and projects, companies in the United States of America. Have experienced challenges in sustaining their projects due to leadership and governance problems (Heeks and Baark, 2009). Companies CSR projects in the USA are aimed at improve the livelihood of the local communities either through direct participation or providing funding to supplement government's budgetary allocation to the various sectors.

Unfortunately, the funds provided by most of these companies are project-driven short-term funds, which do not factor into the whole funding mechanism policies which will ensure that such projects become sustainable after the CSR program funds have been withdrawn (Bamber & Cheema, 2010).

In Australia, companies lays out a CSR strategy which not only looks at how the CSR funded project is completed, but also the means to continue with the project after the CSR funds have been withdrawn to enhance the project's sustainability (Young and Hampshire, 2011). However, this strategy by Australian companies is challenged by limited source of finance for the projects. This has affected companies project sustainability and the capacity of a project to continue to deliver its intended benefits over a long period of time. This has led for the Australian companies to align their strategies with the sources of finance.

Japanese companies developed policies which argues that development CSR project should be sustainable and able to deliver an appropriate level of benefits for an extended period of time after major financial, managerial and technical assistance is terminated (USAID, 2009) Furthermore, it was noted that a project is considered sustainable if it continues to deliver a high level of benefits after the company ends major financial, managerial, and technical support. It was noted that if policies are not developed to support the CSR projects most of the projects sustainability in term of outcomes will only last least two years after project termination.

In South Africa, sustainability of CSR projects by companies is hindered by the level of employee commitment in supporting the CSR projects (Honadle and VanSant, 2012). Due to low levels of employee commitment, CSR projects in South Africa companies do not celebrate their fifth birthday. This has led companies to incur a lot of losses and the benefits of CSR project is eroded very fast. Corporation's goal of providing value and incentive to its shareholders and the community is not effective. Therefore corporations are not able to able to participate in supporting charitable activities.

In East Africa, sometimes corporations carry out certain activities that governments should undertake, although they are not government agencies. It is beneficial for the corporations to carry out such socially responsible activities. Companies in East Africa practice their corporate social responsibility projects (CSR) through the guidelines such as economic, legal, ethical with discretionary activities of a business entity as adapted to contribute to the values and expectations of society (Joyner, 2012). These CSR projects in East Africa has ensured there is continuing commitments by any business organization whereby they emphasize the ethical elements in their management and overall organizational structure (Richardson et. al, 2011).

In Kenya, KCB bank is supposed to be responsible for national economic development by improving the quality of life of the whole workforce and their families as well. Kenya being a rapidly developing country, the banking business environment is typically characterized by powerful business enterprises, a legal environment aimed at ethical behaviors on the part of businesses, and societal expectations that businesses should be more ethical and socially responsible. Along with that, other companies, banks, universities and organizations are more concerned with the issues of customer service and customer satisfaction. CSR projects in Kenya has been used as competitive advantage tool by organizations which has given them leverage on customer's control. A lot of education sponsorship has been provided to student from disadvantaged background, lighting of streets and environmental conservations (Ndonye, 2014).

In Meru County, KCB bank group have initiated CSR projects which includes to education sponsorship, mentorship for young people and caring for environment and trees planting. These programs are intended to benefit the society in Meru County and neighboring communities. The sustainability of these projects is still a question of time. A lot of resources have been invested into these CSR projects and with aim of achieving long term benefits to contribute to the society in order to improve livelihoods.

STATEMENT OF THE PROBLEM

The KCB Foundation was established in 2007 to implement the banks Corporate Social Responsibility programmes and to bring to life the Banks corporate value of caring for the community. The KCB Group Foundation projects enterprises development, health, education, environment and humanitarian aid programmes in communities where the KCB Group Foundation operates investment. The Foundation supports community projects in Kenya, South Sudan, Rwanda Tanzania, Uganda and Burundi. The bank has committed itself to reduce poverty by increasing income for communities through training, mentorship and provision of business development grants. The bank is also committed to improve quality and access to health services for the poor through provision of hospital equipment and treatment services and improve quality and access to health services for the poor through provision of hospital equipment and treatment services. One notable corporate social responsibility projects that is key to KCB bank is the education CSR project. This CSR project support the access and quality of education for needy students through support for scholarships, learning materials and school infrastructure for public schools. However, despite all these CSR projects that KCB bank has initiated, there has been a problem of sustainability with these programs. In order for these CSR projects to have benefit, these projects should continue year after year which is has become a challenge the bank especially due to the changing economic conditions in the banking industry. Therefore this study wishes to establish the factors influencing sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County.

PURPOSE OF THE STUDY

The purpose of the study was to establish the factors influencing sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County.

SPECIFIC OBJECTIVES

1. To establish the influence of leadership support on sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County.
2. To find out the influence of sources of CSR finance on sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County.
3. To determine the influence of organization policies on sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County.
4. To determine the influence of employee commitment on sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County.

THEORETICAL REVIEW

Commitment-Trust Theory

This study is based on commitment-trust theory by Morgan and Hunt (1994). This theory proposed that relationship commitment and trust are key variables for successful relationships because they promote cooperative behaviors between relationship partners and encourage them to maintain long-term relationships. They suggest that relationships characterized by trust and commitment allow partners to be more accepting of high-risk situations because each party believes that the other party will be inclined to engage in activities that are in the long-term best interests of both partners. Morgan and Hunt tested their theory on business relationships between automobile tire retailers and their suppliers and concluded that it was clearly supported by the data.

The commitment-trust theory proposes that trust and commitment are key constructs that function in an organization. Conceptualize trust as confidence in an exchange partners reliability and integrity. They propose that trust is enhanced when partners share similar values and when partners communicate. Trust is decreased when partners are perceived to engage in opportunistic behavior. Shared values, which were already described as antecedent to commitment, are also antecedent to trust. Perceptions of shared values between partners increase the perceived ability of partners to predict the others motives and behavior and, therefore, increase trust. Communication is the sharing of meaningful and timely information between partners. Professors who communicate with students about what to expect in a course and on exams might enhance student trust. Additionally, communication between professors and students can prevent misunderstandings and allow the resolution of conflicts. Opportunistic behavior is a violation of implicit or explicit role behaviors. Trust affects every outcome either directly or indirectly in the Commitment/Trust Model. Trust has direct effects on cooperation, functional conflict, and decision-making uncertainty and indirect effects on acquiescence and propensity to leave through its effect on commitment.

This theory comes into this study since there must be cooperation in which two parties must work together to achieve a common goal. Morgan and Hunt (1994) state that cooperation results in outcomes that exceed what would be achieved in a relationship in which partners work do not work together. Functional conflict is a disagreement that leads to an improvement in a relationship. Disagreements can have a way of strengthening relationships because they can lead to opportunities to communicate and readjust expectations. In this study, there is need for county government to ensure there is trust since trust encourages partners to treat conflicts as functional and find win-win solutions. Decision-making uncertainty is the extent to which partners perceive they have sufficient information to make decisions with confidence. This will have a direct effect on commitment between management and the employees. Trust permits partners to take a long-term view of relationships. The relationship itself becomes a goal instead of the result of each transaction between partners.

It can be concluded that this theory will help the KCB bank and others private sectors to create an enabling environment that will help in sustaining their CSR projects. If the KCB bank will use this theory, it will help create a good relationship between the community, and other stakeholders for better CSR project sustainability.

Agency Theory

According to Bowie et.al. (1992) an agency relationship arises when one or more individuals, called principals, hire one or more other individuals, called the agents, to perform some service and then delegate decision making authority to the agents. The primary agency relationships in business are those between shareholders and management. This relationship is not always harmonious and the theory is concerned with conflicts of interest between agents and principals. This has implications on how the organization affairs are conducted. When agency occurs it also tends to give rise to agency costs, which are expenses incurred in order to sustain an effective agency relationship like offering management performance bonuses to encourage managers to act in the shareholders' interests.

Bowie et.al. (1992) argues that agency theory suggests that, in imperfect labor and capital markets, managers will seek to maximize their own utility at the expense of shareholders. Managers have the ability to operate in their own self-interest rather than in the best interests of the organization because of asymmetric information. Managers know better than shareholders on whether they are capable of meeting the shareholders objectives or not, and they are also aware of uncertainty in the market.

In this study, the principals are the management of the KCB banks who acts on behalf of customers and shareholders. The agency theory assumes both the shareholders and the agents re motivated by self-interest. Thus, if both parties are motivated by self-interest, management is likely to pursue self-interested objectives that deviate and even conflict with the goals of the shareholders. Yet, agents are supposed to act in the sole interest of their shareholders. It is the responsibility of management to ensure that members are able to benefit from CSR projects in order to earn interest that shareholders can use to pay divided and also to expand the operations of the enterprises. The problem of CSR projects sustainability can be attributed to the management of KCB bank not acting in the best interest of shareholders since they should come up with strategies that will help to improve the sustainability of CSR projects.

EMPIRICAL REVIEW

Organization Policies on Sustainability of CSR Projects

There is no doubt that with increasing demands on the state by the citizens, the state can no longer be the sole provider of goods and services. It is also true that the support and interest in private sector has grown as a result of the failure by state agencies to deliver services. Thus, the state and private sectors need each other. In terms of their relation with the state, Clark (2013) provides a liberalist view in terms of three options; they can complement, reform, and/or oppose the state. In their role of complementing the state, they act as the implementers of development activities.

In this case as argued by Thomas (2010), private sectors fill the gap left by the public service and the support of the organization policies is essential. The role of the state becomes more of an enabler rather than a provider of services. In their reforming role, private sectors are seen as agents of advocacy and contribute immensely to policy dialogue. Private sectors are able to represent the interests of the people they work with and in this case can ensure that policies are adaptable to real life situations. Finally, private sectors can oppose the state if the support given is inadequate to ensure the sustainability of CSR projects initiated by private sectors or not provided at all.

Turner & Hulme, (2009) found that in Botswana, the lack of organization support to private sectors CSR projects which are aimed at helping the society, will make the projects fail without achieving the intended benefits. However, private sectors can solicit the support by developing organization policies which are able to hold the state accountable for all the failed projects after they have been completed and operationalized. This can be achieved through several methods including lobbying or even overtly supporting groups which are adversely affected by the CSR projects.

Andreas (2011) conducted a study on private sectors CSR projects and found that private sectors policies and government policies are complex and diverse and are likely to affect the sustainability of private sectors CSR projects and activities. The relationships are affected by the specific contextual factors which may include the nature of private sectors objectives and strategies, the area of operation of private sectors, the behavior and the nature and character of the regime. These relations also differ from country to country. In some countries certain regimes are favorable to private sectors while in others the relations are antagonistic.

According Fafchamps & Trudy (2009) in order for private sectors to realize their potential contribution and to efficiently manage their activities, there is need for policies that can lead to a healthy teamwork relationship between them and the other organizations is essential. This healthy relationship can be conceivable only if both parties share the same objectives. If the government commitment to poverty reduction is weak, then private sectors are likely to view collaborating with government as counter-productive. In the same vein, dictatorial governments will be wary of private sectors policies which tend to be sympathetic to the poor. In this case private sectors policies will not value a positive relationship and may choose to go their own way and attempt to make life difficult for the society.

Caesar (2010) in his study found that where there is less supportive organizations policies, there is a lot of dissatisfaction unless the government has a positive support on social agenda which resonates with the private sectors there is potential for a strong, collaborative relationship and sustainability of CSR projects is assured. However, even where there is room for cooperation, jealousies and mistrust between private sectors and governments are deep rooted. Governments always have the fear that private sectors will erode their political power and private sectors also mistrust the motivations of government officials. The support of private sectors should be embodied in the legal environment for private sectors.

Kameri (2014) poised that the government of Kenya has formulated a new company's act 2014 which is argued that will enhance support of companies in sustaining the CSR projects initiated by the private sectors. However, the private sectors argues that the features of the law enables support element since the private sectors law is not limiting registration of private sectors to those which pursue a public benefit purpose, the scope of the law, property and resources of private sectors, grounds for termination of private sectors, public benefit status and supervising and monitoring of private sectors.

Although there is a general understanding that the legislation concerning private sectors in Kenya is moderately enabling and reflects European standards, according to a recent organizational survey conducted by an international organization with a number of active and consolidated private sectors, around 77% of respondents reported that their organizations faced illegitimate restriction or attack by local and/or central government (GoK 2009).

Leadership Support on Sustainability of CSR Projects

According to Noebere (2010) all studies of CSR projects failure points to poor leadership as the main cause. The success of a firm is measured by its profitability which depends on the efficiency of its leadership. Leadership can be defined as a set of activities directed at the efficient and effective utilization of resources in pursuit of one or more objectives. The resources are usually people, machines, materials, time and managerial know-how. A need to embrace good corporate governance and the by-laws need to be reviewed to provide for minimum qualification standards for both the board members and delegates for efficient and sound leadership.

Jean (2012) conducted a study on influence of leadership on CSR projects performance and found that the leadership of private sectors is the team with the primary responsibility of ensuring performance. The major challenge addressed by corporate governance is how to grant leaders discretionary power over the conduct of business while at the same time holding them accountable for the use of that power. Balancing of the two is essential to ensure that decisions made by the leadership are in long term interests of the shareholders. Specific leadership practices have been found to improve CSR projects performance;- three dimensional strategy comprise exploration of new horizons, selectivity and drive, making wisdom contagious by empowering independence, interaction and communication among employees, focusing on group performance rather than individual performance, external processes which include benchmarking, systems for feedback both from suppliers and customers and continuous innovation based on internal and external evaluation.

According to Cole (2010), leadership of private sectors essential in ensuring sustainability of CSR projects. The process consists of planning, control, coordination and motivation. Managing is an operational process initially best dissected by analyzing the managerial functions. The private sectors management constitutes the essence of proactive performance in our chaotic world; an obsession with responsiveness to customers, constant innovation to all areas of the firm, partnership - the whole participation of and gain sharing with all people connected with the organization, leadership that loves change instead of fighting it, and in stills and shares an inspiring vision and control by means of simple support systems aimed at measuring the "right staff" for today's environment. Basically, the above definitions are saying that "management" is a process that enables organizations to set and achieve their objectives by planning, organizing, staffing, directing and controlling their resources, including gaining the commitment of their employees through motivation.

According to Mwaura (2010), actions of private sectors leadership affect the sustainability of CSR projects. He noted that the success of the project depends on the caliber of the leaders. Private sectors seeks to find appropriate mechanisms for governing relationships for constituent groups with the company so as to generate a long term value. It also seeks to reduce conflict of interests among the stakeholders by making sure that right people make the decisions. Corporate governance is to create and implement internal organization of the company and define more closely and represent more pressing interests to which the management should respond and goals towards which they should strive. Therefore it implies that corporate power is exercised in the best interest of the society.

Judy (2011) conducted a study on private sectors social responsibilities and found that the focus of corporate governance is on the systems by which private sectors are directed and controlled. This is the heart of corporate success and it can have a significant influence on the sustainability of the projects. Effective corporate governance will ensure long-term strategic objectives and plans are established and that proper management structure is in place to achieve those objectives while at the same time making sure that the structure functions to maintain the company's integrity, reputation and accountability to its relevant constituencies. The right systems of checks and balances should be on the basis of merit or any corporate governance system.

Lyle, (2009) poised that the issue of good management is the key to the functioning of private sectors. It implies that the effective management of a private sectors resources is done in a manner which is transparent, accountable, equitable and responsive to the needs of the people. Since Private sectors aim at becoming sustainable, then good governance is critical to their existence. In many developing countries private sectors often lack the institutional capacity and resources to operate. Also, funds from donors are sometimes poorly managed. Thus, in order to ensure effective and proper management of resources, good governance becomes an important aspect of every private sectors. One of the key requirements for good governance and sustainability of CSR projects is accountability.

As study by Tafara, Ababa Chanasa (2013), found that the issue private sectors leadership accountability has a problem and this has affected the sustainability of CSR projects. At first this question may appear to have an easy answer. Obviously they are expected to account for the use of resources to the funders. However, the ability to ensure that accountability exists, among the Private sectors and to all those concerned, remains debatable. Private sectors staff members are not elected and ordinary people have no mechanisms for bringing them to account for their actions. Unlike governments, who have to get elected and can only avoid accountability through violence or coercion and in business where consumers can decide where to spend their money, private sectors have no obvious accountability structures in projects.

Jennings & Kushnick (2011) in their study found that private sectors are dissatisfied and they see the need to take this issue seriously as there is a growing emphasis on the need for proper monitoring of the sustainability of their CSR projects. There are a number of ways in which private sectors can improve on their governance and leadership operations. These includes better human resources development and training for their leaders and staff including board members and volunteers, better management processes as well as financial management, accounting, and budget systems and on project management. Nevertheless, in order for these systems to be implemented, committed staff and leadership within the private sectors are required.

Sources of CSR Finance on Sustainability of CSR Projects

One of the major factors impacting the CSR projects sustainability in private sectors is the nature of their dependability on funding and this has led to dissatisfaction (Karanja & Karuti, 2014). A majority of private sectors in developed and developing countries were established in order to complement and supplement governments developmental and service delivery efforts. Multilateral organizations such as the United Nations, World Bank, Commonwealth Secretariat, as well as regional organizations such as the European Union, African Union and SADC have funded private sectors CSR programs and activities.

Ssengendo (2008) noted that private sectors CSR funds are channeled through the organization networks to foster development and improve service delivery at the grassroots level. In Kenya, poor performance of companies have reduced their funding of Private sectors once the country was elevated to an upper-mid income status. This has led to some the closing down of CSR projects by some private sectors due to a lack of funding and insufficient staffing levels. The common impact of financial dependence.

As pointed out by Ssengendo (2008), one of the major threats to their existence and the carrying out of their mandates is the poor organization performance which reduces CSR funding which may force them to scale down their activities. Most private sectors in Africa and Kenya in particular, lack clearly defined financial structures in terms of organizational financial charts, buildings, facilities, equipment and human resources. The major contributory factor to this is the constraint that limited financial resources places on the ability of Private sectors to enable, plan, organize, and design clearly defined structures as well as equip their offices with adequate equipment and facilities. Molomo and Somolekae (2010) noted that the key weakness of private sectors CSR project sustainability in Africa is the inappropriate financial structures which impact the manner in which private sectors carry out their core business.

Employee Commitment on Sustainability of CSR Projects

The private sectors CSR projects consists of a number of different sectors including the children's rehabilitation, health projects and care for people living with HIV/AIDS. Despite the lack of consensus in the policy debate, the practice of linking private sectors projects with community has a long history, particularly in sub-Saharan Africa. Employees aim to provide an incentive for the sustainable management of project and ensure its sustainability, by linking their maintenance with poverty alleviation or livelihoods benefits for the people living in their vicinity (Salafsky & Wollenberg, 2010).

Pimbert and Pretty (2008) noted that private sectors CSR project sustainability emerged from the recognition that government has often failed to consider the interests of local communities, and hence there is willingness to support projects initiated by private sectors. At local level, sustainable community development requires that local economic development supports community life, using the local talents and resources of the local community. It further challenges us to ensure that the distribution of the benefits of development is done in a more transparent manner and equitably (Elizabeth, 2008). On the same Ismail and Richard (2009) also cited that there is a need to now move from improving living standards to improving the quality of life. This would happen when development becomes fully, participatory and people centered, driven by spiritual values that embrace caring and nurturing at their core.

Hall (2011), argued the distinction between natural resource development and changes in human well-being needs to be made explicit. Further, we need to see development primarily from the point of view of its impact upon the poor people. Then we must go further and either define development in such a way that the welfare of the poor people is incorporated in it or show that material growth is a sufficient condition for an unambiguous improvement in human welfare). Development, defined variously related to the improvement, growth, increase, increments are the different facets of development. Development generally signifies improvement at the initial stages from undesirable state of affairs to desirable one in any field of social living. It is development in the economical economic sphere irrespective of the field of application-whether social, economic or otherwise, but it should be sustainable in the long run for the well-being of the people in the area concerned.

A study by McPherson (2012) noted that the community fosters cooperation in CSR projects. Prior to the introduction of the concept of cooperation in community development; it has been difficult to win the support and commitment of the community members in development work. Cooperation is a social order. Cooperation is one of the techniques in community development. This is related to integration in the sense that the various units actually join together practically giving rise to cooperative groups with various principles. The principle involves people from the community to agree to form, own and control a business in production, marketing or consumption. Community Development needs cooperation as there is community development without cooperation.

Study by Teegen, Doth and Vachani (2010) found that in any CSR development projects, there is need for support from employees. Most of the private sectors which community based projects operates in are characterized by social problems, which include lack of employee support and commitment. In view of the prevalence of the socio-economic problems and geo-physical characteristics, the people in these communities have limited options for their development needs. Consequently these people remain backward and the mass living in these backward pockets are affected socially and physically. This has resulted in the shaping of their behavior in tune to the prevailing conditions.

According to Poplins (2009) found that employees supports means differently to different organizations. Poplin gives analyses of activities or events that are considered part of the employees support. He views an activity or event to be part of the universe of the community action if the participants in that activity or event intend to solve some problem related to the locality where they live. An example can employees coming together to encourage building a school in its area. In some cases it may even to tarmac roads just to ensure that the community gets access to facilities in its locality.

Nelson (2011) argues that the role of the organization is to facilitate rather than direct the action. This is a technique of partnership or integration, which is used to describe a community as whole, whose various parts are unified, coordinated and working harmoniously towards the desired end, thereby making the community act as a balanced. The organization must be aware of the differentiation necessary in any community of the people or of a team that handles a community project.

According to a study conducted by United States Agency for International Development (USAID, 2011), it is only after that awareness that the organization can estimate the level of integration that is required and the partnership among the various units. To bring out integration, the organization has to ensure that the various units have a common cause to partner with and work together, that is, their objectives are interrelated and they bring about a better interaction and cooperation. Sustainable development planning engages stakeholders such as, local residents, key institutional partners, and interest groups, in designing and implementing action plans. Planning is carried out collectively among the groups affected. It is organized so as to represent the desires, values and ideals of the stakeholders within the community.

Fowler (2010) conducted a study on comparative advantage on private sectors in Africa: and found that many evaluations have shown that projects and programs following participatory approaches produce high and more sustainable returns. Participatory development is no quick fix but a learning process which takes time, resources, imagination and sometimes courage to implement. It requires behavioral change on the part of employees and to offer support which calls into question old habits and often reveals conflicts of interest because of the need for power sharing. The novelty in participatory development, lies in a new, people centered vision and development, which replaces the top-down procedures with approaches based on joint learning and negotiation. Another new feature is that participatory development can no longer be seen as an exclusively local issue, but has strong national and international dimensions.

RESEARCH METHODOLOGY

Research Design

This study adopted a descriptive survey research design which is concerned with describing the characteristics of a particular individual, or groups (Kothari 2010). This method is suitable since it allows flexible data collection and the respondents were not manipulated. Descriptive research design is used when the problem is known and well designed as it is evident in this study. The survey was conducted in Meru County which is Eastern region in Kenya. The banks involved are in Meru town, Makutano, Maua and Nkubu. All these branches are within 2 Kilometers and 50 Kilometers within Meru town and Maua.

Target Population

In choosing the members who participated in the researcher, focus was given on the management and heads of sections of KCB bank in Meru County. This is because they are the major players in the day-to-day operations in the planning and implanting the CSR projects in in Meru County. There are 55 management employees of KCB bank in Meru County and these were the study respondents.

Sample Size and Sampling Procedures

According to Cooper and Schindler (2003) explains that the whole idea of sampling is selecting some of the elements in a population, so the same conclusions can be drawn about the entire population. Kothari (2009), 10- 30% is a good representation of the target population. The study adopted a census sample design which will allowed to use a sample size of 55 respondents. This is due to the fact that the target population is manageable and the respondents were within county systems which can be accessed easily. According to Kothari (2010), census is a complete enumeration of all items in the population. It is presumed that in a census inquiry, all the respondents are covered and there is no element of chance which is left and the highest accuracy is obtained especially when the population is manageable.

Research Instruments

Data was collected through questionnaire. The questionnaire had both open ended and closed ended questions. The questions were simple, logical and straight forward directions for the respondents so that they did not feel any difficulty in answering the questions. The method was inexpensive, it is free from bias of the interviewer and the respondents are given adequate time to give well thought out answers be more dependable and reliable.

Data Collection Procedures

The researcher personally collected the data. This was useful in administering the questionnaires to the sampled population since it ensured that respondents are reached without any external influences. The questionnaires were collected back after 2 days.

Methods of Data Analysis

Data analysis process included data sorting, editing, coding, or variable generation, data entry, cleaning, processing and interpretation of results. The SPSS tool was used by the researcher to analyze data. Descriptive statistics such as frequencies and percentages was used. Quantitative data was represented using tables while qualitative data was presented in narrative form.

RESEARCH RESULTS

The study sought to determine the factors influencing sustainability of CSR projects in KCB bank with a survey of KCB banks in Meru County. The study used independent variables such as: leadership support, sources of CSR finance, organization policies and employee commitment on their influence towards sustainability of CSR projects in KCB bank. The summary was therefore given as per each variable.

Leadership Support

From the study respondents showed that leadership does not provides social facilities in order to enhance the sustainability of corporate social responsibility programs with only a few agreeing that leadership provides social facilities in order to enhance the sustainability of corporate social responsibility programs. It was also noted that there is supportive leadership on project advice which ensures that there is sustainability of corporate social responsibility programs by KCB bank. It was clear from the data that KCB bank leadership does not ensures that it leaders owns the corporate social responsibility programs. It was found that respondents were dissatisfied with the current leadership support in influencing the sustainability of corporate social responsibility by KCB bank.

Sources of CSR Finance

It was found that there is no reliable funds to ensure sustainability of CSR projects in KCB bank and the available ones are not adequate to ensure sustainability of CSR projects. It was noted that there is delay in financing CSR and this affects the sustainability of CSR projects in KCB bank and very long approval procedures are experienced before funding the CSR projects in KCB bank. The respondents were dissatisfied with current funds for sustainability of CSR projects in KCB bank

Organization Policies

From the analyzed data, it was found from majority of the respondents that there is policies which enhance relationship between KCB bank and projects stakeholders which affects sustainability of CSR projects in KCB bank. The data also found that there is policies that support to particular CSR projects and this affects sustainability of CSR projects with policies on place that stipulate the level of teamwork required for sustainability of CSR projects. It was found that respondents were dissatisfied with level organization policies for sustainability of CSR projects in KCB bank

Employee Commitment

It was found that is no highly committed staff to enhance the sustainability of CSR projects in KCB bank and that there is no employee system in place which involves all employees in improving the sustainability of CSR projects in KCB bank. I was noted that there is no type of employee commitment that dominates the KCB bank facilitates to ensure there is sustainability of CSR projects in KCB bank. The study also found that respondents were dissatisfied with the current employee commitment on sustainability of CSR projects in KCB bank.

Sustainability of CSR projects in KCB bank

From the available data, this shows that there is a big percentage of CSR projects by KCB bank projects fail before the communities get the benefits of such projects. It was found that all the four variables in the study influence the sustainability of CSR projects in KCB bank.

CONCLUSIONS

The study concludes that leadership does not provides social facilities in order to enhance the sustainability of corporate social responsibility programs and that KCB bank leadership does not ensures that it leaders owns the corporate social responsibility programs. Though KCB bank embarks on CSR projects, the funds allocated to sustainability of CSR projects is not reliable and are not sufficient. It is also concludes that that there is delay in financing sustainability of CSR projects in KCB bank. It is concluded that there that there is policies which enhance relationship between KCB bank and projects stakeholders which affects sustainability of CSR projects in KCB bank and there is no highly committed staff to enhance the sustainability of CSR projects in KCB bank and that there is no employee system in place which involves all employees in improving the sustainability of CSR projects in KCB bank

RECOMMENDATIONS

The study makes the following recommendations that should be adopted in order to ensure that sustainability of KCB CSR projects is enhanced.

1. The KCB bank leadership needs to be trained on the importance of CSR projects and how they can own the projects for sustainability.
2. There is need to KCB bank management to disburse adequate funds for sustainability of the CSR projects.
3. The KCB bank management needs to develop policies that will accommodate sustainability of all the CSR projects started by the bank.
4. The KCB bank needs to ensure there is trainings to employees and all the staff to ensure that they pledge their commitment in sustaining CSR projects.

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