THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN REVITALIZATION OF PUBLIC LIBRARIES IN KENYA

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K50/64749/2010

A RESEARCH PROJECT SUBMITTED TO THE UNIVERSITY OF NAIROBI SCHOOL OF JOURNALISM AND MASS COMMUNICATION IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF ARTS DEGREE IN COMMUNICATION

2012
DECLARATION

DECLARATION BY THE CANDIDATE

This research project is my original work and has not been presented to any other institution of learning for the award of any diploma or degree.

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DECLARATION BY THE SUPERVISOR

This research project report has submitted to The University of Nairobi by my approval as the candidate's research project supervisor.

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DATE: 15-11-2012

JAMES C. O. ORANGA
RESEARCH SUPERVISOR
DEDICATION

TO MY HUSBAND ELIJAH, PARTNER AND FRIEND; THE LOVE OF MY LIFE:
THOUGH TOMORROW NEVER CAME FOR US, I KNOW YOU STILL LOVE ME AS MUCH AS I DO LOVE YOU. MY REASON, MY SEASON, MY LIFETIME

TO MY CHILDREN AMOR, TADO, AND KWE: MY INSPIRATION AND COMFORT, THE REASON I AM LIVING, FOR WHOM I'D DO IT AGAIN OVER AND OVER.
# TABLE OF CONTENTS

DECLARATION......................................................................................................................... iv

DEDICATION

TABLE OF CONTENTS............................................................................................................. iv
LIST OF TABLES..................................................................................................................... vi
LIST OF FIGURE.................................................................................................................... vii
ABSTRACT............................................................................................................................. ix

CHAPTER ONE: INTRODUCTION......................................................................................... 1
1.0 Background to the Study................................................................................................. 1
1.1 Statement of the Problem.............................................................................................. 4
1.2 Objectives of the Study................................................................................................. 6
1.3 Research Questions........................................................................................................ 7
1.4 Scope and Limitations of the Study............................................................................. 7
1.5 Justification of the Study............................................................................................. 7

CHAPTER TWO: LITERATURE REVIEW........................................................................... 9
2.0 Corporate Social Responsibility................................................................................... 9
2.1 Public Libraries and their Social Role.......................................................................... 26
2.2 Current Awareness Services....................................................................................... 30
2.3 The Role of CSR in Developing Public Libraries....................................................... 30
2.4 Theoretical Framework............................................................................................... 35

CHAPTER THREE: RESEARCH METHODOLOGY......................................................... 43
3.0 Chapter Overview........................................................................................................ 43
3.1 Research Design.......................................................................................................... 43
3.2 Research Population and Sample.............................................................................. 43
3.3 Research Instrumentation........................................................................................... 44
3.4 Data Collection Procedures...................................................................................... 44
3.5 Data Analyses Procedures......................................................................................... 45
LIST OF TABLES AND FIGURES

Table 2.1 Four steps of PR Four steps of CSR..........................................................33
Table 4.1: Age and gender distribution of the respondent users................................46
Table 4.2: Educational Level and Occupational Status of Users...............................47
Table 4.3: Age, Gender and Educational Level of Managers....................................48
Table 4.4: Why Users Visit the Library.................................................................49
Table 4.5: User Responses on Adequacy of Information Materials............................51
Table 4.6: User Recommendations on how to Improve Library Information Need
   Deficiencies...........................................................................................................53
Table 4.7: Managers’ Response on Library Visits.....................................................53
Table 4.8: Managers’ Perceived Role of Public Libraries............................................54
Table 4.9: Managers’ Responses on Viability of Sponsoring Public Libraries Initiatives55
Table 4.10: Managers’ Reasons for Little Prior Support to Public Libraries...............56
Table 4.11: Manager’s Response on the Nature of CSR Initiatives to Sponsor Public
   Libraries................................................................................................................57
LIST OF FIGURES

Figure 4.1: The Users’ Most Preferred Subject Area.......................................................50
Figure 4.2: Subject Area of Material Inadequacy...............................................................52
I wish to thank Mr. James C.O. Oranga my supervisor for his hard hitting criticism which led to this masterpiece; my friends: Gladys Sadera, Noella Musundi and Okwiri Kulova who kept pushing me even when I was out of commission. To Jackie my faithful and loyal assistant who kept us well fed as we read and who ran my house when I could not. I am deeply indebted to Moses Araya and Steve Ogutu in the coordination office for their support.
This study explored the perceptions of library users and private companies in Kenya of the role of public libraries. It investigated the role that Corporate Social Responsibility (CSR) plays in revitalization of library services. It also examined the opportunity for using publicity media in enhancing the attitudes and perception of stakeholders towards these programs. It also investigated the receptiveness of the corporate managers to engage in corporate social responsibility initiatives to revitalize the public library services in Kenya.

This was a case study and the sample composed of 106 randomly selected library users and 29 corporate managers of fifteen private companies operating in Kenya but headquartered in Nairobi. Structured questionnaires were employed in collecting the research data. This data was then coded and analysed using means, frequencies and percentages. The data was presented in tables and charts.

The theoretical framework was based on the PR excellence theory; Institutional theory, and Stakeholder theory.

According to "the catalyst consortium", within the world of business, the main "responsibility" for corporations has historically been to make money and increase shareholder value. In other words, corporate financial responsibility has been the sole bottom line driving force. However, in the last decade, a movement defining broader corporate responsibilities- for the environment, for local communities, for working conditions, and for ethical practices-has gathered momentum and taken hold. This new driving force is known as corporate social responsibility (CSR) and is oftentimes also described as the corporate "triple bottom line"-the totality of the corporation's financial, social, and environmental performance in conducting its business. CSR is thus now seen as something companies must engage in to remain relevant.

Currently, most firms practice isolated CSR; a CSR framework would provide structure to this and increase the participation of the private sector in public service provision. Despite the government efforts at benefitting from CSR, the uptake has been rather slow even on the part of the beneficiary communities. This is largely due to lack of sufficient Public information on the same. The roles are not clearly defined and as such, it has ended up being a one-off engagement where possible.
CHAPTER ONE
INTRODUCTION

1.0 Background to the Study

The role of public relations in creating and sustaining mutual understanding between an organization and its stakeholders has been widely appreciated in research literature (Jefkins, 1998). However, limited reports exist on the role that corporate social responsibility plays in revitalizing library services in Kenya through establishing support relationships with willing and philanthropic persons in society and other socially responsible corporations. By identifying organizations practising CSR, public libraries can garner support in order to gain funding for public library services, especially in Kenya, where a majority still view libraries more as monuments rather than as "granaries for information and knowledge for community development".

According to Cavill, libraries were encouraged, as early as the 1970's and 1980's to devote more time to Public Relations in order to be visible enough to attract support. Public relations theory and practice helped in challenging the notion that libraries had "something for everybody." It helped management to see that there was no such thing as the general public using libraries, that there were various publics out there, and that in order to communicate the library's message and maximize benefits both to themselves and their readers, managers had to target that message very specifically to these various groups. This would be seen as the promotion side of public relations: getting the library's message across to library users and potential users and thus attracting support for its programs.

Information is considered a vital resource for communication/ dissemination of knowledge from one individual to another. From the very early stages of human civilization to date, communication and information dissemination has become
an inevitable element of all human activities and developments. This role of information has been appreciated by many countries and has culminated in the development of strategies to enable the public access information with ease. The development of public library services is a classic example of the recognition of the place of information in society.

The Kenya National Library Services (KNLS) Board was established through an Act of Parliament in 1965, under the Ministry of Education. However, it was not until 1966 that the Kenya National Library Services Board was functionally set up. Although steady progress has been recorded as seen in the number of public libraries established in Kenya through the KNLS, several hurdles and barriers exist that hamper progressive quality service delivery.

Lack of funds in the central government and the implementation of structural adjustment programs (SAPs) have stood as a major barrier to quality of materials stocked and services delivered.

The government through the parent ministry of National Heritage wholly funds KNLS. This means that it continues to suffer the budgetary cutbacks that affected all other government departments with the introduction of SAPs. As a result of this, such vital activities as updating of book stock regularly and even training of personnel have been reduced to a minimum. The priority is now in meeting the personal emoluments and only very minimal expansion. With the current level of information explosion, it is almost impossible to have a realistic or useful stock of books and other material.

This however, is not a very concrete reason and much of the problems can still be attributed to the little importance that society attaches to librarianship as a profession and to the library as an institution. Most libraries in the developed world were born of private philanthropic initiatives and CSR initiatives. In such
countries, government action in the development of libraries is less crucial as it is in developing countries, Kenya being a classic example.

In highlighting the connection between private/corporate initiatives and responsibility, the management of libraries in developed nations make appeals to philanthropic members of society to make gifts and grants to their institutions. The libraries management also appeals to the corporate social responsibility objectives of other organizations to boost the development of the libraries. This private and corporate role for library development is yet to be well appreciated and maximally exploited by the Kenya National Library Services Board. It is also worth noting that few, if any private companies in Kenya have supported Library services through CSR programs. Most of them tend to lean on health, education, environmental degradation, and water and sanitation. This may be due to the fact that not all the options have been explored to make this a reality.

The research intends to shed light on the need for CSR programs that various companies have or are ready to initiate. The objective of this study is to explore the perceptions of users and companies operating in Kenya of the Kenya National Library Services and their receptiveness to engage in CSR programs to revitalize public libraries as an essential social institution.

The objective of this study is to review the role of CSR initiatives in enhancing significant social services in Kenya and to discuss comparative approaches to their design and identify best practices for identification and implementation. It intends to propose appropriate communication mechanism and a participatory approach for effecting the uptake and support of CSR taking consideration of competition law and policy as well as consumer protection and other regulatory policies that may be relevant for the proposed framework for CSR. There is need to conduct an information audit on the existing policy issues that arise from existing practices in CSR and to propose appropriate structural, legal and policy
reforms that should inform the adoption of CSR frameworks for Kenya National Library to exploit.

1.1 Statement of the Problem

The Kenya National Library Services (KNLS) Board was established through an Act of Parliament in 1965, under the Ministry of Education. However, it was not until 1966 that the Kenya National Library Services Board was functionally set up. Although steady progress has been recorded as seen in the number of public libraries established in Kenya through the KNLS, several hurdles and barriers exist that hamper progressive quality service delivery. Lack of funds in the central government and the implementation of structural adjustment programs (SAPs) have stood as a major barrier to quality of materials stocked and services delivered. It currently has a network of 56 libraries countrywide.

The government through the parent ministry of National Heritage wholly funds KNLS. This means that from time to time it suffers the budgetary cutbacks that affected all other government departments with the introduction of SAPs. As a result of this, such vital activities as updating of book stock regularly and even training of personnel have been reduced to a minimum. The priority is now in meeting the personal emoluments and only very minimal expansion. With the current level of information explosion, it is almost impossible to have a realistic or useful stock of books and other material.

The greater reason for low regard for KNLS can still be attributed to the little importance that society attaches to librarianship as a profession and to the library as an institution. Most libraries in the developed world were born of private philanthropic initiatives and as part of organizational corporate social responsibility (CSR). In such countries, government action in the development of
libraries is less crucial as it is in developing countries, Kenya being a classic example.

The management boards of libraries in developed nations used appeals to philanthropic members of societies to make gifts and grants to their institutions. The libraries management also appeals to the corporate social responsibility objectives of other organizations to boost the development of the libraries. This private and corporate role for library development is yet to be well appreciated and maximally exploited by the Kenya National Library Services Board.

The foregoing discussion sheds light on the need to identify the corporate social responsibility programs that various companies have or are ready to initiate and which can then be urged to lay more emphasis on information provision. Most companies would be willing to help but may not be aware of exactly how they can help given that their knowledge of the needs of the library may be limited. We must acknowledge that it is much easier to identify the needs for a health facility or a borehole for a certain community just by getting the statistics of the population versus the existing facilities. The same cannot be said of libraries.

The role of public libraries in societal and community development has been acknowledged. There is need for KNLS to look outward and appreciate the role that corporations and private companies can play towards their development as a social institution. However, the perceptions of private philanthropists and companies of the place of Kenya National Library Services in social and community development and their receptiveness to engage in revitalization programs for public libraries as essential social institutions remains unexplored through systematic research. It is against this background, that the researcher sought to explore the perceptions of users and managers of private companies in Kenya of the role of public libraries and the receptiveness of managers of private
companies to engage in corporate social responsibility initiatives to revitalize the public library services in Kenya.

Currently, most firms practice isolated CSR; a CSR framework would provide structure to this and increase the participation of the private sector in public service provision. Despite the government efforts at benefitting from CSR, the uptake has been rather slow even on the part of the beneficiary communities. This is largely due to lack of sufficient Public information on the same. The roles are not clearly defined and as such, it has ended up being a one-off engagement where possible.

1.2 Objectives of the Study

The study seeks to explore the perceptions of users and managers of private companies in Kenya of the role of public libraries and the receptiveness of managers of private companies to engage in corporate social responsibility initiatives to revitalizing public library services in Kenya.

The specific objectives which will guide and set the scope of the study are:
1. To establish the role of CSR initiatives in the revitalization of Public library services.
2. To establish the functions of CSR initiatives which enhance public library services.
3. To explore the receptiveness of corporations to CSR initiatives to KNLS and public and community libraries.
1.3 Research Questions

To achieve these objectives, answers to the following research questions will be sought.

1. What is the role of CSR initiatives in revitalizing Public library services?
2. What CSR functions are useful in the revitalization of public library services?
3. To what extent are companies in Kenya receptive to CSR initiatives towards public libraries?

1.4 Scope and Limitations of the Study

The study is limited in scope to the Kenya National Library Service and the key partners that they are working with in the quest to provide better services to the community. Thus, any generalizations that will be made to other populations will be done with considerations of the characteristics of such populations.

Due to limitations of time and financial resources, this study will be confined to the boundaries of Nairobi and will not consider a wider population frame. This could also limit the extent of generalisations.

Due to the fact that information is scarce regarding this activity, many of the results obtained are not necessarily directly on the tripartite balancing relationship between CSR, and provision of Public services such as the library service. Nonetheless, analysis points out several important explanatory directions that are worth observing and mentioning in the perspective of national and local development of corporate social responsibility.

1.5 Justification of the Study

The study aims at enabling the Kenya National library Services board to evaluate the possibility of embracing CSR initiatives as a means of developing the library network in the face of the existing financial constraints brought about by cut
backs in government funding allocation. It aims at exploring ways through which the KNLS board can enlist the support of private companies to fund its various programs through information, education, and communication. It also seeks to explain the importance of libraries as a one stop shop for information that would benefit a community at large.
2.0 Corporate Social Responsibility

While there is no universal definition of corporate social responsibility, it generally refers to transparent business practices that are based on ethical values, compliance with legal requirements, and respect for people, communities, and the environment. Thus, beyond making profits, companies are responsible for the totality of their impact on people and the planet. "People" constitute the company's stakeholders: its employees, customers, business partners, investors, suppliers and vendors, the government, and the community. Increasingly, stakeholders expect that companies should be more environmentally and socially responsible in conducting their business. In the business community, CSR is alternatively referred to as "corporate citizenship," which essentially means that a company should be a "good neighbour" within its host community.

According to "the catalyst consortium", within the world of business, the main "responsibility" for corporations has historically been to make money and increase shareholder value. In other words, corporate financial responsibility has been the sole bottom line driving force. However, in the last decade, a movement defining broader corporate responsibilities- for the environment, for local communities, for working conditions, and for ethical practices-has gathered momentum and taken hold. This new driving force is known as corporate social responsibility (CSR) is oftentimes also described as the corporate "triple bottom line"- the totality of the corporation's financial, social, and environmental performance in conducting its business.
Currently, most firms practice isolated CSR; public relations would provide structure to this and increase the participation of the private sector in public service provision. Despite the government efforts at benefitting from CSR, the uptake has been rather slow even on the part of the beneficiary communities. This is largely due to lack of sufficient Public information on the same. The roles are not clearly defined and as such, it has ended up being a one-off engagement where possible. The role of Corporate Social Responsibility in societal and community development has been acknowledged.

Bernays (2004) defines public relations as a management function that tabulates public attitudes, defines the policies, procedures, and interests of an organization followed by executing a program of action to earn public understanding and acceptance. As such, Public Relations is necessary to enlist the contribution and participation of as many partners as possible, primarily from the private sector, to achieve sustainable design, construction, equipping and operation of public libraries as close to the people as possible. With the advent of ICT, it is possible to achieve such varied contribution if these programs are highlighted and promoted. According to Grunig (1996), A public is any group whose members have a common interest or common values in a particular situation. A stakeholder has a stake in an organization or issue that potentially involves the organization. All stakeholders are publics, but not all publics are stakeholders.

The "publics" of any organization can be categorized in many different ways: traditional and non-traditional; latent, aware, or active; intervening public; primary and secondary publics; internal and external; and domestic and international. There are several questions we ought to ask ourselves about each public involving co orientation. In examining the publics of KNLS, it is important to define who has a stake in the Library services. These include: the government; the readers; the employees of the board; their suppliers; the readers - both individual and institutional; opinion leaders and decision makers of the public.
Since it is a government institution, the "publics" also include the business communities whose activities would affect the first group of "publics".

Socially responsible conduct within the business and corporate community has come in focus from governments, society as a whole, consumer and internally in the business organizations. Governments around the world applaud and encourage business actors to take on more active roles in responding to 'social' questions. This is in the assumption that consumer/client behaviour is affected by the perception of consumers of the company they buy from, with the company's reputation for social responsibility as an important aspect in their choices.

According to Gjolberg (2009), the role of business in society has undergone a profound transformation in the last few decades. While companies have been given increasingly greater freedom, they have also been held responsible for a range of issues that were previously considered the sole responsibility of the state. Rightly or not, business is expected to voluntarily promote efforts to mitigate climate change, protect human rights and safeguard the environment. The concept of corporate social responsibility (CSR) captures the essence of this transformed relationship between state, market and civil society and signals a new role for private actors in future national and global governance. This interaction further proves that more developed economies are thus more likely to adopt CSR practice.

The term Corporate Social Responsibility (CSR) has been the focus of many studies. It has several different possible interpretations. CSR is a business contribution to sustain development through striving for a balance between their environmental, social and economical performances. This means that although the principal objective of most companies and corporations is to maximize profit,
they must also play a significant role in their social and environmental contexts by acting 'responsibly'. Their performance is thus not only judged through their economic effectiveness and profit maximization efforts, but also by how much they perform in society as responsible corporate citizens.

Research in comparative political economy (CPE) has demonstrated that different capitalist systems create divergent institutional environments, and this in turn affects corporate strategy in many areas, such as innovation, employee relations, inter-firm cooperation and production systems (Whitley, 1999; Hall and Soskice, 2001; Manow, 2001; Amable, 2003; Crouch, 2005). It is thus no surprise that corporate strategies with regard to CSR also vary across political-economic systems. Even reporting of CSR in more developed countries is higher than in developing countries.

Figure 1 below illustrates the tripartite role of companies and corporations.

![Tripartite Balancing Component of CSR](image)

**Figure Is The** Tripartite Balancing Component of CSR

For the purposes of this study, corporate social responsibility is defined as:

The practices of corporations that, as part of their corporate strategy, complementary and in support of the main business activities, explicitly seek to
avoid damage and promote the well-being of stakeholders (clients, suppliers, employees, financial resource providers, community, government and the environment) by complying with current rules and regulations and voluntarily going beyond those requirements to support other needs of the society not directly related to business and profits/'}

This definition includes responsible behaviour towards stakeholders, which has aspects in common with the concept of corporate governance, including ethical behaviour, as no CSR exists without ethical behaviour. However, corporate social responsibility goes beyond corporate governance by encompassing other stakeholders and beyond ethics by including practices of distributive justice. CSR calls for compliance with the law, but also for voluntarily going beyond current rules and regulations. In layman language, it's a company's way of giving back to the community from whom it has derived profit and preparing the ground for trading with the same company tomorrow by creating links with their customers through means other than the product.

In an effort to obtain comparable data, Gjolberg (2009) developed an index of CSR performance across 20 advanced capitalist countries. The index showed that the proportion of companies listed on key global CSR initiatives differs radically among countries. This indicates that CSR efforts are related not only to firm-specific characteristics, but also to structural, political-economic factors at the national and international levels. The existing political system and structure contributes a lot to the extent to which corporate will adopt CSR practice. In essence, what this demonstrates further is that poor uptake of CSR is related to poor publicity of the same. Most companies in Kenya practise CSR as a way of being with it" or just having a column to show the shareholder.
Corporate social responsibility is strongly associated with philanthropy, which is usually the initial stage of all social responsible practices. There is a long tradition of corporate philanthropy in Kenya, where the private sector has had a paternalistic view of its role in society. While philanthropy is not directly related to the core business of profit making, it can serve as a good road towards creating a corporate image and identity of a company (Sengupta, 2003). Philanthropy and the more evolved and participatory concepts of corporate citizenship and CSR seem to drive companies in the world to take up CSR (Hemingway & Maclagan, 2004).

While company donations play a role in solving societal problems and in developing African societies, an evolution toward increased private sector participation is needed. Foundations and Non-Governmental Organizations (NGOs) are encouraging corporations to participate more actively and to move beyond philanthropy toward corporate citizenship (Barrett, 2002) tailored to specific local characteristics. More generally, to avoid unforeseen mishaps and to enhance its effectiveness companies should develop strategies that contribute to the economic and social development of the community in partnership with local, regional and national actors (Rienstra, 2001). In supporting an information organization like KNLS, all the efforts that these individual corporations make can thus be harnessed and information on certain important issues be made available to these communities for a much longer time to come.

Previous researches show that most companies adhere to a discretionary conception of CSR implying an inclination among most companies to conceive of CSR as comprising the philanthropic contributions that firms make over and above their mainstream activities. Whereas this may be interpreted as a widely accepted and natural conception, a more plausible explanation pertains to a lack
of appreciation of the other domains of CSR and their critical importance particularly in the context of a developing country.

There is indeed a wide range of issues that deserve the attention of companies in developing countries, in their pursuit of CSR compliance. These include economic factors like a company's contribution to national productivity, or levels of employment. On the legal front, there is room for contributions by companies in such areas as enhancing capacity in improving governance structures. There is no better program to support in this regard than an Information Education Communication program. On the management front, companies can pay closer attention to human capital issues including workplace safety, and employee satisfaction. Any of these issues is a potentially viable CSR avenue, yet very few firms make an explicit reference to them other than as one off philanthropic type interventions.

It is worth noting here that while many companies seem to be grappling with the bottom line implications of their CSR performance, none of them seem to be entertaining deeper fundamental questions about whether and what kinds of responsibilities corporations should indeed assume. Whereas this reflects their maturity beyond basic philosophical question, it also shows more plausibly that many companies have unilaterally adopted philanthropic CSR as the latest hype of the business community.

Juholin (2004) suggests that the high level priority accorded to the discretionary domain and voluntary philanthropic action may be seen as a potentially interesting cultural phenomenon that is deserving of further attention. The motivational principles that were most salient in these contexts included the legitimacy and managerial discretion principles with very few companies making reference to the public responsibility principle as playing a definitive
role in their structure. Most of these companies may just want CSR to appear in their Annual Audited Report of Accounts as that is seen to be the "in thing".

Jammali (2004) further suggests that all companies are motivated by a sense of institutional necessity, and a desire to seek social betterment in their local communities. This finding is particularly interesting when viewed against the backdrop of multinational enterprises that seem to be exhibiting a sense of responsibility within the host societies in which the enterprise is setting shop. On the other hand, public responsibility is widely mentioned only among global companies suggesting that local organizations are still a long way from aligning their CSR interventions with their areas of core competence. The motivation of local organizations also seems to be grounded in most cases in the context of voluntary initiative as a result of enlightened entrepreneurship exercised by owners or managers of the enterprise. This is particularly true as all local companies seem to refer to the philosophy and influence of founders in catalyzing their CSR orientation.

Mirshak (2004) suggests that in developing countries, in view of weak regulatory capacities and emerging community organization, founders assume direct responsibility as moral actors steering the social responsibility choices of their respective organizations. This is certainly deserving of further attention, particularly in regard to how these managers would in the future perceive choices and constraints in their environments and the particular approaches adopted to circumvent constraints and exercise choice.

Mirshak (2004) also points out limited sophistication regarding the corporate responsiveness strategies adopted by the companies - both local and global- with the majority of companies engaged in environmental assessment and limited types of stakeholder management. While all companies communicate their CSR
activities internally, external communication and systematic social reporting are virtually non-existent. Partnerships with government organizations and community based organizations are elicited in some cases as a pure outsourcing exercise and issues management continues to be considered by the majority of companies as a public corporate affairs function.

There is thus room and indeed a need for these companies to revisit various facets of their social responsiveness if CSR practice in developing countries is to mature beyond the boundaries of public relations. A closer investigation of the outcomes of responsibility behaviour on the other hand suggests a range of social programs in which the companies interviewed have maintained involvement, ranging from donations involving the orphans and handicapped, to art and cultural development type activities, to library services, sports and music events, to educational and learning programs.

While the added value of these programs is not to be undermined, the companies interviewed seem to be making no systematic attempts at measuring the effectiveness and impact of their interventions. The majority of these programs are not institutionalized and are largely one shot ventures or time-specific projects. Institutionalized corporate social policies are also conspicuously absent suggesting that social issues and impacts have not been seriously incorporated within the body of company policy. Several companies have admitted their concern with the benefits and payoffs of their CSR programs, yet direct short-term financial gain cannot be considered as the key driving force behind CSR.

Juholin, 2004, suggest a clear cultural dimension to CSR that is worth exploring further. Profitability, while certainly important in the business context, may not qualify as the sole driving force for CSR adoption universally. Other shorter-term indirect benefits such as branding, reputation, and public relations seem more
salient and are also more likely to reflect positively on bottom line performance over time. There is thus an overall focus on the discretionary domain of responsibility and a selective adherence within this domain to responsibility principles, sketchy social responsiveness processes and programs, suggesting a still evolving amateur type stance from corporate social responsibility rather than a systematic, focused, and institutionalized approach.

If we consider CSR to be merely about convictions and rhetoric, then some of the companies may qualify as highly responsible. But CSR in its true form and purpose must be evaluated at two levels - philosophic and programmatic - and must be reflected in the goals, values, mission, and policies of the firm, and permeate its processes of planning, decision-making, communication, training, and rewards.

According to Makower (1994), companies must understand that CSR programs are more than a means for philanthropy. Through their policies and programs, through the way they conduct daily business, forward thinking companies demonstrate the tremendous power of business in shaping our daily lives, our communities and the world - both today and for decades to come. The modest approach detected however needs to be qualified within the parameters of existing contextual realities where competing interests may often divert the attention of firms to issues of basic survival and economic viability.

The limited sophistication of the social responsibility discourse and the conspicuous absence of CSR drivers and incentives also merit attention. The limited CSR advocacy and awareness as well as the Corporate need for deliberate public action seeking to reshape markets and strengthen the drivers of practice through the provision of financial incentives to companies that take
the lead in moving CSR forward and the stimulation of consumer preferences in support of responsible companies and products.

Corporate Social Responsibility represents the new millennium challenge and a truly paradigmatic shift for business corporations. There is increasing evidence that the CSR movement has picked up enough momentum to continue unabated into the next century. But while there have been important breakthroughs in the theoretical understanding of CSR, empirical studies have generally remained scanty. Specifically, there is a scarcity of research addressing the philosophy and practice of CSR in developing countries.

There is widespread evidence that not many companies in Kenya have developed clear targets, rigorous metrics, and due diligence in their pursuit of CSR. CSR is still largely conceived in the context of voluntary philanthropic initiative as a result of enlightened entrepreneurship exercised by owners of the enterprise, with the corresponding responsiveness processes and outcomes modest at best. There is thus an overall focus on the discretionary domain of responsibility and a selective adherence within this domain to responsibility principles, sketchy social responsiveness processes and programs, suggesting a still evolving amateur type stance from corporate social responsibility rather than a systematic, focused, and institutionalized approach. Corporate social responsibility is a relatively new topic in Kenya. Since government authorities alone are unable to combat poverty and ensure sustainable development, international organizations, local NGOs and national and international companies have come up from time to time to provide interventions where government efforts have fallen short.
The United Nations was been among the first to introduce the concept of CSR to Kenya. Through The UN Global Compact, also known as Compact or UNGC, they have encouraged businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. This is a principle-based framework for businesses laying emphasis on the ten principles in the areas of human rights, labour, the environment, and anti-corruption. The Global Compact is the world's largest corporate citizenship initiative and as voluntary initiative has two objectives: "Mainstream the ten principles in business activities around the world" and "Catalyse actions in support of broader UN goals, such as the Millennium development Goals.

The UN's Growing Sustainable Business initiative recognizes that given the little investment that is reaching rural and other less developed regions of developing countries, the Millennium Development Goals will not be achieved without sustainable investment by the private sector. The GSB further recognizes that the untapped market opportunities will enable multi-stakeholder & cross-sector partnerships to greatly assist enterprise solutions to poverty reduction.

As they apply their international standards on the ground, major foreign enterprises are the engine that drives CSR efforts in Kenya. Kenyan companies, too, are actively engaged in social issues. They need to meet the expectations of their foreign trading partners in such areas as labour standards and environmental protection. Fair trade standards are playing an increasingly important role in the coffee, tea, flower and food industries, which are of particular importance to Kenya. Some companies are marketing innovative products to low-income consumers. CSR is of virtually no significance for smaller companies and the sizable informal sector. While politicians and society at large are aware of the structural changes that are taking place, CSR is not a
major topic of discussion, nor does it receive a great deal of attention from the Kenyan media.

In Kenya, CSR is viewed as a matter of philanthropy and services for local communities. A project that received a great deal of attention is Adopt - A-Ught, a street lighting initiative which used funds provided by corporate advertising to install lights to make the streets safer, especially in the slums of Nairobi. Certain companies have also integrated CSR into their core business - although they do not always call it by that name.

In Kenya, companies are expected to make investments, create jobs and provide training opportunities. Corporate support for vocational training is particularly important because Kenyan workers often lack necessary skills. Companies are also expected to be engaged in society and to provide help when it is needed. Major companies are expected to play a role in their immediate areas of influence, by providing social amenities such as housing, and health services. Education, too, is an important area towards which companies can make a contribution. This is especially true of the rural areas where the public education system often lacks the bare basics such as classrooms and desks.

The concept of CSR has evolved considerably since it first emerged in the 1950s. As a result there appears to be disagreement about what the term means, whether it should be implemented, how it should be implemented, or why it should be implemented (Welford 2004). Definitions of the term CSR may depend on individual perceptions of responsibility/obligation that in turn addresses the broader topic of the role of the organisation in society (Deresky 2000).
The concept of CSR encompasses many dimensions of business activity ranging from the social - community programmes, to economic - employment, to the environmental - waste reduction. As part of fulfilling CSR obligations, firms can be expected to engage with their stakeholders, an activity that may be labelled stakeholder dialogue, to determine appropriate business behaviour under each of the three headings.

It is worth noting that as a branch of PR, CSR relies heavily on stakeholders. The term "stakeholders" is broad in scope and have been defined as all those with a 'critical eye' on corporate actors (Bowmann-Larsen and Wiggen 2004). Freeman, (1984) states that stakeholders are "groups and individuals who can affect or are affected by, the achievement of an organization's mission". Stakeholders, acting either formally or informally, individually or collectively, are a key element in the firm's external environment that can positively or negatively affect the organisation (Murray and Vogel 1997:142).

The diverse nature and range of stakeholders intrinsically present a problem for individual managers who are searching for a clear working definition for stakeholder dialogue. The challenge for business involves identifying to whom and for whom they are responsible, and how far that responsibility extends. Underpinning the difficulties of managing the relationship between a business and its stakeholders are the issues of divergent and often conflicting expectations between stakeholders, contextual complexities and the varying interpretations arising out of different geographical regions and cultures. (Greenfield, 2004).

Then there is the challenge of identifying the best CSR stakeholder dialogue strategy and communicating this to stakeholders (Weiss 1998). When attempting to manage these challenges, CSR stakeholder dialogue can be seen as a key vehicle for the "exchange" of CSR offerings between the firm and its societal
publics, or stakeholders (Murray and Vogel 1997:142). This exchange is one in which the firm offers something of value (typically a social benefit or public service) to an important constituency and, in turn, anticipates receiving the approval and support of key individuals and/or socio-political groups in its environment.

In particular, five dimensions of corporate strategy that are thought to be critical to the success of the firm and useful in relating CSR policies, programmes and process to ‘value creation’ were identified as being useful. The dimensions include: centrality; specificity; reactivity; voluntarism; and visibility. (Burke and Lodgson) 1996.

More explicitly, the gaps identified on CSR in the current literature and research includes: Positioning in the external environment: There is a suggestion that a procedural context for managing the social environment has been largely ignored (Murray and Vogel 1997. The way companies view their position in the greater external environment is not clear.

CSR practices: Whereas there is much talk of what companies should do, information on, and analysis of what companies are actually doing in practice (and process) is lacking.

Stakeholder prioritisation: The different priorities demanded of companies in the name of CSR by various stakeholders, and how decision-makers prioritise is not clear (Stigson 2002; Woodward et al 2001.

Stakeholder relationship type and issues: According to Murray and Vogel (1997), the way the firm is viewed and evaluated by stakeholders underlies all subsequent interactions.
Communication methods in stakeholder relationship: Clark 2000, reveals that effective communication methods are paramount but largely absent from social responsibility literature.

The CSR process is considered to comprise two distinct phases: strategy development; and strategy implementation. The strategy development phase includes the factors; values which drive the strategy; alternatives which encompasses the various range of options available to decision makers. Then there is the strategy which is the ensuing result from the decisions taken earlier.

Knox and Maklan 2004 provide some insight in filling the gaps identified and aiding managers to manage their CSR stakeholder dialogue relationships.

Positioning in the external environment: Although the posture of the firm with respect to the greater external environment is critical to understanding the cultivation of corporate goodwill, a procedural context for managing the social environment has been largely ignored Murray and Vogel, 1997.

CSR Practices: While considerable research effort has been directed at refining the content of corporate performance, relatively little empirical investigation has been undertaken to date on the processes (Blum-Kusterer and Hussain 2001).

CSR Practices and Communication Strategies. It is evident that there is room for consideration about the dilemma of deciding which stakeholders should be a priority and how the choice is made. This addresses the challenge of companies' stakeholder relations identified as partly deriving from the different priorities demanded from firms in the name of CSR by different stakeholders. Further, although effective communication methods are recognised as paramount for the overall impact of managing corporate stakeholder relationships, they are largely absent from social responsibility literature (Clark 2000).
Need for a CSR model. It is clear that there is a need for conceptual schemata that analyse external environmental forces including the complex interconnections between economic and social forces in an integrative fashion. This clearly identifies the need for a framework or model that might help to fill these suggested gaps.

In summary, there is a need for a systematic description of the CSR landscape to include the processes and practices within it, so that a comprehensive framework is achieved. This would indeed offer a platform for identifying, considering, and analysing, the plausible explanatory circumstances or factors that influence the approach taken to CSR stakeholder identification and subsequently, program identification and implementation.

Based on the premise that in the area of CSR problems will be inevitable, a key driving motivation for managers is the crucial practice of risk avoidance and the underpinning significance of doing the "greatest good" at all times. Even though business trend towards more responsible behaviour becomes more relevant and increasingly visible, the question about what CSR practices managers really undertake has never been more significant.

What emerges as the salient issue is the nature of the challenge facing individual managers when attempting to act socially responsibly. The most salient issues were deemed to include their role in addressing social problems including health, poverty, and access to information and other social amenities. Problems and gaps in knowledge have been identified including the elusive nature of the stakeholder concept such as varying and often opposing positions and/or expectations, and the related concept of CSR.
There is also the question about how business decision-makers establish CSR priorities, manage their stakeholders, and develop particular strategies and tactics to effectively address CSR stakeholder dialogue. In particular, there is a the rationale for the requirement for a CSR model to more adequately grasp, illustrate, and explain via a conceptual schemata, the key external environmental forces affecting CSR management including the complex interconnections between economic, political, social pillars, and other forces in an integrative fashion.

There are several attempts to throw some light on CSR by comprehensively linking external change drivers with a systematic approach on how to analyse them. In this way a platform for a CSR stakeholder dialogue decision-making process emphasising organisation-societal and stakeholder relationships, and image/reputation/goodwill strategy and communications needs to be established.

The principal object that concerns CSR is participating in the development and enhancement of activities and issues of social concern. Thus, for companies to see the need for extending their CSR initiatives to cover public libraries, it is paramour to discuss and map out the social and developmental roles of public libraries in Kenya.

2.1 Public Libraries and their Social Role
A public or community library's main objective is to help the community meet its specific information needs and thus achieve its developmental goals by enabling them access timely and relevant information pertinent to their requirements to make informed choices. According to Behrens (1996), a community library ssists to achieve the above by, providing or interpreting relevant information
sources, and or referring members to another agency that may have the desired information.

According to Chiware, Chiganga and Hadebe (1997), libraries, especially those set up in communities have an important role in meeting the information and learning needs of the community through the several activities, which contribute to rural and national development. They include:

The library serves as an information centre for adult literacy campaigns providing books, pamphlets, and other materials. Government departments and NGOs produce publications on development. The community library thus becomes an appropriate channel of distribution of such development materials making it available and accessible to the people who would best benefit from it. The library can also serve as a focal point for community activities such as drama and other performing arts such as story telling sessions for children, local writers meetings, and other information sharing activities. The library thus functions as a medium for cultural preservation and education.

One of the major functions of the public and community library in general is to support learning programs. Most rural schools, especially, do not have libraries and the few that do not have adequate stock. The library would provide information complementary to the school curriculum as well as general reading material that would cultivate a reading culture.

Many young school leavers in the rural areas want to improve their professional qualifications after school while at the same time be involved in income generating activities. The library can act as a proctor centre for many colleges that offer distance learning by providing reading material and administering
exams. It also doubles up as a resource centre for continuing learning, a role that is central to a society that strives to develop.

Materials on good health practices, prevention of diseases and the creation of a safe environment that may be stocked by a public or community library can go a long way in assisting community health workers and ordinary community members in achieving and adopting recommended health standards. Other material could include visual aids for childcare, nutrition, and anti-HIV/ AIDS campaigns. When such information is available, as and when required by community members, the general health of the community is enhanced, a condition that indirectly relates to societal development.

Community information services must encompass health information. Prevention, eradication, and management of diseases either long term or epidemics is a priority for the rural people. This is especially because health facilities in the rural area are strained resource wise and yet the incidence of disease remains high. If information is availed early enough, some of these diseases can be prevented.

Some communities also have traditions and rites of passage that are a health hazard. These include; female genital mutilation, the removal of six lowers teeth, and widow inheritance to mention but a few. It is in order for the community to be sensitised on how these may perpetrate such diseases as HIV/AIDS, through the sharing of implements during circumcision, having sexual contact with widows whose husbands have died of AIDS.

The community information service being a neutral learning ground can offer its information consistently and privately - most of these issues are often discussed at public meetings which may be attended by a cross section of people who are not necessarily of the same peer group and who may therefore not be at
ease listening to this explicit issues in the same forum. The library offers an opportunity for people to study these issues in privacy.

Such self help activities as market gardening, carpentry, poultry rearing, small-scale business and tailoring to mention but a few could be supported through the provision of information and expertise by the library. This is because the library serves both learners and teachers and so it can act as a meeting point for the two groups to exchange views. The libraries in the community can be used as agents of change in regard to government policies. A case in point is the collaboration between KNLS and The Constitutional Implementation Commission of Kenya (CIC). Under this memorandum of understanding, KNLS stocks CIC literature at all their branches countrywide and even goes further by explaining the review process to readers upon request.

According to Harrison (1966), public libraries have established themselves as an indispensable element in the life of the community. They provide information essential to the progress of commerce and industry; they make research possible in every department of intellectual life; they aid solitary students in their investigations; they provide relaxation and refreshment for every class of the population. McColvin (1942) adds that a community library service exists to serve - to give without favour or limitations thus it must be designed for one purpose: to provide opportunity.

Brown (1979) sets out the four main objectives that must be met by the provision of these services as education which is meant to foster and provide a means for self-development of the individual/group at whatever stage of education, closing the gap between the individual and the recorded knowledge. The library provides an information service by bringing to the individual/group accurate information on particular topics of current concern. In the cultural arena, the library is the principal centre of cultural life and promotes a keener participation,
enjoyment and appreciation of all the arts. In leisure, the library plays a part in encouraging the positive use of leisure and providing materials for change and relaxation. Each of these are further sub divided into sub objectives that are in turn followed by principal activities, which translate, into services offered.

2.2 Current Awareness Services
Kemp (1979) defines current awareness services as
"systems of reviewing newly available documents, selecting items relevant to the needs of an individual or group and recording them so that notifications may be sent to those individuals or groups to whose needs they are related."

The scarcity of information resources in rural areas makes it crucial for an active current awareness information service. This would narrow down references to a few relevant ones. Ocholla (1993) advocates current awareness information service and says that:

"This type of information service has become extremely important for research, teaching and learning, and decision and policy making." The community library serves its users well through this program.

2.3 The Role of CSR in Developing Public Libraries
Based on the definition and purpose of a library, several factors must be considered before the service can be operational. The needs of the community must be assessed; objectives must be set in relation to local needs and problems; strategies for achieving objectives must be identified and analyzed; and resources must be sourced and properly allocated. The quality of services offered would be determined by how the policy was defined, recruitment of staff one and how an arrangement for funding has been made. In general, the main concern for the library include: improved stock; improved services; d services; selective dissemination of specialized information; topical
information on issues that affect people's lives on several areas such as health, environment, business skills, governance, and many more.

Among the major factors limiting the functional operations of public and community libraries in meeting their societal and developmental role of information dissemination and literacy illumination of society is the lack of funds. In Kenya, the operations of public libraries are funded, almost entirely by the government, through its parent ministry’s budgetary allocations. This is a constraint in itself because the governmental allocation for KNLS is grossly inadequate and is not able to annually support the literacy activities of public libraries. This is coupled with the now increasing volume of the information-seeking population, the value of information availability, and the ever-changing demand for expansion of libraries in this information age.

There is no apparent reason to assume that public libraries are entirely a concern for the government. The role of the community itself in development of this central service must be assessed and improved. According to Jeavons (1999), public libraries were born of private philanthropic initiative and not public government action. In highlighting the connection between private initiative and private responsibility, Jeavons further notes that philanthropic members of society made gifts contingent upon these institutions while also garnering public support. The historical initiative of private and corporate members of society in developing public libraries thus needs to be revisited and re-emphasised.

The emerging concept of corporate social responsibility could play a significant role in revitalizing public libraries in Kenya that remain stagnated and are gradually being overtaken by information explosion of the time. The point to be proven, however, is whether public libraries have any part as a social component that can included in CSR initiatives of corporate bodies. This fact has been explored in literature. Chiware, Chiganga and Hadebe (1997) succinctly put
it that public libraries play an essential role in meeting information and learning needs of the society, thus contributing to local and national development.

Behrens (1996) asserts that funding for community information services take on various guises and forms: they may be allied to and funded by existing organizations such as other public libraries, private voluntary organizations, private individuals, church organizations, business and corporate bodies, or other Non-Governmental Organizations. Several companies have made isolated efforts to support information centres all over the country. If such efforts were consolidated and these funds made available to KNLS, it would go a long way in ensuring better quality to their 56 branches.

Corporate social responsibility, to a large extent, was seen as a phenomenon that easily spread in developed countries because its necessity was understood both by the companies initiating such programs and by the beneficiary communities, considering that a company has the duty to support the community, to be its "good citizen" and neighbour. In several instances, skeptics have claimed that this type of activity was but a public relations instrument meant to improve the image capital of the company and its financial performance.

Clark, (2000) posits that the similarities between PR and CSR are stimulated by the idea that they both represent an opportunity of improving the efficacy of the activity of corporate world. Further review of the evolution of the two concepts has revealed the existence of four action steps for both PR and CSR as presented comparatively below:
Fable 2.1 Four steps of PR Four steps of CSR

**POUR STEPS OF PR**

"Defining the problem or opportunity
Planning and programming
Action and Communication
Evaluation of the program

**FOUR STEPS OF CSR**

Acknowledgement of a problem
Analysis and planning
Answer - policy development
Implementation

The first step described in the PR activity refers to the focus on researching and defining the problem or the opportunity for action, both inside the organization and outside it and it focuses on attitudes, opinions and behaviours of those who have a connection with the activity of the company. The first step of CSR activity, says Clark, resembles that of PR; a company that has the capacity of recognizing opportunities in terms of social and environmental policies will find it easier to answer social demands. Thus, both PR and CSR use within this step the ability of identifying certain problems and opportunities meant to achieve a connection between the organization and the groups interested in it. At the second step PR has the duty of recognizing the proper strategies likely to solve the problem or improve opportunity; all this activity is based on the needs of every group the company comes into contact with.

At the second step, CSR performs an almost identical operation by which the company attempts to understand the environment and the relations of stakeholders as well as their demands and expectancies, thus trying to improve the relations with the networks of stakeholders involved. Thus, both CSR and PR use within this step the ability of analyzing and planning their relation with co-interested groups the company comes into contact with. The third step of PR Evolves implementing a strategy and communicating it to the stakeholders. For CSR it is now the moment of developing policies and programs to manage social
problems. Thus, the third step involves, for both CSR and PR, the introduction, monitoring and communication of adequate strategies. The last step involves for PR the evaluation of pluses and minuses that occurred along the whole process. As regards CSR, this step completes the third one.

Another common aspect identified by Clark consists in the fact that both PR and CSR bring dividends as regards the company's reputation. Similarly, the responsibility of communicating with different types of stakeholders as regards the CSR activity lies in the hands of the PR. Both rely on communication, a process that has to be thought, applied and evaluated depending on all categories of groups interested in the company and on their needs; both aim at increasing efficiency and have similar goals. Both are willing to improve the quality of their organization's relations with key stakeholder groups. If CSR is to succeed, PR must be strategically involved.

The single problem is lack of adequate literature on the perceptions of philanthropic persons and corporate organizations on the role of public libraries as social development agencies, through activities like availing and disseminating information. There is no known study found in literature that explores the role of CSR initiatives in revitalising and developing public libraries in Kenya, or that attempts to assess the perceptions of corporate management of their inclination to support public library initiatives and activities.

Conclusion
This chapter has presented a conceptual analysis of CSR and the role of public libraries in society. It has also sought to explore the role of corporate and philanthropic initiatives in developing and supporting public libraries as a major social institution. The literature review has revealed that public libraries play a crucial role in societal and national development through its literacy and
information need-satisfaction efforts in society. It has also revealed that limited empirical studies exist that explore the perceptions of corporate organizations of the place of public libraries in their CSR initiatives. This study sought to fill this literature and policy gap by conducting a survey among the managers of the corporate organizations in Kenya.

2.4 Theoretical Framework

Theories are analytical tools for understanding, explaining and making predictions about a given subject matter. The theoretical framework will be based on the following theories of Public Relations: PR Excellence theory.

According to Melkote 1991, the roles earlier assigned to communication has changed; the focus in the newer approach is not just a top down flow of information and ideas but a co-equal knowledge sharing between users and sources. Communication is now used to conscientize people to their needs and problems; facilitate problem articulation; help in self development efforts; and serve as an important vehicle in bringing about community participation. The original definition used Institute of Public Relations, United Kingdom, has been adopted by IPRM, according to Sriramesh (2004). This definition points towards the first view as it describes public relations as

"The deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics" Sriramesh, 2004.

Grunig and Hunt (1984) state that this definition emphasizes mutual understanding as an effect. Macnamara (1996) and Jefkins (1986) also allude that this definition points out that public relations aims to create mutual understanding. They further emphasize that an important element in achieving this is that public relations should be seen as a two-way process.
Jacnamara (1996) explains that professional public relations practice not only helps an organization package and send out information but also enables counselling management on public attitudes, expectations, concerns and needs. He adds that businesses and public sector organizations are finding that they have to come out from behind the veil of silence and secrecy and involve stakeholders in meaningful dialogue.

As suggested by Wilcox and Nolte (1995), one definition of public relations is the building of relationships between the organization and its various publics, including journalists. It is this understanding that has prompted the researcher to study the role of media relations in corporate public relations practice. In this context, PR will be used to invite greater participation in PPPI on the part of the government, the public, and the private organizations.

The PR excellence theory is a general theory of public relations that resulted from a 15-year study of best practices in communication management. Based on this theoretical premise about the value of public relations, the excellence theory derived principles of how the function should be organized to maximize this value. According to the research results, involvement in strategic management was the critical characteristic of excellent public relations.

Institutional theory is a theory that adopts a sociological perspective to offer explanation on organizational structures and behaviour. It draws attention away from the business or, bottom line of an institution to the social and cultural factors that influence organizational decision-making (Scott, 2001), and in particular how certain meanings or myths are adopted by organizations (Meyer & Rowan, 1977). These myths when taken for granted are followed in a rule-like fashion when making decisions. They thus become institutionalized logic that guides organizational behaviour.
Most organizations develop a rationalized logic that uses environmental, social and governance factors in selecting and managing their investments - this implies giving consideration to what effect their business would have in these spheres of society. These social criteria become the technical means for choosing their investments thus the development of such concerns as "going green", recycling, and saving energy. These become the rationalized investment-making perceptions of an organization. This is consistent with Meyer and Rowan's (1977: 343-344) definition of rationalized myths: "they are rationalized and impersonal prescriptions that identify various social purposes as technical ones and specify in a rulelike [sic] way the appropriate means to pursue these technical purposes rationally." For these mutual funds, socially responsible factors are taken for granted as being legitimate criteria, and they become part of the normal evaluation process for identifying potential investments. Thus, under Institutional theory, CSR is simply part of good governance.

Given that CSR includes society in its definition, it follows that institutional theory plays a major role in understanding the social responsiveness of business. Morgan et al., 2010 describes institutional theory as; "how the forms, outcomes, and dynamics of economic organisation are influenced and shaped by other social institutions and with what consequences for economic growth, innovation, employment, and inequality." In this context, most research has investigated the relationship between CSR and its impact on the financial performance of the institution rather than how such CSR initiatives have improved the other institutions that the firm engages with.

It is almost as if the test on CSR involvement seeks to interrogate the performance of such firms on the "virtue market". Such evidence would indeed be a powerful normative argument for management to behave in more responsible ways. This emphasis on the firm as the central actor responsible for
initiating socially desirable behaviour on the part of business has been institutionalized into the way of conceptualizing and studying CSR, particular within business schools.

According to Carroll, (1999) Pedestrian definitions of CSR include mandatory responsibilities or good practices, such as legal compliance without making reference to societal expectations. A recurring theme in the CSR debate is its grounding in the voluntary behaviour of companies in terms in terms of 'practices that improve the workplace and benefit society but which are done in ways that go above and beyond what companies are legally required to do. This view reflects the dominance of agency theory as a way of understanding the nature of the firm and the relegation of business ethics to the sidelines.

The traditional definition of a stakeholder is "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman 1984). The general idea of the Stakeholder concept is a redefinition of the organization. In general the concept revolves around what the organization should be and how it should be seen and understood by the people in the community in which it operates. In the mid-1980 a stakeholder approach to strategy came up. The emerging view was that consideration of the stakeholder concept was done from the perspective of the company.

The application of the stakeholder concept came from the pioneering work done at Stanford Research Institute (SRI) in the 1960s. They were identifying four main groups which whom they had to deal with. Those four groups were defined as shareholders, employees, customers, and the general public. Further, Preston and Sapieca (1990) mentioned that Johnson & Johnson identified customers, employees, managers, and the general public in 1947. The company Sears named
four parties to any business in the order of their importance" as "customers, employees, community and stockholders "in the year 1950.

An argument for the more frequently used stakeholder concept in the early 1980s could be the changes among workers, students, consumer groups and environmentalists in the late 1960s. One possibility of arguing about the development of this field is to see the planning process as becoming increasingly sensitive to the business environment and the need for good information about it. Later improvements demonstrated that corporations called for information systems to scan and track stakeholder responses to changes in corporate strategy as part of this environment. The SRI has developed "measures of satisfaction" for the stakeholder groups who they have found.

Freeman (1984) noted that planners did not want to attempt to influence or modify specific stakeholder behaviour. Rather, they wanted only to forecast the future environment in order to adapt it with the capabilities of the company. In the 1960s, the business environment was very stable, relatively static and kind of predictable. Freeman (1984) stated that prior to his work, strategic planners did not consider stakeholders, and when they did, it was only the very undefined, as generic groups, and only legitimate or friendly stakeholders. The groups like competitors or other rivals were left out.

Freeman (1984), tried to build a framework that would be responsive to the concerns of managers who were being confronted with unprecedented levels of environmental turbulence and change. He argued that gone were the days when corporations worried only about taking products and services to market, the usefulness of management theories which concentrate on efficiency and effectiveness within this product-market framework". These traditional strategy
frameworks were not helping managers in developing any new strategic directions and also did not help creating new opportunities.

The explanation in the current world today is that existing theories were inconsistent with both the quantity and kinds of change that are occurring in the business environment of the 1980's. His analysis classified the main forces that impact on a company as coming from internal and external stakeholders. Internal forces include: owners, customers, employees and suppliers. External forces include: the emergence of new groups, events and issues which cannot be readily understood within the framework of an existing model or theory. This thus leads us to understand the stakeholders as determining the choice, extent, and rationale of any CSR activity of Companies. It means that CSR must be topical and address only those issues that affect the communities in which the company operates.

Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This forms the basis for considering the shareholders and employees of an organization as its first group of stakeholders. In so far as the firm's actions affect their lives; they must also act in a way that ensures the survival of the firm to safeguard the long term stakes of each group.

The definition of a stakeholder, the purpose and the character of the organization and the role of managers are very unclear and contested in literature and has changed over the years. In one of his latest definitions Freeman (2004) defines stakeholders as "Those groups who are vital to the survival and success of the corporation". In one of his latest publications Freeman (2004) adds a new principle, which reflects a new trend in stakeholder theory. In this principle in
his opinion the consideration of the perspective of the stakeholders themselves and their activities is also very important to be taken into the management of companies.

All the mentioned thoughts and principles of the stakeholder concept are known as normative stakeholder theory. Normative Stakeholder theory contains theories of how managers or stakeholders should act and should view the purpose of organization, based on some ethical principle (Friedman 2006).

Another approach to the stakeholder concept is the so called descriptive stakeholder theory. This theory is concerned with how managers and stakeholders actually behave and how they view their actions and roles. The instrumental stakeholder theory deals with how managers should act if they want to go beyond call of duty and if they were to work for their own interests.

The implication here then is that if managers treat stakeholders in line with the stakeholder concept the organization will be more successful in the long run. Donaldson and Preston (1995) have made this three-way categorization of approaches to the stakeholder concept kind of famous. Most contributions to the stakeholder theory are particularly about the normative principle. They promote the vision of the company and the role of managers whose objective is mainly to maximize shareholder value in order to be sustainable. However, this perspective seems to be giving way to that business has more and broader responsibilities. Those are best defined in terms of the stakeholder approach. A very common way of classifying stakeholders is to consider groups of people who have a defined relationship with the organization. There is a distinct relationship between definitions of what stakeholders and identification of who they are. The main groups of stakeholders are:
• Customers
• Employees
• Local communities
• Suppliers and distributors
• Shareholders

These may be the most common and closest stakeholders but the list would not be comprehensive if we did not include:

• The media
• The public in general
• Business partners
• Future and Past generations
• Academics
• Competitors
• NGOs or activists - considered individually, stakeholder representatives
• Stakeholder representatives such as trade unions or trade associations of suppliers or distributors
• Financiers other than stockholders
• The Government, Regulators and policymakers
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Chapter Overview
This chapter presents the methodology and procedures that were employed in data collection and analysis. It gives a general description of the research design used, a discussion of the study population, sample and sampling technique, the research instrumentation, and the procedures for data collection and analysis.

3.1 Research Design
This study was a survey that took the form of an exploratory design in which questionnaires and interviews were triangulated. An exploratory survey design is useful in studies that seek to reach a better understanding of a problem. Exploratory survey researches are important in situations where insufficient knowledge prevents the development of clear objectives, since the problem may not be articulated with any precision (Mugenda & Mugenda, 2003).

The purpose of this study was to explore the managers' perceptions of the role of public libraries and their receptiveness to engage in corporate social responsibility initiatives to revitalize the public library services in Kenya. Thus, this design was found relevant in understanding this problem in the situation where no relevant literature existed that explained the place of public libraries in corporations' CSR programs.

3.2 Research Population and Sample
The target population in this study comprised of corporate organizations in Nairobi that are engaged in CSR initiatives. To define this population, a census was first undertaken, and from this census report, fifteen companies were selected randomly and their top-level managers were selected to participate in the study.
Public library users of KNLS, Nairobi were also randomly selected to investigate their perceptions of the place of public libraries in social development. The sampling was obtained by randomly picking users who visited the library between 16\textsuperscript{th} and 24\textsuperscript{th} of March 2009.

3.3 Research Instrumentation
A questionnaire and an interview schedule were used in collecting data relevant for this study. The questionnaire (Appendix 1), constructed by the researcher, modeled against similar measures, was used to collect information from library users on their perceptions of the role of public libraries in satisfying their information needs to enable the contribution to societal development. This was in an effort to illuminate the social role of public libraries and curve its place in inclusion in CSR programs by corporate organizations.

The structured interview schedule (Appendix 2) was employed to guide the researcher in collecting data relating to the perceptions of corporate managers of the role of public libraries in society and whether and how they could include projects to revitalize and develop public libraries in their CSR programs.

3.4 Data Collection Procedures
The questionnaire for users was distributed to all those users, who visited the KNLS, Nairobi library during the week between 16\textsuperscript{th} and 24\textsuperscript{th} of October 2004. A total of 105 users were approached at the library entrance and given the self-administered questionnaire to fill and return to the entrance.

The corporate managers were visited in their offices by the researcher after due appointments were made. The interviews questions were based on the schedule in Appendix 2. Each interview took an average of 20 minutes.
3.5 Data Analyses Procedures

The data collected from both the users and the corporate managers was cleaned, coded, summarized and analyzed using quantitative analysis procedures. Tables and graphs were employed to illustrate the data results presented in terms of frequencies, means and percentages.

Conclusion

This chapter has mapped out the research methodology and design procedures. The research methodology, population and sample, research instruments, and data collection analyses procedures have been discussed. The succeeding chapter presents the results of data analyses.
4.0 Chapter Overview

This chapter presents the results of the data that was collected and analyzed in the study.

4.1 Respondents' Characteristics

User Characteristics

A total of 105 users were randomly selected to respond to a questionnaire used, in part, for data collection. Demographic data of this sample are presented in the succeeding tables.

Age and Gender Distribution of Users

Table 4.1: Age and gender distribution of the respondent users.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age Less than 13</th>
<th>13-20</th>
<th>21-30</th>
<th>31-40</th>
<th>Over 40</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>17 (16.1)</td>
<td>20 (19.1)</td>
<td>13 (12.4)</td>
<td>5 (4.8)</td>
<td>11 (10.4)</td>
<td>66 (62.8)</td>
</tr>
<tr>
<td>Female</td>
<td>6 (5.7)</td>
<td>13 (12.4)</td>
<td>8 (7.6)</td>
<td>3 (2.9)</td>
<td>9 (8.6)</td>
<td>39 (37.2)</td>
</tr>
<tr>
<td>Total</td>
<td>23 (21.8)</td>
<td>33 (31.5)</td>
<td>21 (20.0)</td>
<td>8 (7.7)</td>
<td>20 (19.0)</td>
<td>105 (100)</td>
</tr>
</tbody>
</table>

Note: The figures in parentheses are percentage frequencies

Source: Research Data, 2012

Of the 105 user questionnaires administered, there were 39 (37.2%) female respondents and 66 (62.8%) male respondents. This shows that males tend to use the library more than females.
Educational Level and Occupational Status of Users

Table 2 presents the educational level and occupational distribution of the respondents.

### Table 4.2: Educational Level and Occupational Status of Users

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Level of Education</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Primary</td>
<td>Secondary</td>
<td>College</td>
<td>Varsity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student/ Unemployed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11 (10.5)</td>
<td>15 (14.3)</td>
<td>11 (10.5)</td>
<td>4 (3.8)</td>
<td>41 (39.1)</td>
<td></td>
</tr>
<tr>
<td>Self-employed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7 (6.7)</td>
<td>12 (11.4)</td>
<td>8 (7.6)</td>
<td>3 (2.9)</td>
<td>30 (28.6)</td>
<td></td>
</tr>
<tr>
<td>Professional Employed teaching, lawyer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6 (5.7)</td>
<td>4 (3.8)</td>
<td>7 (6.7)</td>
<td>6 (5.7)</td>
<td>23 (21.9)</td>
<td></td>
</tr>
<tr>
<td>Company Casuals/Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 (4.8)</td>
<td>3 (2.9)</td>
<td>2 (1.9)</td>
<td>1 (1.0)</td>
<td>11 (10.5)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>29 (27.6)</td>
<td>34 (32.4)</td>
<td>28 (26.7)</td>
<td>14 (13.3)</td>
<td>105 (100)</td>
<td></td>
</tr>
</tbody>
</table>

Note: The figures in parentheses are percentage frequencies
Source: Research Data, 2012

As Table 2 shows, a greater percentage of the respondents were students or were unemployed (39.1%) and a significant majority of them were self-employed. This could be interpreted to mean that students and people who are self-employed find the library useful in pursuit of their goals. The developmental role of the library thus comes to fore owing to the already documented place of self-employment.
4.2 Managerial Characteristics

From the sampled fifteen companies within the bounds of Nairobi, a total of 23 managers were interviewed. The demographic distributions of these managers are presented in the succeeding table.

Table 4.3: Age, Gender and Educational Level of Managers

<table>
<thead>
<tr>
<th>Gender</th>
<th>Educational Level</th>
<th>Age (Years)</th>
<th></th>
<th></th>
<th></th>
<th>.Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>35 &amp; Below</td>
<td>36 - 45</td>
<td>Over 45</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>Secondary and Below</td>
<td>0 (0)</td>
<td>1 (3.4)</td>
<td>4 (13.8)</td>
<td>5 (17.2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diploma &amp; Bachelors</td>
<td>2 (6.9)</td>
<td>2 (6.9)</td>
<td>3 (10.3)</td>
<td>7 (24.1)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post-graduate</td>
<td>4 (13.8)</td>
<td>2 (6.9)</td>
<td>0 (0)</td>
<td>6 (20.7)</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>Secondary and Below</td>
<td>1 (3.4)</td>
<td>3 (10.3)</td>
<td>1 (3.4)</td>
<td>5 (17.2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diploma &amp; Bachelors</td>
<td>1 (3.4)</td>
<td>2 (6.9)</td>
<td>0 (0)</td>
<td>3 (10.3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post-graduate</td>
<td>3 (10.3)</td>
<td>0 (0)</td>
<td>0 (0)</td>
<td>3 (10.3)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>11 (37.9)</td>
<td>10 (34.5)</td>
<td>8 (27.6)</td>
<td>29 (100)</td>
<td></td>
</tr>
</tbody>
</table>

Note: The figures in parentheses are percentage frequencies

Source: Research Data, 2012

As the Table 3 reveals, 18 (62.1%) of the sampled managers were males while 11 (37.9%) were females. In terms of age, 11 (37.9%) of the managers were aged less than 36 years, 10 (34.5%) were between 36 and 45 years, and 8 (27.6%) were aged over 45 years. With respect to educational level, 10 (34.5%) of them had secondary and below level of education, another 10(34.5%) had diploma & bachelors educational level and 9(31.0%) of them had post-graduate qualifications.
4.3 Users' Perceptions of Role of Public Libraries

The question in this research sought to know the user's perceptions of the role of public libraries.

Table 4 presents the responses.

**Table 4.4: Why Users Visit the Library**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Multiple Frequencies (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To study using library and own books</td>
<td>76 (72.4)</td>
</tr>
<tr>
<td>To get current information about my trade</td>
<td>53 (50.4)</td>
</tr>
<tr>
<td>Reading newspaper and magazines for current affairs.</td>
<td>37 (35.2)</td>
</tr>
<tr>
<td>Borrowing and returning library books</td>
<td>28 (26.7)</td>
</tr>
<tr>
<td>For leisure (Socializing and relaxing)</td>
<td>23 (21.9)</td>
</tr>
<tr>
<td>Other reasons (please specify)</td>
<td>11 (10.5)</td>
</tr>
</tbody>
</table>

*Note: The figures in parentheses are percentage frequencies*

*Source: Research Data, 2009*

As the table reveals, the greatest majority of the users (72.4%) visited the library to get an ideal opportunity and place to study. The second most reported reason was to get current information about their trade. Thirty-seven of the users (25.2%) reported visiting libraries to be more informed about current affairs.

Figure 4.1 presents results on the question about which subject areas the users preferred most.
Figure 4.1: The Users' Most Preferred Subject Area

As illustrated in Figure 3 above, the users reported that general school subject area as the most preferred. The high number of student population visiting the library could interpret this response. Information about issues of health was also a preferred priority among the users. Information on current affairs ranked second (27%) while that on business or farming ranked third (18%) and health information ranked forth (14%). The users were further asked whether the information materials in the library were adequate for their information needs. The responses are presented in table 5.
As presented in table 5 above, most of the users noted that materials for satisfying their informational needs were inadequate (59, 56.2%). Only 24.8% of them considered the information materials as adequate. To further clarify the inadequacy, the users were asked to note their areas of informational material deficiency. Responses to this question are reported in Figure 4.
Figure 4.2: Subject Area of Material Inadequacy

As the figure above indicates, the area of health issues emerged as the most deficient in terms of information material availability (35.2%). Also reported as most deficient areas were materials business, farming and other self-employment information materials (21.9%) and on general school subjects (20.0%).
Table 4.6: User Recommendations on how to Improve Library Information Need Deficiencies

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government to allocate more funds to stock the library</td>
<td>85 (81.0)</td>
</tr>
<tr>
<td>Private companies to sponsor book aid to the Library</td>
<td>79 (75.2)</td>
</tr>
<tr>
<td>Other library users to donate books</td>
<td>56 (53.3)</td>
</tr>
<tr>
<td>Libraries can engage in fundraising</td>
<td>27 (25.7)</td>
</tr>
<tr>
<td>Libraries to engage in income generating activities</td>
<td>13 (12.4)</td>
</tr>
<tr>
<td>Others</td>
<td>6 (5.7)</td>
</tr>
</tbody>
</table>

4.5 Managerial Perceptions of the Role of Public Libraries

The second question asked about the perceptions of the managers of private companies of the role of Public libraries.

Table 4.7: Managers’ Response on Library Visits

<table>
<thead>
<tr>
<th>Gender</th>
<th>Library Visit</th>
<th>Tntil</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Male</td>
<td>5 (17.3)</td>
<td>13 (44.8)</td>
</tr>
<tr>
<td>Female</td>
<td>4 (13.8)</td>
<td>7 (24.1)</td>
</tr>
<tr>
<td>Total</td>
<td>9 (31.1)</td>
<td>20 (68.9)</td>
</tr>
</tbody>
</table>

Note: The figures in parentheses are percentage frequencies

Source: Research Data, 2012
As indicated in Table 7, out of the 29 sampled managers, only 9 (31.1%) had visited the KNLS library after a PR effort at publicising the library either as a promotion or to make a request for CSR assistance. A majority of them (68.9%) had never visited the facility. Majority were not even aware of the existence of the library or the fact that they could contribute to the revitalization of library services through CSR.

They were also asked about their perceptions of the role of public libraries. The responses are presented in the table below.

Table 4.8: Managers' Perceived Role of Public Libraries

<table>
<thead>
<tr>
<th>Role</th>
<th>Frequency</th>
<th>Responses (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To serve as an ideal facility for reading in the community</td>
<td>23</td>
<td>(79.3)</td>
</tr>
<tr>
<td>To be a point for community members to get information on how to improve their lives</td>
<td>20</td>
<td>(69.0)</td>
</tr>
<tr>
<td>To be a channel for distributing materials for societal concerns e.g. health</td>
<td>20</td>
<td>(69.0)</td>
</tr>
<tr>
<td>To supplement school reading materials</td>
<td>19</td>
<td>(65.5)</td>
</tr>
<tr>
<td>To be a recreational facility for leisure e.g. reading for leisure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To update the society members on current issues</td>
<td>12</td>
<td>(41.4)</td>
</tr>
<tr>
<td>Others</td>
<td>9</td>
<td>(31.0)</td>
</tr>
</tbody>
</table>

Note: The figures in parentheses are percentage frequencies

Source: Research Data, 2012
The results reported in Table 8 above show that the managers conceded that public libraries play a number of varied roles in the community.

4.6 Managerial Perceptions of their Contribution to Public Library Initiatives

The third question asked about the extent to which companies in Kenya were receptive to CSR initiatives towards KNLS as an important societal facility. The sampled managers perceived programs to sponsor public libraries as viable. A cross tabulation of gender and the viability responses are presented in Table 9 below.

Table 4.9: Managers' Responses on Viability of Sponsoring Public Libraries Initiatives

<table>
<thead>
<tr>
<th>Gender</th>
<th>Viability of Sponsoring Libraries</th>
<th>Tntil</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Male</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
<td>3</td>
</tr>
</tbody>
</table>

Note: The figures in parentheses are percentage frequencies
Source: Research Data, 2012

As the table indicates, an overwhelming majority (89.7%) of the respondent company managers conceded that sponsorship programs to libraries were viable. This response is in line with the spirit of corporate social responsibility that has been documented in research literature. It was of interest to further explore why the companies have not been actively involved in various CSR projects to the public libraries. The multiple responses to this question are presented in Table 10 below.
Table 4.10: Managers' Reasons for Little Prior Support to Public Libraries

<table>
<thead>
<tr>
<th>Reason for Little Support to Public Libraries</th>
<th>Frequency Responses (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other social priorities take preference</td>
<td>25 (86.2)</td>
</tr>
<tr>
<td>The company isn't making enough profit to sustain such sponsorship programs</td>
<td>13 (44.8)</td>
</tr>
<tr>
<td>Such initiatives are not directly profiting to the company</td>
<td>7 (24.1)</td>
</tr>
<tr>
<td>It is the prerogative of the government to support public libraries</td>
<td>3 (10.3)</td>
</tr>
<tr>
<td>Others</td>
<td>3 (10.3)</td>
</tr>
</tbody>
</table>

Note: The figures in parentheses are percentage frequencies

Source: Research Data, 2012

The responses reported in Table 10 above indicate that a majority of the sampled managers (86.2%) noted that they have not been quite active to CSR initiatives to public libraries because of other more important and urgent social proprieties that they were engaged in such as health issues and poverty alleviation priorities, and educational sponsorships to students.

The fourth research question asked about the nature of CSR support initiatives the companies can give to KNLS. The response to this question is presented in the succeeding table below.
Table 4.11: Manager's Response on the Nature of CSR Initiatives to Sponsor Public Libraries

<table>
<thead>
<tr>
<th>The nature of CSR Initiative</th>
<th>Multiple Frequency Responses (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To donate relevant books to the library</td>
<td>29 (100)</td>
</tr>
<tr>
<td>To buy/donate computers to the library</td>
<td>11 (37.9)</td>
</tr>
<tr>
<td>To build shades and other out-door Shelters</td>
<td>6 (20.7)</td>
</tr>
<tr>
<td>To help initiate other public/community libraries in the community</td>
<td>4 (13.8)</td>
</tr>
<tr>
<td>To sponsor library staff for in-service Training</td>
<td>2 (6.9)</td>
</tr>
<tr>
<td>Others .</td>
<td>1 (3.5)</td>
</tr>
</tbody>
</table>

Note: The figures in parentheses are percentage frequencies

Source: Research Data, 2012

As the table 11 above reports, all the interviewed managers (100%) indicated they would be willing to sponsor the public libraries by donating relevant books to the library. Other multiple responses to library support initiatives included donating computers (37.9%), building shades and other outdoor shelters (20.%), helping to initiate other community library services (13.8%), and sponsoring library staff for other library-based courses (6.9%).

These results indicate that all sampled companies were generally willing to initiate CSR initiatives and support programs to public libraries. The range of their support could range, but the inclination is certain. It is also apparent that there is not enough publicity linking Library services to CSR.
4.7 Conclusion

This chapter has presented the results of the data that was collected for this study. It has also presented a general interpretation of the results within the context of the study objectives. The following chapter presents a summary of the study findings, discussion and recommendations.
CHAPTER FIVE: SUMMARY, DISCUSSION AND RECOMMENDATIONS

5.0 Chapter Overview
This chapter presents a summary of the study findings. It also suggests implications that spring from these findings and presents recommendations based on these results.

5.1 Summary of Findings
According to a survey conducted by Infotrak (Kenya), often times though, CSR initiatives are not well understood. Most people think that companies that keep giving "free goodies" must be making lots of profit from the consumers. This is a common notion held by Kenyans of different walks of life. It would be interesting to find out how many Kenyans out there understand that these gifts are embedded on the concept and intent of executing corporate social responsibility (CSR) and how many would then work towards how best to utilize CSR opportunities to augment socioeconomic development.

CSR is not about free goodies. It is an effort by organizations to deploy their resources in a way that helps the organizations build a mutually productive and sustainable business relationship between them and the communities with which they do business. If well implemented, CSR is a win-win initiative for both the organization and the CSR beneficiaries.

CSR is a concept born of the premise that both for profit and not for profit organizations have various stakeholders whose different interests are affected one way or the other by an organization's goals, operations or the actions taken by its members. An organization's managers for instance are more concerned and interested in the size and growth of the organization, its profitability, job security, social status, power and prestige. Business owners on the other hand
have profitability of the organization as their primary interest. Little wonder then that in business, the profit is simply called "the bottom line". The community in which the organization operates will be interested in employment opportunities, increased economic activity, improved development and good environmental management.

Stakeholders in an organization include employees, financial backers, government, community and environment, consumers of the organization's products and special interest organizations or groups. CSR demands that good corporate leadership and governance should therefore strive to maintain a balance between the organizational interests and those of stakeholders in order for the organization's business to be conducted in a profitable and sustainable manner. This requirement transcends both for profit and not for profit organizations; both private and public.

Examples of good practice of CSR in the country abound, more so with for profit corporations, pioneered by those affiliated to American, European and Japanese multinationals. Companies in Kenya have taken to CSR with gusto in the last about five years improving staff welfare and work environment, embracing transparency and accountability in their business transactions, ethically improving profitability, self regulation and implementing community development programs. However, it is the community component that is highly visible to most people and gives companies the much sought after enviable public image. Companies have been involved in various activities in sports, environment, health, education and training, the needy in society, leadership and governance.
CSR therefore is not just a goodwill gesture by organizations wanting to look good to the public in order to hike their profits. It is a prerequisite for good corporate leadership and governance as well as sustained operation and profitability. CSR is in fact a corporate competitive marketing strategy that ensures high organizational and product visibility thereby branding the business as an organization that cares about its consumers, the community it does business with and other stakeholders.

Organizations require implementing partners for their CSR programs since the activities are often not within the company's core competence. Many organizations such as the Kenya Commercial Bank (KCB), Safaricom and the East African Breweries have formed foundations to help them implement their respective CSR programs. Not all organizations may have the resources to set up foundations and in any case, successful CSR programs essentially have to have community implementing partners. Communities should therefore form their own credible structures to partner with organizations in their implementation of CSR projects and programs. Such structures include non-governmental organizations (NGOs), community based organizations (CBOs), women, youth and self-help groups, special interest groups such as environmental, HIV/AIDS, town management committees and village development committees.

CSR activities are likely to be more effective both to the target beneficiaries and the initiating organization when carried out either as high impact projects, timed or open ended programs than when done as one off events. Some organizations carry out one time or many uncoordinated high media profile events erroneously believing that the members of the public will remember the events, hold the organization in high esteem and increase their business transactions with the company.
Programmatic CSR activities eventually cultivates loyal partners and a grateful clientele thereby developing a highly productive and sustainable relationship between the initiating organizations, partner donors both individual and corporate as well as beneficiaries in the community. Such a relationship should be the target of any organization with CSR programs.

On the business and information front, Kenya is entering a new business era which will be defined as the 'knowledge economy' and the most valuable capital will be intellectual capital. In this age, the most important aspect of any organization's growth will be, not just the technology they possess, but rather, how much information they hold. This is why supporting libraries would be a worthy venture. Information is the most effective way of bridging the gap between the social classes as well as enhancing the social interventions that any CSR program would offer.

The modest approach detected however needs to be qualified within the parameters of existing contextual realities, which in an environment of macro-economic austerity, often divert the attention of firms to issues of basic survival and economic viability. The limited sophistication of the social responsibility discourse and the conspicuous absence of CSR incentives also merit attention.

Although it is not a new concept, CSR remains an emerging and elusive idea for academics and a contested issue for business managers and their stakeholders. Owing to the range of contrasting definitions, and often convoluted by varying use of terminology, the notion of CSR has lead to the emergence of a variety of practices (Freeman 1984).
5.2 CSR Activities in Kenya

5.2.1 Diamond Trust Bank
During the Kenyans for Kenya campaign, DTB employees contributed cash which the bank matched to make a total of Kshs 2,000,000. The DTB contribution will go towards putting up green houses by The Kenya Red Cross Society in the affected areas. "Uwezo Mpya", a youth Initiative in Kariobangi South, Nairobi received a donation of Ksh 800,000.00 courtesy of DTB and Western Union. The funds were used in youth rehabilitation programmes to curb drug addiction, unemployment, and unwanted behaviour within the society.

5.2.2 Kenya Commercial Bank
Kenya Commercial Bank (KCB) is committed to supporting the development of communities among who it operates business. Working with its employees and other stakeholders across the region, KCB offers support in the areas of health, education, environment, entrepreneurship, water and sanitation, welfare and sports. The bank identifies the most pressing needs of various communities and mobilizes resources to meet those needs cost-effectively, at all times involving the communities in seeking appropriate resolutions to their needs.

In 2007, KCB strengthened its ability to effectively support the communities by launching the KCB Foundation, a charitable trust with the mandate to carry out the Bank's community support initiatives. The Foundation is led by a Board of Directors and has in place structures to ensure it achieves its vision to be the most responsible and responsive provider of social investment support to deserving communities in the region. KCB has supported several community initiatives including the annual KCB Community Day, which is the main occasion for KCB to support environmental conservation. During this time the staff from all branches separately invest in the future of Kenya by planting trees
in 56 forest sites across Kenya, thereby contributing to improving the water catchments.

In 2008, KCB contributed Kshs 500,000 to KNLS Moyale branch for the purchase of furniture for the branch. It is worth noting that the funds were specifically meant for furniture whereas there is a possibility that the branch may have had a much greater need.

5.2.3 East African Breweries Limited

The EABL Foundation is the corporate social responsibility arm of East African Breweries, founded in 2005. It assists people in Kenya, Uganda and Tanzania through five areas of activity: water supply, education and training, health, environment, and special projects. The Foundation has supplied over 70 million Kenya Shillings (approx $972,000) in university scholarships. The EABL Foundation conducts special projects in times of disaster and when emergency relief is needed. Most recently, the Foundation took part in the Save A Life Fund, in which it donated over Kshs 14 million towards famine relief.

The Water: A Business Imperative - Kenya round table took place on May 31st, 2010 in Nairobi. The event was hosted by East African Breweries Limited (EABL). A Business Imperative is a series of business round tables sponsored by Diageo in support of the UN Global Compact CEO Water Mandate's aim of advancing existing corporate practice around water and identifying the role businesses can play in supporting effective and fair water policies. Organised in partnership with the International Business Leaders Forum (IBLF), the roundtables are being held across Africa (Cameroon, Ghana, Kenya, Nigeria and South Africa) to discuss corporate engagement with water issues and to catalyze action around responsible water management.

The above examples demonstrate the fact that these corporations have not given information the importance it deserves. The main beneficiaries of CSR are; environmental issues, health, water, and education.

5.3 Further Findings

In 2003, KNLS engaged the services of Gina Dina Corporate Communications to manage their PR functions with the aim of raising its visibility to attract donors. In that same year, through persistent integrated marketing and communications drive, KNLS got a donation worth Kshs 1.5 million from Safaricom for its Camel mobile library in Garissa.

The same year, Carnegie Corporation of New York gave KNLS a grant of Kshs 54 million to set up 5 model libraries within its branch networks. Since then, KNLS has continued to receive one off contributions from several organizations to support various programs. According to the Director KNLS Mr Richard Atuti, these donations have over time enabled the Board to save a percentage of their annual budget. This shows that there is indeed room for the organization to benefit further from other organizations if indeed they aimed at their CSR programs.
Being an information provision organization, it is possible for KNLS to build thematic concerns around the areas that such corporate support. Their main function would be to disseminate information on these topical issues. With their network in the whole country, this would be an easy feat for them.

A majority of the users noted that the library is a vital facility in society as a provider of information and also as a reading facility which has not been utilized to the maximum because of the low awareness created around it. Most of the respondents (81.0%) recommended that the government should increase its resources allocation to public libraries in order to meet informational material deficiency.

A significant majority of users (79.2%) felt that private companies have a moral responsibility to plough back some of their profits to society by sponsoring book aid and other library activities. Many of the respondents (53.3%) also recommended that the library-users themselves could also participate in donating book and other material to the library to increase its capacity to meet user information needs. This however needs to be initiated by the Public Libraries.

A majority of the sampled managers conceded that public libraries play a number of varied roles in the community. Most managers expressed a willingness to sponsor public libraries by including it as part of the social facilities that qualify for their CSR Programmes. A majority of the sampled managers (86.2%) noted that they have not been quite active to CSR initiatives to public libraries because of other more important and urgent social proprieties (like health concerns) that they were engaged in.
All the sampled managers (100%) indicated they would be willing to sponsor the public libraries by donating relevant books to the library computers, building shades and other outdoor shelters, helping to initiate other community library services, and sponsoring library staff for other library-based courses.

5.4 Discussion

The findings of this study have reiterated the role that public and other community libraries play in society. Most of the respondents indicated that public libraries are more than mere public monuments. They contribute maximally to societal development by acting as agents for information dissemination and presentation. These findings are in consonance with other literature assertions.

The findings of this study revealed a positive inclination by the corporate world to sponsor initiatives to develop public libraries as an important social facility. The interviewed managers noted that indeed public libraries have failed to embrace technological changes caused by the information explosion. Their willingness to assist public library initiatives was based on the premise that public libraries help the community to meet its informational needs and thus qualifies to enter into their framework of CSR Programmes.

The corporate managers' cited assistance initiatives ranging from donation of reading materials and computers to beautification of the library grounds. Most of these managers felt that the support required should be in line or related to professional advancement of the library.

The main factor hindering the corporate sponsorship of public library initiatives was the competition of the CSR Programmes by other more urgent social concerns like health. This prioritization issue is equally evident in the government departmental monetary allocation. KNLS has suffered budgetary
cutbacks in recent times. This is because virtually all services are competing for the scarce resources and this includes such as health, education, maternal health care, infant mortality, reproductive health, and even pandemics such as HIV/AIDS.

It seems a foregone conclusion that the agencies of intervention prioritize urgent services such as health and education, famine relief, water and sanitation. This calls for the KNLS to come out and convince these agencies like the corporate world that indeed the need for information has also emerged as propriety in the present-day world. This can be done through a more planned and sustained campaign that can be initiated by a more focused public relations unit.

Generally speaking, there is not enough knowledge regarding the significance of corporate social responsibility especially having in mind the fact that both men and women know the same information regarding the term of CSR. Moreover, we would have tended to believe that the majority of young people understand the term better than the less young. It seems however that there is confusion in the very young, as well as in the young, middle-aged and elderly. Moreover, one can say that a higher level of education influences to a certain extent the degree of understanding of the term but this is not valid for all elements of CSR. Some of these are understood correctly or incorrectly, almost uniformly, irrespective of the level of education

5.5 Recommendations
Based on the study findings, the following recommendations are suggested.
The KNLS Board should initiate a more comprehensive functional unit in its organizational structure to create mutual understanding between it and the corporate public and other relevant publics. Such a unit will seek to communicate the social role of the public and community libraries and mobilize
support and resources to construct or rejuvenate and improve public library activities. It should embrace a comprehensive program to sensitize people on the role of information as a way of creating more visibility to garner support for its services from the corporate organizations.

5.6 Suggestions for Further Research

More empirical researches should be conducted using a wider range of corporate organizations to explore their receptiveness to include public libraries in their CSR Programmes.

The concept of CSR is still relatively unexplored in Kenya. More future studies should investigate the nature and extent of CSR using varied populations of corporate organizations especially in a more organized and sustainable manner. There is need to replicate similar studies using more elaborate data collection instruments like in-depth interviews to users and corporate leaders.
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APPENDICES

Appendix Is QUESTIONNAIRE FOR PUBLIC LIBRARY USERS

INSTRUCTION: Please tick against one option as appropriate.

PART ONE: USERS BACKGROUND

1. What is your gender?
   • Male
   • Female

2. What is your age bracket?
   Less than 13 years
   • 13-20 years
   • 21-30 years
   • 31-40 years
   • Above 40 years

3. What is your highest or present level of education?
   • Primary school
   • Secondary school
   • College
   • University

4. What is your main occupation?

PART TWO: USE OF LIBRARY RESOURCES

1. How often do you visit the library?
   • Daily
   • Once a week
   • More than once a week
   • Fortnightly
   • Monthly
• Others (Specify)

2. Why do you visit the library? (Tick all that apply)

• Studying using the library books
• Studying your own books
• Borrowing and returning library books
• Reading newspaper and magazines.
• For leisure (Socializing and relax)
• Other reasons (please specify)

3. Which subject areas do you refer to most?
• General school subject areas
• Health issues
• Farming
• Fishing
• Current affairs
• Entertainment and Others (specify)

4. Are the information materials adequate for your information needs?
• Adequate
• Not Adequate

5. How do you rate the role of the library in providing you with information
• Helpful
• Not helpful

6. In your opinion, which subject areas need more materials and why?

7. What are the general improvements you can recommend for the library?

Thank you very much for your co-operation.
Appendix 2: KEY INFORMANT INTERVIEW SCHEDULE

1. How long have you worked with this organization?
2. What position do you hold?
3. What is your highest level of education?
4. Are you currently in any college?
5. Do you use the library/ have you ever used the KNLS public library in Kisumu?
6. What is your opinion on the role of public libraries in society?
7. What is your opinion on community support for government funded projects?
8. What is your view on Corporate Social Responsibility?
9. Do you find the CSR support for library services a viable project for your company?
10. Have would you and your company wish to support public libraries?