

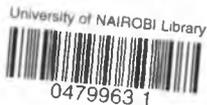
**CORPORATE SOCIAL RESPONSIBILITY IN  
COMMUNITY DEVELOPMENT: COMMUNITY'S VIEW  
OF MUTUALITY IN EAST AFRICAN BREWERIES'  
GAKOE WATER PROJECT, THIKA**

BY

GITHOME WILSON WAWERU

A Project Paper Submitted in Partial Fulfilment of the Requirements for the  
Award of a Master of Arts Degree in Development Studies

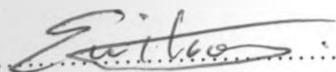
INSTITUTE FOR DEVELOPMENT STUDIES  
UNIVERSITY OF NAIROBI



November, 2009

# DECLARATION

This project paper is my original work and has not been presented for a degree in any other university.

  
.....

Student's signature

This project paper has been submitted for examination with our approval as university supervisors

Signed..........

Date.....*20 Nov. 2007*.....

PROF. D. McCORMICK

Signed..........

Date.....*23.11.2009*.....

MR. G. NJERU

## **DEDICATION**

In memory of my loving father

Githome Wa Njeru

“The Fountain of my Inspiration”

To My Mother Nancy,

“The Key to my Success”

and

To My Brothers Johnson and Peter, and Sisters Rose, Alice and Jacque

For finances and encouragement,

“Take one more step”

## ACKNOWLEDGEMENTS

I am highly indebted to Prof. Dorothy McCormick. As my lead supervisor, besides being my instructor, she was and will forever remain more of a mother to me. She helped me sail through the murky waters of my study period at IDS. When it became impossible for me to put down anything, she lent me her ears, the end of which were sentences that laid the foundations for my work. It truly was, is and will be rare to find a professor of her class in terms of forging good working relations with students. May God protect, add her more days and bless her abundantly.

My gratitude also goes to my second supervisor and brother, Mr. Geoffrey Njeru. His “simplicity” is a unique style I will endeavour to envy. He critiqued my thinking and command of English so sincerely that I came out a more mature student. He gave me a hearing anytime, anywhere. God bless him endlessly.

To other IDS staff members, for their unlimited help in my studies at IDS and encouragement built me up academically. More specifically, Dr. Atieno, Mr. Kamau and Mr. Njoka, for regularly saying, and reiterating it along the corridors of IDS the need for me to graduate in two years. I also thank Mr. S. Letema of Kenyatta University, for his brotherhood in my university studies which deserves special appreciation. God grant him His mighty strength as he goes up the ladder of academia.

Special appreciation goes to Gakoe community and EABL. Thanks for their time and information. They made my study a reality.

To all those others who gave constructive criticism, comments and compliments, I highly appreciate.

Last but not least, my thanks go to the IDS class of 2007-2009. I was because they were, and I am because they are. Take one more step.

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## ABSTRACT

Corporate Social Responsibility (CSR), with its origin in the 1920s, came into common use in the 1970s. However, public awareness of CSR grew with the coming into being of today's much talked about Millennium Development Goals (MDGs), especially the role of organisations in helping alleviate poverty and hunger. This study focuses on the concept of CSR in community development with the aim of establishing the local community's view of mutuality in CSR initiatives. The study used a case study of East African Breweries Limited (EABL)-supported Gakoe Water of Life Project in Thika District, Central Province.

The broad objective of the study was to establish the community's view of mutuality in EABL's CSR Gakoe Water of Life Project. The specific objectives to the study were to find out the extent of contribution of both Gakoe community and EABL at the stages of project conceptualisation, resource mobilisation, implementation and on-going operations.

This study collected both primary and secondary types of data. Primary data was obtained from a survey of households benefiting from the water project; an emailed questionnaire to EABL's Foundation Director; interviews with the chair to the Water Project management committee; Gakoe area councillor; area Chief and an Athi Water Services Board Officer. Observation by the researcher also helped in getting some primary data. Secondary data came from books, journals, magazines and government publications. Both qualitative and quantitative methods were used to analyse data, while data presentation was done in form of tables, figures and narrative as per the study objectives.

From this study, it was established that both Gakoe community and EABL highly contributed in putting the water project into place. Though the community highly participated in all activities of the water project, such participation did not translate into high levels of engagement of the community by EABL. The findings showed a deeply divided opinion on the community's views of engagement between EABL and the Gakoe community in the Water Project.

Based on the findings of the study, the following recommendations were made. Athi Water Services Regulatory Board which to take over the management of the Water Project. Adoption of a development policy which prevents the effects of free riding on the part of the public. Politics should be de-linked from the water project. Further research to determine whether participation in a project is related to the levels of partnership in the same project. Also further research on the extent of partnership between project implementers and intended beneficiaries using tracking method.

## LIST OF ACRONYMS

ACME- Association of European Cooperation and Mutual Insurers

AMREF- Africa Medical and Research Foundation

CDF- Constituency Development Fund

CSR- Corporate Social Responsibility

EABL- East African Breweries Limited

ILO- International Labour Organisation

MDGs- Millennium Development Goals

NGO- Non-Governmental Organisation

PLA- Participative Learning and Action

PRA- Participatory Rural Appraisal

SPSS- Statistical Package for Social Scientists

UN- United Nations

UNCRD- United Nations Centre for Regional Development

US- United States

USDA- United States Development Agency

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

This chapter covers the background of the study, problem statement, research questions, research objectives and justification.

### 1.2 Background to the Study

Corporate Social Responsibility (CSR) is a concept that describe how and why organisations consider the interests of society by taking responsibility for the impact of their activities on customers, employees, shareholders, communities and the environment in all aspects of their operations (Bendell, 2005). This obligation can extend beyond the statutory obligation to comply with legislation and makes organizations to voluntarily take further steps to improve the quality of life for employees, their families, local community and society at large (Stiglitz, 2006).

The debate about CSR begun in the early 20th century, amid growing concerns about large business corporations and their power. The ideas of charity and stewardship helped to shape the early thinking about CSR in the United States. The term CSR itself came to common use in the early 1970s. The increased awareness of CSR has also come about as a result of the United Nations Millennium Development Goals (MDGs), in which a major goal is the increased contribution of assistance from large organizations, especially Multi-national Corporations, to help alleviate poverty and hunger, and for businesses to be more aware of their impact on society. There is a lot of potential for CSR to help with development in poor countries, especially community-based initiatives (Utting, 2005). Garvey and Newell (2005) argue that CSR embraces an understanding that everything a company does has some effect either inside or outside the company, from customers and employees to communities and the natural environment. Corporate Social Responsibility encompasses four distinct areas: The Workplace, The Marketplace, The Environment, and The Community. Many business firms continue to argue that their responsibility is to shareholders only. However, others appreciate that the responsibility goes beyond the shareholders to cover the larger society (Stiglitz, 2006). Stiglitz argues that companies are communities or people working together for a common purpose, and as they work together, they should care about each other, the communities in which they work, and the

broader community and the world in in general.

Chitere (1994) defines community development as a process of social action in which the people of a community organise themselves for planning and action; define their individual needs and problems; execute their plans with a maximum reliance upon community resources; and supplement these resources when necessary with services and materials from governmental and non-governmental agencies outside the community. Chitere further notes that in this connection, it is seen as a way of working toward an end that is desired by development agencies or their clientele. According to Kivuitu *et al* (2005) in Kenya, it is now recognized that poverty reduction and sustainable development within the community may not be achieved through government action alone. Since the advent of the role of the market in development characterised by the rolling back of the state, other players like non- governmental organizations, civil society and the private sector, play an increasing role in community development. Of late, policy makers have been paying increasing attention to the potential contribution of the private sector to policy objectives. Further, Utting (2005) notes that the private sector is expected to play a key role towards achievement of MDGs especially in the developing countries.

The corporate world increasingly engages in CSR for community development through establishment of foundations. In Kenya, such 'foundations include the Chandaria Foundation, Barclays Bank Foundation, Aga-Khan Foundation, Ford Foundation, Jomo Kenyatta Foundation, Kenya Commercial Bank 'Foundation, Safaricom Foundation and East African Breweries Foundation, among others. The organisations support communities in the areas of environmental conservation and provision of essential services such as education, health. water and general economic development. Although the concept of CSR is gaining some prominence within policy debates in Kenya, it is not applied widely and is usually associated with philanthropy. But there are many private sector initiatives and business activities that might be described as expressions of CSR, and there are also emerging specialist CSR organisations (Kivuitu *et al*, 2005). Kivuitu further observes that the CSR agenda needs to be locally owned if it is to make a significant contribution to local development priorities.

Many CSR initiatives in Kenya are run through projects covering areas such as education, water, health and human capacity development through training. According to Kosura (2000), a project is a complex of activities where resources are used in expectation of returns and which lends itself to planning, financing and implementing as a unit. Kosura notes that a project has a specific starting point and a specific ending point, intended to accomplish specific objectives. A project will thus have the stages of identification, planning and designing, implementation, monitoring and evaluation. Monitoring and evaluation help to determine whether intended goals and objectives have been achieved.

The choice of EABL was based on the fact that the foundation was among the earliest established firms dealing with CSR in Kenya and believed to adopt several approaches to CSR. EABL aims at contributing actively to the needs of the society in which they operate across East Africa, and playing a leadership role in helping others help themselves. EABL believes that community investments are an important component of corporate citizenship and a core business activity. The company recognises that communities around it have a wide range of unsatisfied needs to which it can make contributions. EABL gives community support through its foundation, whose primary focus is to carry out the Group's Corporate Citizenship investments through a commitment of 1% of EABL's post-tax profits every year. The Foundation's CSR initiatives include water of life project, skills for life, environmental conservation and emergency incidents that attract national attention. CSR is deemed to add value to the community if contributions are made to the cause and spread the benefits of the company to a larger proportion of the community. This study therefore set out to find out the community's view of mutuality in CSR initiatives through a case study of EABL's Water of Life project in Gakoe, Thika.

Through the EABL foundation, Gakoe community in Thika District, is benefiting from a Ksh. 6 million water project. The Water of Life Project (Gakoe) facilitated by Africa Medical Research Foundation (AMREF) has given about 500 households of the area access to clean water through the construction of a gravity-led water project. EABL partnered with AMREF to manage and facilitate the construction of the project. AMREF had intended to work very closely with the local community on how to operate and maintain the water project for the future. However, the study found out that this aim was

not adequately met as discussed later in the findings chapter. In the past, the Gakoe community has had very poor access to clean water. Many people particularly women, had to walk about six kilometres daily to collect water from the rivers and streams which are unprotected and open to pollution. With easy access to water, there has been more time for income-generating activities. The general health of the community is said to have improved as told by study respondents. Water borne diseases such as typhoid, diarrhoea and amoebiosis are said to have decreased. Improved health and access to incomes has enabled the beneficiaries command other needs like food and good shelter, hence the adoption of Basic Needs Approach by the study as one of the theories.

EABL's Gakoe Water Project commissioned in 2004 has gone a long way in helping residents of Gakoe have access to piped water which is considered more clean and easier to access. According to the respondents, Gakoe Water Project was funded by East African Breweries by up to 80% through its Water of Life Project and the community contributed the other 20%, hence the choice of EABL's Corporate Social Responsibility for study. Gakoe Water Project was the most viable for study compared to other EABL projects as it has been operational since the year 2004.

### **1.3 Problem Statement**

Corporate Social Responsibility has widely been used as a marketing strategy by the corporate world with the aim of increasing a firm's profits (Utting, 2005; Bendell *et al*, 2005; Cappellin and Giulian, 2004). Though some studies suggest that socially responsible firms have performed better in the stock market than others, for many firms, social responsibility is as much a moral issue as an economic one (Stiglitz, 2006). Moreover, available literature shows that when separated from commodities and after ensuring the involvement of the local community, CSR can highly contribute to community development (U N, 1993; Bryame, 2003; Manokha, 2004; Utting, 2005). Newel (2001) further argues that CSR has got potential to contribute to poverty alleviation and sustainable development, though with some limitations. Alyson (2001) notes that the business world is able to play a strategic role in the development process by engaging in CSR in the society as a corporate citizen. More often, it is the corporate's view of the initiatives that is known in the society. There are studies done at the macro-level focusing on what companies do to their shareholders, workers and activities

touching on the community. However, assessment of whether such initiatives are done with the involvement of the local community, more so their view of the extent of mutuality in such CSR initiatives, is scanty. Hence, this study set out to establish the community's view of mutuality in CSR initiatives through a case study of EABL's Water of Life Project in Gakoe, Thika District, Kenya.

#### **1.4 Research Questions**

The study aimed to answer the question, what is the community's view of mutuality in East African Breweries' CSR Gakoe Water of Life project? The study was guided by the following specific questions,

- a. What was the contribution of the community and EABL at the conceptualisation and implementation stages of EABL's Gakoe Water Project?
- b. What was the contribution of the community and EABL in resource mobilisation for Gakoe Water Project?
- c. What is the contribution of the community and EABL to the maintenance and implementation of Gakoe water Project?

#### **1.5 Research Objectives**

The main objective of the study was to establish the community's view of mutuality in EABL's CSR Gakoe Water of Life Project. The specific objectives of the study were,

- a. To find out the contribution of the community and EABL at the conceptualisation and Implementation stages of EABL's Gakoe Water Project.
- b. To find out the contribution of the community and EABL in resource mobilisation for Gakoe Water Project..
- c. To find out the contribution of the community and EABL to the maintenance and sustainability of Gakoe water Project

#### **1.6 Justification**

In the past, scholars have expressed fears that only the corporate world's view as players in CSR is known and understood. This study will help in addressing such fears amongst scholars in their scholarly works and contributions to policy-making. It will highly contribute to the understanding of local-level development, especially the role of local community. Recommendations of the study will be useful to policy-makers for better

planning of companies' engagement in CSR initiatives. Knowing the community's view of their engagement will help companies adopt appropriate ways of engagements that help both the communities and companies. The study will be useful to Non-Governmental Organisations (NGOS) and Community Based-Organisations (CBOs) in designing community engagements in their various activities at local-level.

## CHAPTER TWO

### LITERATURE REVIEW THEORETICAL FRAMEWORK

#### 2.1 Introduction

This chapter gives a review of the literature on corporate social responsibility; its origin and development, its prospects for community development and its theoretical underpinnings. An overview of the concepts “community development”, “mutuality”, is given. The theoretical framework is discussed around three theories of Alternative Development, Community Participation and Basic Needs Approach. Also covered is the conceptual framework that was developed from the three theories to inform the study.

#### 2.2 Corporate Social Responsibility

The debate about CSR is said to have begun in the early 20th century amid growing concerns about large corporations and their power. The ideas of charity and stewardship helped to shape early thinking about CSR in the US (Bendell, 2005). Ida Tarbell’s 1904 work, on *The History of the Standard Oil Company*, helped lead to the decision of the Supreme Court of the United States to break up the company on antitrust grounds. Similarly, Upton Sinclair’s 1906 book, *The Jungle*, led to the passing of the Pure Food and Drugs Act and the Meat Inspection Act by the United States Congress. These can be seen as early attempts to mandate socially responsible corporate behaviour (Utting, 2005; Newell, 2001).

According to Bendell (2005), the term CSR itself came into common use in the early 1970s although it was seldom abbreviated. The term stakeholder, meaning those impacted by an organization's activities, was used to describe corporate owners beyond shareholders from around 1989. The new paradigm of alternative development which stresses on developing the capacity of local communities to meet their needs has seen increased emphasis of CSR in development. Kivuitu *et al* (2005) observe that CSR is often associated with large companies, particularly with multinational enterprises. The international CSR agenda is dominated by NGOs, investors, consumers, businesses and business associations. CSR has even been criticized for being insensitive to local priorities and the basic livelihood needs of the people in developing countries. Newell (2001) and Alyson (2001) are categorical that any CSR initiative directed to a group of people ought to be designed and implemented with the involvement of that group of

people. Many large companies now issue a corporate social responsibility report along with their annual report. The report usually concentrates on what companies call the non-financial activities which are deemed to be positive in nature. Such CSR initiatives are usually geared towards development of the local communities. Development here entails empowering the locals materially, financially or skills wise to help them meet their needs. As this study found out, Gakoe community use water from the EABL water project for income-generating activities like horticultural farming, poultry and cattle rearing. These activities give them incomes to access food and pay for education and health services; hence the community is economically empowered.

### **2.3 Concept of Community Development**

Chitere (1994) defines community development as a movement designed to promote better living for the whole community by the use of techniques for arousing and stimulating it in order to secure its active and enthusiastic response to the movement. He also sees it as a process of social action in which the people of a community organise themselves for planning and action; define their individual needs and problems; execute their plans with a maximum reliance upon community resources; and supplement these resources when necessary with services and materials from governmental and non-governmental agencies outside the community. The two definitions above appreciate the role of the community itself coming together, mobilising resources available from within and without, and working together for the fulfilment of a common objective. As is evident in the findings chapter of this study, Gakoe community mobilised itself around the idea of a water project. They identified a water project site, contributed some funds through registration, identified EABL as a potential source of more funds, approached it for funding and EABL agreed to give the funds and worked with the community to complete the water project. Chitere (1994) also observes that community development is conceived as a process, method, programme, and movement, and means and an end. As a method, community development is seen as a means for accomplishing some end. Chitere further notes that it is in this connection seen as a way of working toward an end that is desired by development agencies or their clientele. In this study, EABL was out to fulfil its community social responsibility goal while Gakoe community worked to meet its longstanding water need.

Since the onset of development as a concept, the state has remained the central driver of a country's achievement of development. According to Chachage (2008) by the late 1970s, most Third World countries were facing a socio-economic crisis after the failure of the statist development models. The models had been based on the Keynesian precepts that emphasized the central role of the state in social and infrastructural provision, and in planning for development. In the late 1980s and the 1990s, many development organisations turned to what was termed as empowerment of local communities through alternative development strategies. Key among these strategies, Chachage argues, were the increased roles of NGOs, the private sector and civil society.

#### **2.4 CSR and Community Development**

Bryame (2003) argues that there are three schools of thought in the practice of Corporate Social Responsibility in development. These are: neo-liberal, which is self-regulation by industry according to risks and rewards of CSR; state-led, national and international regulation and co-operation; and the "third way" which is the role of profit and non-profit organisations in community development. However; the author argues that the three theories may be criticized using theories applicable to the broader field of development, hence the importance of contextualizing the concepts under discussion. According to Newell (2001), there has been a continuous relationship between companies and local communities, in particular, the poorer communities. The relationship is borne out of the implications of development activities of these companies on the communities.

An approach in CSR that is becoming more widely accepted is community-based development projects, such as the Shell Foundation's involvement in the Flower Valley, South Africa. Here they have set up an Early Learning Centre to help educate the community's children, as well as develop new skills for the adults. Marks and Spencer is also active in this community through the building of a trade network with the community and guaranteeing regular fair trade purchases. Often, alternative approaches to this are the establishment of education facilities for adults, as well as HIV and AIDS education programs. All of these CSR projects are established in Africa. A more common approach of CSR is through the giving of aid to local organizations and impoverished communities in developing countries. Some organisations do not favour this approach as it does not help build on the skills of the local people, whereas community-based

development generally leads to more sustainable development (Utting, 2005). Utting (2005) further notes that to realize CSR for community development, the business community has to perform on a sustainable platform and provide a social return on investment, beyond mere financial profit. By and large, there is need for a transformation of the market to help larger corporate winner-take-all approach for a sustainable future. Okello (2007) notes that corporates engage in CSR to shepherd activities that are aimed at achieving sustainable environmental management and socio-economic development. This delivers value to corporates and communities alike. He further observes that the world wide trend now is corporates going beyond philanthropic stances and to mainstreaming their CSR programs into their business strategy. Questions on whether CSR initiatives are geared towards the needs of the people targeted by the initiatives continue to dominate the CSR debate. As Newell (2001) notes, there is no international or national regulation governing CSR approaches to encourage responsible business and provide checks and balances on the operations of irresponsible businesses. Stiglitz (2006) observes that despite companies having voluntary initiatives to improve the lot of their workers, they do the same for communities where they do business. Stiglitz notes that though some studies suggest that socially responsible firms have performed better in stock markets than others, to many firms, social responsibility is as much a moral issue as an economic one.

Despite the growing claims on the part of firms about their corporate responsibility, general lack of attention on poorer communities outside regions and sectors in which CSR debate is grounded continues to exist (Newell, 2001). However, Newell notes that there are cases of positive practices amongst companies in relation to communities. For example, The Diavik Diamond Mines Project in Canada is said to have been planned with the help of neighbouring communities. In this project, with the help of the elders, traditional knowledge was incorporated into the project. Formal agreements were signed between the company and local communities, and which included an Environmental Agreement, Socio-Economic Monitoring Agreement and Separate Participation Agreements. Newell notes that there is need for a community-based corporate accountability dependent on commitment on the part of the company to participate in engagements with a community. Attending public hearings, acting upon people's development plans and accepting desirability of needs-driven community development

projects would indicate an acceptance by industries of their obligations to communities in which they operate. It is worth noting that poorer communities are often under-represented or left out from processes of designing and implementing CSR initiatives even when cited as the intended beneficiaries. CSR initiatives include, for example, codes of conduct; measures to improve environmental management systems and occupational health and safety; company 'triple bottom line' reporting on financial, social and environmental aspects; participation in certification and labelling schemes; dialogue with stakeholders, partnerships with NGOs and UN agencies; and increased support for community development projects and programs (Utting, 2005). It is on this aspect of supporting community development that this study set out to look at CSR in community development, more specifically EABL approaches to CSR with an analysis of Gakoe Water of Life Project in Thika.

## **2.5 Concept of Mutuality**

According to Jordan (1986) mutuality is an arrangement in which individuals relate to one another based on an interest in each other as whole, complex people. Jordan argues that traditional psychoanalytic theory and object relations theory have emphasised a line of development marked by increasing internal structure, boundedness and use of the other as a need-gratifying "object." Today, many women are concerned with growth through relationships founded on mutuality, as Jordan explains. Samantar (2004) notes that mutuality plays a part in working out a social contract and good social governance to create the confidence necessary for implementing development activities. In terms of organisational relations, a study by the Association of European Cooperation and Mutual Insurers (ACME) in 2001 on '*Valuing Mutuality*' concluded that organisations with mutual arrangements perform better in the market compared to those without. According to the ACME study, the benefits of mutuality include good governance by parties involved, which further strengthens their relations (ACME, 2001). Mutuality is thus seen as a self-reinforcing source of power in undertaking development activities by the involved parties.

In organisational relations, the study considered the level of partnership between EABL and the community in terms of their contributions. Community's contributions at each stage of the water project- conceptualisation, resource mobilisation and current

operations- were compared with that of EABL at the same stage. The community's view on the extent of partnership between EABL and the community on the various activities in each stage was sought. The extent was operationalized by the study as Not There, Less, Much, Very Much. To help understand mutuality in development activities, there was need to look at the concept of participation.

## **2.6 The Concept of Participation**

Participation is viewed by Chambers (1997) and Paul (1987) as an active process by which local people share, enhance and analyse their knowledge of life and conditions in planning, acting, monitoring and evaluating activities touching on their day-to-day lives. However, Bamberger (1986) argues that a complete definition of community participation must take into consideration the agents or organisational groups used; the medium or methods used to participate; the stages of the project in which the beneficiaries are involved; the program's level or scope; the participants and the intensity of participation. Paul (1987) proposes five objectives to which community participation might contribute, namely;

- i. Sharing project costs- Participants contribute money or labour during the project process.
- ii. Increasing project efficiency- Involves beneficiary consultation and involvement in project planning, management, implementation and operation.
- iii. Increasing project effectiveness- greater beneficiary involvement to help ensure project achieves its objectives and that benefits go to intended groups.
- iv. Building beneficiary capacity- This will be by ensuring participants are actively involved in project planning and implementation, and through formal and informal training and consciousness raising activities.
- v. Increasing empowerment- By increasing the control of the underprivileged sectors of society over the resources and decisions affecting their lives and their participation in the benefits produced by the society in which they live.

## **2.7 Theoretical Framework**

### **2.7.1 Theoretical Underpinnings of CSR**

There are major challenges in today's corporate arena that impose limitations to the growth and potential profits of an organisation. Government restriction, tariffs, globalization, environmentally sensitive areas and exploitation are problems that are costing millions of dollars for organisations. It may be apparent that in some cases, ethical implications are simply a costly hindrance that potentially forces businesses to finding alternative means to shift viewpoints. It is certainly a potential strategic tactic to gain public support to sustain a competitive advantage. There is no doubting that social contributions provide a subconscious level of advertising that suggest that profit targeting may be the purpose and questions the ethical marketing techniques (Utting 2005). Globalization is certainly making it difficult for competition and many organisations are merging/acquiring other businesses with competitive and alternative core competencies (Stiglitz, 2006). Stakeholder and governance theory suggests that modern business should no longer be pre-occupied exclusively with the interests of shareholders and relations with the state and trade unions, but must respond to the concerns of multiple stakeholders, including NGOs, consumers, environmentalists, and local communities. EABL was in line with this stakeholder and governance theory by working with Gakoe community in the provision of water. As seen in the findings of this study, water had been a pressing problem for Gakoe residents for many years. Business can be pro-active by working with civil society organisations, government and multilateral institutions (Alyson, 2001; Utting, 2005; Stiglitz, 2006).

This study combined three different theories to understand the subject of study better. Each theory filled filled a specific gap in the literature. The three theories included Alternative Development, Community Participation and Basic Needs Approach.

#### **2.7.1 Alternative Development**

Alternative development, as has been conceived over the years, has been concerned with introducing alternative practices and redefining the goals of development (Pieterse, 2001; Martinussen, 1997). Pieterse and Martinussen argue that development efforts are more successful if the community participates in them, hence community participation becomes a fundamental consideration in the alternative development paradigm. The

NGOs, civil society and private sector play key roles on the ground and in development co-operation, the success of which reflects the 1980s rollback of the state as the main driver of development, the advance of market forces and breakdown of regulation. The private sector is increasingly adopting CSR for community development. In Kenya, as earlier discussed, CSR is being practiced by the corporate world through foundations they establish within their operational frameworks.

In the alternative development paradigm, Martinusse (1997), Pieterse (2001) and Hettne (1990) argue that development efforts should be society-led or people-centered, endogenous, equitable, participatory and sustainable. The paradigm emphasises agency, in the sense of people's capacity to effect social change, with the state acting as an enabler or facilitator of people's self-development. According to Pieterse, alternative development is development from below, meaning development from community's or local actor's perspective, as opposed to the state's view of development as economic growth or increase in Gross Domestic Product which is usually conceived at the macro-level. Pieterse (2001) further asserts that alternative development tends to be practice-oriented rather than theoretically inclined. The world of alternative development is not a library world. Allen and Chataway (2000) notes that proponents of alternative or people-centred development such as Chambers and Korten stress on how to integrate poor communities into the global system. They suggest a participatory approach on the part of development players, and one which goes beyond attempts to involve people in plans made for them, to empower them. In participation, Chambers (1983; 1997) lays emphasis on Participatory Rural Appraisal (PRA) and Participative Learning and Action (PLA), including precepts such as 'handing over the stick' to poor communities to allow them design and run their own development projects.

Alternative Development Theory alone was not sufficient for the study. Though it put into perspective CSR by the corporate world as a viable approach in community development, it was insufficient in explaining how the local community should be involved in their own development; their very roles, which activities they engage in and for what expected gains. This prompted this study to bring on board the second theory of community participation.

### 2.7.3 Community Participation

According to Chambers (1997) there will always be a disjoint between the reality outsiders construct and the reality that locals experience. One of the best ways argued by Chambers to counter such a disjoint in the reality is to ensure participation by locals in matters touching on their lives. Bamberger (1986) argues that a complete definition of community participation must take into consideration the agents or organizational groups used; the medium or methods used to participate; the stages of the project in which the beneficiaries are involved; the program's level or scope; the participants and the intensity of participation.

Chambers (1997) further argues that with participation, outsiders who include NGOs, the state and private sector should facilitate, sit-down, listen, learn and share methods which local people can use for their own appraisal, analysis, planning, action, monitoring and evaluation of their development activities. The outsiders need not impose their reality, but rather encourage and enable local people to express their own reality. Chambers notes that in the 1980s, the dominant purpose of participation was seen as stimulating community awareness, with the outsiders playing the role of a catalyst. According to Bamberger (1986) community participation has got potential benefits and costs. The potential benefits are:

- a. Community participation ensures a project's social acceptability and increases the likelihood of beneficiaries participating in the project.
- b. Resource mobilization is much easier when beneficiaries are committed to a project and actively involved in its designing and implementation.
- c. Participation by community helps ensure sustainability of the project.

The potential costs of community participation are:

- a. Community participation makes project start-up be delayed by negotiations with beneficiaries.
- b. Another concern of planners and managers is loss of control of the project. If the beneficiaries do not like the range of services offered or want other services, they may fail to cooperate or even actively oppose the project.
- c. In politically volatile areas, attempts to involve community organizations may create conflicts that either paralyse the project or create much wider problems.

Even with participation, in my view, the theory fell short of adequately explaining the priority areas in which the people should participate. There is need for people to participate in development activities which ensure satisfaction of needs that are basic to them, and which have multiplier effects, meaning their satisfaction ensures meeting of other essential needs, though indirectly. For example, with good income and health, individuals can efficiently engage in many other development activities. Hence, there was need to consider the Basic Needs approach to fill this gap.

#### **2.7.4 The Basic Needs Approach**

According to Martinussen (1997) the Basic Needs strategy was first formulated by the UN International Labour Organisation, (ILO, 1976). The main considerations introduced by researchers as fundamental to the Basic Needs Approach was redistribution with growth. On the basis of a survey commissioned by ILO in Kenya and other poor countries in the early 1970s, the much sought after economic growth had not led to substantial expansion of employment opportunities and increased incomes of the poor (ILO, 1976). Martinussen (1997) thus argues that comprehensive measures targeting the poor and the unemployed are required. Such measures would include community-driven initiatives in partnership with development partners with the state acting as an enabler. Martinussen notes that over time, the Basic Needs strategy has grown to comprise several other approaches and specific measures that reflect considerable differences regarding emphasis and priorities. The measures include creating employment as major means to increase incomes of the poor, extending public services especially primary education and health care which requires adequate and safe-drinking water. To drive these measures in community development, concerted efforts of different players in development, that is, the government, NGOs, private sector and the local community are clearly needed.

#### **2.8 The Conceptual Framework**

The study integrated the three theories of Alternative Development, Community Participation and Basic Needs into a framework for the study.

Development efforts that would benefit people must be society-led or people-centred. This explains the need for Gakoe community to have taken a leading role in the Water Project. Community members mobilised themselves around the idea of a Water Project

and approached EABL for funding when they had done the groundwork. Initiatives geared towards development in a local setting should have the locals themselves as the source of the ideas. There should be a need identified by the people themselves for an initiative to sound necessary. With identification of a need by the locals themselves, there is need for interventions from both within and without aimed at building on the people's capacity or empowering the locals through training to help them manage own initiatives. The key informants of this study agreed that EABL, through AMREF, had trained some community members on management skills for the Water Project. These members constituted the first management committee of the Water Project. People are engaged in development activities driven by them or by outsiders like the government, NGOs and the private sector through a process of participation. The participation involves contributions by the people in terms of own-direct finances, local labour, and other local resources like land on which to locate the project or indigenous knowledge required in the planning, management and monitoring of the development activities. In this study, Gakoe community, EABL and AMREF all participated. The community contributed some funds ( 20%) required for the project and manual labour which it offered at no cost. EABL contributed about 80% of the funds for the project, while EABL was the implementer on the ground on behalf of EABL. Participation by the intended beneficiaries of a development project influences the direction and execution of development projects. Such influence is often aimed at acquiring the basic necessities of the community participating, which for majority of the local people in developing countries include food, water, shelter, health services and education. In this study, Gakoe residents came up with the idea of the Water Project. They worked closely with EABL and AMREF in acquiring an independent source of water from deep inside Kieni Forest. The residents thus influenced the direction and execution of the project towards getting reliable and safe source of water which they had lacked as a basic necessity for a long period.

## **2.9 Definition and Operationalisation of Key Variables**

**Mutuality:** partnership or linkage between and amongst the different development players in their contribution to a project. In this study, mutuality was taken as the engagement, linkage or partnership between EABL and the community of Gakoe.

**Extent of:** the level of partnership or linkage between the community and EABL. This was coded by the study as Not There, Less, Much, Very Much.

**Beneficiaries:** the people targeted by an initiative or who end up getting the fruits of an initiative. For this study, the local people sourcing water from Gakoe water project constituted the beneficiaries.

## CHAPTER THREE

### STUDY AREA AND RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter describes the study site and the research methodology that was adopted by the study including the sampling, data and its sources, data collection method and techniques of data analysis and presentation of the study findings.

#### 3.2 Study Site

According to the Kenya Government District Development Plan 1997-2002, Gakoe water project is in Gakoe Sub-location, Kamwangi Division of the former Thika District, Central province. The District covers an area of 2024 square kilometers and lies between latitudes  $3^{\circ} 53''$  and  $1^{\circ} 45''$  South of the equator and longitudes  $36^{\circ} 35''$  and  $37^{\circ} 25''$  East. The District borders Nairobi city to the South, Kiambu District to the West, Murang'a district to the North and Machakos to the East. However, the Gakoe area Chief at the time of this study informed the researcher that the area had been affected by the new Provincial Administration boundaries. The area is now in Gakoe Location, Mang'u Division, Gatundu-North District, bordering Lari and Chania Districts to the North and South respectively.

Although it has good climatic conditions and soils that favour growth of tea, coffee and pineapples, Gakoe area continues to face huge water shortages. The terrain, which is mainly steep, hinders efficient water supply. This has prompted construction of two different water projects in the area, namely Kariminu and Gakoe water projects. Moreover, the researcher observed that many residents in the area have dug boreholes as alternative sources of water. Kariminu water project sources its water from Kariminu River flowing from Kieni forest. The intake of the Kariminu project is on the outskirts of the forest. Gakoe water project sources its water from deep inside Kieni forest at the heart of the catchment area. The area deep inside the forest is home to many wild animals, including elephants which frequently tamper with the water intake.

### **3.3 Research Methodology**

#### **3.3.1 Sampling**

The study assumed a case study approach since only one project under EABL's Corporate Social Responsibility was selected for study. A case study involves collecting and examining various observations and recording individual experiences. It is a descriptive type of study involving obtaining detailed contextual views of individuals, in this study, of Gakoe household representatives, EABL Foundation Director and key informants. From a sample of EABL community projects under its Water of Life Project listed in EABL Corporate Social Responsibility Report of 2004 and posted on the Internet, Gakoe water project was chosen by the researcher for study. This is because the project had been running for more years than the rest. The rest had been operational for less than three years. The household was the unit of analysis. A discussion between the researcher and key informants (KI 1 and KI 3), revealed that about 500 households were covered by the project, although 650 households had initially been the target. About 150 households had not been covered by the project at the time of this study. The respondents said that funds budgeted for the project had run out before these households could be covered. They also said that the volumes of water flowing down the supply system was low as the intake had been poorly done. The 500 households were considered to be the sampling frame. Out of the 500 households, 50 were selected for survey. The researcher observed that water connections to the households started at the reservoir tank built next to Kieni Forest. The supply was through three supply systems, one major and two minor ones. The first household on each of the three supply systems was selected for the first interview. Through systematic random sampling, every 10<sup>th</sup> household down the supply systems was picked for interview. A total of 30 households were selected for interview along the major supply system and 10 each from the two minor supply systems. Individuals within the households who had participated in the construction of the project were targeted as respondents.

#### **3.3.2 Data and Data Sources**

The study gathered both primary and secondary types of data. Primary data were collected using: a household survey; an emailed questionnaire to EABL's Foundation Director; interviews with Gakoe area Chief, area councillor, chairman of Gakoe Water Project Management Committee and an officer of Athi Water Services and Regulatory

Board and observation by the researcher.

The main sources of information on the history of Gakoe water project were the key informants. Other sources were informal discussions between the researcher and some household respondents. EABL Foundation Director agreed with the community members on parts of the project history which he had knowledge of.

Questionnaires with both structured and semi-structured questions were used to get data during the household survey. The main questions in the survey were on the community members' contribution or involvement in the project and their views on the extent of partnership with EABL in those activities. Information on the water project committee was gathered from some community members who were serving in the management committee at the time of this study (hh Q21, Q22, Q23 and Q24). These members were ten and their responses to those questions were separately analysed. A questionnaire with more specific questions, both open and closed, was mailed to the EABL since the company's operating principles did not allow face-to-face interviews with researchers. The main questions for EABL concerned what had informed their partnership with the Gakoe community, how they partnered and their contributions, both financial and otherwise, in the project construction and maintenance operations. Interview schedules were used to source information from the key informants. Information from key informants was mainly on the history of the water project, the roles of both EABL and Gakoe community in the project and the informant's (KI 1, KI 2, KI 3 and KI 4) relationship to the project. Other information on the water project came from informal discussions between the researcher and some community members at the time of field work. The researcher got some more information on EABL Foundation operations and the project from EABL's website.

The sources of primary data were households, EABL and the key informants. The households targeted by the survey were those benefiting from the project. They were found along the main and the two minor water supply systems. Besides being the end beneficiaries of the water project, these respondents had been involved in the project construction work. This fact had emerged in the early phases of the study and was confirmed by the household survey (Q2 and Q7). EABL Foundation Director was a main

respondent on behalf of EABL. This was because EABL was a main partner in the project alongside the community. Key Informant 1, being the chair of the management committee of the project, was a key informant being the one concerned with the day-to-day running of the project. Key Informant 2, the area councillor, had been identified during an informal discussion between community members and the researcher as the person behind the water project. He was key to getting information on the history of the water project, how the idea of EABL came to be, what the partnership entailed, how the project had been put into place and the on-going operations. Key Informant 3, the area chief, being a government official, was a key informant. The government is mandated by the public through elections to be the representative of the general public. The Athi Water Officer as Key Informant 4, was the government's face, especially in policy matters pertaining to water provision and regulation. The Boards are mandated to implement policies designed by the government in the area of water service provision.

### **3.3.3 Data Collection**

Primary data collection began with a pre-test of the research tools, specifically the household and key informant questionnaires. This was done a week before going to the field. The researcher discussed the pre-tested instruments with both supervisors and the recommended changes were made to the instruments. Data collection proceeded thereafter.

The researcher administered all the questionnaires himself as he wanted to own the whole study process. Each of the survey questionnaires took 10 to 15 minutes to administer and the number done per day varied from five to twelve depending on other activities such as interviews with key informants. According to the study, men were more involved in the project than women. The project's implementation involved working deep into Kieni forest during construction of the water intake and digging trenches for laying the pipes. These proved difficult tasks for women. The household survey had mainly aimed at interviewing the men as they were considered to have been involved in the construction of the water project. However, some women were found to have been involved in the whole process of project construction and were thus considered for interview. Thus 24% of the survey respondents were women.

At the time of survey, some household members who were not heads were found to have knowledge of the project by way of involvement in the construction and being either founder members or end-beneficiaries (hh Q 1 and Q 2). They were thus interviewed by the researcher.

Two key informant interviews were held with the area chief and the chair of Gakoe Water Project management committee as they proved key sources of information about the project. One of the sessions was informal and held at the early phase of the study. This was most important to the study as it gave guidance on who would be the study's key informants and when to do such interviews. The early phase which mainly involved testing of the research instruments, also helped the researcher know how the water supply system flew down the area, the number of households covered and intended to be covered and where they were found. This was very important in helping draw the sample for the survey.

The study had revealed that the area councillor had been the brains behind the project idea. The researcher chose him to be a key informant (KI 3). However, the researcher postponed the interview with him to the last days of the field work. This would help hide the presence of the researcher in the area as being a politician, KI 3 could easily manipulate the outcome of the survey. His interview was thus done on the last day of the field work. An appointment with the area councillor was done two days to the interview day. At this time almost all household survey work had been done. The key informant interviews ran concurrently with the household survey, except that of the Athi-Water Officer which was done later.

The EABL questionnaire was mailed at the start of the field work, Monday, 6<sup>th</sup> April, 2009, but took four weeks to get a response. The researcher made several calls to EABL enquiring about the response. Though EABL admitted to have received the questionnaire the day it was sent, the Foundation Director explained that there had been a change of office bearers, hence the delay in responding to the questionnaire. Responses from EABL were received on Thursday, 7<sup>th</sup> May, 2009, four weeks after the questionnaire had been sent.

The interview with the officer from Athi-Water and Services Board was done two weeks after the household survey and other interviews. Earlier, the study had revealed that there was tension between the Board and Gakoe residents on a planned take-over of the project by the Board. Some community members were opposed to the take-over. The researcher feared that this tension would compromise the study. However, this was overcome by interviewing the water officer two weeks after the main household survey and without the knowledge of individuals interviewed earlier in the survey.

### **3.3.4 Data Analysis and Presentation**

Both quantitative and qualitative techniques were used for data analysis. Questionnaire information was coded and entered into the Statistical Package for Social Scientists (SPSS). Frequencies and percentages of the quantitative data required for analysis were run in the SPSS. Tables and figures on the same were generated to present the findings. References were made to the tables and figures and inferences drawn from them during data analysis and subsequent compilation of the study report.

Bar graphs especially, were generated to depict the extent of partnership between the community and EABL at project conceptualisation, resource mobilisation and implementation, this being the main aim of the study. Tables with frequencies and percentages were used to show the contribution of community members in the various activities of the project.

Data from key informants were analysed thematically according to the objectives of the study. This data was mainly on the history of the water project, reasons for contributions by both EABL and the community to the stages of project conceptualisation, resource mobilisation and implementation. The data were also on the benefits of the project to the Gakoe community, problems facing the project, ways that would have improved partnership between the community and EABL and measures needed to improve the water project.

Secondary data for the study were analysed thematically in the section on background to the study, literature review and methodology. This information was mainly on the themes of CSR in terms of private sector in community development, and the theories of

Alternative Development, Community Participation and Basic Needs Approach. The information was presented in prose form using the said themes.

### **3.4 Challenges Encountered**

This study had a few challenges, though unanticipated. First, Gakoe community members sounded very anxious about the study, making it difficult for the researcher to choose who to interview. Almost everyone wanted to be interviewed. The community members had anticipated a moment for them to hold the project leaders accountable. They felt the leaders had embezzled funds allocated from the Constituency Development Fund (CDF) meant for repairs and maintenance of the water project. They had considered the study as an audit of the project. However, an explanation from the researcher that the study was for academic purposes made some members shy away, making the selection of respondents easier.

Secondly, there had been a row between community members and Athi Water and Services Regulatory Board over an impending take-over of the project. Under the Water Act, Athi Board is mandated to regulate water services in the area through running the management of water provision. On the other hand, some community members felt the project was the community's initiative; hence the community should manage its operations. Many community members, especially the management committee longed to get the views of the Athi Water Board officer whom the study had targeted as a key informant. The researcher felt this would compromise the credibility of the study. As such the interview with the Athi Board officer was done two weeks after the field survey and without the knowledge of the community members. At this point, the researcher had cut off communication with community members, most of whom he had communicated with regularly while in the field.

The other limitation of the study was the inability by a few respondents to recall what had happened in the early stages of the project. The researcher had to rephrase some questions for such respondents to enable get the necessary information.

The researcher could not get much information from EABL as the questionnaire for EABL was emailed. There was no chance for the researcher to probe EABL responses for more information. The researcher relied more on the key informants for additional

information on EABL.

This study was of cross-sectional type. This made it difficult to get more accurate information as opposed to if the study had used a tracking method to capture the participation of EABL and community members and their engagement at the various stages of the project construction.

## CHAPTER FOUR

### STUDY FINDINGS

#### 4.1 Introduction

This chapter reports the findings of the study thematically, along the three objectives of the study which were as follows:

- a. To find out the contribution of the community and EABL to the **conceptualisation** and **implementation** of the Gakoe Water Project;
- b. To find out the contribution of the community and EABL in **resource mobilisation** for the Project; and
- c. To find out the contribution of the community and EABL in the **maintenance and sustainability** of the Project

The study was expected to reveal the extent of partnership between EABL and the Gakoe community at each of the three stages as this was the main objective of this study. The implementation stage is discussed immediately after the conceptualisation stage as some of the activities in the two stages were found to overlap. The question of the extent of partnership between the community and EABL at the implementation stage was also intended to capture the conceptualisation stage.

The chapter specifically covers the history of the water project, characteristics of the respondents, Gakoe community and EABL's contributions at the stages of conceptualisation, resource mobilisation, and implementation, and in the maintenance operations of the water project. Further, findings on the extent of partnership between the community and EABL at the stages of project conceptualisation and resource mobilization are reported and discussed. Finally, findings on the extent of community involvement in the repairs and maintenance of the project are discussed.

#### 4.2 History of EABL-Supported Gakoe Water Project

A discussion between the researcher and KI 3 revealed that the idea of a water project for Gakoe area was conceived before the 1960s. It was thought that a project put in place by the government, the Kariminu water project, would effectively serve the area. Kariminu water project comprised a diesel pumping system that took water upstream to some storage tanks then relayed it downstream through gravity. The Kariminu project had

failed to adequately serve Gakoe residents as earlier intended.

The Gakoe water project came about because, despite the fact that Gakoe constituted the home area of the first president of Kenya, the area had no good water supply prior to 2004. A key informant (KI 3) said that this was the result of local politicians' individualism and lack of interest in the public good. Another key informant (KI 1) said that the reason behind the project was the prolonged struggle by the Gakoe residents to access water for household use, cattle, hospitals and schools in the area. Currently, water accessibility in Gakoe area has improved with the launch of the EABL-supported water project. As seen in the literature review, the international CSR agenda has for a long time been dominated by NGOs, investors, consumers, businesses and business associations. CSR has even been criticized for being insensitive to local priorities and the basic livelihood needs of the people in developing countries. However, the onset in development practice of private-public partnerships has helped improve the water situation in Gakoe. It is in this context that EABL partnered with the Gakoe community in the provision of piped water. Moreover, the introduction of devolved funds by the government, especially the Constituency Development Fund (CDF), has helped strengthen development efforts at the local level. Key Informants (KI 2 and KI 3) explained that the repairs and maintenance of the water project are funded by the CDF kitty.

At the start of the year 2000, one community member began mobilising the Gakoe residents around the idea of a community water project. They had two options, either sourcing water from the Sasumua water project passing through the upper side of the area to Nairobi, or having an independent water source from Kieni Forest. They settled for the latter. Community members identified an intake site deep inside Kieni Forest, which is government land. The forest is home to elephants which have remained a threat to the water project at the intake point. The elephants constantly destroy installation and piping at the intake. This was later identified as a challenge facing the project (KI 1, KI 3 and KI 4). The community decided to use some tanks and piping systems from the earlier government project which had failed to supply water to the area. Further, the community members contributed some funds through registration. A key informant (KI 3) informed the researcher that about 500 community members participated in the project

construction. At this point, each of the 500 members contributed Kshs 200 as registration fee, giving a total of Ksh. 100,000. This money was factored into the project funds kitty. However, they realised they could not raise all funds required for the project. At this point, 10% of the project was considered accomplished (KI 2). Assisted by some community leaders, they approached EABL in late 1999 for funding through writing and forwarding a proposal. EABL funded the water project from early 2000. A look at EABL website by the researcher revealed that EABL had co-funded the project with the Diageo Foundation. However, there was no mention of Diageo by any of the study respondents and information given by the EABL respondent indicated that he was not aware of the co-funding with Diageo.

The EABL Foundation Director said he had known of the project since 2005 through EABL's Corporate Citizen Report (EABL Q1, Q2 and Q3). According to the Director, the company supports communities with whom they do business. The Foundation calls for proposals from the community which it scrutinizes and selects projects to fund on the basis of urgency of community needs. The company partners with communities in projects that benefit a large number of community members (EABL Q9a and Q9b). EABL supports a project during construction and pulls out when the project is complete and running (EABL Q10 and Q11). This was the case for the Gakoe water project as EABL began funding it in 2000 and left in 2004 after the official launch and hand over of the project to the community.

The Director informed the researcher that AMREF played the role of implementer of the project. AMREF was chosen by EABL mainly because having dealt with many water projects in the past, AMREF was suited to carry out the implementation of the project on behalf of EABL. EABL gave funds to AMREF who in turn sourced materials and were on the ground to oversee implementation of the project. All respondents agreed that EABL moved out of the project in the year 2004. At this point, the project was deemed operational and was handed over to the community at an official launch. Since then, the operations of the project have been run by the community through a management committee. However, at the time of this study (April 2009) the Athi Water Board had begun taking over the operations of the Gakoe water project as mandated by the government. The Water Act establishes five Authorities or Boards to be in charge of

water regulation and services in Kenya. This is in line with the government's policy of ensuring that essential public goods and services, such as water, are equitably accessible to all citizens. According to KI 4 who was an officer of the board, the government formulates policies and appoints the boards to implement those policies. KI 4 also said that for community-initiated projects, the board enters into a mutual agreement with the community to manage, repair and maintain the project on behalf of the community. Among the boards' tasks is ensuring that water abstraction from the sources such as Kieni catchment area is done in a sustainable manner. The boards oversee water abstraction from various sources and supply to various destinations. Among these boards is the Athi Water Board which covers the areas of Central Kenya where the project under study is found.

### **4.3 Respondents' Characteristics**

The respondents in this study were members of households that were benefiting from the water project. They differed in age, gender and household status. There was also variation in the income-generating activities they engaged in and their past sources of water. Eighteen percent were below 30 years, 46% between 30 and 45 years, 16% between 46 and 60 years and 20% above the age of 60 years. In terms of gender, 76% of the respondents were male while females constituted 24%. Though the survey had targeted household heads, not all respondents were household heads.

The variation in gender of the respondents was related to the nature of the water project studied. According to the respondents during the pre-testing stage, men were more involved in the water project than women. Construction activities were intense, some deep in Kieni forest. These activities were risky due to high presence of elephants in the area and involved much manual labour. Men were more likely to be involved in such activities, hence the gender variation in the targeted respondents. This point was confirmed during informal discussions with some residents at the time of the survey. Moreover, the study targeted respondents who, in addition to being beneficiaries, were involved in the construction of the project.

According to the household survey, almost two thirds (68%) of the respondents were fathers, 24% mothers and 8% youth. All respondents had knowledge of the project, 78%

as both founder members and end-beneficiaries, and 22% as end-beneficiaries of the project only. All survey respondents said they benefited from the project in one way or another. The respondents came from both the main water supply line and the two sub-lines. Though both groups access water, the respondents along the main supply line have more reliable access and receive greater quantities.

Almost all (92%) of the survey respondents said they had started an income generating activity courtesy of the project. The activities cited included horticultural farming, cattle and poultry rearing. Sixty four percent (64%) of the respondents said they got water from a nearby river before the project was in place, while 16% sourced water from a borehole. Twenty percent (20%) had both river and borehole as their source of water before the project came into being (see table 4.1). All respondents took between 20 minutes and one hour to access water before the project was in place. Today, all benefit from the project more than any other source.

**Table 4.1: Source of Water before the Project (%)**

Source	Frequency	Percentage
River	32	64
Borehole	8	16
Both River and Borehole	10	20
Total	50	100

*Source: Author's Household Survey, 2009*

#### **4.4 Conceptualisation and Implementation of the Water Project**

The first objective of this study sought to find out the contribution of both the Gakoe community and EABL to the conceptualisation and implementation of the project. The researcher also sought the community's views on the extent of partnership between the community and EABL at this stage. The stage involved mobilisation of community members around the idea of a water project. The study revealed that the project idea was an initiative of one community member, a point confirmed later by the key informants (KI 1, KI 2 and KI 3). With two options, either sourcing water from the Sasumua water project that supplies Nairobi, or having an independent water source from Kieni forest. Key informant 2 said that EABL was briefed of the idea at this stage as the potential financier. Thus, both the Gakoe community and EABL participated in various ways during this stage.

The study found out that the various stages of the water project construction had overlapped at some point. Some activities designed for conceptualisation stage were also in the implementation stage. Some resource mobilisation was also done as the implementation of the project was on. Indeed, it was difficult to clearly separate some of the activities during conceptualisation, resource mobilisation, implementation and maintenance operations.

#### 4.4.1 Contributions to Conceptualisation and Implementation

The study found out that both the community and EABL made some contributions to the conceptualisation and implementation of the project. The community members participated as the intended end-beneficiaries while EABL's contribution was informed by its corporate citizenship policy.

*Table 4.2: Community Members Contribution to the Conceptualisation of the Project*

Activity	Frequency	Percentage
Conceptualisation	47	94
Design	17	34
Prioritization	26	52
Total	50	100

*Source: Author's Household Survey, 2009*

The community opinion about their contribution at the conceptualisation stage was divided. When asked whose idea it was, 26% of the respondents claimed it was the community's while 74% said the idea came from an individual community member. However, when the respondents were asked whether they were involved in conceptualising the project idea, 94% claimed they had been involved. When more specific questions were asked on the various activities of conceptualisation, 34% said they were involved in the design, while 52% said they were involved in the prioritization of project activities (see table 4.2).

**Table 4.3: Community Members Contribution to the Implementation of the Project**

Activity	Frequency	Percentage
Implementation	47	94
Site Selection	17	34
Site Design & Planning	26	52
Digging of Tunnels	49	98
Laying of the pipes	49	98
Total	50	100

*Source: Author's Household Survey, 2009*

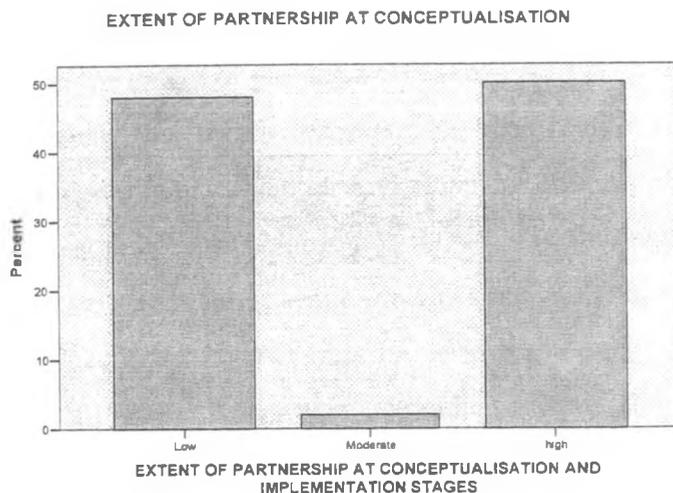
As shown in table 4.3, nearly all (94%) of the survey respondents claimed to have contributed to the implementation of the project. But when their involvement in the various activities was sought, only 34% said they were involved in site selection, while 52% claimed to have been involved in site design and planning. Nearly all (98%) respondents said they were involved in digging of the tunnels, with a similar number (98%) claiming to have been involved in the laying of pipes. These were the activities that together constituted the construction of project's intake and distribution system.

EABL was guided by its corporate citizen principles to fund the project. The Foundation Director confirmed that although the Gakoe community came up with the idea, EABL partnered with the community to discuss the idea and agree on how to implement it. Specifically, the Director said that EABL actively participated in the activities of site design and planning and in the building of the intake (EABL Q15). The Director informed the researcher that through AMREF, EABL had engineers on the ground to oversee the implementation. All respondents agreed that EABL provided experts during site selection, planning, design, digging of tunnels, laying of pipes and building of the intake.

#### **4.4.2 Extent of Partnership at Conceptualisation and Implementation of the Project**

The researcher asked the respondents to give their views on the extent of partnership between the community and EABL at the conceptualisation and implementation stage of the project (hh Q 8). This question was asked at the end of the implementation stages, hence the views were intended to capture both stages of conceptualisation and implementation. This was because some of the activities in the two stages overlapped.

*Figure 4.1: Community View on the Extent of Partnership at the Conceptualisation and Implementation Stages*



*Source: Field Data, 2009*

Figure 4.1 shows a deeply divided opinion regarding the extent of partnership between EABL and Gakoe community during conceptualisation and implementation stages of the Water Project. Almost half (48%) of the respondents felt that the extent of partnership was low, whereas 50% of the respondents said it was high. However, only 2% of the respondents said the extent of partnership was moderate. These views were the same as those of the conceptualisation stage as one question on the extent of partnership (hh Q 8) was asked for both stages.

The study found out that despite many community members being involved in all construction works, most of them did not know that EABL was in the project. This can also be explained by the fact that only AMREF, who acted as implementer on behalf of EABL, was on the ground during project implementation. Many community members came to know of EABL's involvement at the launching ceremony of the project.

The EABL Foundation Director rated the extent of partnership between the community and EABL at the implementation stage as moderate (EABL Q16). This could still be attributed to the fact that EABL worked with community leaders than the whole

community, hence the Director saw little involvement of the whole community.

#### **4.5 Resource Mobilisation Stage**

The second objective of the study was to find out the contribution of the Gakoe community and EABL at resource mobilisation for the water project, and thereafter seek the community views on the extent of partnership between the two at this stage. Informal discussions had revealed that both actors made contributions during resource mobilisation. The resources included labour and finances. Initially, the researcher had taken land as part of resource mobilization, but in fact, the findings revealed that the project intake is in a government forest while the tanks are on lands set aside for public utilities. Much of the piped supply works were found to be on public land (hh Q 9). The study also revealed that all project works were on public reserve land which is usually in government custody. However, the researcher still asked the question to get their individual views. All respondents confirmed that the project works were on government land. The study also found out that the project was labour-intensive. All manual labour, which constituted the bulk of the project's work, came from the community while EABL provided expertise through AMREF. Community labour was exclusively free and voluntary. However, those who could not be on the ground to offer labour paid fellow community members to work on their behalf.

##### **4.5.1 Contributions in Resource Mobilisation**

The study revealed that the sourcing of funds from EABL involved only the project leaders at that time. EABL Foundation Director agreed that the sources of funds for the project were both the Gakoe community and EABL. The Director explained that the money was channelled through AMREF who sourced the materials required for construction, such as cement, stones, iron bars, water pipes and water valves. AMREF was also on the ground to coordinate the implementation of the project on behalf of EABL. EABL hired the engineers for site design and planning, and construction of the water intake. He further said that financial contribution to the project by the Gakoe community was low (1.2 million), compared to what EABL gave (Ksh. 4 million).

According to the respondents, community members contributed about 10% of the total funds for the project through registration fees and voluntary contributions while EABL

gave the 90%. However, calculation by the researcher which took into account the unpaid labour offered by the community revealed that EABL contributed about 80% of the funds for the project, while community's contributions amounted to about 20%. Key informants (KI 1 and KI 2) said that there was some donation from the government's Poverty Eradication Programme kitty. The key informants also said that about 500 community members registered at project initiation stage. Each gave Kshs 200, making a total of Ksh. 100,000 as registration fees. The community members agreed to contribute a further Ksh. 5,500 each to support the construction of the project. However, only about 200 out of the 500 registered members managed to give the 5,500 (KI 1 and KI 2). Thus, a total of Ksh. 1.2 million came from the community members. The respondents said those who could not afford cash committed themselves to contribute through manual labour.

Although labour contribution by the community was unpaid, a cost computation of that labour done by the researcher with the help of an engineer who was involved in the project construction gave the results shown in table 4.4.

**Table 4.4: Cost of Contribution by Gakoe Community During the Project Construction Works**

Activity	Unit Labour	Total Labour	Cost	Overall Cost
Excavation for the piping system	6km(6000m) divide by 6 (A person can excavate 6m length per day in standard engineering terms)	1000 man days	1000*Ksh350 (350Ksh is the average cost of unit labour per day in Gakoe area) =350,000Kshs	
Intake Works	50% of total excavation works	50%*1000 =500 man days	500*Ksh 350 = Ksh175,000	
Intricacies for Excavation Works	25% of total excavation works	25%*1000 =250 man days	250* Ksh350 = Ksh87,500	
			<i>Estimated Cost of Labour</i>	<i>Ksh612,500</i>
			<i>Construction Support Ksh (5,500*200)</i>	<i>Ksh 1,100,000</i>
			<i>Registration fee Ksh(200*500)</i>	<i>100,000</i>
			<b>Total Cost</b>	<b>1,812,500</b>

*Source:Field Survey, 2009*

Excavation works for the piping system covered about 6km, the total length of the water distribution channels (see table 4.4). According to the standard engineering terms, a unit of labour (one person) can excavate an average of 6m length with a depth of 160mm in

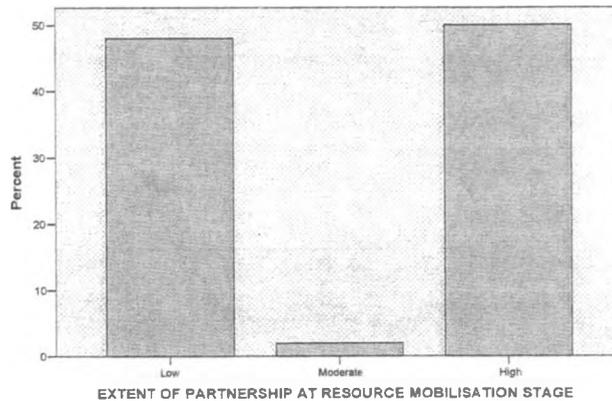
one day. This amounts to 1,000 man-days. At the time of the project construction, a unit of man power cost about Ksh350 in the bigger Gakoe region. Hence, an estimated Ksh350,000 would have been spent on excavation works for the piping system. Intake works are estimated on average to be 50% of the excavation works for the total piping system. This gives 500 man-days with a total cost of Ksh. 175,000. To cater for the intricacies during excavation works or extra labour spent outside the normal estimates, an additional 25% of the total excavation labour is added. The intricacies included time lost by workers as they engaged in matters outside project activities, cheating by some workers who had not worked, more time spent given the location of the project deep in the forest. Thus, Ksh. 87,500 is added as cost for intricacies. The manual labour contributed by the community during project construction works would, therefore, have cost EABL an estimated Ksh. 612,500 (see table 4.4).

EABL and KI 2 informed the researcher that although initial funding by EABL was estimated at four million Kenya shillings, the project estimated cost at completion was six million Kenya Shillings. The difference was attributed to the location of the water intake which was deep inside Kieni Forest. According to KI 4, the construction team did not get the intake site correct at first. It was occasionally destroyed by elephants during construction. It also had to be re-done severally as the constructors sought the best level for adequate and efficient water flow. Some of the water pipes that had been earmarked for use from an old water project were in bad shape and needed replacement. All these extra works used an extra two million Kenya Shillings. This included the community's financial contributions. The total estimated cost for the community's manual labour contribution stood at Ksh. 612,000. An additional Ksh. 1.2 million came from the community through registration fees and voluntary contributions (see table 4.4). This calculation shows that total contribution by the community represents about 20% of the total six million spent on the project. The findings suggest that the study respondents may have under-estimated the community contribution which now appears to be approximately 20% of the total.

#### 4.5.2 Extent of Partnership at Resource Mobilisation

After establishing the community and EABL's contributions during resource mobilisation for the project, the researcher sought community view of the extent of partnership between the community and EABL at this stage (hh Q 14).

Figure 4.2: Community View of the Extent of Partnership at Resource Mobilisation(%)



Source: Household Survey, 2009

Community views on the extent of partnership between EABL and the Gakoe community at resource mobilisation stage were similar to those at the conceptualization stage as the respondents a divided opinion (see figures 4.2 and 4.1 above). About half (48%) of the respondents rated the extent of partnership at this stage as low, while another 2% said it was moderate. However, half (50%) of the respondents said the extent of partnership was high. The reasons given by the respondents for this variation were not different from those at the conceptualization and implementation stages discussed above. The rating of either low or high depended on one's understanding of the concept of partnership. The variation was also because some respondents had more information about the contribution of different parties. For a few respondents, their rating of partnership was influenced by their perception of the whole project. Some respondents explained that the project was a failed idea since it did not provide adequate and frequent water to all residents of Gakoe. The EABL Foundation Director rated the extent of engagement between EABL and the community at resource mobilisation as moderate. He explained that, despite the low financial contribution by the community, the members' manual labour contribution was good.

## **4.6 Project Maintenance and Sustainability**

The third objective of the study was to find out the contribution of the community and EABL in project maintenance and sustainability. This stage was in the period after the handover of the project (end of 2004) up to the time of this study (April 2009). The project was handed over to the community by EABL in 2004. This was revealed during the household survey and later confirmed by key informants. Though EABL and AMREF were thought by the researcher to have been involved in these activities, all survey respondents said that only the community was involved in project maintenance and sustainability. Neither EABL nor AMREF were involved, a point later confirmed by the EABL Foundation Director (EABL Q17).

During project construction, EABL had worked with AMREF to train some community members on issues of management, repairs and maintenance of the project (EABL Q18, Q19 and Q20). These members constituted the first management committee of the project. The training was done at the project site through demonstrations and in workshops and seminars organised by EABL (EABL Q21). However, all members trained did not last long in the management committee. Their skills and knowledge were said to have been of least benefit to the running of the water project (KI 1, KI 3 and KI 4). The EABL Foundation Director maintained that EABL did not support the community in any way in the management and repairs of the water project.

### **4.6.1 Community Role in Project Maintenance and Sustainability**

Community involvement at this stage was realised through the formation of a management committee. All survey respondents agreed that the management committee is elected by the community members and runs for one term of five years (hh Q 16 and Q 17). All community members have a right to participate in the election of the committee members. Ninety-two percent (92%) of the survey respondents said they had participated in the previous two elections (hh Q 18). Nearly all (94%) of the respondents said that the past two elections of the committee members were fair (hh Q 19). At the time of this study, 20% of the respondents were members of the water committee. These were ten individuals out of the fifty interviewed. They comprised ten members- the chair, secretary, treasurer and seven other members. They said that although a constitution prepared at the

of the project had provided for three women representatives in the committee, the same no longer applied as the constitution was discarded two years after it was drawn. Only 33% of the total survey respondents said some community members had been trained on management skills. The EABL Foundation Director and the key informants (KI 1 and KI 2) confirmed that the first team of members to the management committee had been trained by AMREF on management skills. The training was done in workshops and seminars by officials from Athi Water and Services Board (hh Q 30).

According to the survey (hh Q 33), the management committee members were mainly responsible for repairs and maintenance of the project. Some members of the committee who were among the survey respondents said that the committee employs casuals to help it with repairs. This is done using funds allocated to the project from the CDF kitty. When asked about the extent of repairs done in the last one year, 92% of the respondents said that much repair work had been done (see table 4. 5)

**Table 4.5: Extent of Repairs Done on the Project in the Past One Year (%)**

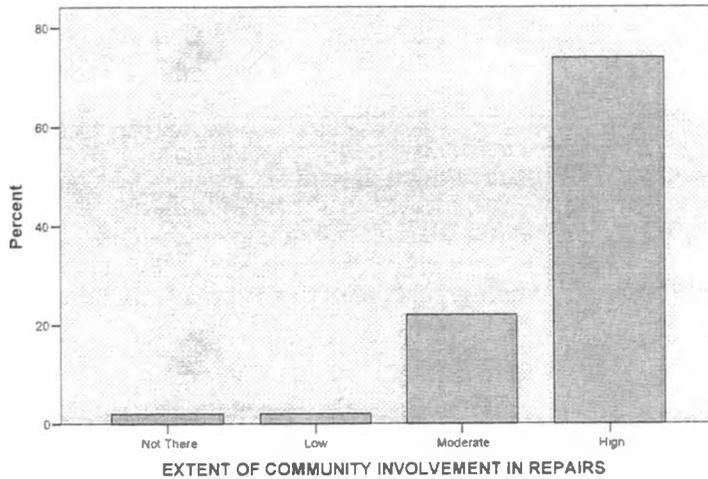
<i>Extent</i>	<i>Frequency</i>	<i>Percentage</i>
Little	2	4
Much	46	92
Very Much	2	4
Total	50	100

*Source: Household Survey, 2009*

The many repairs were attributed to the poor construction of the project. The Athi Water Board officer (KI 4) explained that the water intake site had been identified using a trial and error method without the guidance of surveyors and engineers. The household survey (hh Q 27) also revealed that only eleven community members that belonged to the first management committee had been trained on aspects of management, repair and maintenance of the project. However, these individuals did not stay long in the management committee, thus were of little help to the management, repairs and maintenance of the water project. The intake point was poorly constructed, thus vulnerable to destruction by elephants. The amount of water flowing down the pipes was low, leading to persistent lack of water for the residents.

This study had also sought the respondents' views on the extent of community involvement in repairs and maintenance of the water project. The findings are summarised in figure 4.3.

**Figure 4.3: Community View on the Extent of Community Involvement in the Repairs and Maintenance of the Water Project**



*Source: Household Survey, 2009*

As shown in figure 4.3 above, 74% of the respondents stated that the extent of community involvement in the repairs and maintenance (hh Q34) was high, while 2% said it was low. The latter group explained that they were never involved in the repairs by the management committee. They said that no consultations were done with community members on how to handle the project's repairs. A further 2% of the respondents said that there was no involvement of community members, with another 22% rating the extent of involvement as moderate.

#### 4.7 Benefits, Problems, Measures of Improving Partnership and Ways of Improving the Water Project

Besides answering the main research questions, the researcher sought to know from the respondents the benefits of the project and the problems facing it. Also, the respondents were asked to suggest measures that would help improve partnership between Gakoe community and EABL. Further, the respondents were asked to give ways of improving the project. Individual respondents were asked whether they would participate in improving the project and in which way they would participate.

##### 4.7.1 Benefits

The main aim of the water project according to EABL was to provide safe piped water to the doorstep of the Gakoe households. This was in answer to the eight kilometers the area residents previously walked to get clean water. The household survey (Q 35) and key informants (KI 1, KI 2 and KI 3) agreed that the project had brought some benefits to the community (see table 4.6).

*Table 4.6: Benefits of the Project to Gakoe Community*

<i>Benefits</i>	<i>Frequency</i>	<i>Percentage</i>
Easier and faster access to water	38	76
Income generating activities	30	60
Access to more clean water	23	46
Healthier Society	4	8
Social bondage among community members	15	30
Access to free water	2	4

*Source: Household Survey, 2009*

As shown in table 4.6. seventy six percent (76%) of the respondents said that the project had enabled easier and faster access to water for domestic use, while 60% said that through the project, the community members had started some income generating activities such as horticultural farming, cattle and poultry keeping. Besides, 46% cited access to more clean water with the project in place as a benefit. In terms of health, 8% of the respondents said that the Gakoe society members were now healthier with the

project in place (see table 4.6). They cited a decrease in cases of water-borne diseases such as typhoid, diarrhoea and amoebiosis. This was in line with EABL's initial aim of providing safe water in a bid to have a healthier society. Further, the project had availed water to secondary schools and health centres. In terms of social relations among community members, 30% said that the project had brought them closer as many of them identified with it. The study confirmed that some individual community members were getting casual employment in repair and maintenance works of the project. For EABL, its social links with the Gakoe community had been established through the project it was viewed a responsible and caring company. Four percent (4%) cited access to free water as a benefit brought by the project. All key informants (KI 1, KI 2, KI 3 and KI 4) agreed with the household respondents on all these benefits.

#### **4.7.2 Problems Facing the Project**

According to this study, there were problems facing the project as identified by the household survey (hh Q 45 and key informants) as shown in table 4.7. The problems included insufficient funds, political interference, leadership wrangles amongst project beneficiaries, unequal distribution of water, frequent destruction of the project, corruption amongst project leaders, wastage of water, and use of inexperienced personnel during project construction. These problems were cited as being responsible for the inefficiency of the project. Some community members said that the problems were to blame for failure of the project to serve all intended households, as about 150 households were yet to be covered by the project at the time of this study.

*Table 4.7: Problems Facing the Water Project*

Problem	Frequency	Percentage
Insufficient funds	10	20
Steep terrain making water distribution difficult	4	8
Political interference	19	38
Conflict over water usage	3	6
Leadership wrangles	13	26
Illegal connections	4	8
Poor management	11	22
Insufficient water amounts	36	72
Constant blockage of the supply system	2	4
Destruction of the intake by the elephants	21	42
Corruption by management committee	10	20
Wastage of water	11	22

Source: Household Survey, 2009

As shown in table 4.7, twenty percent (20%) of the respondents (hh Q 47) said that funds for the project were insufficient at the time of construction. As such, the project failed to serve the 650 households earlier intended. Only about 500 households were covered at the time of this study. Eight percent (8%) said there was difficulty in water distribution because of steep terrain. The area is characterized by steep slopes which made water distribution to some households very difficult. Since the conception of the project, there was political interference. The respondents said that some politicians in the area had been opposed to the project as they were not its initiators, as 38% cited it as a problem facing the project. It was said to have increased so much that after the launch of the project in 2004, community leaders who had initiated it were removed from office by the politicians and provincial administrators. Though the EABL had been willing to fund the project further so as to serve the remaining 150 households, political interference kept them away (KI 3). A key informant (KI 2) talked of low level of partnership between the Gakoe community and EABL during project implementation. This was because meetings and consultations were between project leaders and EABL, with little direct involvement of the general community.

Two respondents (Q10 and 11) had cited access to free water as a benefit for the community. However, other residents said the notion of free water was a major problem facing the project. It was seen to promote illegal connections and much wastage in the usage of the water, especially in farming activities as 8% and 22% of the respondents respectively cited them as problems facing the project (see table 4.7). Twenty six (26%) said leadership wrangles amongst the beneficiaries as a problem facing the project. Although nearly all (94%) respondents said that the past two elections of management committee members had been fair, some of them explained that there was no equitable representation of the sub-networks in the area. Others said that the five year term was too long for anyone to serve in the committee, with some suggesting a one year term.

Community members in the upper areas to the project were accused by 8% of the respondents of engaging in illegal abstraction of water for farming, thus denying those in the lower zones access. They used bigger pipes than the recommended half-inch to draw water from the main supply pipes. This was said to bring about unnecessary tension and conflict between the two groups. Another problem cited by 4% the respondents was constant blockages of the water supply system. This was mainly because of the low pressure of water flow as the amount of water in the supply system was little. Forty two percent (42%) said there was frequent destruction of the water intake by elephants. This affected regular flow of water to households and also proved costly in terms of maintenance of the project (KI 2 and KI 3). Twenty percent (20%) said there was corruption amongst management committee members in handling of funds allocated by the CDF for repairs and maintenance. Others accused fellow community members of wasting water by leaving taps running when not in use. This was attributed to the notion that the project belonged to the community, hence water was free for all community members.

On the part of EABL, the Foundation Director noted that the company had experienced two major problems while implementing the project (Q 28). These were lack of adequate, experienced personnel and budget over-runs. The problems were named by EABL in the e-mailed questionnaire, but not discussed.

#### **4.7.3 Measures for Improving the Partnership between the Community and EABL**

The researcher asked the respondents to give measures that would have improved the extent of partnership between Gakoe community and EABL in the project (hh Q 35, EABL Q 32 and key informants). Two specific observations were made.

The first observation was that direct involvement of all community members would have improved the extent of partnership between the community and EABL. This was in contrast to what EABL had done, that is, involving only a few community leaders. They also said there should have been more transparency in carrying out project activities, especially financial matters in which EABL had only involved the community leaders. The respondents said that EABL should have made some follow ups even after handing over the project to the community. They said that this would have shown more concern on the part of EABL and consequently building onto the partnership with the community. The second observation was that a pre-study of the area before implementing the project to seek opinions of the community and ensure their fears were addressed and interests taken into consideration would have improved on the partnership. Further, involvement of other stakeholders and technocrats in the water and community development field, for example, Athi Water Services and Regulatory Board would have helped improve on the partnership.

#### **4.7.4 Ways of Improving the Project**

This study also sought to know the respondents' suggestions on ways of improving efficiency of the water project (hh Q 46, EABL Q 29 and key informants). They suggested that more funds were required to help get water to the remaining 150 households. The respondents said there was need for better management and maintenance of the project by the management committee, especially given that there were funds allocated for this purpose by the CDF.

They also suggested that community members should explore some alternative sources of water to supplement the project source, for example, digging boreholes and acquiring tanks for rain-harvesting. Seven out of the fifty household respondents and key informants suggested installation of meters for each household and introduction of charges to regulate water use. This would help reduce wastage of water by community

members. Respondents said that equitable distribution of water amongst residents would help reduce tension and conflict on water use.

The Athi Water Officer (KI 4) said that enlarging the water intake would help get higher volumes of water into the supply system and connect the remaining 150 households. This was already being done by Athi Water Board at the time of the study. The key informants (KI 1, KI 2 and KI 3) suggested frequent meetings of community members to assess the status of the project and address issues regarding its management. The respondents said that involvement of trained personnel in the management, repairs and maintenance of the project would help improve its efficiency. Also, involvement of all stakeholders in project activities and frequent auditing of its activities to ensure accountability on the part of the management committee would ensure success. Some respondents suggested building of more and bigger reservoirs at strategic points along the supply system to ensure adequate and regular flow of water. Key informant (KI 1) further suggested that the community members who had committed themselves to contribute money at the time of registration for the project needed to do so. The money would help in repairs and maintenance of the project. Key Informant (KI 3) suggested that the management committee should consider re-introducing a constitution to govern the operations of the project, especially the requirement for women representation in the committee. Key informant (KI 4) suggested that an appraisal of the project be done before Athi Water Board took over its management.

When asked who should implement the above measures (hh Q 47), the respondents mentioned the community, EABL and the government. However, EABL (Q 30) said the community was responsible for implementing the measures. All household respondents said they would contribute to the implementation of these measures (Q 48). The ways in which they would contribute (Q 49) included participation in the expansion process by being committee members, sharing past managerial experience with the management committee members, providing manual labour, contributing more funds and sensitizing community members on responsible water use.

# CHAPTER FIVE

## SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Introduction

This chapter summarises of the findings and conclusions drawn from the study findings. It also gives recommendations as per the findings of the study.

### 5.2 Summary of the findings

Gakoe community had been without clean piped water up to the year 2004 when EABL Gakoe Water Project was officially launched following four years of construction works. Gakoe community and EABL contributed towards the construction works, with AMREF acting as the implementer on behalf of EABL. Community members mainly provided manual labour while EABL contributed most of the funds for the project.

EABL was in charge of the project during construction period. The project was handed to the community in the year 2004, who ran its management to mid-2009. However, by the time of this study, Athi Water Services and Regulatory Board had begun moving in to take over the management of the project as mandated by the government.

Both Gakoe community and EABL contributed to the project at the project conceptualisation stage. The community was the source of the project idea. The members mobilised themselves around the project idea, identified the project site, contributed some funds through registration fees and wrote a proposal through their leaders to EABL for funding. EABL, through its Corporate Citizen Principles agreed to fund the Water Project.

At the resource mobilisation stage, the community contributed about 10% of the project finances through registration fees. Part of the 10% was in terms of manual labour which, though provided for free, was costed by the researcher and confirmed to be part of the 10%. EABL provided the 90% of the project fund through AMREF who sourced the materials for the project.

During implementation stage, the community mainly contributed in the activities of site selection, digging of the tunnels and laying of the pipes. EABL, through AMREF as the implementer, were mainly involved in site design and planning, buildig of the schemes and overall management of the construction works.

Community views on the extent of partnership between Gakoe communiity and EABL had similar results in the three stages of project conceptualisation, resource mobilisation and implementation. The community had a deeply divided opinion on the extent of partnership. Almost half (48 %) of the respondents said the extent of partnership was low, while half (50 %) said it was high.

The on-going operations of management, maintenance and repairs of the Water Project are done by the community through a manangement committee comprising eleven members. The committee members are elected by the community after a five-year period. The management, maintenance and repairs of the project is funded by CDF. EABL is not involved in any way in the on-going operations of the project, although through AMREF, it had trained the members of the first committee in the issues on administration, repairs and maintenance.

The benefits accruing to Gakoe community from the Water Project were easier access to clean water, a healthier society as cases of water borne diseases were reported to have decreased. and increased incomes from horticultural, cattle and poultry farming.

There were also problems facing the Water Project. They mainly included inadequate water amounts from the project, political interferences, poor management of the Water Project, constant destruction of the project, especially at the intake point and lack of supply of the water to all intended households.

However, measures addressing the above problems would help improve the success of the Water Project. Such measures include better management of the Water Project, sourcing more funds to help expand the water intake, connect water to the remaining households and installation of meters on all households to regulate usage of the water.

Measures that could have improved partnership between Gakoe community and EABL were: direct involvement of all community members; more transparency in project's activities; follow up by EABL on the usage of funds; a pre-study of the area before implementing the project to seek residents' opinions and ensure their fears are addressed and interests taken into consideration; and involvement of other stakeholders like the government.

### 5.3 Conclusions

Drawing from the findings of this study, some conclusions were made. First, at the conceptualisation stage, both the Gakoe community and EABL contributed. The community was the source of the project idea while EABL accepted to fund the project.

At the resource mobilisation stage, the community highly contributed in terms of labour which was for free, while EABL contributed much of the funds required for the Water Project. Both community and EABL contributed highly at the implementation stage. The community was mainly involved in site selection, digging of the tunnels and laying of the water pipes. EABL mainly contributed in site design and planning, construction of the water intake and overall management of the construction works. Only the community was involved in the on-going operations of management, repairs and maintenance of the Water Project. EABL was not involved.

Although community views on the extent of partnership with the community at the various stages had a deeply divided opinion, there was no relationship between the level of contribution and the extent of partnership. Besides both parties highly contributing in the various stages of the Water Project, the respondents' opinion on the extent of partnership was equally divided between high and low.

The water project provided an alternative and cleaner source of water for Gakoe people, besides helping community members improve their economic, social and health conditions.

Martinussein (1997) and Pieterse (2001) argue that development efforts are more successful if the community participates in them and when such efforts are society-led,

hence community participation becomes a fundamental consideration in the alternative development paradigm. According to this study, Gakoe community was the source of the idea and community members highly participated in the implementation of the Water Project. The study findings showed high levels of community members' participation in the various activities of the project construction. The theory of Alternative Development was thus relevant in the analysis of community participation and involvement of EABL in this study.

Bamberger (1986) and Chambers (1997) argue that a complete definition of community participation must take into consideration the agents; the medium or methods used to participate; the stages of the project in which the beneficiaries are involved; the program's level or scope; the participants and the intensity of participation. According to the study findings, EABL funded much of the Water Project activities at the request of Gakoe community. Community members participated at the stages of conceptualisation, resource mobilisation and implementation. The community also solely managed the Water Project at the time of this study. The theory of Community Participation was relevant in this study.

Gakoe residents influenced the direction and execution of the project towards getting reliable and safe source of water which they had lacked as a basic necessity for a long period. Hence, the relevance of the Basic Needs Approach in this study. There was no single theory adequate for this study, hence the combination of the three theories of Alternative Development, Community Participation and Basic Needs Approach to make this study complete. The three theories were further intergrated into a conceptual framework so as to operationilize the study.

However, even with the participation by the Gakoe community and subsequent ownership of the project by the community, the project was threatened by the effects of free rider notion as it was deemed by the community as accessible to all members unrestrictively. This was responsible for the much wastages of the water by some residents and the illegal abstraction of large volumes of water for farming by others, effectively denying others access to the water.

#### **5.4: Recommendations**

This study recommends that Athi Water Services and Regulatory Board which took over the management of the project needs to source for more funds to expand the project so as to help get the water to all intended beneficiaries. The Board should equitably involve all community members where necessary. This will help prevent unnecessary tensions with the project beneficiaries in the management of the Water Project.

This study recommends adoption of a development policy which prevents the effects of free riding on the part of the public. A government policy should work for the interests of the bigger public. The policy would mandate Athi Water Board to take over the management of the project.

Politics should be minimised in the management of the water project as the respondents cited it as a big problem affecting the project. A constitution should be designed to help manage the project. Such constitution should have a clause barring election of people occupying other elective posts into the management committee.

The study recommends further research to determine whether the extent of participation in a project is related to the levels of partnership in the same project. This would involve scaling the participation of each party involved in each of a project's activity and seeking the party's view on the extent of partnership.

This study also recommends further research on the extent of partnership between project implementer and intended beneficiary using tracking method. This would involve all activities of a project from conceptualisation to operation. Though such a study would take longer period, more accurate information would be captured.

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# APPENDICES

## APPENDIX I: Household Questionnaire

My name is Githome Wilson Waweru, a final year Master of Arts student at the Institute for Development Studies, University of Nairobi. I am writing a project paper on Corporate Social Responsibility in partial fulfilment for the award of the degree, with a specific case study of Community's view of Mutuality or Partnership in EABL's Gakoe Water of Life Project. Information given will be treated with utmost confidentiality and used for academic purposes only.

### Respondent's Details

Name: .....

Age: .....

Gender: .....

Household Status:

### Section 1: Contributions at Project Conceptualisation

1. Do you know of Gakoe Water Project?

- a. Yes
- b. No

2. If yes, how did you get to know of it?

.....

3. When did you get to know about the water project?

.....

.....

4. Do you benefit in any way from the water project?

- a. Yes
- b. No

5. If yes, who came up with the idea of the water project?

- a. The community
- b. East African Breweries
- c. An Individual Community Member
- d. Other (specify)

6. Were community members involved in:

- i. Conceptualisation
- ii. Design
- iii. Prioritization
- iv. Implementation
- v. Operations and management
- vi. Monitoring and Evaluation

7. At the implementation of the project, who did what?

Activity	Community	EABL	Both &EABL	Community	Others (specify)
Site selection					
Site design & planning					
Digging tunnels					
Laying pipes					
Building the schemes					

8. If (a), in your view, how can you rate the extent of partnership between EABL and the community during implementation?

- a. Not There
- b. Low
- c. Moderate
- d. High

## **Section 2: Contribution at Resource Mobilisation**

9. On whose land does the project stand?

- a. Community
- b. Individual
- c. EABL
- d. Government
- e. Other (specify)

10. How was the land acquired?

- a. Donated
- b. Bought
- c. Leased
- d. - Other (specify)

11. What were the sources of finance for the project?

- a. Community
- b. EABL
- c. Both Community and EABL
- d. Others (specify)

12. If (c), in your own view, what was the extent of contribution by the community?

- a. Not There
- b. Low
- c. Moderate
- d. High

13. In what activity did you participate as an individual?

- a. Site selection
- b. Site designing & planning
- c. Digging tunnels
- d. Laying of pipes
- e. Building the schemes

14. If (c), in your view, what was the extent of engagement between the community and EABL?

- a. Not There
- b. Low
- c. Moderate
- d. High

**Section 3: Contributions in the On-going Operations**

15. How is the project managed?

Task	Community	EABL	Both Community & EABL	Management Committee	Others (specify)
Administrative					
Financial					
Repair & maintenance					
External relations					

16. If the water project is managed by a committee, are the committee members elected by the community members?

- a. Yes
- b. No

17. If (a) in 15 above, do you know how often the elections are done, and if yes, how often?

.....  
 .....

18. Do you as an individual participate in the elections of the management committee members?

- a. Yes
- b. No

19. If yes in 17 above, are the elections fair?

- a. Yes
- b. No

20. If No, give reasons?

.....  
 .....  
 .....  
 .....  
 .....

21. Are you a member of the management committee?

- a. Yes
- b. No (Go to 25)

22. If yes in 20 above, how many members are in the management committee?

.....

23. What is the composition of the management committee?

.....  
.....  
.....  
.....  
.....

24. Are women considered for elections in the management committee, and if yes, how many?

.....  
.....

25. In your own view, what is the extent of community involvement in the management?

- a. Not There
- b. Low
- c. Moderate
- d. High

26. If the community is involved in the management of the water project, were members trained in management skills?

- a. Yes
- b. No

27. Are you as a member trained on any aspect of the management, repair or maintenance of the water project?

- a. Yes
- b. No (Go to 32)

28. If yes, by who?

.....

29. On what aspects of management were community members trained?

- a. Administrative
- b. Financial
- c. Repair & maintenance
- d. External relations
- e. All

30. How was the training done?

.....

.....

.....

31. When was the training done (the years)?

.....

32. In the past year, how much repair has been done on water project?

- a. None
- b. Little
- c. Much
- d. Very Much

33. If not (a) above, who did the repairs?

- a. Community
- b. EABL
- c. Both Community and EABL
- d. Others (specify)

34. If (iii) above, in your view, what is the extent of involvement of the community in the repairs and maintenance of the water project?

- a. Not There
- b. Low
- c. Moderate
- d. High

35. What would have improved partnership between EABL and the community in the water project?

.....

.....

.....

.....  
.....  
36. Have you started any income generating activity since the water project was established?

a. Yes

b. No

37. If yes, name them?

i. ....

ii. ....

iii. ....

iv. ....

38. Where did you get water before the establishment of the Water Project?

.....  
.....

39. How long did you take to get the water then?

.....  
.....

40. How long do you take now yto get water?

.....

41. Which of the sources do you prefer?

a. Gakoe Water Project

b. The Other Source

42. If either in 27 above, why?

.....  
.....

43. What are the benefits of the Water Project, to Gakoe community?

.....  
.....  
.....  
.....

44. Have the cases of water borne diseases such as typhoid and diarrhoea declined since the establishment of the water project?

- a. Yes
- b. No

45. What are the problems facing the Water Project?

.....

.....

.....

.....

.....

46. What would you suggest as ways for improving the success of the project?

.....

.....

.....

.....

.....

47. Who should do it?

- a. Community
- b. EABL
- c. Both Community and EABL
- d. Others (specify)

48. If the community in 47 above, do you see yourself contributing to it?

- a. Yes
- b. No

49. If yes in 48 above, in what ways would you contribute?

.....

.....

.....

## APPENDIX II: Questionnaire for EABL's Foundation Director (mailed)

My name is Githome Wilson Waweru, a final year Master of Arts student at the Institute for Development Studies, University of Nairobi. I am writing a research paper on Corporate Social Responsibility in partial fulfilment for the award of the degree, with a specific case study of Community's view of Mutuality or Partnership in EABL's Gakoe Water of Life Project. Information given will be treated with utmost confidentiality and used for academic purposes only.

### Section 1: Contribution of EABL in the Project's Conceptualisation

1. Do you know of Gakoe Water Project?

- a. Yes
- b. No

2. If Yes, how did you get to know of the project?

.....  
.....

3. When (the year) did you get to know about the Water Project?

.....

4. Who came up with the idea of the water project?

- a. Community
- b. EABL
- c. Others (specify)

5. Did you partner with the community at the very on-set of the water project?

- a. Yes
- b. No

6. If No, at about what percentage (%) was the project when you moved in?

.....

7. In your view, what was the extent of community involvement at the conceptualisation of Gakoe Water Project? That is the drawing of the initial plans of EABL going to Gakoe?

- a. Not There
- b. Low
- c. Moderate
- d. High

8. What determines your choice of intervention in CSR initiatives?

- a. EABL's operating principles
- b. Community's requests
- c. Other (specify)

9. What determines your choice of intervention in terms of?

- a. Project type?

.....  
.....  
.....

- b. The place

.....  
.....  
.....

10. For how long do you manage a community's project before transferring its ownership to the community?

- a. To completion of construction
- b. For the project's life-time
- c. Other (specify)

11. What makes you decide the time to pull out from a project?

.....  
.....

**Section 2: Contribution at Resource Mobilisation**

12. Who were involved at the implementation of Gakoe Water Project?

.....

.....

.....

.....

13. What were the sources of finance for the water project? Tick as appropriate

- a. Community
- b. EABL
- c. Government
- d. Others (specify)

14. If the community contributed finances, what was the extent of their contribution?

- a. Low
- b. High

15. What was the source of labour for construction of the project? Tick as appropriate

Activity	Community	EABL	Government	Others (specify)
Site selection				
Site design & planning				
Digging tunnels				
Laying pipes				
Building the schemes				

16. In your view, what was the extent of engagement between the community and EABL during resource mobilisation?

- a. Not There
- b. Low
- c. Moderate
- d. High

**Section 3: Contributions in the On-going Operations**

17. Are you involved in any way in the management of Gakoe Water Project, and if yes, how?

.....  
.....  
.....

18. If the water project is managed by the community, were any community members trained on water management skills?

- a. Yes
- b. No

19. If yes in 18 above, by whom?

.....

20. What aspects of management were community members trained?

- a. All
- b. Administrative
- c. Financial
- d. Repairs & maintenance
- e. External relations

21. How was the training of the community members done?

.....  
.....  
.....

22. Does EABL support the community in the repairs and maintenance of the water project?

- a. Yes
- b. No

23. If yes in 20 above, in what ways does EABL support? Tick as appropriate

- a. Financially
- b. Personnel
- c. Equipment/materials
- d. Others (specify)

24. What benefits are accruing to Gakoe community from the Water Project?

.....  
.....  
.....  
.....  
.....

25. In your own assessment, how have the cases of water-borne diseases such as typhoid and cholera been since the inception of Gakoe Water Project?

- a. Increased
- b. Remained the same
- c. Decreased

26. How has the economic situation of Gakoe community been since the launch of the Water project? Why is it so?

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.....  
.....

27. How has the relationship between Gakoe community and EABL been since the inception of the Water Project? Explain

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.....

28. What problems did you encounter on the ground while establishing Gakoe Water Project?

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29. What would you suggest as ways for improving the success of the Water Project?

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.....

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.....  
.....

30. In 26 above, who should do it? Tick as appropriate

- a. Community
- b. EABL
- c. The Government
- d. Others (specify)

31. In your view, what was the extent of partnership between Gakoe Community and EABL in the water project?

- a. Not There
- b. Low
- c. Moderate
- d. High

32. In your view, what would have improved the level of engagement between Gakoe community and EABL in the water project?

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.....  
.....  
.....

## Appendix III: Project Chair Interview Guide (Key Informant 1)

### Respondent's Details:

Name:

Age:

Gender:

Community Status:

1. How can the project's idea be said to have been conceived?
2. What were the reasons behind the project's idea?
3. Can there be said to have been a need for the project intervention?
4. How did the intervention by EABL come about?
5. What was the source of labour and number during construction of the project?

Activity	Community	EABL	Both Community & EABL	Others (specify)
Site selection				
Site design & planning				
Digging tunnels				
Laying pipes				
Building the schemes				

6. In your own view, what can you say has been the extent of partnership between the community and EABL at the different stages of the project- conceptualisation, resource mobilisation and in the on-going operations?

- Not There
- Less
- Much
- Very much

7. What can you say are the reasons behind the answer in 5 above?
8. What are your suggestions towards improving Mutuality in the water project?
9. What would you cite as benefits accruing from the project?
  - a. To Community
  - b. To EABL
10. What problem faces the water project?

11. What would you suggest as ways to improving the success of the water project?
12. Who should do it?
  - a. Community
  - b. EABL
  - c. Both Community and EABL
  - d. Others (specify)
13. How is the membership of the management committee constituted?
14. What is the composition of the management committee?

## Appendix IV: Area Councillor Interview Guide (Key Informant 2)

### Respondent's Details

Name:

Age:

Gender:

Community Status:

1. As the person credited with the project idea, how was the idea conceived?
2. For what reasons was the water project conceived?
3. Was there a need for the water project?
4. How did the intervention by EABL come about?
5. What was the source of labour during construction of the project?

Activity	Community	EABL	Both Community & EABL	Others (specify)
Site selection				
Site design & planning				
Digging tunnels				
Laying pipes				
Building the schemes				

6. In your own view, what can you say has been the extent of partnership between the community and EABL at the different stages of the project, that is, conceptualisation, resource mobilisation and in the on-going operations?

Not There

Low

Moderate

High

7. What are the reasons behind the answer in 5 above?
8. What are your suggestions towards improving Mutuality in the water project?
9. What are benefits accruing from the project?  
To Community  
To EABL
10. What would you suggest as ways of improving the success of the water project?
11. Who should do it?  
Community  
EABL  
Both Community and EABL  
Others (specify)
12. What were and have been the sources of finances for Gakoe Water Project?
13. At what point did EABL come into the water project?
14. When did EABL come and exit the water project?
15. Approximately, how many households are covered by EABL Gakoe Water Project? How many were initially targeted by the water project?
16. Are there any rules and regulations governing the water project? If No, Why?
17. Are there any charges for the water levied on the community members? If No, how are maintenances and repairs of the water project done?
18. What challenges face Gakoe Water Project?
19. What would you suggest as ways of addressing the above challenges?

### **Appendix V: Interview Schedule for Gakoe Area Chief (Key Informant 3)**

1. What administrative area is covered by Gakoe water project?
2. Approximately, how many households and people are served by the water project?
3. Is there any government involvement in the Gakoe Water Project, and if yes, at what aspects?
4. Are you involved as an administrator in the Gakoe Water Project, and if yes, at what capacity?
5. What benefits have accrued to the community from the water project?

6. In your view, how would you rate the level of engagement between the community and EABL during the implementation and running of the water project?

Not There

Low

Moderate

High

7. What suggestions would give to help improve the levels of such engagement?

9. What recommendations would you have to help improve the general performance of the water project?

10. Who would be responsible for implementing such recommendations?

11. What challenges face Gakoe Water Project?

12. What would you suggest as ways of addressing the above challenges?

#### **Appendix VI: Interview Schedule for Water Officer (Key Informant 4)**

1. Do you know of Gakoe Water Project?

a. Yes

b. No

2. If yes, how did you come to know of it?

3. Are you involved at a personal level in project, and if yes, at what level?

4. Is there any government involvement in the project, and if yes, at what level?

5. How do government run water projects compare with community's self-help or private sectors'?

6. Is there a government a government policy on community or private sector initiated water project?

7. In your view, what would say is the level of engagement between Gakoe community and EABL in the water project?

a. Not There

b. Less

c. Much

d. Much Very Much

8. In your view, what measures if implemented would help improve the level of engagement?

9. What benefits would you say have accrued to Gakoe community out of the water project?
10. What ways do you feel if adopted would help improve the efficiency of the water project?
11. Who do you feel is responsible for the implementation of 10 above?
12. What challenges face the water project?
13. What do you suggest as ways of addressing the above challenges?