



**African Philanthropy Network**  
THE VOICE AND ACTION FOR AFRICAN PHILANTHROPY

FINAL STUDY REPORT

# **Effective Mechanisms for Civil Society Access to Corporate Social Investment in Kenya**

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# 1. Executive Summary

This study explores Corporate Social Investment (CSI) in Kenya, focusing on how Civil Society Actors (CSAs) can access CSI resources for social justice initiatives. The research examines challenges and opportunities within the Kenyan context to illuminate CSI's potential for promoting social justice across Sub-Saharan Africa. Data was gathered through literature review and structured questionnaires completed by 63 representatives from both CSI providers and CSAs. This combination ensured a comprehensive assessment of how CSI is understood, implemented, and regulated in Kenya.

The study revealed varying levels of understanding regarding CSI, with providers demonstrating deeper comprehension of its strategic value while CSAs have mixed perceptions about its effectiveness. Despite a range of legal and policy instruments, significant variations exist in their understanding and application. While collaboration exists among businesses, government, and CSAs, challenges persist, including limited coordination, transparency, and inadequate impact measurement frameworks. We observe a transition from traditional charity-based approaches towards more strategic engagements, increased innovation, alignment with Sustainable Development Goals (SDGs), and enhanced monitoring practices.

Research on CSI intersection with social justice in Africa remains underdeveloped, presenting an opportunity to explore its effectiveness in addressing social challenges. Kenyan CSOs play a vital role in fostering good governance and social progress. Limited access to funding and capacity challenges hinders their ability to address pressing issues. Aligning CSI initiatives with core business competencies creates shared value for corporations and society. While maximizing impact on social justice. Understanding the complex interplay of political, social, economic, environmental, and legal factors in Kenya is crucial for developing successful and sustainable CSI strategies.

Challenges include insufficient collaboration between CSI providers and CSAs, inadequate support for capacity building, and complex regulatory frameworks. Opportunities include strengthening strategic partnerships, enhancing transparency, investing in capacity building, and developing comprehensive monitoring and evaluation systems.

The study recommends partnering with reputable organizations to foster a supportive environment through streamlined regulations, enhancing CSOs' capacity through targeted training, implementing robust monitoring and evaluation frameworks, and ensuring marginalized communities have a voice in CSI initiatives. Future research should focus on strengthening CSO sustainability, evaluating CSI impact on social justice, investigating governance structures influencing CSI implementation, exploring technology's role in enhancing effectiveness, conducting comparative studies across sectors within Kenya, and examining long-term impacts on stakeholder groups.

# 2. Introduction

## 2.1 Background to the study

Corporate Social Investment (CSI) is a self-regulating business model designed to ensure a company's social accountability to itself, stakeholders, and the public. When engaging in CSI, a company commits to operating in ways that positively contribute to society and the environment, departing from practices that may have negative impacts. The origin of CSI can be traced back to the early 20th century, evolving as a response to societal expectations for businesses to extend their contributions beyond their primary economic functions. Scholars like Howard Bowen played a significant role in shaping the modern understanding of CSI during the 1950s and 1960s, encapsulating a company's commitment to ethical operations, philanthropy, and societal well-being.

In the African context, CSI has evolved as a response to both global influences and local needs. Post-colonial times witnessed an increased emphasis on corporate contributions to community development and social welfare. Companies operating in Africa recognized the importance of addressing environmental, social, and governance issues to foster sustainable development and positive stakeholder relations. CSI initiatives in Africa often encompass projects addressing pressing social and environmental challenges, ranging from community development and education to healthcare and environmental conservation. Moreover, businesses in Africa are increasingly integrating CSI into their core strategies, acknowledging the potential for long-term success through responsible and sustainable practices.

The implementation of CSI in Africa varies across industries and regions, influenced by factors such as regulatory frameworks, cultural considerations, and the specific needs of local communities. Governments and non-governmental organizations play pivotal roles in shaping CSI practices through policy frameworks and advocacy for responsible business conduct.

Concurrently, civil society Actors (CSAs) in Africa are actively forming partnerships with corporations to collaboratively implement Corporate Social Investment (CSI) projects. This collaborative trend is driven by the realization that the combined resources and expertise of both sectors can lead to more impactful and sustainable initiatives.

Between 2021 and 2022, The African Philanthropy Network (APN) collaborated with ten organizations eight (8) countries in Africa and two (2) in the global majority to conduct a Legal Assessment Study. This study aimed to investigate the supportive legal frameworks for Civil Society Organizations (CSOs), including philanthropy support organizations. The findings revealed that almost all countries studied possess conducive legal environments for implementing Corporate Social Investment as a philanthropic practice, despite limited awareness among civil societies.

Over the past decade, Corporate Social Investment (CSI) in Kenya has undergone a significant transformation from compliance-focused activities to a strategic tool for companies creating shared value and sustainable growth (Porter & Kramer, 2011). Businesses increasingly recognize the benefits of this approach, including enhanced reputation, improved talent attraction, and a more favorable business environment. CSOs in Kenya emerged through the rapid growth of local NGOs, influenced by both international donor pressures and domestic political dynamics (Hershey, 2013). Kenyan NGOs have played a leading role in political reform movements, successfully challenging state control and contributing to the development of civil liberties (Ndegwa, 1994).

CSOs, particularly NGOs, are powerful contributors to political and social development. Cheruiyot and Tarus (2016) noted that CSI conceptualization and implementation in Kenya is still in its infancy, making it a misunderstood concept. CSI in Kenya is emerging, often misunderstood, and poorly applied within the unique socio-political and cultural framework. According to Cheruiyot and Tarus (2016), CSI can advance social justice initiatives by addressing societal inequalities and promoting equitable development. CSR practices, when implemented effectively, can enhance the well-being of marginalized communities, promote human rights, and foster inclusive economic growth. CSI in Kenya focuses on the strategic alignment of corporate philanthropy with the core business operations of companies. Other priority areas, include education, healthcare, and environmental initiatives that address Kenya's specific developmental challenges.

Challenges for Civil Society Actors (CSAs) include limited resources and expertise and the opacity of corporate selection processes. However, collaboration between corporations and CSAs is increasing, leveraging sectoral strengths for social impact. Improved transparency, CSA capacity, and innovative funding models enable Kenya to maximize CSI contribution to a more equitable society.

The Kenyan business scene is witnessing a significant shift in how companies approach social responsibility. Corporate Social Investment (CSI) is no longer seen as a peripheral activity but rather as a core element of a company's strategy. This involves a move away from random acts of charity towards impactful initiatives that create shared value for both businesses and society (Karanja, 2017). This evolution reflects a shift towards strategic, long-term initiatives that support business objectives and address critical social justice issues including gender inequality, access to education, and environmental sustainability (Wang & Qian, 2017). This strategic alignment promises a more sustainable and impactful future for CSI in Kenya, fostering a collaborative environment that benefits both corporations and the communities they serve.

CSAs in Kenya play critical roles in advancing citizens' welfare through advocacy for marginalized populations, direct service delivery where government services are lacking, monitoring government actions, strengthening capacity within local communities, and promoting democratic values through civic engagement and public discourse (Wanyande & Okebe, 2009). The shift from traditional philanthropy to strategic CSI signifies a change in how Kenyan firms engage with social issues. The shift towards a more strategic and integrated perspective on CSI will allow them to contribute meaningfully to social justice issues, strengthen their brand reputation, and build stronger relationships with stakeholders (Waldman, Siegel, & Javidan, 2006).

### **3. Research Objectives**

The study aims to critically evaluate the implementation of Corporate Social Investment (CSI) in Kenya, with a particular focus on identifying and recommending robust mechanisms to enhance access to funding for Civil Society Actors (CSAs). Ultimately, the goal was to propose a comprehensive framework that fosters greater collaboration between corporate entities and CSAs, thereby facilitating more impactful and sustainable efforts towards advancing social justice in Kenya. The study specific objectives are as follows:

- a. To assess the state and practice of CSI in Uganda.
- b. To establish the knowledge gaps of Civil Society Actors (CSAs) including the philanthropy development support organizations (PSAs) on CSI.
- c. To identify instances of CSAs accessing and benefitting from CSI to implement social justice causes, if any, as well as from the study findings;

d. To propose an effective mechanisms and tools to enable CSAs to access CSI funding for social justice work.

## 4. Research Methodology

The first part of the study involved an in-depth examination of existing research and literature to gain critical insights into political, legal, social, economic, and environmental contexts, current practices, and challenges surrounding CSI deployment in Kenya.

The second part of the study was undertaken through the administration of close-ended questionnaires to Civil Society Actors and Corporate Social Investment providers in Kenya. A total of 63 organizations participated in the study, providing rich information on the subject.

## 5. Literature Review

The landscape of Corporate Social Investment (CSI) in Kenya is influenced by a complex interplay of political, social, economic, environmental, and legal factors. These factors can either facilitate or hinder the implementation of effective CSI strategies, making it crucial for companies to consider this dynamic environment carefully.

### 5.1 Political landscape

Government policies create a complex landscape for CSI. Tax breaks offered by the Kenya Revenue Authority (KRA) incentivize corporate participation (Kenya Revenue Authority, 2020). However, overly bureaucratic regulations can impede collaboration with CSOs by increasing administrative burdens (Kenya Revenue Authority, n.d.). Political stability is an equally important factor. A predictable environment encourages long-term partnerships, while instability discourages significant CSI commitments and disrupts ongoing collaborations (Afrobarometer, n.d.).

### 5.2 Social landscape

Social factors such as public perceptions and expectations of businesses significantly influence the adoption and implementation of CSI and CSR initiatives. Companies that prioritize social responsibility not only contribute to positive societal impact but also reap tangible benefits including investor confidence and enhanced reputation. This in turn leads to customer loyalty and employee satisfaction, enabling them to mitigate and manage risks more effectively. Cultural values, public awareness, and civil society engagement play a significant role in shaping CSI practices.

Public perception significantly influences corporate CSI strategies. Partnering with reputable CSOs tackling critical social issues can enhance a company's public image. Conversely, associations with controversial CSOs can damage a company's reputation (World Business Council for Sustainable Development [WBCSD], 2014). Kenya's significant poverty and income inequality create a social imperative for corporations to address these issues through CSI (World Bank, 2023). Corporations can leverage the expertise and reach of CSOs working in these areas to design and implement impactful programs, fostering positive social change.

Kenya faces significant challenges regarding poverty and income inequality. This creates a strong social

imperative for businesses to address these issues through their CSI efforts. Companies that invest in education and skills development programs can empower communities and contribute to poverty reduction. Equity Bank, for example, has made financial inclusion a cornerstone of its CSI strategy, providing access to banking services for low-income earners (Allen, Franklin & Carletti).

## 5.3 Economic landscape

The economic environment plays a critical role in shaping Corporate Social Investment (CSI) initiatives in Kenya. Economic strength affects the resources companies allocate to CSI. A robust economy can provide more opportunities for investment in social and environmental projects. Conversely, during economic downturns, CSI budgets are often among the first to be cut, reducing the potential impact on partnerships with Civil Society Organizations (CSOs) and curtailing funding for crucial social programs (Gordon & McBride, 2012).

Kenya's economic conditions, including GDP growth, income inequality, and unemployment rates, directly influence the extent of corporate engagement in CSI. Environmental challenges such as pollution, deforestation, and climate change further complicate the CSI landscape, urging companies to prioritize initiatives that foster economic development, job creation, environmental conservation, and sustainable resource management. However, this focus can sometimes overshadow equally key areas like development for marginalized groups and healthcare improvement.

Access to funding beyond corporate budgets plays a pivotal role in expanding CSI initiatives. Grants and partnerships with international NGOs, as well as innovative financing mechanisms like social impact bonds, provide alternative resources that can significantly enhance the scale and scope of CSI activities. Such collaborations enable corporations and CSOs to leverage each other's strengths for a broader social impact (Bendell, 2012).

## 5.4 Environmental landscape

Environmental factors significantly influence Corporate Social Investment (CSI) in Kenya, particularly how companies address the enforcement of environmental laws and the management of natural resources. Strict regulatory compliance, especially in sectors such as waste management, demands that corporations engage in environmentally sustainable practices. Collaborations with Civil Society Organizations (CSOs) that focus on environmental issues offer a strategic advantage for companies striving to align with these regulations and enhance their sustainability efforts (Dzirasah et al., 2021).

The pressing threat of climate change necessitates that businesses integrate environmental sustainability into their CSI strategies more robustly. Initiatives might include investing in renewable energy projects, promoting sustainable waste management practices, and supporting conservation efforts to preserve natural resources. Such actions not only comply with environmental standards but also contribute to the global effort against climate change.

Resource scarcity, such as issues related to water scarcity and land degradation, further complicates the CSI landscape. Companies can play a crucial role by investing in water conservation projects, advocating for sustainable agricultural practices, and supporting biodiversity protection initiatives. These efforts help mitigate the impacts of resource scarcity and promote long-term environmental sustainability, aligning corporate strategies with ecological priorities.

## 5.5 Legal landscape

A supportive regulatory environment can significantly boost responsible business practices and the implementation of effective CSI initiatives. Conversely, complex or overly restrictive regulations can deter companies from engaging in CSR by increasing administrative burdens (Business & Sustainable Development Kenya: <https://bsd.unctad.org/>). The African Philanthropy Network[1] in 2021, conducted a comprehensive analysis of the existing legal frameworks that regulate Civil Society Actors in Kenya. The legal environment and financial viability are core dimensions of the sustainability of civil society actors (CSAs). The legal framework within which businesses operate can either encourage or constrain CSI activities. Key Kenyan laws influencing CSI, such as The Companies Act 2015, promote transparency and accountability in CSI partnerships with CSOs. This Act requires companies to consider stakeholder interests and disclose CSR activities in annual reports (Republic of Kenya, 2015). The Environmental Management and Coordination Act (EMCA) also plays a role by regulating environmental conservation and management, influencing CSR initiatives related to environmental sustainability, which can be a focus area for collaboration with CSOs (Government of Kenya, 2012).

By understanding these enablers and obstacles, corporations and CSOs can work together more strategically to address critical social and environmental challenges in Kenya, contributing to a more sustainable and equitable society.

The legal framework within which businesses operate plays a critical role in shaping Corporate Social Investment (CSI) activities in Kenya. Laws concerning taxation, corporate governance, environmental conservation, and labor rights can either facilitate or impede corporate efforts in engaging in socially responsible initiatives.

### Key legal frameworks:

**1. The Companies Act 2015** mandates companies to consider the interests of stakeholders and disclose their Corporate Social Responsibility (CSR) activities in their annual reports, fostering a culture of transparency and accountability.

**2. The Environmental Management and Coordination Act (EMCA). Chapter 387 of 2012[1]** regulates environmental conservation and management, encourages beneficial use of the environment or any element or segment of the environment that is conducive to public health, welfare or safety and which requires protection from the effects of wastes, discharges, emissions and deposits; influencing companies to adopt CSR initiatives that support environmental sustainability.

**3. Public Benefit Organizations Act in 2013.** Kenya's civil society sector is robust, with over 50,000 NGOs, foundations, and other organizations operating at various levels. The Public Benefit Organizations (PBO) Act, which replaces the outdated NGO Coordination Act of 1990, became effective on May 14, 2024, after four years of consultations. It provides a modern legal framework for PBOs, emphasizing transparency, accountability, and cooperation between governments, development partners, and the public. The Act streamlines registration processes, court fees will also be exempted. It eliminates arbitrary decision-making and offers tax benefits. Interior Cabinet Secretary Kithure Kindiki praised the Act for promoting inclusive governance and accountability, fulfilling a promise of the Kenya Kwanza Administration.

**4. Foundations.** A study by OECD netFWD (2017) categorized Kenyan foundations into three main groups: community, corporate, and international. Community foundations, formed by individuals for local community

benefit, comprised 36% of respondents. Corporate foundations, fueled by enterprise assets, accounted for 21%. International foundations, based outside Kenya with foreign-funded endowments, represented 13%, while individual foundations, backed by personal resources, constituted 11%. Additionally, intermediate foundations managing funds from public or private sources and family foundations each comprised 9% of respondents.

**5. Taxation Incentives:** The Income Tax Act Chapter 470 provides tax deductions for companies that make contributions to approved charitable organizations or projects, incentivizing corporate philanthropy and rewarding socially beneficial activities. This not only encourages companies to participate in CSI but also aligns their investments with national development goals.

**6. The Income Tax (Charitable Donations) Regulations, 2007[1]**, effective since January 1st, 2007, outline procedures for claiming donations under section 15(2)(w) of the Act. The regulations define terms such as "approved project," "cash donation," and "charitable organization." To claim a donation, the donor must provide proof to the Commissioner, including a certified receipt from the recipient, an exemption certificate from the Commissioner or Minister's approval of the project, and a declaration from the recipient confirming the charitable use of the donation. Donations must be in cash, non-refundable, and devoid of any direct or indirect benefit to the donor or associated individuals. Once conferred, donations cannot be revoked without Commissioner approval, with due tax becoming payable if revoked. The receipt must detail the donors' information, donation date, purpose, and amount.

**7. Corporate Governance and Reporting:** Strong corporate governance frameworks are essential for effective CSI execution. They ensure that CSI funds are managed responsibly and transparently, helping to build trust with stakeholders. Additionally, the adoption of the Integrated Reporting Framework, which encourages the integration of financial, social, and environmental factors into corporate reporting, enhances this transparency, even though it is a global rather than a strictly Kenyan framework.

In summary, the legal context in Kenya provides both incentives and structures that encourage companies to engage in meaningful CSI. By navigating this legal landscape effectively, companies can align their social investment strategies with both compliance requirements and broader social goals, thereby enhancing their contribution to sustainable development in Kenya.

## 6. Study Findings

The Kenyan landscape of Corporate Social Investment (CSI) is witnessing a surge in collaboration between corporations and Civil Society Actors (CSAs) to tackle critical social justice issues. This collaborative approach has led to inspiring initiatives that have helped increase food security, create new employment opportunities, and income generating opportunities for Kenyan youths as seen in the partnership between ActionAid Kenya and Safaricom Foundation, and KCB Foundation's 2jjajiri program partnership with GIZ's E4D/SOGA. The need to have an empirical understanding of how CSA access to funding contributes to social justice has become more evident in recent years with the increased level of collaboration between CSAs and Corporate entities in Kenya. To gain more understanding, evidence was gathered from sixty-three (63) participating organizations, including forty-seven (47) participants from Civil Society Organizations and sixteen (16) participants from corporate entities in Kenya.

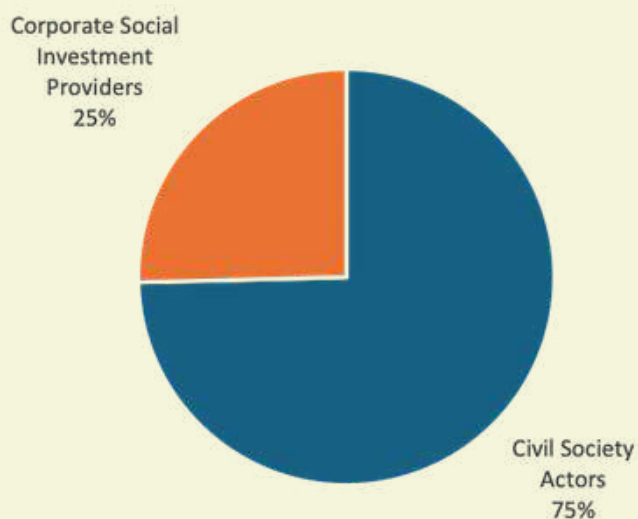


Figure 1: Categorization of Participating Organizations

### 6.1 The CSI Normative Framework in Kenya

#### 6.1.1 Awareness and Compliance with Policies and Regulations

Only 23.91% of CSA respondents are familiar with the relevant laws or regulations governing CSI activities. In contrast, a significant majority of 73.91% are not familiar with such regulations, suggesting a gap in knowledge about the legal aspects of CSI. Additionally, 2.17% of respondents are in the process of familiarizing themselves with these regulations. This distribution highlights a need for increased awareness and education regarding CSI laws and regulations.

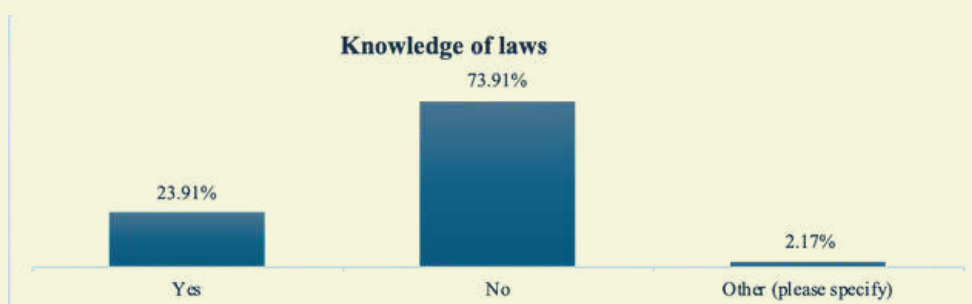


Figure 2: Awareness and Compliance with CSI Policies and Regulations in the View of CSAs

## 6.1.2 Familiarity with laws or regulations on CSI in Kenya by CSI providers

A significant 68.75% of CSI providers are aware of CSI policies, reflecting a solid understanding of the regulatory frameworks. However, 31.25% are unfamiliar with such policies, highlighting a knowledge gap that could be addressed through increased education. This gap indicates a need for improved knowledge sharing within the CSI provider community.

Knowledge of laws and policies on CSI

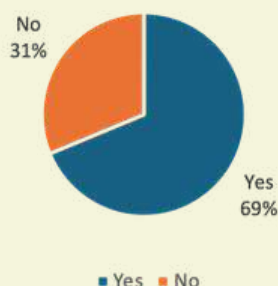


Figure 3: Awareness and Compliance with CSI Policies and Regulations in the view of CSI providers.

## 6.1.3 Impact of Laws from CSA Eyes

The impact of laws and regulations on access to Corporate Social Investment (CSI) for Civil Society Actors in Kenya varies among respondents. 16.67% feel these regulations are facilitating, suggesting that the legal framework effectively supports their engagement with CSI. 14.29% believe that the regulations facilitate access to some extent, indicating partial benefits.

A majority (57.14%) find the regulations neutral, suggesting they do not significantly impact their access to CSI. 11.90% perceive the regulations as hindering access to some extent, indicating possible challenges or barriers. Notably, no respondents reported that the regulations hindered access greatly.

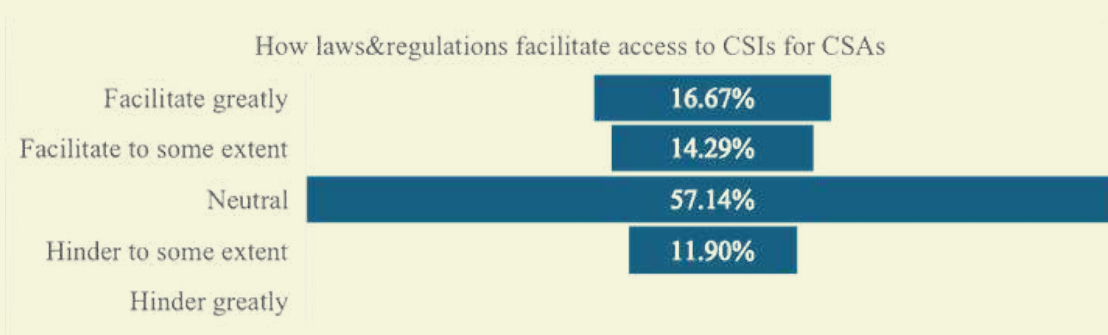


Figure 4: Perceptions about the contribution of regulatory frameworks to access of CSIs for CSAs

## 6.1.4 Perspective of CSI providers on the impact of regulatory environment

According to CSI providers, Kenya's policy and regulatory environment are generally favorable but with room for growth. A significant majority, 56.25%, feel that the regulatory environment is "facilitating to some extent," indicating that while the policies support CSI initiatives, there may be areas for improvement. Additionally, 6.25% believe that the policies are "positively facilitating," suggesting that the regulatory framework substantially supports CSI activities.

18.75% view the regulatory environment as "neutral" or having "no effect" on their CSI efforts. A smaller

portion, 12.50%, feel that the environment is "hindering to some extent," pointing to challenges or barriers posed by the existing regulations.

No respondents reported that the regulatory environment is "hindering significantly," and 6.25% indicated that they do not know how the policies affect their CSI initiatives. Generally, this positive assessment suggests that regulatory frameworks largely support CSI implementation with room for enhancement.

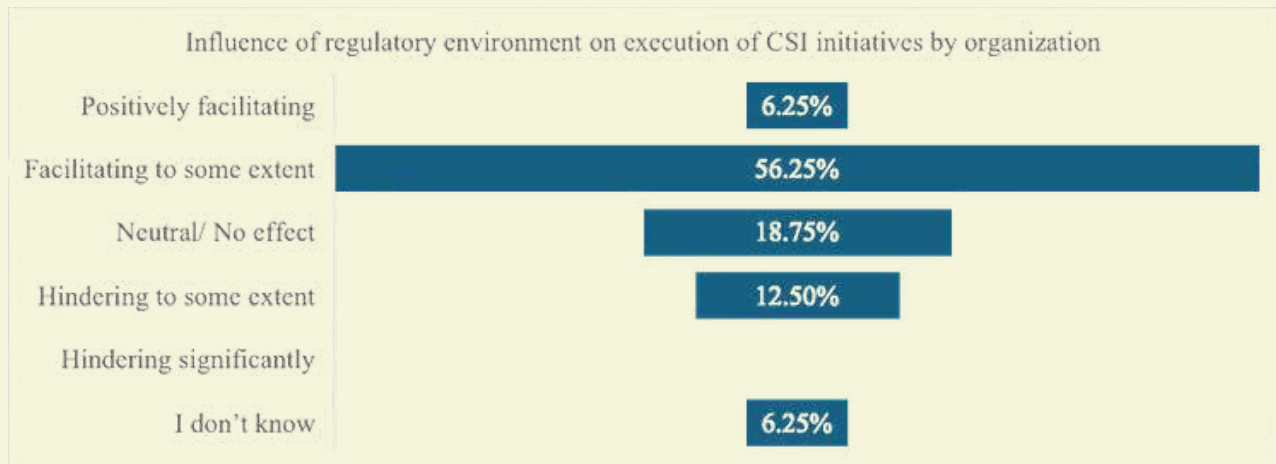


Figure 5: Perceptions about the influence of regulatory frameworks on execution of CSI

## 6.2 Responses from CSAs

### 6.2.1 CSAs Knowledge of CSI

The familiarity with Corporate Social Investment (CSI) and its practices in Kenya varies among CSAs. A substantial portion, 68.18%, is either very familiar (22.73%) or somewhat familiar (45.45%) with CSI, indicating a moderate to high level of understanding of its concepts and applications. Conversely, a smaller group, 22.73%, is somewhat or very unfamiliar with CSI, suggesting that there is still a notable gap in awareness among some individuals. While many have a good grasp of CSI practices, there is room for further education and engagement to enhance understanding across the board.

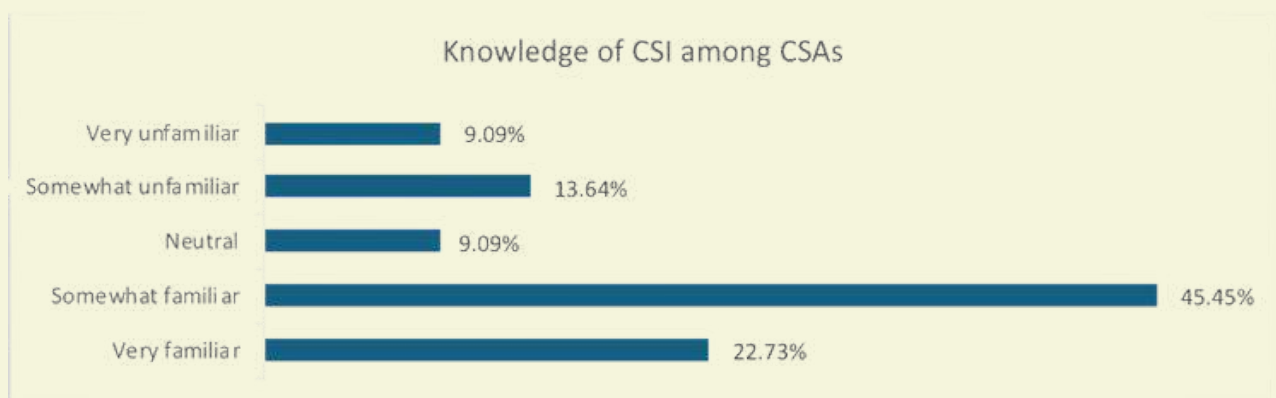


Figure 6: Knowledge of CSI among respondents from Civil Society Actors

### 6.2.1 CSAs understanding of CSI

In discussing Corporate Social Investment (CSI), respondents from CSAs highlighted several key themes that reflect a nuanced understanding of the concept. Many view CSI as strategic investments made by

corporate organizations aimed at advancing social causes, including funding for social development, community engagement, and sustainable development initiatives. Additionally, respondents emphasize the role of private investors and companies' role in allocating financial and non-financial resources to benefit community welfare and environmental sustainability. CSI is often integrated into business strategies, focusing on generating long-term benefits for both society and the company. Unlike Corporate Social Responsibility (CSR), which tends to encompass a broader range of ethical practices, CSI is characterized by more direct and strategic investments in social projects. Examples provided by respondents include initiatives in education, healthcare, environmental projects, and community development, all of which demonstrate a corporate commitment to enhancing societal well-being through targeted contributions.

### 6.2.2 State of Corporate Social Investment (CSI) from the Perspective of Civil Society Actors in Kenya

The current state of Corporate Social Investment (CSI) from the perspective of Civil Society Actors in Kenya reveals a diverse range of opinions. While 37.21% of respondents view CSI as contributing positively to social, economic, or environmental outcomes and 11.63% see it as incredibly positive, there is considerable ambivalence. A substantial 30.23% are neutral about its impact, indicating mixed or uncertain views. Conversely, 9.30% perceive CSI as negatively impacting these areas, and 2.33% find it extremely negative. Additionally, 9.30% of respondents provided other comments, reflecting a spectrum of opinions. Some noted that CSI is often driven by business interests and is uncoordinated, yet it could add significant value if managed better; others mentioned minimal contributions and challenges in accessing CSI benefits. Overall, while there is acknowledgment of CSI's potential for positive impact, concerns about its effectiveness and accessibility persist.

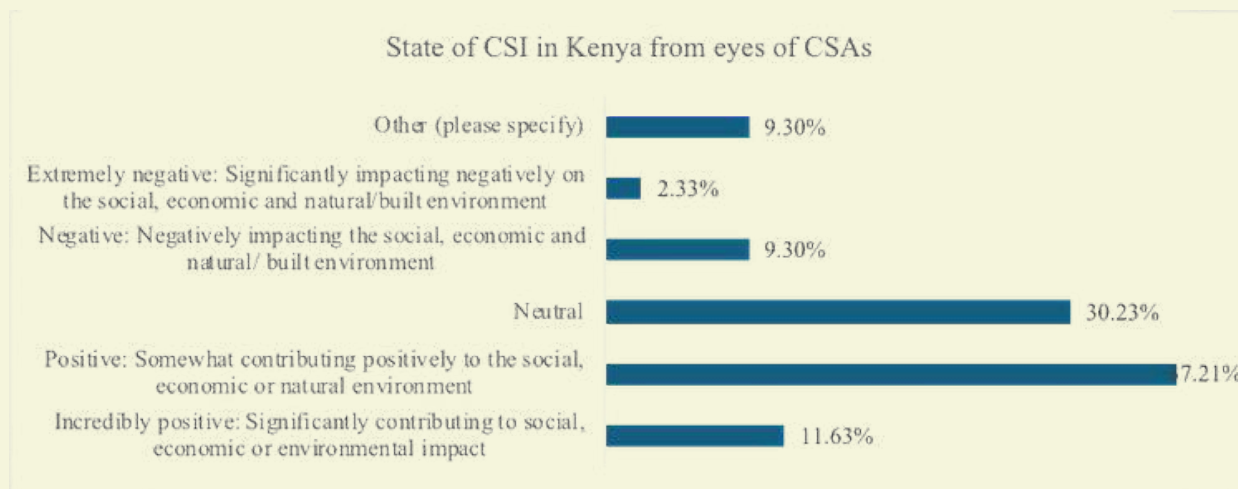


Figure 7: View about the state of CSI in the eyes of Civil Social Actors

### 6.2.3 CSAs' General Perception of CSI

The perceptions among civil society actors regarding corporate social investment (CSI) in Kenya form a range of views. A small percentage, 4.65%, view CSI as incredibly positive, indicating that a few see it as having a highly beneficial impact. A more significant portion, 27.91%, hold a favorable view, recognizing that CSI contributes constructively to social, economic, or environmental outcomes.

However, the majority, 55.81%, are neutral, suggesting that while they acknowledge the existence of CSI,

they do not perceive it as having a significant impact or may be unsure of its effectiveness. Additionally, 11.63% have a negative perception, indicating concerns about CSI's negative aspects or limitations in its current practice. Overall, this distribution highlights that while there is some appreciation for CSI, many Civil Society Actors remain uncertain or critical of its effectiveness and impact.

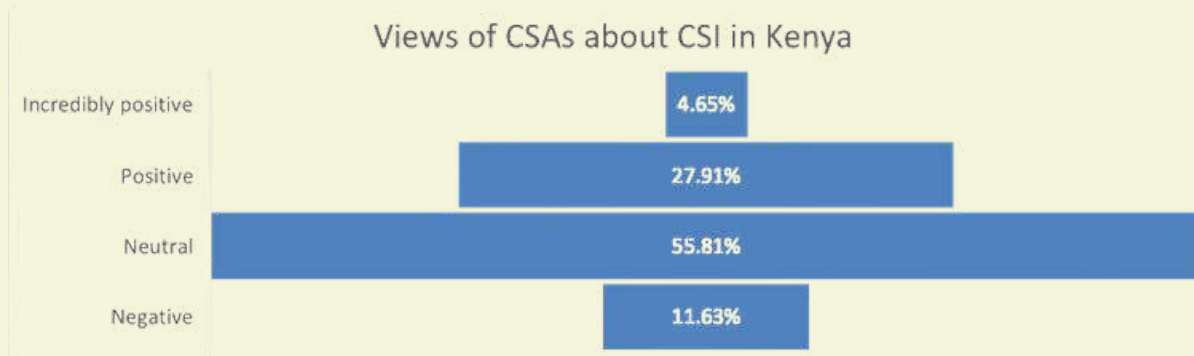


Figure 8: Views about the contribution of CSI to society in the eyes of Civil Society Actors

### 6.2.4 CSAs' Access to Funding

In discussing whether CSA respondents have accessed funding from businesses for social justice work within the last three years, the data reveals that a majority have not. Specifically, 73.33% indicated they had not received such funding, while 26.67% reported they had.

For those who did access funding, experiences varied. Some described positive interactions with businesses that were supportive and committed to social justice causes, highlighting partnerships that facilitated impactful community projects. These respondents often noted that businesses provided not only financial resources but also strategic support and engagement, which significantly contributed to the success of their initiatives. Others, however, mentioned challenges in securing funding, pointing to a competitive landscape and stringent requirements that made access difficult. Some also highlighted the need for clearer communication and better alignment between corporate goals and social justice objectives to ensure more effective and sustained partnerships.

Overall, the responses suggest that while there are successful instances of accessing business funding for social justice work, barriers remain for many organizations, underscoring the need for improved collaboration and support mechanisms between businesses and social justice actors.

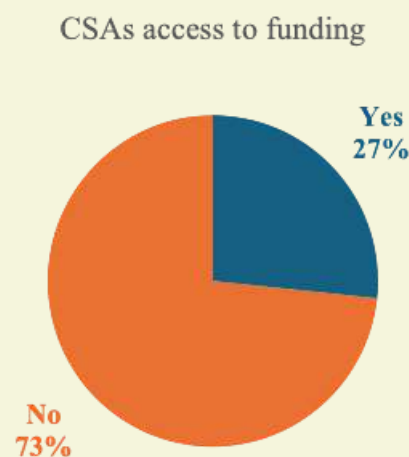


Figure 9: Ease of access to CRI Resources by CSAs

## 6.2.5 Current Mechanisms used by Civil Society Actors to Access CSI Resources in Kenya

In Kenya, Civil Society Actors (CSAs) primarily access Corporate Social Investment (CSI) resources through advocacy and policy engagement, which stands as the most prevalent mechanism, with 33.33% of respondents highlighting its importance. This involves actively working with government bodies and corporations to shape policies and foster environments conducive to CSI initiatives. Additionally, capacity building (14.29%) plays a significant role, as CSAs receive training and support to effectively manage and implement CSI projects. Collaboration platforms (11.90%) also facilitate access by providing networking opportunities and fostering partnerships between CSAs and potential funders.

Other mechanisms include community engagement (9.52%), where CSAs involve local communities in project implementation, and information sharing and awareness (7.14%), which helps CSAs stay informed about available resources and opportunities. However, clear funding opportunities and monitoring and evaluation are less commonly cited, indicating that while some mechanisms are in place, there may be gaps in straightforward access to funding and rigorous evaluation of projects. Product research and innovation and other specified methods also contribute to the landscape, but they are less emphasized compared to advocacy and capacity building.

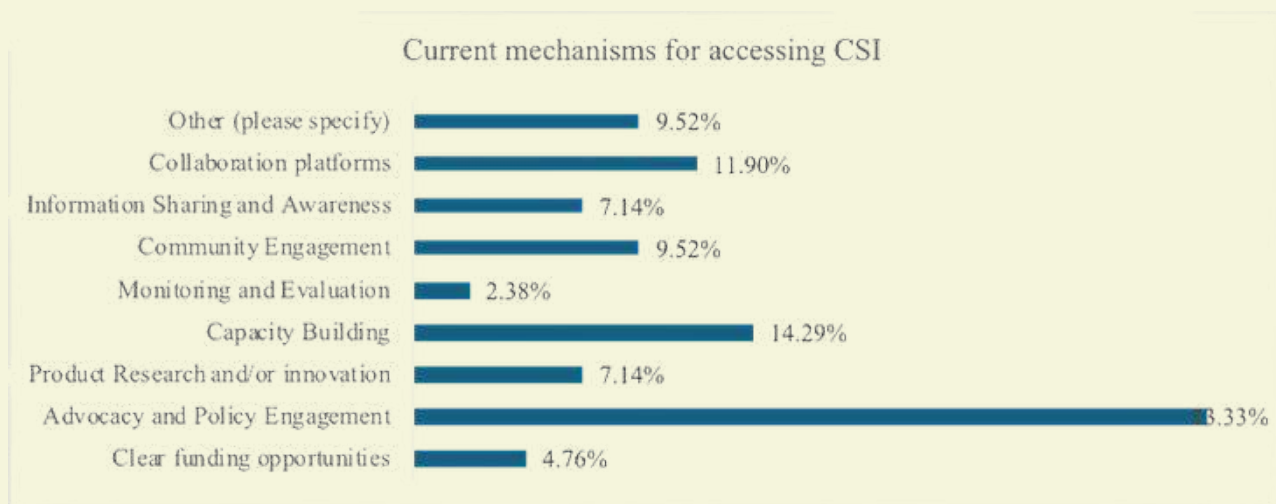


Figure 10: Existing mechanisms for accessing CSIs for CSAs.

## 6.2.6 Additional mechanisms for accessing CSI

Organizations have received varied types of support from businesses and corporates, with technical assistance and networking and connections being the most prevalent, each cited by 46.15% of respondents. Technical assistance encompasses expert advice, technological support, and other specialized services that enhance the organization's operational capabilities. Networking and connections provide valuable opportunities for collaboration, partnerships, and exposure to broader professional networks.

Additionally, training and capacity building (38.46%) help organizations enhance their skills and operational efficiency, contributing to more effective project implementation. The marketing of the brand (23.08%) is another form of support, aiding in increasing visibility and reach. While financial support and marketing of products are less frequently mentioned, they are still crucial for organizations seeking to sustain and expand their operations. Other specified forms of support (15.38%) include various unique contributions tailored to the specific needs of the organization.

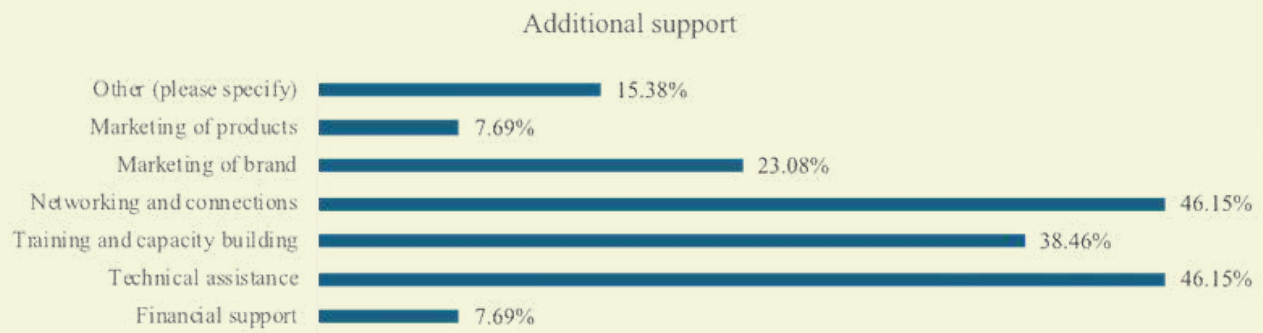


Figure 11: Additional mechanisms for accessing CSIs for CSAs.

### 6.2.7 Amount of CSI contributions received by CSAs

The data reveals a notable disparity between organizations that received funding from businesses for social justice work and those that did not. Among the 12 organizations that did receive funding, the amounts varied widely, ranging from 40,000 KES to 3,000,000 KES, with a mean of approximately 826,804 KES.

In contrast, a majority of respondents (73.33%) reported not receiving any funding from businesses. These organizations either did not receive financial support or only benefited from alternative forms of assistance, such as pro bono services or volunteer work. This highlights a considerable gap in financial support for social justice initiatives, suggesting that many organizations face challenges in securing business funding and may rely on other forms of support to advance their work.

### 6.2.8 CSAs Engagement with CSIs

A whopping engagement gap exists: 80% of CSAs report moderate to extremely low engagement with CSI providers, while 55% of providers believe they have strong engagement. Only 4.44% of CSA respondents indicate an extremely high level of engagement with CSI, while 15.56% report a high level of awareness and participation. In contrast, 40.00% of CSAs consider their engagement to be moderate, suggesting a reasonable but not extensive involvement. A significant portion, 28.89%, reports low levels of engagement, and 11.11% indicates exceptionally low levels of awareness and involvement.

The distribution of engagement levels among Civil Society Actors (CSAs) in Kenya indicates that while some are deeply involved and knowledgeable about Corporate Social Investment (CSI), a significant proportion exhibits limited or minimal engagement. Most CSAs report moderate to low levels of involvement, suggesting challenges such as limited resources or barriers to participation. To address this imbalance, there is a clear need for targeted capacity-building, increased awareness initiatives, and support to elevate engagement levels, which could help achieve a more balanced distribution of CSI involvement across the sector.

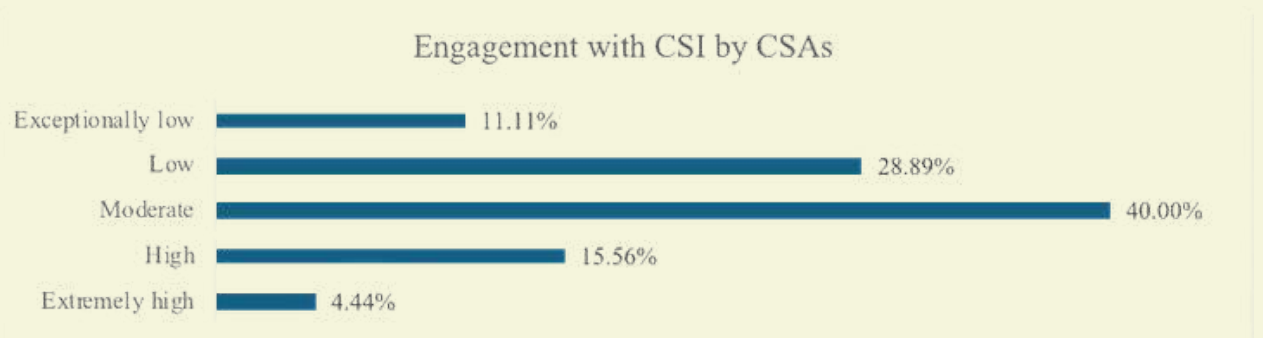


Figure 12: Level of engagement of Civil Society Actors with CSI providers

## 6.2.9 CSAs Frequency of Engagement with CSI providers

The frequency of engagement of CSI providers with Civil Society Actors (CSAs) for Corporate Social Investment (CSI) projects varies among the respondents. A quarter of the respondents (25%) engage with CSAs "very frequently," on a monthly basis, indicating that for these organizations, collaboration with CSAs is a regular and integral part of their CSI activities. 31.25% engage "frequently," or at least once every three months, showing a strong, though slightly less regular, pattern of interaction. Another 18.75% engage "occasionally," or at least once every six months, reflecting a more intermittent but still notable level of involvement. Similarly, 18.75% engage "rarely," meaning at least once a year, suggesting infrequent interactions with CSAs. Finally, 6.25% (1 respondent) reported that they "never" engage with CSAs, indicating a complete lack of involvement. This distribution highlights a broad spectrum of engagement frequencies, with a majority of organizations demonstrating a commitment to regular or frequent collaboration with civil society in their CSI initiatives.

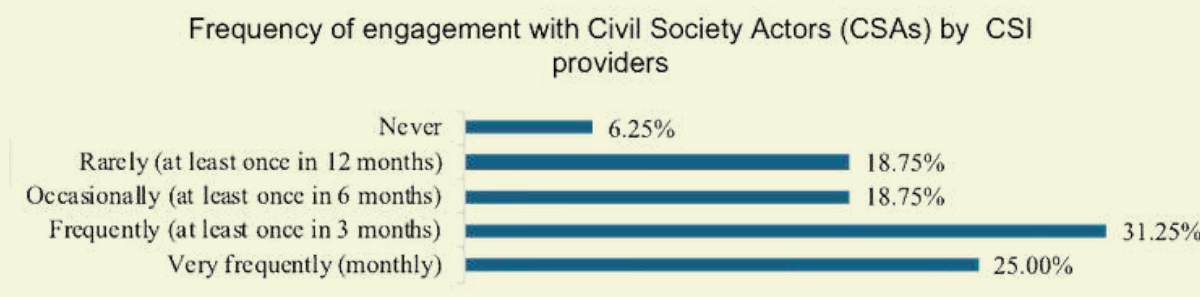


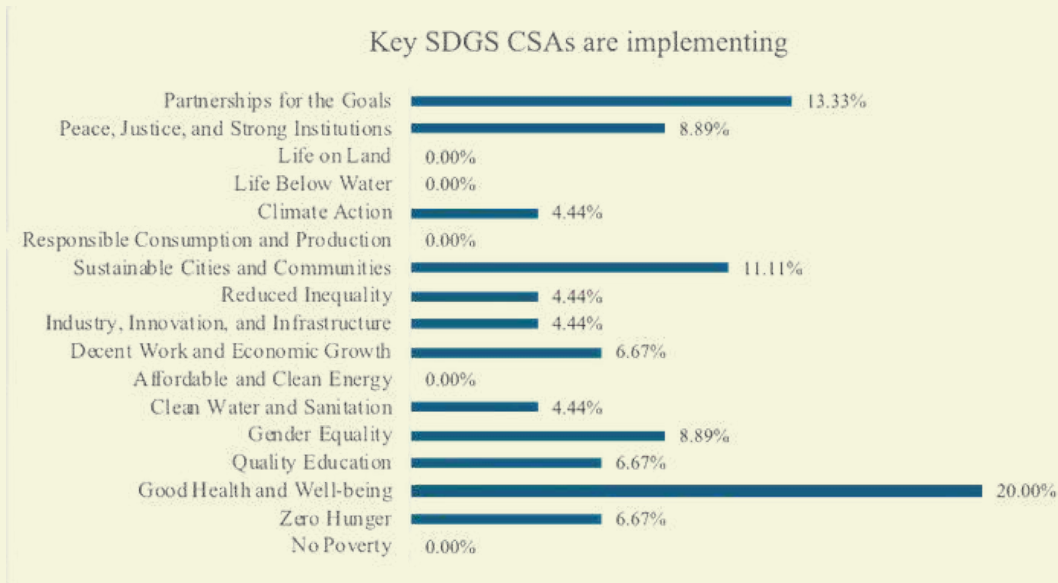
Figure 13: Frequency of engagement of Civil Society Actors with CSI providers

## 6.2.10 CSAs' Priority Sustainable Development Goals

The distribution of engagement with Sustainable Development Goals (SDGs) among CSA respondents highlights a focus on several key areas. The most significant engagement is with the SDG related to Good Health and Well-being, with 20% of respondents actively involved in this goal. Following this, Partnerships for the Goals received 13.33% of responses, indicating a strong emphasis on collaboration and joint efforts in achieving the SDGs.

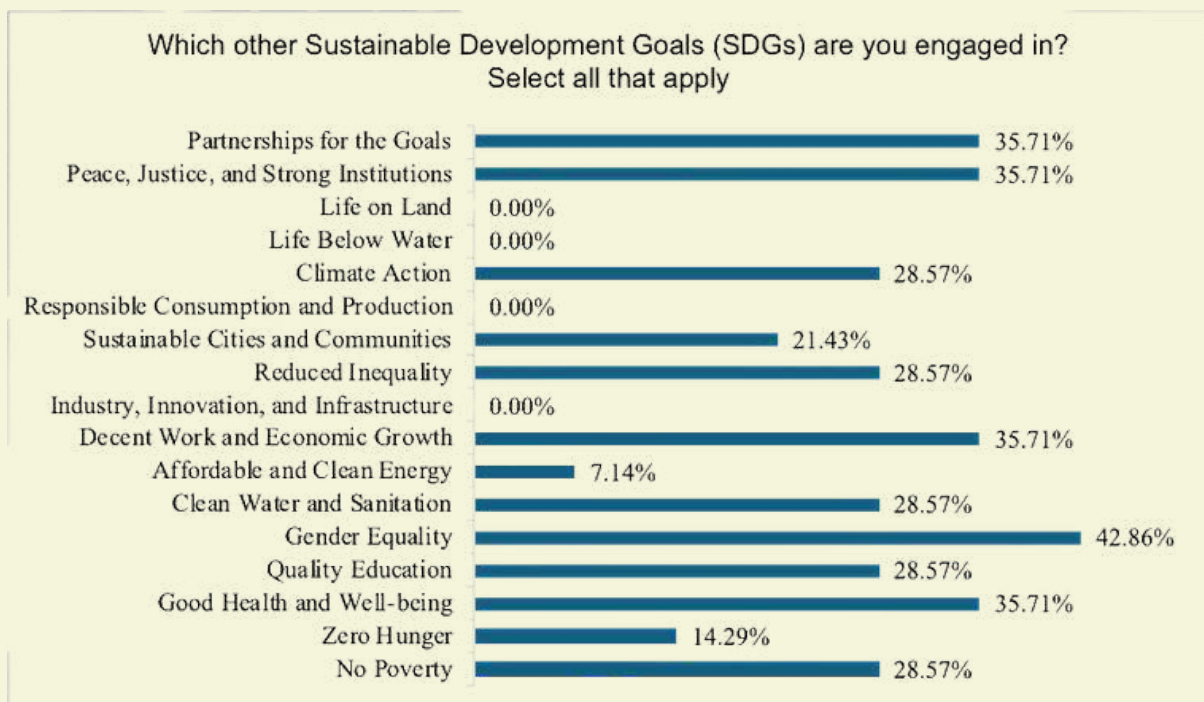
Other notable areas of engagement include Sustainable Cities and Communities at 11.11% and Gender Equality and Peace, Justice, and Strong Institutions, both at 8.89%. Zero Hunger, Quality Education, Decent Work, and Economic Growth each received 6.67% of responses, while Clean Water and Sanitation, Industry, Innovation and Infrastructure, Reduced Inequality, and Climate Action were each identified by 4.44% of respondents. There was no engagement reported for SDGs related to No Poverty, Affordable and Clean Energy, Responsible Consumption and Production, Life Below Water, and Life on Land.

This distribution suggests a diverse range of focus areas, with particular attention given to health and partnerships, and highlights areas where further engagement could be developed.



*Figure 14: The SDGs CSA actors are focused on*

Additional responses show that the engagement with Sustainable Development Goals (SDGs) has a strong focus on Gender Equality (42.86%), Good Health and Well-being (35.71%), and Decent Work and Economic Growth (35.71%). Peace, Justice, Strong Institutions, Partnerships for the Goals, and Climate Action also receive notable attention, each at 35.71%. There is significant commitment to No Poverty, Quality Education, Clean Water and Sanitation, and Reduced Inequality, at 28.57%. Sustainable Cities and Communities is engaged by 21.43%, while Affordable and Clean Energy has 7.14% engagement. This distribution highlights a broad commitment to various SDGs, particularly emphasizing gender equality, health, and sustainable development.



*Figure 15: Other SDGs CSAs are focused on*

## 6.2.11 Challenges faced by Civil Society Actors in accessing CSI resources in Kenya

- Limited Awareness:** The primary challenge faced by Civil Society Actors (CSAs) in accessing Corporate Social Investment (CSI) resources in Kenya is limited awareness, as identified by 39.13% of respondents. This suggests that a significant number of CSAs may not fully understand or know about the available CSI opportunities or the processes involved in accessing them. This lack of awareness can impede their ability to engage effectively with potential corporate partners and secure necessary resources.
- Insufficient Capacity:** In addition to limited awareness, insufficient capacity is another notable barrier, with 23.91% of respondents highlighting this issue. CSAs often face challenges related to their internal resources, skills, and infrastructure, which can limit their ability to manage and implement CSI initiatives effectively.
- Lack of transparency and competition for limited financial resources:** Furthermore, issues such as lack of transparency and competition for resources, each noted by 17.39% of respondents, further complicate access to CSI resources. Lack of transparency can undermine trust and hinder the establishment of equitable partnerships, while competition for resources can create a challenging environment where only a few organizations secure support. Other challenges included a lack of contacts and exposure. Addressing these barriers requires targeted efforts to improve awareness, build capacity, and foster transparency within the CSI landscape.

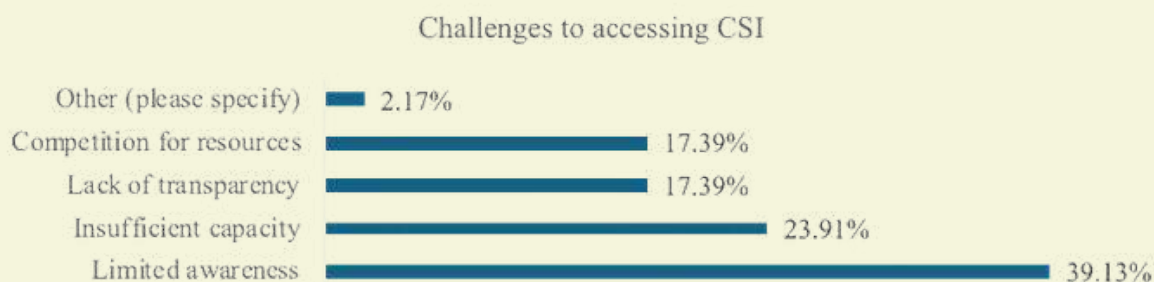


Figure 16: Obstacles to accessing CSI resources by CSAs

- Limited Awareness of Available CSI Opportunities:** In accessing Corporate Social Investment (CSI) resources in Kenya, Civil Society Actors (CSAs) encounter several challenges beyond the primary barriers. Limited awareness of available CSI opportunities is the most prominent issue, affecting 42.86% of respondents. This indicates a significant gap in knowledge about the resources and opportunities offered by CSI, which can hinder CSAs from effectively engaging with potential funders.
- Lack of transparency about allocation process, Political and cultural barriers:** Other challenges include lack of transparency about the allocation process (14.29%) and political or cultural barriers (14.29%). Lack of transparency can create mistrust and uncertainty about how support is distributed, while political or cultural barriers may affect certain organizations' ability to access or engage in CSI initiatives.

- **Difficult regulatory requirements and competition for resources:** Also pose hurdles, though they affect fewer respondents (7.14% each). These regulatory complexities and intense competition can create additional obstacles for CSAs trying to secure support. Overall, addressing these barriers requires a multifaceted approach that includes increasing awareness, improving transparency, and navigating regulatory and cultural challenges.



Figure 17: Obstacles to accessing CSI resources by CSAs

- **Partnership dilemma:** Many CSAs are aware of potential partnerships but lack clarity on how to engage with corporates, and there is a need for increased sensitization and capacity-building efforts. The barriers to effective engagement include unfavorable legal frameworks, resource constraints, and limited communication about CSI opportunities. While some CSAs are actively involved and advocate for CSI, the overall level of engagement remains uneven, with many organizations struggling to access CSI resources and opportunities. To enhance CSI engagement, there needs to be a concerted effort to increase awareness, provide support for smaller CSOs, and foster more equitable partnerships between businesses and civil society.

## 6.2.12 Recommendations from CSAs

- **Enforce the PBO Act:** Ensure that the Public Benefits Organizations (PBO) Act is enforced rigorously. This legislation can support transparency and accountability in the management of charitable activities.
- **Improve Stakeholder Engagement:** Enhance engagement with stakeholders to improve partnerships and fund mobilization. Effective communication and collaboration with stakeholders can lead to more successful and impactful CSI projects.
- **Strengthen the Legal and Regulatory Framework:** Implement a specific CSI law that provides clear guidelines and expectations for CSI activities. This should include standardized reporting requirements to reduce administrative burdens on CSAs and ensure transparency. Legislation should also mandate the disclosure of CSI activities and their impacts to promote accountability and foster trust between companies and CSAs.
- **Enhance Capacity Building:** Develop and offer comprehensive training programs for CSAs to build skills in designing effective CSI proposals, managing partnerships, and navigating regulatory environments. Establish knowledge-sharing platforms for CSAs to exchange best practices, success stories, and resources. Government support, such as grants or tax incentives for capacity-building efforts, will further bolster CSAs' ability to engage with corporate partners.

- **Foster Collaboration and Transparency:** Create multi-stakeholder forums to facilitate dialogue among CSAs, businesses, and government entities, promoting collaboration and problem-solving on CSI initiatives. Develop online platforms to match CSAs with businesses whose CSR priorities align with their missions. Improve transparency in CSI processes to ensure equitable access to resources and build trust between stakeholders.
- **Increase Awareness and Policy Support:** Conduct targeted awareness campaigns to educate both businesses and CSAs about the benefits and processes of CSI. Advocate for policy reforms that offer substantial tax benefits and recognition for businesses engaging in CSI. Encourage businesses to adopt a proactive approach in addressing social issues and supporting CSI initiatives that align with community needs.
- **Implement Robust Monitoring and Evaluation:** Establish standardized frameworks for measuring the social impact of CSI projects. This will enable CSAs to demonstrate the effectiveness of their initiatives to potential corporate partners and ensure that projects meet their objectives and deliver tangible benefits to communities.

By addressing these recommendations, the effectiveness of CSI initiatives can be significantly enhanced, leading to more impactful and sustainable outcomes for communities and civil society organizations in Kenya.

## 6.3 Responses from Corporate Entities

### 6.3.1 Corporation Knowledge of CSI Among Providers

From providers' perspectives, familiarity with Corporate Social Investment (CSI) and its practices in Kenya among respondents is overwhelmingly high. A notable 93.75% of providers reported being "very familiar" with CSI. In contrast, only 6.25% described their familiarity as "somewhat familiar." This high level of familiarity contrasts sharply with CSA's more varied understanding.



Figure 18: Knowledge of CSI among respondents from CSI providers

Corporate Social Investment (CSI) is deemed important to the overall strategy of all corporations. 100% of the respondents indicated that CSI is "very important" and is integrated into their organizational strategy. This unanimous agreement underscores the central role that CSI plays in shaping the strategic direction of these companies.

### 6.3.2 CSI providers' Perspective on CSI status in Kenya

A significant perception gap exists: 93% of CSI providers view CSI in Kenya positively (fairly or extraordinarily strong) compared to only 48% of CSAs. While 30% of CSAs remain neutral, only 6% of CSI providers share this view. According to CSI providers, the current state of Corporate Social Investment (CSI) in Kenya is largely viewed as robust. A significant majority, 75%, describe CSI as "fairly strong," suggesting growing interest and engagement among corporates. Additionally, 18.75% characterize CSI as "extraordinarily strong," noting widespread adoption within the corporate sector. Only 6.25% remain neutral. This overwhelmingly positive assessment contrasts with CSA's more tempered views.

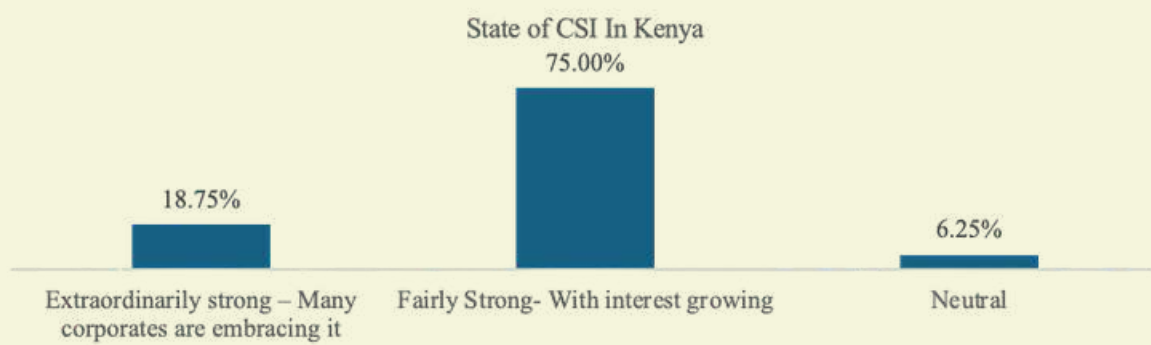


Figure 19: View about the state of CSI in the eyes of CSI providers

### 6.3.3 Support Provided by CSI Providers to CSAs

CSI providers offer diverse forms of support to CSAs. The most common is financial, with 37.50% indicating that their primary contribution is monetary. Training and capacity building and goods and services in kind each account for 18.75%. Networking and connections and mentorship represent 12.50% and 6.25%, respectively, suggesting that some organizations prioritize facilitating professional relationships and offering guidance. Technical assistance and other forms of support are less common, with 6.25% of the responses. While financial support is the predominant form of contribution, providers also emphasize building capacity, providing in-kind resources, and fostering professional connections.

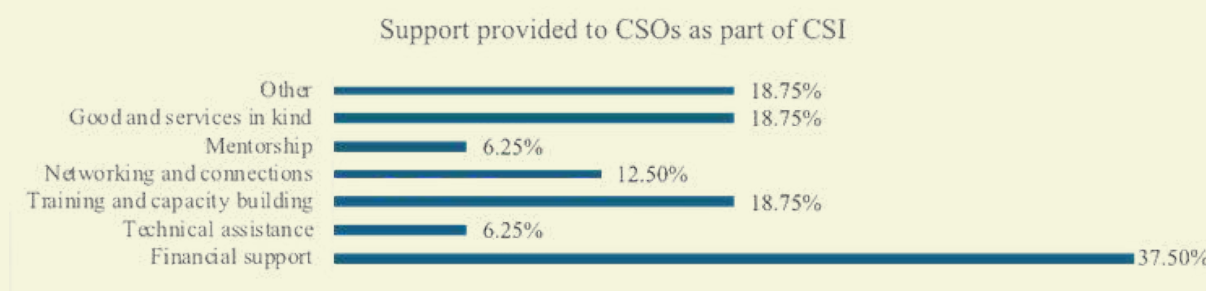


Figure 20: Type of support provided to CSAs by CSI providers

Secondary support types are more evenly distributed. Training and capacity building, financial support, and goods and services in kind each account for 50%. Mentorship is a notable form of support provided by 41.67%. Networking and connections are offered by 33.33%. Other forms include office space (16.67%), technological support, and policy and guidance (both at 8.33%).

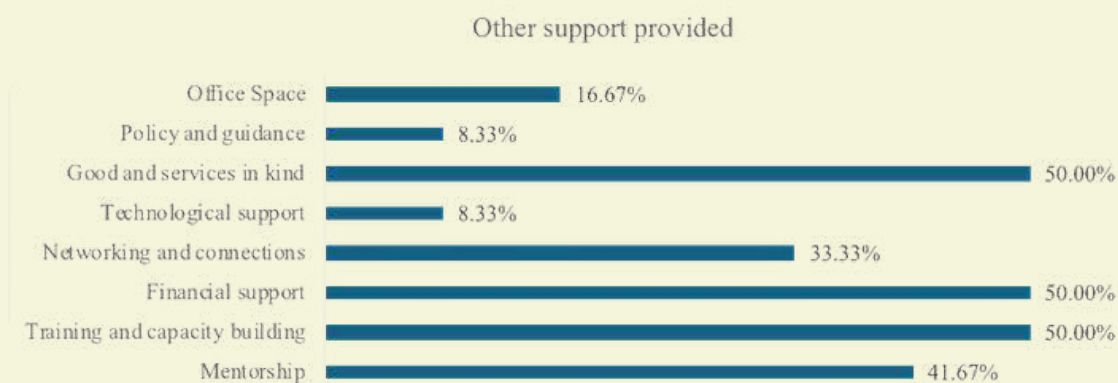


Figure 21: Additional support provided to CSAs by CSI providers

### 6.3.4 Priority SDGs for CSI providers

Quality education is top Sustainable Development Goal (SDG) with 31.25%. This is followed by Good Health and Well-being, at 18.75%. No Poverty and Clean Water and Sanitation are each prioritized by 12.50%, indicating significant efforts in these areas as well. Decent Work and Economic Growth also received 12.50%. Reduced Inequality and Zero Hunger are less emphasized, with 6.25% each. This distribution shows education and health as clear priorities for corporate investment.

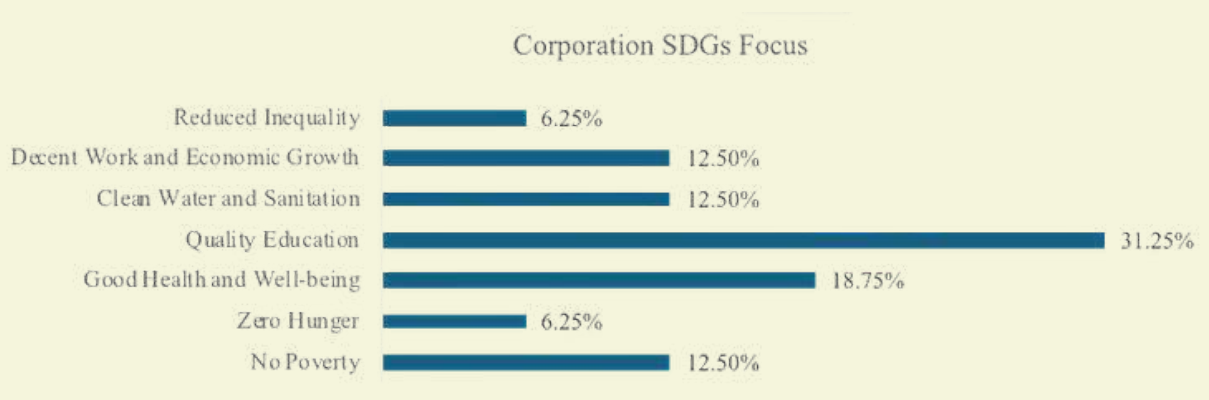


Figure 22: SDGs CSI providers prefer to support

### 6.3.5 Budget Allocation for Corporate Social Investment

The majority, 62.50%, allocate 1-2% of net profit to CSI, indicating a baseline level of financial support for social causes. A smaller segment, 6.25% each, allocate between 3-5% and 5-10% of their net profit. 25% fall under the "other" category, which includes a hospital donating a specific amount per month irrespective of financial performance, unspecified donations, and organizations where CSI allocations are not applicable (N/A). This distribution highlights that while most companies contribute a modest portion of their profits to CSI, there are varying levels of investment and unique approaches among different organizations. Data suggests a general trend towards modest financial contributions to CSI, most companies allocate a modest 1-2% of profit, with few making more substantial commitments.

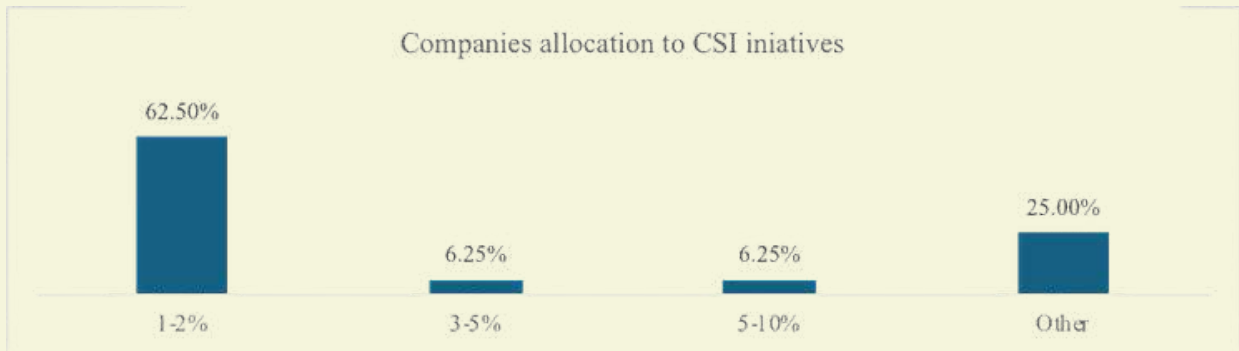


Figure 23: Percentage allocation of Corporate Social Investment budget by CSI providers.

### 6.3.6 Innovativeness of CSI Initiatives and Approaches

About 56% described their CSI strategies as moderately innovative, . 37.50% rated their strategies as highly innovative. Only 6.25% considered their strategies to be slightly innovative. Most providers apply moderate innovation to their CSI strategies, with over a third pursuing highly innovative approach.

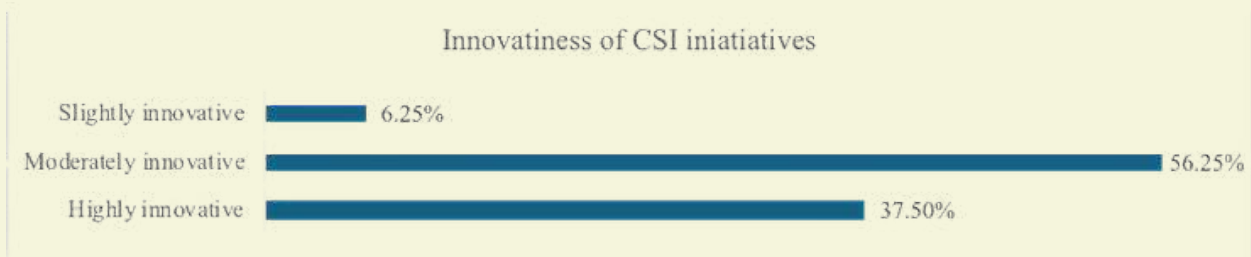


Figure 24: Innovativeness of CSI Initiatives

A notable majority, 75.00%, focus on public-private partnerships. Similarly, 58.33% employ appropriate technology, support community-designed projects, and align with the Sustainable Development Goals (SDGs), reflecting a comprehensive strategy that leverages technology, local insights, and global frameworks. Sustainable development initiatives are prioritized by 50.00%. Community-driven projects are important for 37.50%, 16.67% engage in providing seed money and funding innovative projects to scale, while 8.33% supports ideation challenges. Overall, the data illustrates a strong emphasis on partnerships, technology, and alignment with global goals, alongside a significant commitment to sustainable development and community involvement. Public-private partnerships dominate the innovation landscape, followed by technology integration and SDG alignment.



Figure 25: Additional innovations in execution of CSI initiatives

### 6.3.7 Perceived Benefits of CSA Partnerships

A substantial 56.25% (9 respondents) "strongly agree" that collaborations enhance CSI outcomes. Additionally, 37.50% "agree," further supporting the view that engaging with CSAs is advantageous for achieving CSI goals. Only 6.25% remain "neutral." A strong 93.75% of providers affirm the value of CSA partnerships.

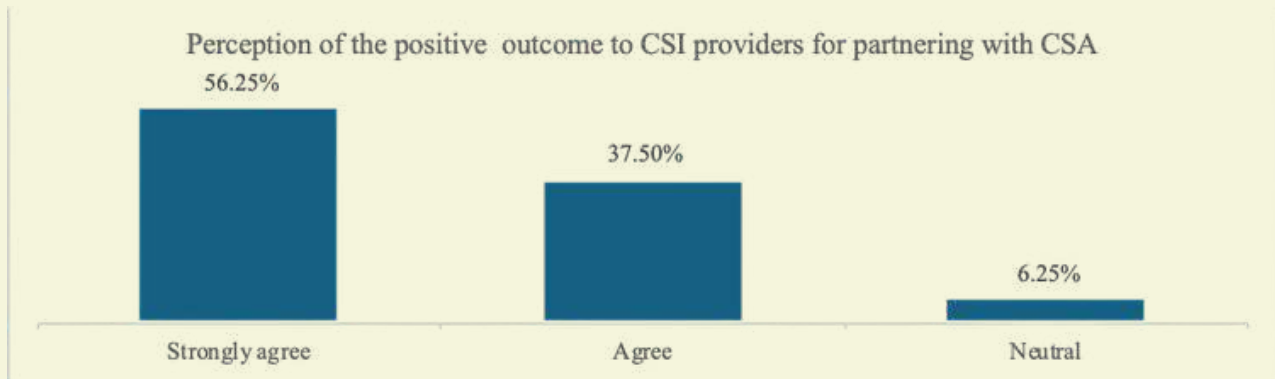


Figure 26: Benefits CSI providers gain by partnering with CSAs

### 6.3.8 Corporation CSI impact

Respondents rated the impact of their company's Corporate Social Investment (CSI) initiatives on the community and environment on a scale of 1 to 100, where 1 signified no impact and 100 indicates a very high impact. The average rating given was 64.2 out of 100 among the 16 respondents. This high average score reflects a strong belief among companies that their CSI initiatives have a significant positive impact on the community and environment.

### 6.3.9 Challenges encountered by corporate providers

Collaboration challenges: In collaborating with Civil Society Actors (CSAs) or organizations for Corporate Social Investment (CSI) initiatives, companies face a range of challenges that extend beyond funding limitations and finding reliable partners.

- The difficulty to communicate impact is the most common challenge, affecting 63.64% of providers' initiatives. This suggests significant difficulties in effectively demonstrating and sharing the outcomes of CSI efforts.
- Weak organizational structures affect 54.55% of respondents and hinder effective collaboration.
- Funding limitations represent a key issue for 53.33% of CSI providers. Unreliable partners and lack of accountability for funding concern 27.27% of the respondents.
- Finding reliable partners continues to be a challenge for 20% of respondents, while misalignment of goals and regulatory hurdles each pose difficulties for 13.33% of respondents.
- Impact communication difficulties surpass even funding limitations as collaboration barriers.

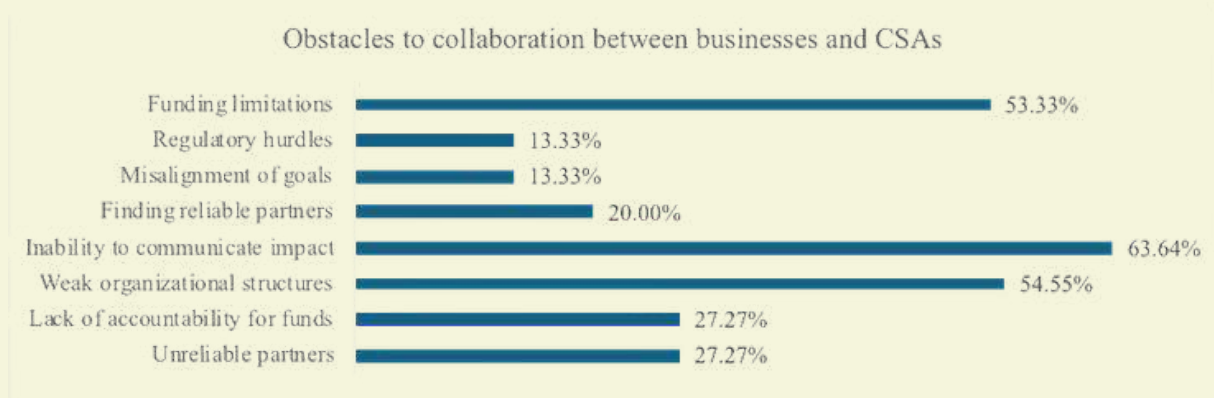


Figure 27: Obstacles to effective collaboration between CSAs and CSI providers

### 6.3.10 Innovation challenges

Implementing innovative Corporate Social Investment (CSI) strategies presents several challenges for companies.

- Financial and resource constraints include limited funding, reduced resources versus increasing needs, and lack of financial funding for impactful projects.
- Poor infrastructure in rural areas, including missing electricity and basic healthcare resources, further complicates the implementation of CSI initiatives.
- Sustainability and long-term commitment are also significant challenges. Companies struggle to ensure initiatives remain viable while balancing stakeholder interests and maintaining internal buy-in from employees who may be more business-focused.
- Measuring and quantifying impact hampers the ability to demonstrate tangible results.
- Other challenges include implementing partners, with companies finding it hard to scale projects or find reliable, registered partners.
- Limited tax incentives for CSI and funding limitations are further obstacles, along with the need for effective measurement and evaluation of outcomes. These interrelated barriers create significant hurdles for innovative CSI implementation.

### 6.3.11 Recommendations from CSI providers

To enhance the effectiveness of Corporate Social Investment (CSI) initiatives in Kenya, the following key recommendations were provided by CSI providers:

- **Partner with Reputable Organizations:** Collaborating with established and reputable organizations can significantly boost the impact of CSI initiatives. These organizations bring credibility, experience, and a proven history to the table, which can enhance trust and effectiveness in community projects. Transparency in these partnerships is crucial to ensure that funds and resources are used appropriately and that outcomes are well-documented.

- **Foster a Cooperative Environment:** National and county governments should create a more supportive environment for CSI activities. Streamline regulations, provide clear guidelines, and facilitate public-private collaboration.
- **Strengthen CSO Capacity:** Bolstering the organizational structures of Civil Society Organizations (CSOs) enhance their operational effectiveness and resource management can improve their ability to form effective partnerships and execute projects successfully. Training, technical support, and resources should be provided to empower CSOs.
- **Showcase Impact:** CSI initiatives should showcase their impact by documenting success stories, measuring outcomes, and communicating benefits to stakeholders. Effective reporting builds credibility.
- **Engage in Joint Planning and Execution:** To avoid duplication of efforts and ensure effective use of resources, joint planning and implementation of projects should be adopted. This collaborative approach can lead to more cohesive and comprehensive solutions to community issues.
- **Create Collaborative Forums:** Establish forums where stakeholders, including corporates, NGOs, government agencies, and community leaders, can discuss, plan, and monitor CSI initiatives. These forums can facilitate knowledge sharing, coordination, and collaborative problem-solving.
- **Form Strategic Partnerships:** Building partnerships with local NGOs, government bodies, and other relevant organizations can help leverage resources, expertise, and networks. Such alliances can enhance the scale and effectiveness of CSI projects.
- **Focus on Capacity Building:** Invest in training and resources that empower local communities to manage and sustain CSI projects independently. Building local capacities ensures the long-term success and sustainability of initiatives.
- **Implement Robust Monitoring and Evaluation:** Develop strong monitoring, evaluation, research, and learning frameworks to measure CSI impact. This helps in refining strategies and improving outcomes.
- **Prioritize Community Participation:** Engage community members in the planning, execution, and evaluation of CSI projects. Their involvement ensures that initiatives are aligned with local needs and priorities.
- **Integrate Technology:** Leverage technology to enhance the effectiveness of CSI initiatives. Technology can aid in project management, impact measurement, and community engagement.
- **Advocate for Government Incentives:** Encourage the government to provide incentives, including tax deductions for CSI activities. These incentives can attract more investment and support for community-focused projects.

## **6.4 Assessment of CSI Impact in Kenya**

This section examines CSI's contribution to communities, evaluation approaches, and impact assessment challenges in Kenya.

### 6.4.1 CSI's community empowerment impact

Respondents hold varied views on CSI's contribution to community and CSA empowerment in Kenya. A significant portion, accounting for 39.13%, feel that CSI initiatives contribute either "very significantly" (15.22%) or "significantly" (23.91%) to capacity building and empowerment. These respondents recognize CSI as valuable for enhancing community capabilities through direct support and technical assistance. However, a majority, 52.18%, view the contribution of CSI initiatives as either "moderate" (36.96%) or "minimal" (15.22%). A smaller fraction, 8.70%, believe that CSI initiatives do not contribute to capacity building and empowerment at all. This distribution reveals significant skepticism about CSI's effectiveness, highlighting the need for more consistent and equitable implementation strategies.

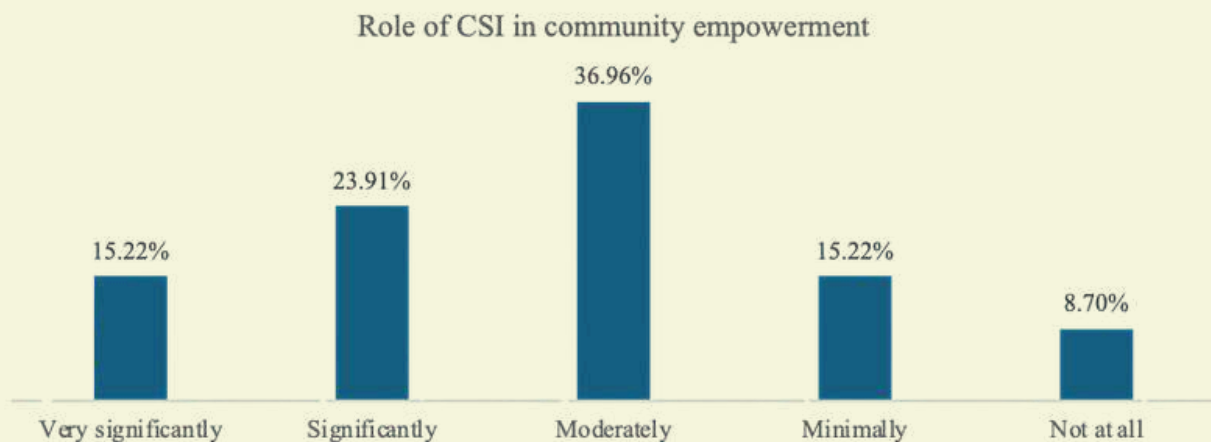


Figure 28: Contribution of CSI to community empowerment

### 6.4.2 CSI Impact Measurement by CSAs

About one-third (33.33%) of CSAs measure CSI impact, demonstrating commitment to accountability and effectiveness assessment. 17.78% do not measure CSI impact, likely due to resource or expertise limitations. The largest proportion, nearly half (48.89%), do not know whether impact measurement is conducted. This significant gap suggests serious communication deficiencies within organizations. The findings reveal substantial needs for capacity building in monitoring and evaluation practices.

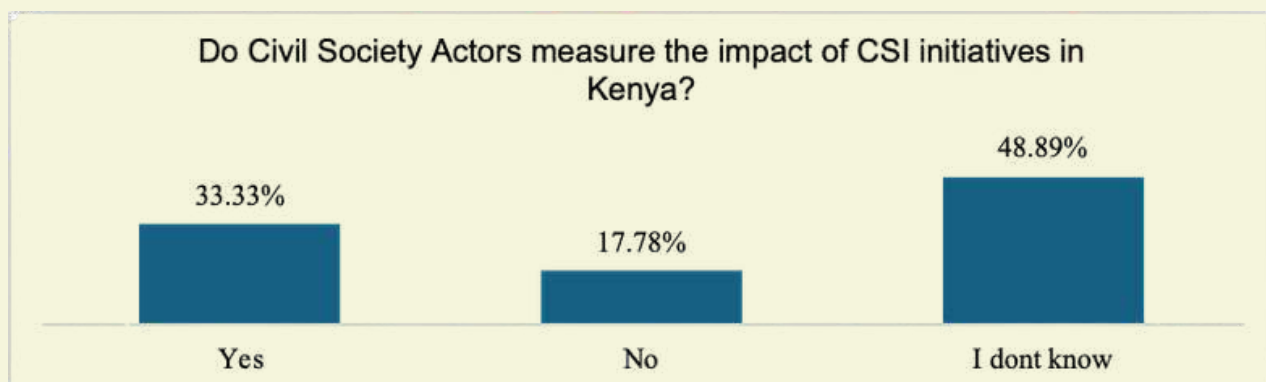


Figure 29: Measuring CSI impact

### 6.4.3 Monitoring Effectiveness Among CSI Providers

CSI providers report varied levels of monitoring effectiveness. A significant 43.75% perform evaluations very effectively, demonstrating high confidence in their assessment rigor. 25.00% report "effective" evaluation, while another 25.00% conduct "moderately effective" assessment. Although a majority believe they are

effective or very effective, a notable quarter recognizes the need for enhanced evaluation methods.

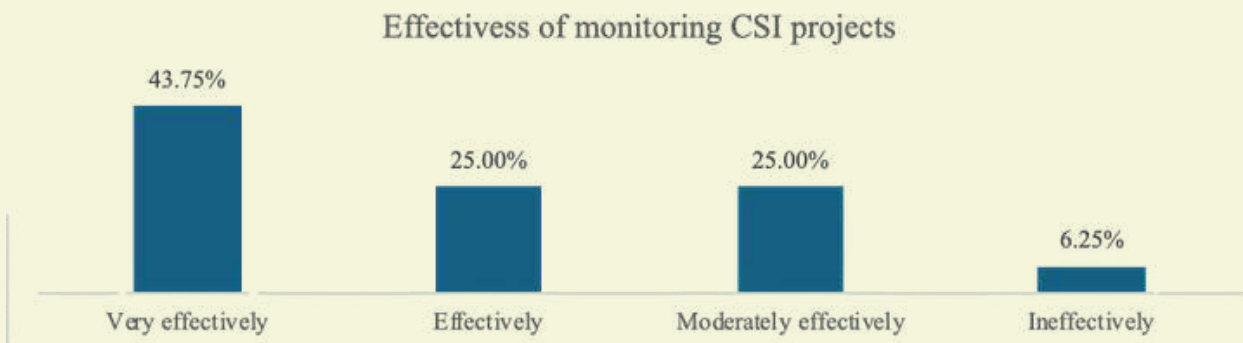


Figure 30: Effectiveness of Measuring CSI Impact

### 6.4.4 Impact Assessment Methods

Among Civil Society Actors (CSAs) in Kenya who measure the impact of Corporate Social Investment (CSI) initiatives, 50.00% utilize a combination of both quantitative and qualitative data. This mixed-methods approach captures both numerical outcomes and personal narratives. 8.33% use qualitative data alone, while only 4.17% apply Social Return on Investment (SROI) analysis, quantifying social value against investment. Participatory evaluations and other methods comprised another 8.33%, and 25.00%, a quarter of respondents (25%) indicated the question was not applicable, reinforcing findings about limited measurement capacity. The clear preference for mixed methods suggests recognition of the complex nature of social impact.

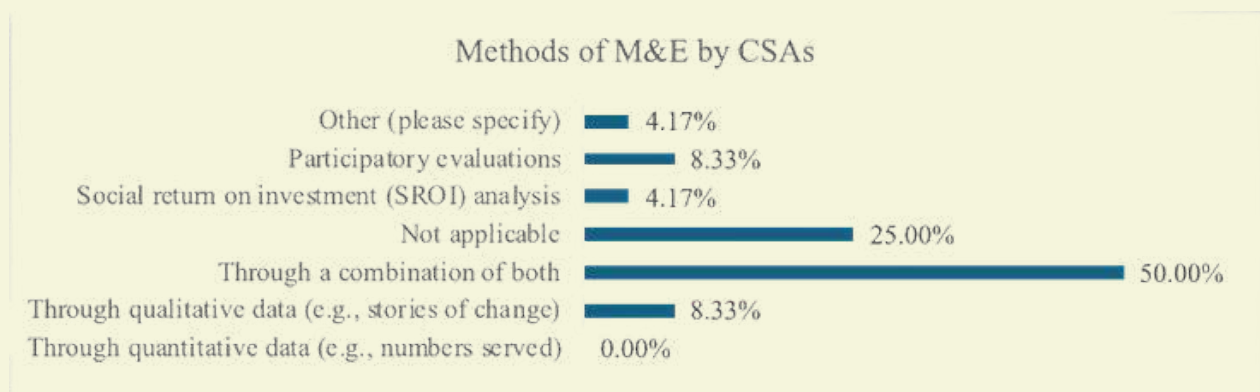


Figure 31: Methods of M&E

### 6.4.5 Multi-sector Partnership Dynamics

CSA-Corporate partnership faces significant challenges despite potential benefits. A major challenge is goal misalignment where businesses and CSAs have differing priorities. A corporation might fund a project primarily for branding, when the CSA aims to address specific community needs. Power imbalances exist as businesses often hold more financial power, leading to unequal partnerships where corporate priorities overshadow CSA's objectives. Regulatory delays impede project implementation. Long-term viability suffers when projects dependent on short-term corporate funding struggle to maintain operations. Fundamental organizational cultural differences can create friction, as ways of working and communication styles vary.

Nevertheless, these partnerships yield important benefits. Combined resources create synergy when the financial power of businesses merges with community engagement expertise of CSAs, leading to impactful

projects. For example, CSAs working with healthcare companies delivering medical supplies to remote areas gain enhanced legitimacy through collaboration with reputable businesses, boosting public image and attracting additional support. CSAs and businesses jointly develop new solutions and best practices. An agricultural project funded by a business and supported by a CSA might introduce modern farming techniques, increasing productivity. The potential benefits ultimately outweigh the challenges when partnership is thoughtfully structured.

#### **6.4.6 Strategies for improving CSA access to CSI resources**

The literature provides several strategic recommendations for improving Civil Society Actors' (CSAs) access to Corporate Social Investment (CSI) resources, particularly in the context of promoting social justice. These strategies focus on enhancing the capabilities of CSAs, fostering effective collaboration between stakeholders, introducing innovative funding mechanisms, and promoting advocacy and awareness. Key strategies include:

1. **Capacity Building Programs:** To improve CSAs capabilities in drafting compelling proposals and managing projects effectively, CSAs should participate in training workshops focused on skills such as proposal writing, financial management, and impact measurement. Corporations and intermediary organizations can facilitate these programs to help CSAs enhance their operational capacities (Alsop & Heinsohn, 2005).
2. **Knowledge Sharing Platforms:** Establishing online platforms or resource centers can provide CSAs with access to a repository of best practices, application guidelines, and success stories from other funded projects. Such platforms enable CSAs to learn from others' experiences, improving their strategies for securing CSI funding.
3. **Multi-Stakeholder Forums:** Regular forums involving CSAs, corporations, and government agencies can foster dialogue and collaboration. These platforms allow parties to discuss pressing social justice issues, explore partnership opportunities, and work toward developing transparent and accessible CSI funding processes.
4. **Improved Communication Channels:** Corporations can improve their outreach to CSAs by clearly communicating their CSI priorities, application processes, and evaluation criteria through their websites and industry associations. This increased transparency helps CSAs tailor their proposals more effectively and align their projects with the specific interests and guidelines of potential corporate funders.
5. **Innovative Funding Mechanisms:**
  - **Matching Grant Programs:** Implementing programs where government or intermediary bodies provide funds to match corporate donations can incentivize corporate involvement and increase the funding pool available to CSAs for specific projects.
  - **Impact Investing:** Encouraging corporations to invest in social ventures that offer both a social impact and a financial return can attract more corporate funds into social projects. This approach aligns the social objectives of CSAs with the financial objectives of corporations.
6. **Advocacy and Public Awareness Campaigns:** CSAs should leverage media and public platforms to highlight their roles and impacts in addressing social issues. This can increase public support and pressure corporations to commit more resources to CSI. Additionally, advocating for policy changes to promote greater corporate social responsibility and transparent CSI allocations can lead to a more supportive environment for CS.

## 7. Conclusion

Despite substantial alignment between theory and practice, there are areas where further research could provide additional insights. The role of technology in facilitating CSI and the long-term impacts of CSI practices on various stakeholder groups are areas ripe for exploration. Comparative studies across different sectors and regions within Kenya could also yield valuable insights into the effectiveness and adaptability of CSI practices.

The findings from this study align with Carroll and Brown's overview of Corporate Social Responsibility (CSR), emphasizing the evolving nature of CSR concepts. Our findings highlighted the importance of frameworks such as stakeholder management and sustainability, which mirrors Carroll and Brown's work. Additionally, the findings underscore the need for robust impact measurement, emphasizing that CSI is increasingly significant and developing, especially in emerging markets like Kenya.

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