CSR and Sport in Kenya
Another path to Development?

Frida Svärdby
June 2012

The Lund University Master Programme in International Development and Management (LUMID)

Supervisor: Catia Gregoratti

Acknowledgements

Abstract

The pressure on businesses to act ethically and to get involved in the development area has increased. At the same time, the strength of sports as a vehicle for development is highlighted from various worldly respected leaders and organizations. The research maps the emerging field of businesses responsibility, development and sport in Kenya. Fifteen companies, which operate in the Kenyan market, are investigated from an internal, external and philanthropic aspect. In addition, the relationship between businesses and two sport non-governmental organizations (sport NGO) is explored to assess the prospect for partnerships. The findings outlines that the inclusion of sport in the investigated businesses varies. The majority of the researched companies are employing sport through team building activities, staff wellbeing, sponsorship, by fundraising sport events and through sport NGOs. Moreover, the two sport organizations are argued to be good implementers of corporate social responsibility (CSR). The research concludes that sport is considered a good tool for development but it should not be used to conceal companies' core businesses. Sport can be utilized to a greater extent in the Kenyan context and it should be further integrated into businesses' strategies.

List of Acronyms

CEO	Chief Executive Officer
CSR	Corporate Social Responsibility
HR	Human Resources
MTG	Moving The Goalposts
MYSA	Mathare Youth Sport Association
NGO	Non-Governmental Organization
NSE	Nairobi Stock Exchange
UN	United Nations

Table of Contents

List of Figures

1 Introduction

The worldly respected leaders, Kofi Annan and Nelson Mandela have recognized sport as a good tool for peace, reconciliation and development. They argue that sport has the ability to gather and unite friends and enemies on the same field (Smith and Westerbeek 2007; Levermore and Beacom 2009; Levermore 2008; The United Nations 2005). The United Nations (UN) has demonstrated its reliance on sport by dedicating year 2005 to International Sports and Physical Health (United Nations 2005). The UN General Assembly has also committed itself to sports as a vehicle for promoting education, health, development and peace in a series of resolutions[1] (United Nations 2012). The International Platform on Sports and Development[2] has expanded in recent years from 255 active sport NGOs in the beginning of 2010 to today's 387 sport organization members (The International Platform on Sport and Development 2012). Hence, sport is a well-employed instrument for development discourse and it is used more and more frequently.

At the same time CSR is a hot topic. The increasing pressure on business to be environmentally and socially sustainable forces companies to act. Businesses have become an important element in meeting development challenges such as combating HIV/AIDS, reducing poverty and building human capital. Governments, civil society and businesses maintain that CSR schemes bridge the gap between the economy and human development. It is important then that CSR policies are not only suitable for the business but also for the society at-large (Blowfield and Frynas 2005).

The road for businesses to contribute to development is broad and corporations are choosing different and multiple ways to be socially responsible. More and more businesses are employing the development-through-sport model and subsequently relate their CSR schemes to sport. It is argued that the deployment of sport related CSR is offering considerable potential for community development (Smith and Westerbeek 2007, 44). The exceptional role of sport in society and the ability for sport to address social problems is claimed to be a

---

[1] Annually between 2003-2007 and bi-annually since 2008, UN member states have unanimously adopted a series of resolutions all entitled "sport as a means to promote education, health development and peace" and GA 58/5 proclaimed the year of sports, GA 63/135 welcomed the secretariat to SDP IWG (United Nations 2012)
[2] The platform is a hub for sharing knowledge, building good practice and facilitating coordination between different actors in sport and development. The major goals of the network are to increase the visibility of sports development potential, contribute to improving the practice and encourage dialogue and partnership

unique opportunity for business to relate sport to development (Walters 2009, 81). However, sport is not advancing sport itself: rather it is a vehicle which contributes to reaching development goals. Sport is a gathering tool, which creates opportunities to unite, educate and improve the health of participants. Increased pressure on businesses has driven companies to revise their strategies worldwide and particularly in developing countries. However, CSR is argued to be a field which is dominated by the developed countries (Hamann 2006). This assigns an important role to the emerging markets and businesses in developing countries to implement responsible businesses. Kenya is one of these promising markets where the interest for CSR is increasing. Sports are also considered to be of high value in Kenyan society, especially athletics and football. Athletics is valued due to a long tradition of national prosperity with the latest success in the 2011 World Championship[3]. The importance of football[4] is demonstrated by the broad nationwide interest in the sport from barefoot children playing with homemade balls in the slum districts of Nairobi to the constant updates on the Premier League and the custom to cheer for one of the English teams even if the Premium League does not interest you. The government of Kenya identifies sport as a powerful tool for further development of the nation. Sport is important for capacity building in Kenyan society and for individuals. Sport is creating a cohesive community and a vital base for a "strong and prosperous nation" (Ministry of Youth Affairs and Sports 2012).

Sport is a big element in the Kenyan society and plays an important role in the development discourse. The role of businesses within sport for development in Kenya is however unclear. Walters (2009, 81) argues that the lack of research in this advancing field, CSR and sport, might hinder the potential of an ideal partnership. Hence, sport related CSR is a rather new area which needs to be investigated. The International Platform on Sport and Development states:

> *As sport becomes increasingly part of humanitarian and development work, as well as*
> *a part of the corporate social responsibility practices of some private sector actors,*
> *interested parties are anxious to explore the potential, as well as the limitations, of*
> *sport in their work.*
>
> (The International Platform on Sport and Development 2012)

---

[3] For instance, Kenyan men won 800, 1500 meters, the marathon and women won 5000, 10000 and the marathon
[4] European football, American soccer.

1.2 Research Purpose and Questions

Given the emerging enthusiasm for involving business in development (Hamann 2006) and the eagerness from international organizations and profiles to promote sport for development (Levermore, 2008), the research gap in sport related CSR needs to be filled. This research aims to contribute to mapping the field of CSR for development through sport. The purpose of the research is to explore and map the role of sport related CSR within a Kenyan context.

This study is not meant to raise the reputation or to black list any companies, it is rather to investigate the connection between CSR practice and sport. With this in mind, the companies' names will be used with restraint and the broader picture of the investigated businesses sport related CSR will be in focus. To be able to investigate this, the following questions are asked:

- What is the relationship between CSR, sport and development in Kenya?
- How can sport contribute to development?
- How can NGOs[5] be delivery partners for business CSR objectives?

To be able to answer the questions at hand, data has been collected using methods which will be elaborated on in the following methodology chapter. To clarify the subject a discussion about CSR and which role sports have in development is formed in section three. Further on, in chapter four, CSR is discussed in the Kenyan and African context. Chapter five presents and discusses a summary of the findings, companies' CSR schemes and sport related activities. Section six investigates if sport NGOs can be CSR implementers. Finally, in chapter seven conclusions are drawn.

---

[5] Sport NGO is referring to all sport organizations that have a development focus

2 Methodology

2.1 Research Design

The ontological position of this research is of a constructionist nature; where social phenomena are developed through social interaction. In other words, the social order is not set because actors are continuously changing it; individuals can have different realities which shape the social order in symbolic interaction with their surrounding environment (Bryman 2008, 19; Creswell 1997, 76). Therefore it is important to include the perspectives and realities of all the companies, sport organizations and the NGOs participants to fully understand the relationship between them.

The descriptive approach of the research seeks to illustrate how sport actually manifests itself in business and development. The research does not intend to present an aspirational view of what role sport should have. Because of the novelty of the subject, the research is of an exploratory nature where the aim is to start to map a phenomenon, sport related CSR, rather than to seek an answer to a problem. An exploratory study presents an insight into a given situation and does not serve as the base for decisions. The relation between business and sports is explored with the help of Welford's (2004) CSR elements, explained in 3.1, and Smith and Westerbeek's (2007) sport organization aspects, outlined in 3.2.1.

2.2 Data Collection Methods

The research was designed using qualitative data collection. The data collection consisted of an online self-assessed questionnaire[6], annual reports of the businesses, discussions, structured and semi-structured interviews and various field observations. To complement this, data was collected through a literature review and a panel discussion, which gave me a broader picture of the investigated phenomena and helped to verify the findings. The data was collected between September 2011 and January 2012. Companies and one NGO were interviewed in Nairobi, Kenya while another NGO was interviewed in Kilifi, Coastal province, Kenya. Lists of the researched businesses, NGOs and sport program participants are presented in Appendix 8.1.

---

[6] www.eup.org/csr

2.2.1 Sample of businesses

To obtain a heterogeneous sample of companies operating in Kenya a non-random sampling technique was used (Muthuri and Gilbert 2011). The sample consisted of all 58 companies listed on the Nairobi Stock Exchange (NSE). The listed companies are well integrated components of the Kenyan economy and can therefore be seen as truly important for the Kenyan society. Also, companies listed on stock exchanges, award lists or revenue lists are commonly used when businesses CSR policies are investigated (for example in, Muthuri and Gilbert 2011; Jose and Lee 2007; Chambers et al. 2005; Welford 2005). However, to ensure the comprehensiveness of the sample a snowball methodology was used in informal social networks among Kenyan businesses to gather information about other important businesses, a technique previously used by Muthuri and Gilbert's 2011. These networks identified companies who are not listed on the NSE but are seen as upcoming or important for the future of CSR in Kenya. Ten of these important or upcoming companies were included in the sample.

However, companies that did not have a website and/or an email address were, due to time constraints, excluded from the sample which reduced the sample to 48 companies from ten sectors: Agricultural, Commercial and Service, Telecommunication, Automobiles, Banking and Finance, Insurance, Investment, Manufacturing, Construction and Energy. All 48 companies were contacted via email. The email contained an introductory letter and a link to the survey. Convenience purposive sampling outlined which persons to contact; the most relevant person in the company, preferably the CSR or sustainability and environment managers (Bryman 2008, 458). For those companies without a sustainability division, emails were sent to CEOs or HR managers. In a few cases, individual email addresses were impossible to find and consequently, general emails were sent to 'information addresses'. The first person contacted was also given the opportunity to forward the message to whoever he/she thought was better suited to respond. A reminder was sent several times to guarantee the highest participation rate possible. Finally, respondents were also invited to participate in an interview as an alternative or complementary method to the questionnaire.

In the end, only fifteen companies chose to participate. The final sample size was hence revised to fifteen businesses from seven sectors: Commercial and Service, Telecommunication, Automobiles, Banking and Finance, Insurance, Manufacturing and

Construction. Nine of the businesses are Kenyan companies[7] and six are subsidiaries from international businesses[8] that operate in Kenya. These businesses were either interviewed or responded to the questionnaire; two companies chose to do both.

2.2.2 Sample of NGOs
According to the International Network of Sports and Development, there are nineteen active sport NGOs and ten active sport projects in Kenya which all include utilizing sport for reaching different development goals (The International Platform on Sport and Development 2012). The platform is voluntary so there might be more sport NGOs in Kenya. Sport NGOs are then widely employed for reaching development goals in Kenya. The sport NGOs in this research are meant to contribute to an understanding of how sport is utilized for development and what their partnerships with companies look like. The sport organizations are also evaluated regarding their ability to be implementers of a business CSR scheme. The criteria for the NGOs were; (1) In Partnership with a company, to be able to answer questions related to their relationship; (2) A relatively big NGO, to see different perspectives within the organization and (3) have accessible evaluations for contribution to interviews with program participants. The sample size was set to two due to the time and word limitations of this research. A convenience sample finally dictated which NGOs were chosen; the first two which were mentioned to me that met all the above criteria. These two, Mathare Youth Sport Association (MYSA) and Moving the Goalposts (MTG) were contacted via email and subsequently met with for approximately one day of interviews, discussions and observations. MYSA is the largest and oldest, founded in 1987, youth sport organization in Africa which is known by its slum cleanups and extensive community environmental improvements (Coalter 2010, 59). The organization has subsequently broadened its focus to include a HIV/AIDS program, Education and Anti-child labor. MTG is based in the Coastal Province of Kenya and focuses on empowering girls through education, HIV/AIDS information and preventing early and unintended pregnancies (MTG 2012). Semi-structured interviews were conducted with the employees from the two organizations. The staff were chosen purposively to get as broad picture as possible of the organization. To complement this, a convenience sampling method was used to gather the organizations' participants. MTG participants were interviewed during one day at the MTG Head quarter and the MYSA participants were interviewed during a day of try-outs for the Norwegian Cup.

---

[7] Some of them have minor subsidiaries in neighboring countries (Eastern Africa), but have their main operation in Kenya.
[8] Three of the international subsidiaries are listed on the NSE.

2.3 Limitations

The outcomes of this research are based on fifteen businesses which operate in Kenya. These businesses have voluntarily answered an online questionnaire and/or been interviewed. It is accurate to believe that only corporations with a CSR policy have answered but this is acceptable since the research aim is to map a field rather than scientifically state a reason for a problem (Welford 2005, 34). The response rate from the contacted companies was 31%, 15 responded out of 48 contacted companies. A reason why companies did not reply might be the confusion about CSR. At least three businesses corresponded stating that the questionnaire had too little to do with CSR and because of that chose not to answer. For many of the corporations representatives, CSR is only associated with a small part of what my definition of the subject is. I considered changing from CSR to a better fitted name for the Kenyan context. However, no other name on the subject was assessed as well-known within the Kenyan business sphere. Hence, this research is applying CSR as an umbrella term for companies' responsibility to the society.

The sample was developed to have a good spread between sectors but no companies answered from the Agricultural, Investment and Energy sector. The agricultural sector, according to 2010 statistics, stand for 21.5 % of Kenya's GDP and agriculture also employ the biggest workforce, approximately 70% in 2010 (Country STAT Kenya 2012). To not include the sector which represents a fifth of the Kenyan economy and which employs nearly three quarters of the population is a major limitation of this research. However, the service sector is also important for the country and is well represented in the sample. Also, the respondents are still stretched over seven sectors.

Finally, it can be argued that the usage of Welford's (2005) model is a limitation. A concern is that the model does not include all aspects of CSR and that parts of the society can be excluded with the usage of the elements. Another limitation with the model is that it only examines whether companies have policies about the elements, not whether they are implemented or evaluated. This is however only in Welford's (2005) investigations and the elements can be used as a guide for implementation and evaluation afterwards. Nevertheless, the model has been modified to fit the subject, sport related CSR and will offer more help than constrain to this investigation.

2.4 Validity and Reliability

Reliability, replicability and validity are important factors in social research (Bryman 2008, 32). This study is replicable; a similar research in another country or in Kenya in a few years time would be helpful for further mapping of the CSR and Sport subject. The internal validity is supported through relevant existing literature, even though the subject is rather new. The external validity, the generalization beyond the specific study context, is sustained with the argument that corporations all over the world are using sport due to the internationality of sport. This phenomenon is therefore not unique for this study setting. With the help of the sport related CSR elements, outlined in figure one, the reliability of this research is confirmed. Hence, the CSR elements can be a stable base for future investigations in the same subject (Bryman 2008, 149).

3 Theoretical framework

3.1 Business and Society

CSR is one of the terms that explain the role of business in society. CSR, Corporate Citizenship, Ethical business and an array of other terms are frequently used in the literature. The importance is not what to call business responsibilities to society but rather what to include in the concept. In this study, CSR is employed as an umbrella term referring to businesses' attempts and willingness to contribute to sustainable international development (Hamann 2006, 176-177).

The modern type of CSR can be traced back to the nineteenth-century, when there was a trend to reducing corporations' negative impact on society. Recently, the focus shifted to a broader perspective that puts pressure on businesses to *do well* in all perspectives: legal, environmental, ethical, societal and economical (Blowfield and Frynas 2005, 500). Blowfield and Frynas (2005, 500) assert that a global and contemporary definition includes development, environment, human rights and their intersecting relations. While Crane and Matten (2003, 68) widen the term even further by stating that, a company that wants to be a good citizen has to respect and uphold the social, civil and political rights of citizens. Social Rights are the components which build a welfare state: education, health clinics, work environment. The upholding of Social Rights can be seen as an axiom in developed countries but is still seen as a major problem in developing countries because governments often cannot afford to uphold the social rights for all citizens (Crane and Matten 2003). Civil Rights include freedom of speech, free trial and the right to be protected from abuse by third parties, amongst others. Lastly, Political Rights refer to the rights to participate in political processes such as the right to vote (Hamann 2008, 12). Therefore, Social responsibility cannot be achieved by only donating money; the business has to stretch its responsibility from when the goods and services are created to the production and beyond at all levels (Drucker 1984 in Spiller 2000, 150-151). However, it is also argued that philanthropic donations are necessary to finance the way towards, for instance, a non-dependant small holder business or to empower local citizens to originate solutions. It can be questioned if this should be accomplished through grants or if it should encompass a combination of grants, capacity development and staff involvement (Desjardins 2012). Neverthless, the general view is that

companies cannot only participate in philanthropic investments, even if these might be necessary, without an elaborated CSR scheme for the rest of the business activity.

The international principles, UN Global Compact Principles and ISO 26000 among others, refer to universal principles such as The Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Priniciples and Rights at Work (United Nations Global Compact 2012). Universal principles, which are based on fundamental rights, are important. The possibility to have an international definition when companies to some extent operate in a local-specific-context is questioned (Welford, Chan and Man 2007). Hamann (2006, 180) argues that international principles fail to provide any room for local challenges such as HIV/AIDS prevention and informal settlements. Fox (2004, 33) agrees and states that the 'one-size-fits-all' principles may be inappropriate for companies in developing countries especially if the principles include expensive certifications that poor, but important, businesses cannot afford. Although, it is also argued that the international principles are universal and can, due to their breadth, be implemented in different settings.

Businesses' role in society has been a subject for debate and critical review in management literature for a long time and has now also entered other areas, such as sociology and development which has given rise to new perspectives in the field (Hamann, 2006). Fox (2004, 34-35) asks for a CSR agenda with more focus on development and claims that the contemporary management oriented CSR agenda is failing to contribute adequately to societies. Hamman (2006, 179) agrees and argues that the management oriented CSR can make business work around and stifels the systemic change that is neccesary for improved livelihoods in developing countries. A problem lies in the differences between developing and developed countries. One of the major dissimilarities is that it is common in developing countries to have two types of economies, one established formal economy with international linkages and one informal subsistence economy. Business should take responsibility for all affected actors and with this dual economy there is a risk that the informal economy actors are not considered in the formal businesses' CSR schemes (Hamann 2006, 181). International CSR documents are argued to overlook one part or another. To make policies more inclusive, the documents should strive to be better fitted to both developed and developing countries.

3.1.1 Internal, External and Philanthropic aspects of CSR

Welford (2005) tries to respond to these critiques. He has created a table of CSR elements where he combines international conventions, codes of conduct and industry best practices[9]. Welford (2005) has tested these twenty elements on Asian, European and North American businesses. His investigations conclude that many CSR policies are based on international CSR policies but also consider localized issues and cultural traditions (Welford 2005, 33). His result proves that international CSR documents can be interpreted by on local problems. Welford's (2005) elements are therefore used in this research.

The table of CSR elements, see figure one below, is applied to clarify how and where sport is employed in the fifteen investigated businesses. Although a few changes have been made to Welford's (2005) original elements, his elements are divided into four categories: internal, external, citizenship and accountability (Welford 2005). The third category, citizenship, is referred to as philanthropy due to the underlining elements actually point out donations without any direct involvement of the company. This will also minimize the confusion between financial support and corporate citizenship, which is discussed with Crane and Matten (2003) arguments in section 3.1. Welford's (2005) accountability aspect is also excluded due time limitations. As the names reveal, Internal Aspects include what is done inside the company and External Aspects explore what the company is doing outside its actual walls but still in line with its business. Philanthropy consists of direct support and raising awareness on social issues. Some of Welford's (2005) underpinning elements have been excluded for the reason of maintaining a focus on the subject, CSR and Sport, and simultaneously others have been included. A further clarification of the three categories and the underlying elements can be seen in figure one below and Welford's (2005) ordinary elements are outlined in appendix 8.2.

Many of these CSR elements can be placed under more than one category. It can, for example, be argued that environment is more of an overarching element or that staff volunteering should be placed under staff wellbeing rather than under community commitment. However, this model is a good instrument for the structure of the research and it is used as a guide for the different aspects rather than being fully embedded into the research.

---

[9] UN Universal Declaration of Human Rights, ILO Conventions, UNESCO Project on Technical and Vocational Education, UN Global Compact, Industry best practice, Ethical Trading Initiative, Transparency International, Global Report Initiative, AA1000 standard.
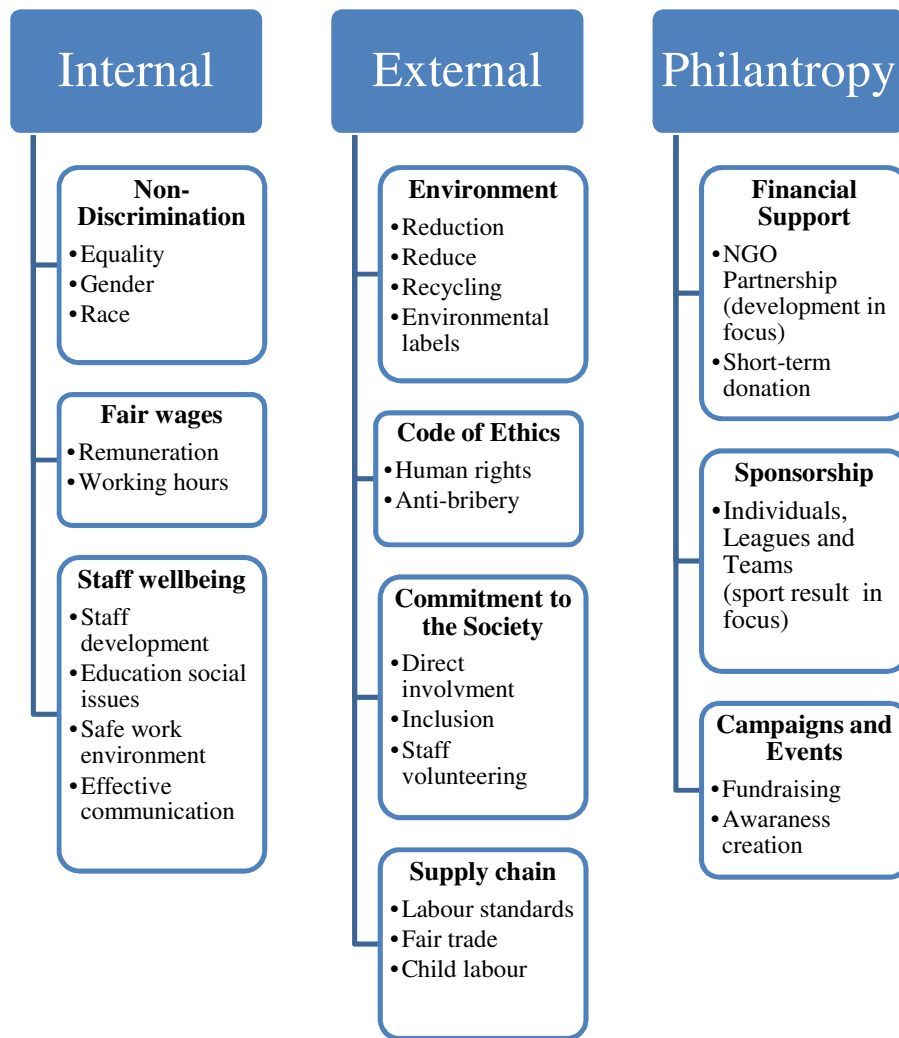
Internal

Non-Discrimination
- Equality
- Gender
- Race

Fair wages
- Remuneration
- Working hours

Staff wellbeing
- Staff development
- Education social issues
- Safe work environment
- Effective communication

External

Environment
- Reduction
- Reduce
- Recycling
- Environmental labels

Code of Ethics
- Human rights
- Anti-bribery

Commitment to the Society
- Direct involvment
- Inclusion
- Staff volunteering

Supply chain
- Labour standards
- Fair trade
- Child labour

Philantropy

Financial Support
- NGO Partnership (development in focus)
- Short-term donation

Sponsorship
- Individuals, Leagues and Teams (sport result in focus)

Campaigns and Events
- Fundraising
- Awaraness creation

Figure 1: Aspects of CSR
The model is based on Welford's (2005) well elaborated CSR elements. A modification has been made to better fit sport related CSR.

It is important to note, despite the differences in views regarding the concept, business is in several ways important to development (Thrane, Johansen and Jakobsen 2006). Firstly, the local private sector in a developing country is significant for economic development. Secondly, business from developed countries affects the way business is done in developing countries. It affects local business, competition, the level of technology, wages, workers rights among other areas. Thirdly, the international pressure on companies to do business in a responsible way is contributing to a broader understanding and also to development in the long run (Thrane, Johansen and Jakobsen 2006, 180). Thrane, Johansen and Jacobsen concludes that:

The resources, competencies and active involvement of the private sector are necessary for solving the problems of the developing world.

(Thrane, Johansen and Jakobsen 2006, 181)

However, they argue that business cannot be left alone in the development arena due to the lack of local knowledge and the need to understand the difficult social, economic and political environments (Thrane, Johansen and Jakobsen 2006, 180-181). To be able to develop a whole country and not only small parts of it, a partnership between governments, businesses and the local community is necessary (Thrane, Johansen and Jakobsen 2006, 201).

3.2 CSR and Sport

In 2003 the UN Inter-Agency Task Force on Sport for Development and Peace stated that if a sport based initiative is well designed, it can be a powerful, practical and cost-effective tool to achieve development and peace objectives. As mentioned in the introduction, an expansion of the usage of sports for social change has occurred, especially in low-income countries. The expansion has partially taken place because of the general perception that sport is a good tool for development and sport is neither associated with corruption nor is it linked with the relative failure of regular development policies (Levermore and Beacom 2009, 1). The major actors in this field are sports NGOs, sport institutions and multinational sports corporations, often in partnership with one or more businesses.

The NGOs can of course receive money but can also benefit from technical support, networking assistance and advertising from the partnering businesses. These kinds of initiatives are useful as non-political vehicles for the development process. However, sport NGOs should also consider which type of business they are partnering with. If an organization has a health development scheme it is not a good idea to partner with fast food, soft drinks or tobacco companies. The motives of the company could also be questioned and it could be seen as an attempt of 'washing' their business. It would send a skewed message: supporting a health scheme while at the same time encouraging unhealthy products (Levermore 2010b, 44). Multinational sport companies, like Nike and Adidas, may not be the best option for sport NGOs either. Sport companies invest in different sport initiatives and are logically providing these with equipment but this can be at the expense of the local market,

which could have contributed similar goods (Levermore 2010b, 45). NGOs have the responsibility to reflect on the companies they partner with to be certain they are connected to a business that they share their values with. Otherwise, it can be claimed that sport NGOs are driven by the needs of a company instead of the needs of the community. Nevertheless this is a complicated balance because NGOs are dependent on funders and cannot always choose whom to partner with.

Even if sport is argued to encompass morality and discipline, sport is usually used as a gathering tool to achieve a range of development goals such as social, economic and political objectives. Sport is not the goal, but rather a vehicle to achieve development objectives (Levermore and Beacom 2009, 8). Sport also has a decisive role to play in national integration, which is critical for the development process (Fokwang 2010, 199). Smith and Westerbeek argue that:

Sport offers a bridge across social and economic gaps, an opportunity to improve the quality of life, and a stimulus to encourage large and profitable business to share a little of their prosperity

(Smith and Westerbeek 2007, 81)

The methods used to reach these objectives are often vaguely described and it is implied that sports activities will 'spill over' to the development objectives (Levermore 2010a, 224). Nevertheless, sport is proven to have a power to reach communities where traditional development tools do not (Levermore 2010a, 238). A concern has been that the world of sport is a fortress of male domination with little consideration placed on women's role in sport. As Saavedra (2010, 124) argues, it is a strong link between "sport, body practice, gender and sexuality". Nonetheless there are ways to demolish this male dominance and to intersect sports, gender and development (Saavedra 2010). Specific programs for women and sports have occurred even if they tend to be peripheral, for example Go Sisters in Zambia and U-Go-Girl in Namibia, South Africa and Zambia. With the help of these programs women can access education and social support among other areas (Saavedra 2010, 138). Therefore it is arguable that sport is a benefit instead of a concern in gender discussions. Saavedra (2010,141) also points out that the lack of dialogue around sexuality is a concern in sport organizations: reproductive health is widely discussed but sexualities other than heterosexuality are barely mentioned.

Coalter (2010, 58) argues that the sports initiatives are of two different natures. Firstly, there are sport NGOs with a development objective, usually social or health related, and sport is used to reach these development objectives while the result of the sport activity are of less importance. Secondly, there are sport organizations where the primary goal is the espousal of sport itself, for example sponsorship to individuals, teams or leagues. The sponsorships can also address a number of social issues but their primary purpose is the sport activity and its result (Coalter 2010, 58). Businesses can also invest in fundraising sport events which can additionally be seen with the sport result as a focus or with a clear development goal in focus. A fundraising sport event is an event that is created to raise the awareness and funds for a social cause through a physical activity. This type of event will give both the business and the event founder an opportunity for advertisements (Higgins and Lauzon 2002). A business that partners with a sport NGO is "not based on the promise of positive exposure", like the positive business exposure that sponsorship to individuals, teams or leagues provides (Smith and Westerbeek 2007, 46). The opportunities of positive publicity might be a major incentive for business to invest in sport.

The range of possibilities on how to include sport in CSR is wide. But Smith and Westerbeek (2007, 49) argue that a sponsorship or just a donation of funds to a sport NGO does not represent a social responsibility. A more sustainable way to contribute is through employee volunteering and partnerships. The majority of sport NGOs can however not survive without financial support. Smith and Westerbeek state:

Without the financial backing of corporate partners, the value of sport as a vehicle for social responsibility is limited and the scope to improve this flow of resources to sport is substantial.

(Smith and Westerbeek 2007, 50)

Levermore (2010a, 225) claims that businesses which previously had or currently have a long-standing relationship with sport through sponsorships are more willing to invest in sport NGOs with clear development objectives and that the already existing relationship to sport makes the transfer easy. This might be a motivation for business to move their investments to sport NGOs and contribute to the development through donations or through staff volunteering and partnerships.

The CSR and sport literature handles the relationship between business, multinational sport companies, sport NGOs, the sport management and sport events without any further consideration of the other aspects of CSR. Levermore (2010b, 33) points out that a business operates more effectively with a healthy and well-educated workforce. This is however one of the few comments about the workforce. It can be argued that this aspect has less to do with development and more to do with workers rights and staff's wellbeing. Nevertheless it is acknowledged that sport is a good tool to improve health and education; for instance, the Australian Sport Commission has an extensive implementation guide for staff wellbeing (Department of Sport and Recreation 2012). These types of CSR might be obvious in a developed country while it in developing countries is conspicuous by its absence.

Another criticism of the usage of sport is that the CSR schemes are unclear and that they fail to explain why sports will deliver development outcomes but in the same sense businesses generally failing to produce clear CSR schemes (Levermore 2010a, 237). Even the 'glossy CSR reports' get a lot of criticism because they are considered too facile (Hamann 2006). Smith and Westerbeek (2007, 48) argue that a solution to this problem might be for corporations to abstain from creating a relationship with sport organizations which do not have documented policies on their social obligations.

3.2.1 Sport CSR
The sport NGOs have been investigated with the help of Smith and Westerbeek's (2007) remodeling of Welford's (2005) twenty elements to ten sport CSR aspects. Smith and Westerbeek (2007, 47) claim that if a company is trying to achieve its social responsibility through a sport organization the most important factor has to be what sport can contribute. They have pointed out ten elements where sport has an opportunity to contribute to development and where the sport organization has the potential to be socially responsible.

1. Rules of fair play, equality, access and diversity are highly valued. Sport offers an equal opportunity for all in the society and that the participants abide certain rules.

2. The safety of participants and spectators from physical, sexual and verbal abuse must be ensured.

3. Independence of playing outcomes for example gambling: it has to be guaranteed that the outcomes of the field stay on the field and are not negotiated by someone outside.

4. Transparency of the sporting governance to ensure fair governance and give all participants the opportunity for employment.

5. Pathways for activity, modify versions of development and activity to guarantee pathways for development.

6. Community relation policies to understand local social needs

7. Health and activity foundation, sport organization should have policies which recognize the importance of physical activity for the health of a society.

8. Principles of environmental protection and sustainability because of sport's demand on the physical environment, for example on fields.

9. Developmental focus of participants, policies to formalize commitment to physical, social and personal development.

10. Qualified and/or accredited coaching to make sure the standard is high and that the above elements are complied with.

<div align="right">(Smith and Westerbeek 2007, 47-48)</div>

This list can be used by a corporation to ensure that the desired social responsibilities are actually achievable through sport. Sport is however uniquely positioned to influence society and communities because sport organizations already are woven into the society. Companies can draw benefits from this, especially businesses with a detachment to the society. Companies can use sport as the bridge to the community (Smith and Westerbeek 2007, 48).

4 CSR in Kenya

CSR can be interpreted differently by different businesses (Blowfield and Frynas 2005, 501-503). Richard Welford et al. state that "CSR differs from place to place, from industry to industry and over time" (2007, 52). Hence, this research focuses on Kenya and an understanding about CSR in Kenya is particularly necessary but it can also benefit from a more general African view. Wayne Visser (2006) has mapped the CSR-field in Africa. He argues that economic and philanthropic responsibilities get the most emphasis from companies in Africa while ethical and legal responsibilities get very little emphasis (Visser 2006, 37). He points out that the socio-economic needs in Sub-Sahara Africa are so huge that philanthropy have become an expected norm. However, it can be argued that African countries have become used to philanthropy through decades of aid and the societies depend on financial support from international development programs or from businesses. Visser (2006) continues by explaining the low priority of legal compliance. The reason might be the lack of government policy and enforcement. Even though he states that his views on CSR in Africa are speculative and need further research, it is important to realize the differences in prorities and the public view on businesses in societies between developed and developing countries (Visser 2006, 48).

Hamann (2008, 9), agrees with Visser (2006), but points out that the prevalence of this observation should not minimize the role that the law can play. Hamann (2006, 179) argues that the term CSR has inherent limitations which might be difficult to get rid off. In some settings, especially arround Africa, CSR is seen as synonymous with corporate philanthropy and little or no understanding of the broader concept is given (Hamann 2006, 179). CSR is not meant to cover up for a business but is rather to be united with the whole business structure (Hamann 2008). There is, however, nothing wrong with philanthropy if the company also recognizes the other parts of CSR, which more directly include the core business of a company.

Ufadhili Trust (2008) relesead a report about CSR practices and initiatives in Eastern Africa[10] based on 85 companies. The report concluded that the general description of CSR among businesses in the region is that CSR is 'charity to the needy'. In other words, a majority of the

---

[10] Kenya, Tanzania and Uganda

investigated business in Eastern Africa refers directly to community engagement when thinking of CSR (Ufadhili Trust 2008, 10). Another stunning finding was that "The major CSR and community engagement decisions are normally made at the beginning of the year or near budgeting period" (Ufadhili Trust 2008, 9). Hence, the report shows that philanthropy takes a huge role in East African corporations and that the CSR decisions are made when companies have money left in the end of the budget period. The general view of CSR among the fifteen investigated businesses in my research is verifying Ufadhili Trusts (2008) findings; CSR is an opportunity for the company to give back to the community mostly through financial donations. Also, there are only a few who, as a respond to the question about their CSR direction, mention their core business for example "promoting sustainable tourism" (Tourism Promotion Service Eastern Africa 2011) and "using our technology for the good of the community" (Ericsson 2012). There is a visible distinction between the investigated international subsidiaries and Kenyan businesses. The international subsidiaries focus more on the core business and the environmental footprint while the Kenyan companies give extra attention to philanthropy and staff volunteering. This might be because of a broader pressure on the international subsidiaries to perform ethical and environmental friendly.

Ufadhili Trust (2008) is trying to change this view so that more companies in Kenya are connecting their core business to CSR. The organization has developed a CSR tool kit among other instruments for business to get a broader understanding about CSR. According to Mwaura (2006), the Kenyan government is also trying to change this confusion of CSR with the help of a Draft Constitution which seeks to make companies liable for human rights, including environmental, comsumer and labour rights. A mandatory document like this has not been implemented in many countries, which will give Kenya an advantage in corporate accountability towards development (Mwaura 2006, 140). The Constitution is meant to apply the standard of international human rights law, but instead of only making the state responsible for implimentation, it will also require companies to uphold similar standards in the course of its business (Mwaura 2006, 155). Human rights did not get as much room as Mwaura (2006) hoped for in the final Companies Bill 2010 (The Republic of Kenya 2010). But the impact of the company on the community and environment are at least taken into consideration in the new bill. One reason for the government initiative might be because the Kenyan private sector has suffered from accusations that they are not meeting their social

responsibilities (Mwaura 2006). Del Monte Kenya[11] experienced, for example, huge losses after a boycott of their products. Del Monte offered social facilities to it's employees and they paid a relatively good wage but the society felt that the company did not do enough. The boycott was called off in April 2001 after the company guaranteed that they will invest in schools and health clinics for the employed, their families and the neighbouring communities (Mwaura 2006, 140). The Kenyan private sector has also experienced many labour strikes where the labourers have demanded higher wages, a secure work environment and the right to leave (e.g. sick, maternity, vacation). Another reason might be the growth of democracy in Kenya, which has made it possible to demand accountability from companies regarding social resposibilities (Mwaura 2006, 144). Conversely, the Kenyan government has in fact been afraid of putting pressure on exisiting laws because of fear of losing investments from international companies, which has made basic legislation in effect voluntary (Kivuitu, Yambayamba and Fox 2005, 3). Mwaura (2006,15) acknowledge however a need of legally binding business norms in Kenya. The Company Bill 2010 might be an answer to this.

Hamann's research on mines in South Africa implies that "the most influential driver of recent changes in companies' policies and practices has been the government's new regulatory framework" (2008, 9). He advocates for having at least some governmental influence in the CSR context. If the public sector, businesses and the society work together towards a common goal all actors will benefit and hopefully also include the informal sector. Given the different players with different priorities and capacities, a collaboration would be ideal but the implimentation process of this kind of cooperation is tricky (Hamann 2006, 190). Thrane, Helle and Jakobsen (2006, 195) agree with Hamann (2006) and state that it is the government that has the power to ensure that CSR is a sustainable development engine with the help of laws, institutions and incentive structures. Hamann (2006, 190) points out that a movement towards this kind of partnerships has already started. The Kenyan government has taken a step in the right direction with the establishment of the Kenya Vision 2030. The government invited the public sector, the private sector, society, media and NGO's to contribute to Kenya's development plan. The plan aims for Kenya to be a middle-income country in 2030. The vision consists of three pillars: economic, social and political and is divided into five years goal plans with the first ending this year, 2012 (Government of the Republic of Kenya 2007). The economic pillar might have more space than the other two but

---

[11] Del Monte Kenya is a fruit and juice company.

that for example the citizens can claim decent living standards as a right under the constitution is a big step forward for the Kenyan society (Government of the Republic of Kenya 2007). This is especially important for the majority of Nairobi's population[12] which lives in informal settlements. The vision had a problematic start due to the postelection violence in 2007, so if this cooperation has actually worked will be revealed in the first five year report. Hovewer, to include these actors in a policy working group encourages further cooperation.

4.1 Low-income Markets

A rather new area of interest is that businesses have started to look at the poor as customers. Africa's socio-economic challenges have in fact created a new market filled with innovative business oportunities. Hamann states:

> *This quest for innovative products or services that benefit the poor is perhaps the most exciting and important corporate citizenship frontier, although the label 'corporate citizenship'* [or any other CSR label] *is rarely mentioned in this context.*
>
> (Hamann 2006, 182)

 To be able to enter this market, companies have to change their business models, the revenue can no longer depend on high margins. Instead it has to depend on volume and capital efficiency (Hamann 2006). Due to the constant pressure for short-term profit and quarterly reports, it is most likely that this innovative business for the poor remains a sideshow to the ordinary business (Hamann 2008, 17). Fox (2004, 34) welcomes these types of attempts to connect the business agenda to poverty reduction. But he also calls for a more development oriented CSR agenda as a whole which regulates these innovative solutions. A development approach to agendas will encourage linkages to local communities in order to maximize the transfer of skills and assets. Moreover, a development oriented CSR agenda need to have a well developed section on economic and market power within supply chains and other partnerships between companies and local communities (Fox 2004, 34). He argues that:

---

[12] 71% of Nairobi's population was according to 2001 estimations living in the slum (UN HABITAT 2012)

As the business community starts to recognize the opprtunities of doing business in low-income markets, advocates of the CSR agenda must seize the chance to ensure that this approach is genuinely supportive of broad-based development, rather than a smokescreen for increasing corporate dominance of a yet untapped market.

(Fox 2004, 34)

The investigated businesses are starting to enter the low-income market in Kenya. Four of the banks have widened their business to encompass more accessible banking. These include mobile banking, financial literacy education and micro loans (CfC Stanbic Bank 2011; Equity Bank 2011; KCB 2011; Standard Chartered 2011). A hotel chain has economic empowerment programs for the local community which has opened up local markets with food products and services (Tourism Promotion Service 2011). However, it might be easier for some sectors to enter this market than for others, the investigated insurance company are for example not sure what they can do (Pan Africa Life 2011). On the other hand, this is an innovative business opportunity and it is probably a way for the insurance sector to include the poor in their business agenda. As Hamann (2006, 182) argues, these initiatives are nevertheless seen as pure business and are not considered in CSR schemes. The CSR agenda has to ensure the broad-based development of these initiatives so that it is not solely a new area of corporate dominance (Fox 2004, 34).

5 CSR and Sport in Kenya

To be able to investigate if sport activities are included in a CSR agenda it is urgent that the investigated companies have a CSR policy. A natural selection of best practice businesses has been made due to the fact that the companies which agreed to participate in this study most likely have an extensive CSR policy (Welford 2005; Muthuri and Gilbert 2011). In this section the fifteen researched businesses' main focus areas are discussed. It will be examined how and if the three categories: Internal, External and Philanthropy include sport. The Philanthropic aspect will be more elaborated on than the other categories in this research due to the fact that philanthropy is the major investment area within the investigated companies' CSR schemes. The connection to development goals is also clear in the philanthropic aspect while it is more concealed in internal and external aspect. However, partnerships with sport NGOs can include more than just financial support and can therefore be interpreted in the external approach as well.

As stated before, sport has a strength to reach communities where traditional development tools do not (Levermore 2010a, 238). This is also the general view within the investigated businesses. Ten of the fifteen companies argue that they believe sport is a good tool for reaching out to people, the five remaining companies did not reject sport as a vehicle but did not comment on it. According to the ten companies which believe sport is a good tool, sport brings people togheter, it is universially accepted and transcends social barriers. A construction company states that "A working nation is also a sporting nation" which drives the usage of sport to a even higher level of importance (Eastern Africa Portland Cement 2010). However companies also have concerns with using sport. A telecommunication corporation points out that sport is not the best tool in every. Females can be excluded from sport and if sport is not valued at all in a community it will not be the right tool to achive development for them. Although, in other areas it might be the best fitted tool. In the Kenyan society it is a good tool, because sport is a part of everyday life (Safaricom 2011).

5.1 Internal

A general impression from the investigated businesses is that internal elements are of great value for the businesses. But the corporations claim that the internal aspect has little connection to CSR. All businesses have policies for non-discrimination and fair wages, however not all have them written down. Nevertheless these are taken for granted and not elaborated on at all. As one of respondent commented, this is because the Kenyan labor laws changed in 2007 and it became obligatory for the companies (Heritage Hotel 2012). The policies are a legal must but the implementation of these might be lacking. Gender equality in management positions is of particular concern. Nonetheless, the corporations do not consider sport as an implementation tool for these policies.

The staff wellbeing element is also taken for granted. All researched businesses have staff development programs where relevant courses and opportunities to climb the career ladder within the company are given. Fourteen companies have included information about social issues, in particular HIV/AIDS education. These companies, including a few subsidiaries from international businesses, have then taken the local context into consideration. This proves that CSR can look different in different context and also that it is possible to embrace international CSR elements into local problems (Welford et al. 2007; Blowfield and Frynas 2005).

Ten companies have sport as a component in their staff wellbeing programs, showed in figure two below. The general employment of sport among these ten companies is within their team building efforts. To keep the staff fit through a gym at the office or opportunities to participate in other sporting actions such as staff teams and clubs is also well drawn on within the ten companies. It has been proven that businesses operate more effectively with a healthy workforce providing sufficient reason to incorporate sport into wellbeing programs (Levermore 2010b, 33). If the businesses rely on their staff for ongoing operations, they have to invest in keeping their staff happy, motivated and healthy which can be managed partly through sport (Department of Sport and Recreation 2012).
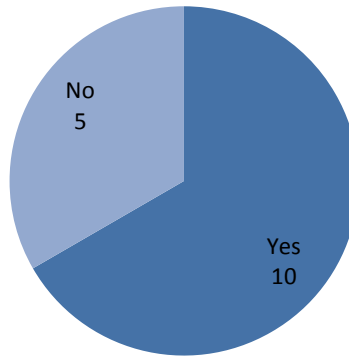
Figure 2: Sport within Staff wellbeing
Ten of the fifteen investigated companies' state that sport is a part of their staff wellbeing.

The usage of sport internally is seen as a fun element of team building activities and also as an opportunity for those who want to exercise, although it is not compulsory. It can be argued that these elements should be required to raise the effectiveness and lower the days of sick leave amongst personnel. However, to force anyone is never a good option. The companies can instead raise the incentives and opportunities for the staff to participate in sport activities. Sport is considered a leisure activity for many of the investigated companies and the opportunities for a more effective workforce are often neglected. Nevertheless, sport can be applied as an engine and meeting point to make the workforce more equal, empowering women to apply for management positions and reach all personnel for HIV/AIDS education. Sport can especially raise the self-esteem of staff and create awareness about similarities and dissimilarities (Department of Sport and Recreation 2012). The opportunities for sport are not well incorporated in the internal aspects of the investigated businesses even if they do have sport activities internally. The involvement of the business in these kinds of internal activities was questioned by the researched companies.

5.2 External

In this section the fifteen investigated businesses' sport activities related to the external aspect of CSR are examined. A strong commitment to the community is shown by all of the investigated corporations. The commitment is however outlined differently. Hence, the obligation to society will be explored thoroughly while the environmental consideration of sport activities will only be touched upon. The code of ethics and the supply chain will not be discussed because these elements are considered to be unrelated to sport among the investigated companies.

How sport activities affect the environment was not deliberated by the researched companies. Although one company stated that they planted trees around an area where they had a road-race (Kenya Commercial Bank 2011). It could be argued that the company should choose an event that does not affect the environment as much as a road-race and the effectiveness of these young trees to actually reduce the emission from the cars can be questioned. The company at least realizes that this is an environmental problem which is more than other companies do. A hotel representative did not see any problem with the amount of natural resources, land and water, required for conducting and maintaining golf tournaments and golf courses (Heritage Hotel 2011). However this is an aspect of the Kenyan Government vision 2030 which points out the importance of ECO-tourism where golf, among other sports, is included (Government of the Republic of Kenya 2007). This will probably include a higher respect for the environment in the tourism sector. Companies should reflect upon their environmental impact across their business even if sport is only considered as leisure for employees. The general environmental concern among the investigated companies was also very diverse. Twelve companies state that they are working towards achieving minimal resource usage in their operations. The diversity reached from all hotels in a hotel chain working on reducing their ecological footprint with the help of, for example, solar panels (Tourism Promotion Service Eastern Africa 2011), to a company which stated that they have started to use email more and that they turn off the lights when leaving a room (CfC Stanbic bank 2011). Even though some companies have come further than others all researched businesses have started to think about what they can do better for the environment. With this growing concern for the environment among businesses, sport activities' demands on the physical environment should follow.

A common way of sharing the employees' skills is through a staff volunteering program. Staff volunteering programs allowed staff to volunteer with full payment for a couple of days to help communities where their skills are needed. The company provides paid time off work to volunteer and expects a more productive workforce in return (Booth, Park and Glomb 2009). As figure three shows below, the majority of the businesses have some kind of staff volunteering program. The programs are outlined in different ways though and five companies let staff volunteer for more than four days per year meanwhile others limit volunteering to, one to three days per year. Other types of volunteering programs include, for example, when a whole company volunteers at the same time with activities such as tree-

planting and clean ups. One telecommunication company has an extensive program where all staff can volunteer for four days per year, but the employees also have the opportunity to volunteer for an organization for up to three months. The representative stated that the three month volunteering is possible if the organization really requires the special skills of the employees (Safaricom 2011). The company outlines that the staff can contribute to the society with their skills and knowledge to build capacity and contribute to positive changes (Safaricom 2010).
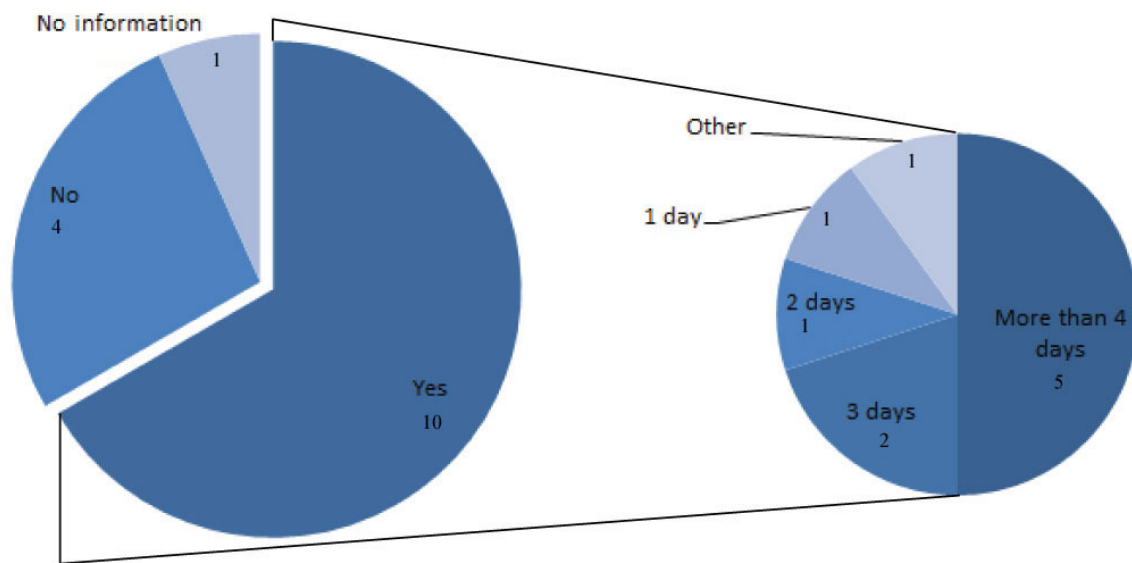

Figure 3: Staff Volunteering
The left circle diagram illustrates the number of researched businesses which haves and do not have a staff volunteering program. The right circle diagram shows the number of volunteering days per year of the ten investigated companies with a staff volunteering program. The section of *other* represents companies that do not have a set amount of days and/or have theme days and weeks when staff volunteer.

The same telecommunication company organizes staff volunteering to sport organizations. The interviewees argue that this does not mean the staff could participate in the sport activities: rather it is meant to help the organization in areas related to the expertise of the partnering companies' staff (Safaricom 2011). However including sport organizations in their volunteering program denotes the fact that they are directly involved in a sport for development plan, which includes sport in their external aspects. The telecommunication company was working with MTG for three months through the staff volunteering program. MTG employ football to mobilize young women. MTG's program manager states that football in itself provides the girls with better health and a higher self-esteem but that the main goal with the program is to empower young women and to educate them about sexual

health (Margareth 2012). Football is used as a gathering tool for reaching the girls. The telecommunication company was setting up a resource center for the girls; they brought their old computers, installed them and taught some how to use them. The company also contributed with a mobile financial system and they helped out a lot with various administrative problems (Safaricom 2011). Because the company had their own personnel at the organization, MTG did not have to process a report about the specifics concerning the businesses' contributions. The organization usually has to produce a specific report to its donors. Therefore, this was appreciated even though MTG would not complain if they had been asked to do another report (Margareth 2012). This project has certainly developed MTGs capacity and the company staff has, at the same time, gained experiences and is probably coming back to the company with more energy and can therefore increase productivity (Booth, Park and Glomb 2009).

This telecommunication company is the only one of the fifteen investigated businesses, which has sport included in its volunteering program. Other businesses state that their employees participate in sport events for a community cause. These events are meant to raise awareness meanwhile raising funds of a social problem. The events include golf tournaments, walks and marathons which staff participate in for exercise, networking and to contribute to funding a community cause. The fundraising sport events are short-term investments for the companies and the events provide the business with publicity whilst supporting community causes. The fundraising sport events are discussed further in next section, 5.3 Philanthropy.

Sport is not broadly included in the external aspect of CSR in the investigated businesses. The only included element is their commitment to society. One company had sport organizations utilized in the staff volunteering program and a few investigated companies' state that their personnel participate in fundraising sport events. The fifteen businesses are not aware of the need for protection of the physical environment when participating in sport activities or constructing sport fields and auditoria. The responsibility for sports' impact on the physical environment is questioned with arguments whether the community or the government should provide the fields and the land resources. However, companies should include all aspects of its business to be able to be considered a sustainable company.

5.3 Philanthropy

This might be the most discussed area of CSR. Philanthropic giving is argued to be a way for companies to cover up any unethical business with financial support instead of focusing on making the business ethical. It can also be claimed that philanthropy has nothing to do with the core business and can therefore not be included in CSR (Hamann 2008). However, it is also argued that philanthropy is necessary for the start up of development projects (Desjardins 2012). Nonetheless, philanthropy is what a lot of Kenyan companies understand CSR to be and therefore cannot be excluded from this research. CSR is referred to as an umbrella term with a broad definition, in which businesses are doing well on all levels: legal, environmental, ethical, societal and economical (Blowfield and Frynas 2005, 500). This is at least not excluding philanthropy. The major parts of sport related philanthropy: financial support to sport NGOs, sponsorships and fundraising sport events are discussed below.
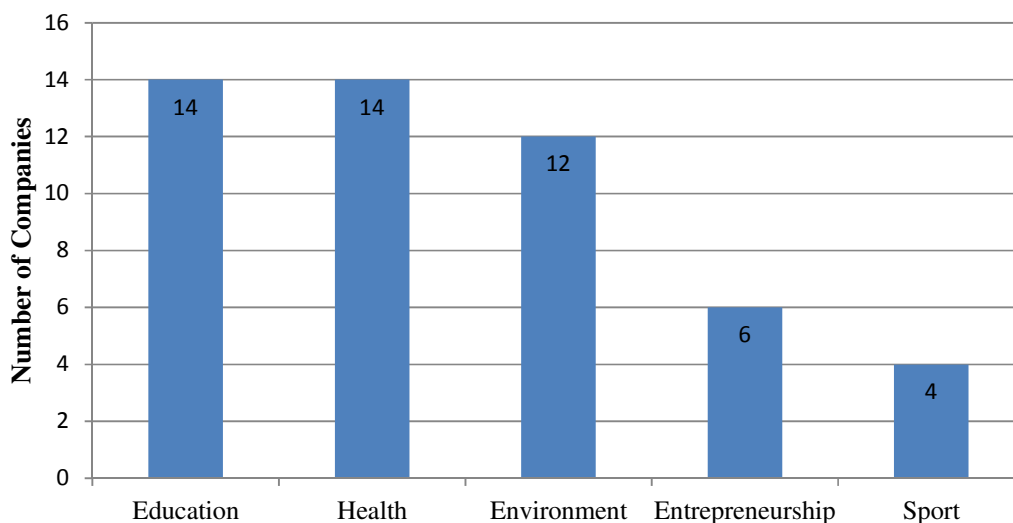

Figure 4: Area of main philanthropic investment
Investments in education and health related causes are made by fourteen of the fifteen investigated businesses whilst twelve invest in the environment, six in entrepreneurship and four companies invest in sport.

All fifteen companies are supporting society's causes directly, mainly through financial support or supplies to an NGO but also through actions such as buying trees for a public tree-planting day. The main areas of support, outlined in figure four, are education, health related investments and the environment. Ufadhili Trust's (2008) report concluded that Eastern African businesses mainly invest in the environment and education. This study confirms a great concern for these two areas but also points out that health related issues is an area of

major investment for the fifteen researched companies. Figure four also illustrates that sport is a rather small area of investment. However, this figure only demonstrate the investments in sport NGOs and does not embrace the other parts of sport investments because the unclear development objective of these investments.

Ten out of the fifteen researched companies invest in sport sponsorship programs, fundraising sport events, sport NGOs and minor sport projects on schools. Five companies affirm that they sponsor one or more sports teams, individuals and/or leagues. Sponsorship programs may not be included as CSR in the CSR literature but sponsorship can still have development embedded in their activities and can be incentives for companies to invest in other sport activities more directed to development. Some of the investigated companies did however count their sponsorship programs as CSR and are therefore included in this research. Businesses usually invest in sport sponsorship programs for publicity while the sport club or individual's main motive for cooperation is financial. Elite sport programs which partner with a business are faced with an obligation of returning the investment by way of exposure, hospitality, product sales and positive associations while a sport NGOs are not supposed to be faced with any of these commitments (Smith and Westerbeek 2007, 46). The incentive for companies to invest in sport NGOs can of course also be questioned. The company can certainly gain publicity, through their own advertisements and is now showing that the business is supporting a social cause or through advertisements at the sport NGO. However, the two visited NGOs did not have any visible commercials from any of the partnering companies at their buildings and fields. The only place where MTG and MYSA reckoned they had the emblem of a company was on T-shirts and on their websites. The t-shirt is usually used in matches and this can be compared with the usage of company emblems in sponsorships. The audience of a community based sport activity compared to a TV-aired elite sport arrangement is however very small. This can conclude that the companies' major reason for investment is not publicity at the sport NGO. The incentive for a company to invest in a community sport program is however similar to the reasons for investing in other community causes. Nevertheless, to be able to secure partnerships with businesses, sport NGOs may have to consider increasing the incentives for partnerships. Smith and Westerbeek's (2007) model on how sport NGOs can be good implementers of businesses CSR policy outlines benefits for companies to invest and also how sport for development organizations can make themselves more attractive. This model is elaborated in chapter six.
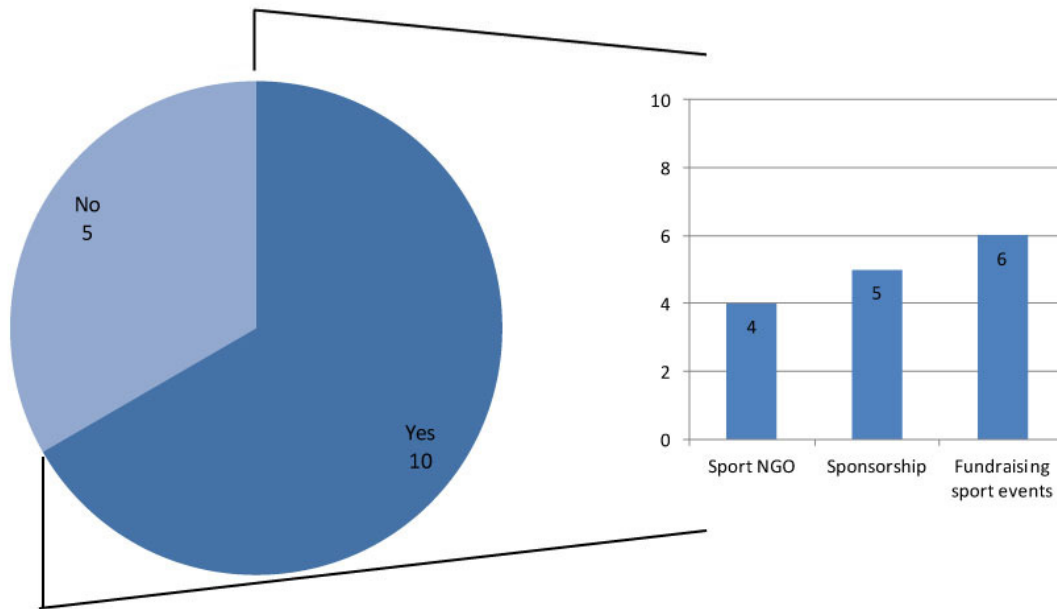
Figure 5 Philanthropic Sport investments
The circle diagram to the left illustrates how many of the researched companies invest in sport programs. The bar chart to the right separates the ten of the investigated businesses that stated that they invest in sport into three types of investments. Sport NGO, includes sport organizations with clear development goals in focus. Sponsorship programs contain sponsors to individual, team or league with the sport results as a major focus. Finally, fundraising sport events means that the company participates, donates and/or organizes a fundraising sport event.

Six of the ten companies that invest in sport participate or organize sport tournaments and events to raise funds for a community cause and to create awareness about the cause. These events are claimed to include local community groups and minimize divisions among citizens (Misener and Mason 2009). It is questionable whether these fundraising events should be seen as sponsorship or rather as a community initiative (Akindes and Kirwin 2010). The nature of the events are very different, events like the *Mater Heart Run* which many of the researched companies participate in, is run for the cause of financing heart surgeries for children. This heart run does not focus on the actual sport while it can be argued that the *Standard Chartered Nairobi Marathon* focuses on the sports result in itself, even if all the raised funds go to prevention of blindness. It can be claimed that participating or arranging fundraising sport events is most likely for advertisement and networking rather than to espouse the community development. Sport events, like the two explained above, will create more publicity for the corporation than a long term sport and development program. These events are also easy to join and do not need any further consideration on the specific cause (Higgins and Lauzon 2002, 364). According to Ufadhili Trust's (2008) findings, 'the easiness' is one of the major incentives for businesses in Eastern Africa to invest in a social cause. Events are unique

31

opportunities for business to be promoted in the global marketplace and simultaneously secure resources for development efforts (Misener and Mason 2009).

However meanwhile businesses participate in these sport events and benefit from the social interaction and staff wellbeing, the organization behind the event also benefits through a new source of funding (Higgins and Lauzon 2002, 364). The organization does not have to solely rely on the 'cause' to get funds anymore and can attract donors that have not been interested in the cause before with the help of the sport event. This is an opportunity for the company and the organization behind the event to reach their goals through a shared exchange of valued benefits (Higgins and Lauzon 2002, 364). Higgins and Lauzon (2002, 365) call these sport events an innovation for development organizations that want to expand their fundraising techniques and increase the number of donors. Sport fundraising events will attract more donors than a sport NGO due to the fact that the events provide clear benefits for companies and are short-term.

Despite the fact that sport plays a big role in Kenyan society and that all investigated companies participate in philanthropic investments, only four businesses are partnering with sport NGOs. The investigated companies invest more in sponsorships and sport fundraising events than in sport for development activities. As explained above, this might be because the benefits for a company are more obvious in sponsorship and sport events than in sport NGOs. However, this creates an imbalance between the funds available for elite oriented sport support and the broader community sport programs (Akindes and Kirwin 2010, 239). It can also be argued that the Kenyan government statements in Vision 2030 tend to be more eager to keep the 'athlete superpower' than to promote sport for the whole society (Government of the Republic of Kenya 2007). The vision is not encouraging the businesses to invest in sport NGOs: the vision 2030 rather endorses more sponsorship. However, it is not wrong to promote sponsorships, but sport NGOs should not be forgotten. The government has the ability to influence companies and can do much more than just implement rules. Hamann (2006, 187) argue that the government can facilitate, partner and endorse businesses' role in the society. The government can facilitate companies' involvement in development with the help of clear policy frameworks. Partnering to be able to combine the public with the private resources and endorse initiatives that the government prefers, this raises the motivations for more companies to do the same. The government of Kenya recognizes sport as a powerful tool for further development of the nation (Ministry of Youth Affairs and Sports 2012). The

government should then clearly include it in the Vision 2030 and consider partnering with relevant sport organizations while endorse the usage of sport so that more businesses will join.

Within the ten companies which invest in sport a few companies are investing in more than one category. Levermore (2010a, 225) argues that businesses that already have a long-standing relationship with sport through sponsorships are keener to invest in sport for development programs. This is not the case for these ten companies. The four companies that partner with sport for development organizations do not sponsor any elite sport organization. However, some of them are participating in fundraising sport events but which companies that does what are based on relatively spontaneous decisions of the businesses.

The four companies, who invest in sport NGOs, state that they partner with Arsenal in the Community, Alive & Kicking, MTG, MYSA and smaller sport and cultural events at schools. These four sport organizations are all connected to football: Arsenal in the community is run by the English football club Arsenal (Arsenal 2010); Alive & Kicking manufactures sports balls, mainly footballs, to provide to youth and at the same time create jobs and promote health education (Alive & Kicking 2009); MTG uses football to empower girls and are helping them to fulfill their potential on and off the field (MTG 2012); MYSA empower young people to accomplish their full potential and to improve the communities through football (MYSA 2012). Football is strongly tied to Africa because of the usage of the game as an expression of independence from their oppressors during colonial times (Levermore 2010b). The Program Manager of MTG stated that football is good for team building and that a footballer is a footballer also outside the field which gives the individual a new type of perspective within society (Margareth 2012). Football is commonly played in Kenya with a team, with friends or in school and with home-made or factory-made balls which makes football the focal point of these organizations a good starting point for development and for gathering their actors. The chosen sport should reflect the interest of the anticipated target group to be able to get their attention. Due to the fact that football is used frequently in Kenyan society, the employment of football in these organizations and for the businesses to invest in them is a natural step.

The four organizations are all also targeting youth. It is argued that youth are the future and are therefore cornerstones of long-term development. Sport NGOs can gather the youth in a way that other development organizations have troubles with (Levermore 2010a). The majority of the population in Kenya are young or young adults, 75 percent is under 30 years of age (Ministry of Youth Affairs and Sports 2012). This means that these programs are designed for the majority of the people, the future of Kenya.

All fifteen investigated companies have philanthropy included in their CSR. Ten companies think that sport is a good tool to gathering people, five companies are sponsoring sport, six take part in fundraising sport events and four companies invest in sport NGOs. The partnerships and investment can look different. It is however common among the investigated companies to choose the sport activity that gives most benefits to the company and are 'easy' to invest in. Short-term events and sponsorships are more common than funding sport NGOs. Sport NGOs might have more benefits than companies' thinks, a concept which is investigated in chapter six.

6 Sport NGOs

The ten companies which invest in sport are unified on the potential of these sport partnerships; sport can create happiness, healthy societies, community cohesion, awareness, peace, education and a cleaner community. How sport gets outcomes like this is although unclear for the businesses. Smith and Westerbeek (2007, 50) explain that sport NGOs have inbuilt social responsibilities and if these responsibilities are respected and reflected upon the organization can contribute to the implementation of businesses CSR schemes. The elements are outlined in section 3.2.1 and if these social elements are considered in the two sport NGOs, MTG and MYSA, are discussed below.

6.1 Peers and Coaches

Smith and Westerbeek (2007) argue that parents, peers, coaches and teachers have to be involved in the procedures of youth programs, which is particularly pertinent for the two sport NGOs target youth. Parents and teachers can otherwise constrain the participation of youth. Peers and coaches have to be well educated and involved in the whole procedure of the program to secure the outcome (Smith and Westerbeek 2007, 50). MTG educate peer leaders about sexual health, HIV/AIDS, food and adulthood to educate their peers in the health section. The coaches and referees consist of the older participating girls which gets proper education to coach and referee the younger girls. Hence, *Coaches and referees are qualified* for their tasks. Teachers are also involved in the outline of the programs and MTG organize tournaments for school classes to make the teachers partake even more. MTG did not include parents from the beginning of the program. However, they realized that parents had to be incorporated because girls dropped out from the program when the girls got older and had to do more domestic work. The organization argued that if parents understood what they did and the importance of the program, parents would have a greater acceptance for their daughters to participate. The parents have therefore been included and the dropout rate from both school and the program has improved (Cocky 2012). MYSA have a similar system with peers and coaches, but parents are not included as extensively as in MTG. This might be because of the different locations: MYSA is situated in Nairobi's slum district while MTG is situated in the countryside in Kilifi, in the Coastal province of Kenya. The pressure from parents may not be

as high for the youth in the slums as in the countryside. However this is only speculative and MYSA should perhaps consider including parents more.

6.2 Participants

Even though parents, teachers, peers and coaches are very important the core of the sport NGOs are, of course, the platform for youth participation. Several of Smith and Westerbeek's (2007, 47-48) elements reflect crucial parts of the sport NGOs: the rules of fair play, the development of the participants, the safety of participants, pathways for activity, community relations and a healthy and active foundation.

Rules of fair play, the equality, access and diversity are well elaborated in both MYSA and MTG. MYSA include boys, girls and disabled people from the slums in Nairobi while MTG focuses on rural girls. These marginalized groups are plagued with unemployment and poverty and need extra attention for development. The rules of football are actually also set as a standard outside the field with a big portion of respect for each other and as a way of keeping out of trouble (Jackline 2012). As footballers outside the field they protect and are looking after each other and inadvertently creating their own *safety*. The male domination of sport is therefore not transferred to sport NGOs in Kenya which contradicts Saavedra's (2010) gender concern and can instead be seen as a benefit for marginalized groups. However, as Saavedra (2010) points out, the organizations come with an implicit message that the participants are heterosexual. A sexuality debate is indeed relevant in Kenya because homosexuality is illegal and it is commonly believed that homosexuality does not exist (Saavedra 2010). However, a sexuality debate is crucial for the inclusiveness of the sport programs and for not risk any exclusion of the youth's problem in the society of Kenya.

Another essential component of a sport organization is the *development of the participants.* All seventeen asked beneficiaries from MYSA and MTG, except one, thought they had a lot of good benefits because they participate in the program. The main expressions were; football keeps you away from bad things, helps you gain confidence, helps you make good decisions and makes you feel good about yourself. A difference between MYSA and MTG were that the girls in MTG expressed that they did not have to do as much domestic work as they would have been doing otherwise, while the boys and girls from MYSA explained that they were not out on the streets as much as they would have been without the organization. This might point out the differences between youth's geographical dilemmas. One interviewed participant

36

expressed disappointment. She had just been told by her parents that they could not afford to pay her school fee and the organization could not afford to help her.

Both MYSA and MTG have a score system where the participants can earn points towards a leadership award. Every year 50 out of 2.600 girls in MTG and 500 out of 25.000 members of MYSA are given the award to pay for school fees or start ups for those who are not in school anymore (MYSA 2012; MTG 2012). To get the award the participants have to partake in as much as possible and volunteer with different division of the organization. Even though this encourages the participants to attend it can also be seen as an elitist program. The ones that do not have time due to, for example, domestic duties will not get an award and might therefore have to drop out of school, like the girl who was disappointed by the organization. None of the organizations has a social safety net for the participants that cannot afford school and do not have time to participate in everything. MYSA has the motto: "you do something, MYSA does something, you do nothing, MYSA does nothing" (Peter 2011). If the participants do not show that they are industrious the organization will not help them but if they show that they want to go forward MYSA will help them. This might then raise the participation rate but may also exclude less benefited participants. MYSA argues that this is also a life lesson; the youth have to learn that nothing is given for free and they are expected to give something in return (Peter 2011). The majority of the interviewed participants was pleased with the systems and was happy that they participate. The positive responses from the majority of the participants are aligned with Smith and Westerbeek (2007, 50) view. They state that:

Children tend to report that youth sport is advantageous in that it improves self-esteem, advances good citizenship, fosters the value of mastery and co-operation, and encourages a physically active lifestyle.

(Smith and Westerbeek 2007, 50)

6.3 Pathways and Transparency

The three remaining social elements of the participants in sport NGOs: *pathways for activity, community relations and a health and activity foundation* are all part of MYSA and MTG. The two organizations have extensive mandatory health programs. Information about HIV/AIDS, sexual life and pregnancies are highly valued and necessary due to the lack of knowledge of the subjects in the local communities. MTG also have a close relationship with

the health minister of the province which gives MTG a broader understanding of the community needs and MTG also puts pressure on the local government to fill the needs for young women. However, the importance of physical activity for the health of participants is often taken for granted and is not discussed further. Some of the interviewed participants did however state that they had gotten more energy because of the exercises and all of them reckon that football was keeping them fit. MTG and MYSA also have empowerment programs that strengthen the participants' self-esteem even more.

MYSA has taken new *pathways towards development goals*. To ensure that the youth take responsibility for their own community it is compulsory to participate in community clean ups. However, as an extra incentive for the youth each team earns points to their leagues when they do a community cleanup. A football team will not win their league if not all team members participate in the cleanup. The community gets a bit cleaner, the participants learn about the environment and the team enhances their score, all at the same time. The motivation for the youth to participate in cleanups is therefore higher than without the extra scores. Even though MYSA has this extensive cleanup, a component which promotes the *protection of the physical environment,* how and where the fields are set up is not considered. Although the sport NGOs do not own fields by themselves, the teams are playing at school and community fields or just where they find space: high grass and bumps do not matter (Forde 2008). However the organizations, as well as the companies, should consider the environmental aspect of all action even if they are not the owners of a field (Smith and Westerbeek 2007).

Smith and Westerbeek (2007, 47) also point out *Transparency* as an important element for sport organizations. MYSA management is comprised of their members, all employees have been participants of the program and this year the first old MYSA member was selected for the board (Peter 2011). The transparency of the whole organization and the young management team is argued to be one of the major factors why MYSA has been successful ever since they were established in 1987 (Coalter 2010). MTG has a Monitoring and Evaluation Coordinator who assesses every part of the organization for all partners, themselves and to let the community know all aspects of the organization's actions. The coordinator always provides a lesson-learned section in the reports to point out what they can improve and what may have gone completely wrong (Rehema 2012). Through the extensive evaluations participants were included in MTG's strategy process. The program was developed with help from the participants and suited for the specific problems concerning

girls from the coastal province. The founder has also written a book about the girls' life stories, *Playing by Their Rules* (2008), which explains the issues of their lives, feelings and opportunities around football. This rejects the concern of not including the participants in the whole process and relies on the fact that the program is focused on a marginalized group (Levermore and Beacom 2010a, 253).

The sport NGOs can work as an implementer to CSR schemes if they are focused on development and if the company is involved in the project more than just with money. According to Smith and Westerbeek (2007) a sport NGO can be a good implementer of CSR policies if they have all ten elements well elaborated throughout their program. MTG and MYSA have most of these elements included in their programs. However, they are not stating this clearly in a policy which would help both them and the companies. With a clear policy, the development aspect of the whole sport NGO would be much clearer and the businesses could outline benefits and reasons for investments more easily. The majority of the interviewed participants of MYSA and MTG claim that they attain improved self-esteem, information on health, happiness and that the NGO unifies the community. The development of the participant and the community seems to be clear even if it is impossible to delineate if participation has been affected in any other way.

7 Conclusions

The fifteen investigated companies have CSR schemes where all businesses include internal aspects such as non-discrimination policies and staff wellbeing. All of the researched companies also do philanthropic investments and report on their CSR policies, even if levels of thoroughness differ. The external aspects are however not interpreted as much among the companies. Direct involvement and environmental elements are in need of a much higher consideration from the companies. Direct involvement and innovative solutions for inclusion are not deems as CSR while the environmental initiatives are only just beginning to be. Partnership between the government, businesses and NGOs, as well as the public pressure, can increase the motivation for companies to include these lacking elements.

Ten of the researched companies recognize sport as a good tool for development and only two businesses are not using sport in any of the CSR aspects. These two are, however, stating that sport is a good tool. This concludes that sport is used in CSR scheme by the majority of the investigated businesses. The main areas of sport related CSR are staff wellbeing and philanthropy. Internally sport is used for staff cohesion, team building and fitness. Within philanthropy, companies are investing in sponsorships, fundraising sport events and sport NGOs. The relationship between CSR, sport and development has a dual benefit where business stand as funders for sport activities that lead to development on the one hand. Meanwhile, businesses apply sport internally and externally for the benefits of their personnel, which also contributes to development in the long run. Sport is then a mechanism that can combine CSR and development.

I got the impression that the benefits of internal sport activities are not well known by the investigated companies. It can be argued that the elements of staff wellbeing should be compulsory to raise the effectiveness and lower sick leaves among the personnel. A healthy and happy workforce is claimed to raise the productivity of a business (Levermore 2010b, 33). Sport is however considered as a leisure activity for many companies and the opportunities for a more effective workforce are usually neglected.

Ten companies are investing philanthropically in sport through: sponsorships, fundraising sport events and sport NGOs. Six of these companies invest in fundraising sport events. These

events can be seen as another path for NGOs to raise funds. The events can also attract funders that did not consider investing in a social cause before and are keener to participate in a walk or other physical activity for the cause. To attend or organize a walk or a golf tournament can be seen as an easy and short-term solution while a partnership with a sport NGO is a long-term commitment. The benefits with sponsorships and fundraising sport events are easier for companies to outline and therefore attain more funds than sport NGOs. Sport NGOs have to make the benefits for funders clearer to attract and create more partnerships with companies.

According to Smith and Westerbeek (2007, 47) a sport organization that has the ten elements, outlined in 3.2.1, can be a good implementing tool for a business CSR scheme. The two investigated sport NGOs contain almost all of these elements. Even though the elements are components of the NGOs, the organizations do not have them written down as a policy which Smith and Westerbeek (2007) recommend for well functioning partnerships with businesses. To have written policies will also raise the awareness that sport has unique social responsibilities and can therefore be better fitted with development agencies and business. This might lead to a broader usage of sport as a tool for development. This would contribute to a clearer picture of the field and could at the same time potentially benefit the organizations with more business partnerships.

MYSA and MTG are referred to in the literature as good examples of how sport should be used for development (Coalter 2010; Nicholls 2010; Saavedra 2010 among others). The findings of this research are not challenging the literature instead it falls in line with arguing that MYSAs and MTGs employment of sport is really good examples on how sport can be used to reach youth. The two NGOs have the opportunity to show the way forward for the rest of the field. To answer the question how sport NGOs can be delivery partners for businesses CSR schemes it is also important to outline how a business can benefit from a partnership. Sport NGOs offer (1) great possibilities for participation and inclusion which in turn gives funders a communication tool facilitating the distribution of information to mass media. Companies can also benefit from sport NGOs through: (2) taking into account youth's perspectives as the future of the country; (3) physical activity encourages healthy living; (4) as a force for social interaction; (5) creation of sustainability awareness; (6) generate culturally liberation and (7) sport is amusing (Smith and Westerbeek 2007, 51-52). The

business can benefit and implement these sports elements both internally through for instance staff wellbeing and externally through for example partnership and staff volunteering.

MYSA and MTG are also good examples of the successful inclusion of marginalized groups as they work with youth, girls and disabled people. In addition, sport NGOs includes these groups in the whole process. This allows them to deliver where the traditional development programs have failed to provide (Levermore and Beacom 2010a). The majority of the beneficiaries explain that the programs are giving them strength to make decisions, incentives to stay in school and keeping them away from trouble. With the help of football, in these cases, youth are improving their lives. However, it might be unclear how this is achieved through sport. Although, MYSA provides a solid base of evidence that sport contributes to development from its many years as an actor in the sports for development field (Nicholls 2010). The findings of this research indicate that sport in and of itself can contribute to development goals such as community cohesion, health and capacity building while sport also can gather people towards other development goals such as HIV/AIDS reduction and school enrollment.

The use of sport and the inclusion of business in the area reflect efforts to broaden the development process (Levermore and Beacom 2010a, 246). A considerable potential to use sport as an instrument in CSR for development exists. Particularly in Kenya where sport already have a substantial position in the society. However the long-term impact of these programs is unclear and need further evaluation. The long term sustainability can also be questioned due to the dependency of funds and the uncertainty of the origin of the outcomes (Akindes and Kirwin 2010, 219). Fokwang (2010) has however proven that sport organizations can survive and still deliver cohesion and empowerment without any funds. CSR and sport can be used as another path to development particularly in Kenya where sport already is of great value for the society and the companies are gaining in interest of CSR.

Sport possesses the power to captivate and unite individuals within communities and create environments for contributing to social capital. Equally, the corporate world can mobilize much-needed resources to be deployed through sport to meet its social responsibilities. When the two come together in the form of sport corporate social responsibility, it can be pervasive, youth-friendly, health-oriented, socially inter-active, environmentally aware, culturally liberating and fun.

(Smith and Westerbeek 2007, 52)

Word account: 14879 words

8 References

Akindes, Gerard, and Matthew Kirwin. "Sport and International Aid: Assisting Development or Promoting Under-Development in Sub-Saharan Africa?" In *Sport And International Development*, by Roger Levermore and Aaron Beacom, 219-245. Hampshire: Palgrave Macmillan, 2010.

Alive & Kicking. *Made in Arica, by Africa, for Africa.* 2009. http://www.aliveandkicking.org/ (accessed 2012 йил 3-May).

Arsenal. *Arsenal in the Community.* 2010 йил 27-May. http://www.arsenal.com/news/news-archive/arsenal-s-gap-year-programme-goes-to-kenya (accessed 2012 йил 3-May).

Blowfield, M., and J.G. Frynas. "Setting New Agendas: Critical Perspective on Corporate Social Responsibility in the Developing World." *International Affairs*, 2005: 499-513, vol. 81.

Booth, Jonathan E., Kyoung Won Park, and Theresa M. Glomb. "Employer-supported Volunteering Benefits: Gift Exchange among Employers, Employees, and Volunteer Organizations." *Human Resource Management*, 2009: 227-249, vol. 48, No. 2.

Bradish, Cheri, and Joseph Cronin. "Corporate Social Responsibility in Sport." *Journal of Sport Management* , 2009: 691-697, vol. 23.

Bryman, Alan. *Social Research Methods.* third edition. Oxford: Oxford University Press, 2008.

Chambers, Eleanor, Wendy Chapple, Jeremy Moon, and Michael Sullivan. "CSR in Asia: A seven country study of CSR website reporting." *Business & Society* , 2005: 415-441, Vol. 44, No. 4.

Coalter, Fred. "Sport-in-Development: Accountability or Development?" In *Sport and International Development* , by Roger Levermore and Aaron Beacom, 55- 75. Hampshire: Palgrave MacMillan, 2010.

Country STAT Kenya. *Key Indicators.* 2012. http://countrystat.org/ken/cont/pages/page/indicators/en (accessed 2012 йил 15-May).

Crane, A., and D. Matten. *Business Ethics: A European Perspective.* Oxford: Oxford University Press, 2003.

Crane, Andrew, Dirk Matten, and Laura J. Spence. *Corporate Social Responsibility, readings and cases in a global context.* London: Routledge, 2008.

Creswell, John W. *Qualitative inquiry and research design: Choosing among five traditions* . California: Sage Publications , 1997.

Department of Sport and Recreation. *A resource kit for physical activity and health in the workplace.* Perth: Government of Western Austraila, 2012.

Desjardins, Simon. "Programme Manager Shell Foundation." *Giving is not going away.* Malmö: SOCAP conference , 2012 йил 10-May.

Dobers, Peter. *Corporate Social Responsibility, Challenges and Practices.* Stockholm: Santérus Academic Press, 2010.

Fokwang, Jude. "Southern Perspective on Sport-in-development: A Case Study of Football in Bamenda, Cameroon." In *Sport and International Development*, by Roger Levermore and Aaron Beacom, 198-218. Hampshire: Palgrave McMillan, 2010.

Forde, Sarah. *Playing by Their Rules. Coastal teenage girls in Kenya on life, love and football.* Kilifi: Moving the Goalposts, 2008.

Fox, Tom. "Corporate Social Responsibility and Development: In quest of an agenda." *Development*, 2004: 29-36, Vol. 47, No. 3.

Frynas, Jedrzej George. "The false developmental promise of Corporate Social Responsibility: evidence from mutinational oil companies." *International Affairs* , 2005: 581-598, Vol. 81, No. 3.

Godfrey, Paul C. "Corporate Social Responsibility in Sport: An Overview and Key Issues." *Journal of Sport Management* , 2009: 698-716, vol. 23.

Government of the Republic of Kenya. *Kenya Vision 2030, the Popular Version.* Nairobi: Government of the Republic of Kenya, 2007.

Grankvist, Per. *CSR i Praktiken* . Stockholm: Liber, 2009.

Hamann, Ralph. "Can business make decisive contributions to development? Towards a research agenda on corporate citizensship and beyond." *Development Southern Africa* , 2006: 175-195, Vol. 23, No. 2.

Hamann, Ralph. "Introducing Corporate Citizenship." In *The Business of Sustainable Development in Africa - Human Rights, Partnerships, Alternative Business Models*, by Ralph Hamann, Stu Woolman and Courtenay Sprague, 1-35. Unisa: Unisa Press, 2008.

Higgins, Joan Wharf, and Lara Lauzon. "Finding the funds in fun runs: Exploring physical activity events as fundraising tools in the nonprofit sector." *International Journal of Nonprofit and Voluntary Sector Marketing* , 2002: 363-377, Vol. 8, No. 4.

Initiator of 'The Team'. " Panel discussion." Nairobi: HRW Film Festival, 2011 йил 15-November.

Jose, Anita, and Shang-Mei Lee. "Environmental Reporting of Global Corporations: A Content Analysis based on Website Disclosures." *Journal of Business Ethics*, 2007: 307-321.

Kidd, Bruce. "A new social movement: Sport for development and peace." *Sport in Society*, 2008: vol.11, no. 4, pp 370-380.

Kivuitu, Mumo, Kavwanga Yambayamba, and Tom Fox. "How Can Corporate Social Responsibility Deliver in Africa? Insights from Kenya and Zambia." *Perspectives on Corporate Responsibility for Environment and Development* , 2005: 1-5, No. 3.

Levermore, Roger. "CSR for Development Through Sport." *Third World Quarterly*, 2010a: 223-241, vol. 31, no. 2.

Levermore, Roger. "Sport in International Development: Time to Treat it Seriously." *Brown Journal of World Affairs*, 2008: 55-66, vol.14, no.2 .

Levermore, Roger. "Sport-in-International Development: Theoretical Frameworks." In *Sport and International Development*, by Roger Levermore and Aaron Beacom, 26-54. Hampshire: Palgrve macMillan, 2010b.

Levermore, Roger, and Aaron Beacom. "Opportunities, Limitations, Questions." In *Sport and International Development*, by Roger Levermore and Aaron Beacom, 246-268. Hampshire: Palgrave McMillan, 2010a.

Levermore, Roger, and Aaron Beacom. "Sport and Development: Mapping the Field." In *Sports and International Development*, by Roger Levermore and Aaron Beacom, 1-25. Hampshire: Palgrave Mcmillan, 2010b.

Ministry of Youth Affairs and Sports. *Department of Sports.* 2012.
http://www.youthaffairs.go.ke/ (accessed 2012 йил 24-April).

Misener, Laura, and Daniel S. Mason. "Fostering Community Development Through Sporting
Events Strategies: An Examination of Urban Regime Perceptions." *Journal of Sport
Management*, 2009: 770-794, vol. 23.

MTG. *A girls youth sports and development organization.* 2012. http://www.mtgk.org/
(accessed 2012 йил 3-May).

Muthuri, Judy N., and Victoria Gilbert. "An Institutional Analysis of Corporate Social
Responsibility in Kenya." *Journal of Business Ethics*, 2011: 467-483, Vol 98.

Mwaura, Kiarie. "Corporate Citizenship and Human Rights - Reality and Prospects of the
Proposed Constitutional Changes in Kenya." In *Corporate Citzenship in Developing
Countries - New Partnership Perspective*, by Esben Rahbek Pedersen and Mahad
Huniche, 139-160. Copenhagen: Copenhagen Business School Press, 2006.

MYSA. *Giving youth a sporting chance on and off the field .* 2012.
http://www.mysakenya.org/ (accessed 2012 йил 3-May).

Nairobi Securities Exchange. *NSE Listed Companies.* 2011. http://www.nse.co.ke/listed-
companies/list.html (accessed 2011 йил 1-September).

Nicholls, Sara. "On the Backs of Peer Educators: Using Theory to Interrogate the Role of
Young People in the Field of Sport-in-Development." In *Sport and International
Development* , by Roger Levermore and Aaron Beacom, 156-175. Hampshire : Palgrave
McMillan, 2010.

Saavedra, Martha. "Dilemmas and Opportunities in Gender and Sport-in-Development." In
Sport and International Development , by Roger Levermore and Aaron Beacom, 124-
155. Hampshire: Palgrave MacMillan, 2010.

Schiebel, Walter, and Siegi Pöchtrager. "Corporate ethics for success." *Supply Chain
Management: An International Journal*, 2003: 116-121, vol.8, no.2 .

Smith, Aaron C.T., and Hans M. Westerbeek. "Sport as a Vehicle for Deploying Corporate
Social Respnosibility." *Journal of Corporate Citizenship*, 2007: 43-54.

Spiller, Rodger. "Ethical Business and Investment: A Model for Business and Society ."
Journal of Business Ethics , 2000: 149-160, vol. 27.

The International Platform on Sport and Development. *sportanddev.* 2012.
http://www.sportanddev.org/ (accessed 2012 йил 20-April).

The Republic of Kenya. "Kenya Law Reports." *Company Bill.* 2010.
http://www.kenyalaw.org/kenyalaw/klr_app/frames.php (accessed 2012 йил 22-April).

Thrane, Marie, Helle Johansen, and Linda Jakobsen. "Corporate Social Responsibility - A
New Tool in Development Aid." In *Corporate Citizenship in Development Countries -
New Partnership Perspectives*, by Esben Rahbek Pedersen and Mahad Huniche, 179-203.
Copenhagen: Copenhagen Business School Press, 2006.

Ufadhili Trust. "Corporate Social Responsibility Initiatives in East Africa." Nairobi, 2008.

UN HABITAT. *UN HABITAT For a better future, Kenya.* 2012.
http://www.unhabitat.org/categories.asp?catid=206 (accessed May 22, 2012).

United Nations Global Compact. *About Us: The Ten Principles.* 2012.
http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html (accessed
2012 йил 22-April).

United Nations. *International Year of Sport and Physical Education.* 2005.
http://www.un.org/sport2005/ (accessed 2012 йил 24-April).

United Nations. *UN Resolutions and Declarations.* 2012.
http://www.un.org/wcm/content/site/sport/home/resourcecenter/resolutions (accessed
2012 йил 24-April).

Visser, Wayne. "Corporate Social Responsibility in Developing Countries." In *The Oxford
Handbook of Corporate Social Responsibility*, by A. Crane, A. McWilliams, D. Matten,
J. Moon and D. Siegel, 473-479. Oxford: Oxford University Press, 2008.

Visser, Wayne. "Revisiting Carroll's CSR Pyramid: an African perspective." In *Corporate
Social Responsibility: Three Volume Set*, by A. Crane, A. McWilliams and D. Matten,
29-56. London: Sage, 2006.

Walters, Geoff. "Corporate Social Responsibility through Sport ." *Journal of Corporate
Citizenship*, 2009: 81-94.

Welford, Richard. "Corporate Social Responsibility in Europe, North America and Asia. 2004
Survey Results." *Journal Corporate Citizen*, 2005: 33-52.

Welford, Richard, Clifford Chan, and Michelle Man. "Priorities for Corporate Social
Responsibility: a Survey of Business and their Stakeholders ." *Corporate Social
Responsibility and Environmental Management* , 2007: 52-62, vol. 15.

Zadek, Simon. "The Path to Corporate Responsibility." In *Corporate Social Responsibility,
readings and cases in a global context*, by Andrew Crane, Dirk Matten and Laura J.
Spence, 497-509. London: Routledge, 2008.

8.1 Interviews

8.1.1 Businesses

CfC Stanbic Bank*, Communication Manager* interview by Leah Serafini and Frida Svärdby
(October 19, 2011).

Equity Group Foundation, *General Manager* interview by Leah Serafini and Frida Svärdby
(September 21, 2011).

Heritage Hotel, *Quality Assurance and CSR Manager* interview by Frida Svärdby (December
1, 2011).

Housing Finance Bank, Head of Marketing interview by Leah Serafini and Frida Svärdby
(September 21, 2011).

KCB*, CSR Adminstratior* interview by Frida Svärdby and Leah Serafini. (September 13,
2011).

Safaricom, *Head of CSR* interview by Frida Svärdby (November 25, 2011).

Standard Chartered*, CSR Manager* interview by Leah Serafini and Frida Svärdby (September
23, 2011).

8.1.2 Sport NGOs

Cocky, *Sports Coordinator MTG* interview by Frida Svärdby (25 January 2012).

George, *Human Resource Manager MYSA* interview by Frida Svärdby (14 December 2011).

Jackline, *Volunteer MYSA* interview by Frida Svärdby (28 January 2012).

Margareth, *Program Manager MTG* interview by Frida Svärdby (25 January 2012).

Peter, *Executive Director MYSA* interview by Frida Svärdby (14 December 2011).

Rehema, *Monitoring and Evaluation Coordinator MTG* interview by Frida Svärdby (25 January 2012).

Sara, *Secretary MYSA* interview by Frida Svärdby (14 December 2011)

8.2 Questionnarie

Access Kenya, Business Development Manager. *Questionnaire.* Nairobi, December 2, 2011.

Athi River Mining Ltd, Business Development. *Questionnaire.* Nairobi, November 30, 2011.

Eastern Africa Portland Cement, Human Resource Manager. *Questionnaire .* Nairobi, January 24, 2012.

Ericsson, CSR Director. *Questionnaire.* Nairobi,January 23, 2012.

Equity Group Foundation, Administrator. *Questionnaire.* Nairobi, January 25, 2012.

Heritage Hotel, Quality Assurance and CSR Manager. *Questionnaire.* Nairobi, January 27, 2012.

Kenya Grange Vehicle Industries Limited, HR and Administration Manager. *Questionnaire.* Nairobi, January 23, 2012.

Pan Africa Life, Head of Human Resource. *Questionnaire.* Nairobi, November 28, 2011.

Tetra Pak Eastern Africa, Communication Manager. *Questionnaire.* Nairobi, January 23, 2012.

Tourism Promotion Service East Africa, Company Secretary. *Questionnaire.* Nairobi, November 29, 2011.

8.3 Annual Reports

Access Kenya. *Report & Financial Statements.* Nairobi, 2010.

Athi River Mining Ltd. *Annual Report & Financial Statements, Investing today.* Nairobi, 2009.

CfC Stanbic Holdings Ltd. *Annual Report.* Nairobi, 2010.

Eastern African Portland Cement. *Annual Report.* Nairobi, 2010.

Ericsson. *Sustainability and Corporate Responsibility report.* Stockholm, 2011.

Equity Bank . *Annual Report.* Nairobi, 2010.

Housing Finance Company. *Annual Report, 45 years turning dreams into homes.* Nairobi, 2010.

Kenya Commercial Bank. *Annual Report & Financial Statements.* Nairobi, 2010.

Pan Africa Life. *Annual Report & Financial Statements.* Nairobi, 2010.

Safaricom. *Annual Report And Financial Statements.* Nairobi, 2010.

Standard Chartered Bank. *Leading the way in Kenya.* Nairobi, 2009.

Scania. *Strategy and Performance.* Södertälje, 2011.

Tetra Pak. *Sustainability Update.* Lausanne, 2011.

Tourism Promotion Service East Africa. *Annual Report and Financial Statements.* Nairobi, 2009.

9 Appendix

9.1 Investigated businesses and Sport NGOs

A list of the researched businesses and the interviewed on the sport organizations are presented below.

9.1.1 Businesses

Businesses	Description
Commercial and Services	
Tourism Promotion Service East Africa*	Hotels, resorts, safari
Heritage Hotel	Hotels, resorts, safari, golf
Telecommunication	
Access	Internet Solutions
Safaricom	Mobile Solutions
Ericsson*	Mobile & Fixed Networks Equipment and Services
Banking and Financial Services	
Equity Bank	Banking Services
Standard Chartered Bank*	Banking Services
Housing Finance Bank	Mortgages, Property Loans, Savings
Kenyan Commercial Bank	Banking Services
CfC Stanbic Bank	Banking Service
Automobiles	
Kenya Grange Vehicle Industries*	Trucks and Buses
Insurance	
Pan Africa	Life Insurance
Manufacturing	
Tetra Pak Eastern Africa*	Food Processing, Packaging Solutions
Construction	
Athi River	Mining and Manufacturing Cement
Eastern Africa Portland Cement	Manufacturing Cement

*Subsidiaries to international companies

9.1.2 NGOs

Moving The Goalposts	
Employed	*Position*
Margareth	Program Manager
Rehema	Monitoring and Evaluation Coordinator
Cocky	Sport Coordinator
MTG Participants	*Membership*
Lilian	6 years
Clear	3 years
Zelpa	7 years
Najema	10 years
Patience	2 years

Mathare Youth Sport Association	
Employed	*Position*
Peter	Executive Director
George	HR Manager
Sara	Secretary
Jackline	Volunteer
MYSA Participants	*Membership*
Josefine	5 years
Erib	3 years
Roda	2 years
Linn	3 years
Silvia	5 years
Regina	4 years
Yosef	10 years
Meaitrix	10 years
Peterais	5 years
Peter	4 years
Lilford	4 years
Samir	7 years

9.2 Welford's (2005) elements

Below is Welford's (2005) twenty CSR elements outlined. This research is based on a modification of these aspects and underlying elements.

	Element of CSR	Source of guidance	Code
Internal aspects			
1	Written policies on non-discrimination in the workplace	UN Universal Declaration of Human Right, 1948	Non-discrimination
2	Equal opportunities statements and implementation plans	ILO Conventions 100,110, and 111	Equal opportunities
3	Statement on normal working hours, maximum overtime and fair wage structures	ILO Conventions 1, 30 and 47	Fair wages
4	Staff development, in-house education and vocational training	UNESCO Project on Technical and Vocational Education (UNEVOC)	Vocational education
5	The right of freedom of association, collective bargaining and complaints procedures	ILO Convention 98	Association
6	The protection of human rights within the company's own operations	UN Global Compact	Human rights 1
External aspects			
7	Policy on labour standards adopted by suppliers in developing countries	ILO International Labour Standards Convetion, 144	Labour standards
8	Policy on restrictions on the use of child labour by suppliers	International Programme on the Elimination of Child Labour (IPEC)	Child labour
9	Commitment to the protection of human rights in the company's sphere of influence	UN Global Compact	Human rights 2
10	Inspection of suppliers' facilities for health, safety and environmental aspects	ILO Working Environment Convention, 148	Suppliers
11	Commitment to local community protection and engagement	UNESCO World Heritage Initiative	Local protection
12	Policy on responding to stakeholders including procedures for the resolution of complatins	Industry best practice	Stakeholder 1
13	Policies on fair trade, equitable trade and end-price auditing	Ethical Trading Initative	Fair trade
14	Policies on the protection of indigenous populations and their rights	ILO Indigenous and Tribal Populations Convetion, 169	Indigenous people
15	Code of ethics (including bribery and corruption)	Transparency International	Ethics
Accountability			

16	Commitment to reporting on corporate social responsibility and/or sustainable development	Global Reporting Initiative	Reporting
17	Policies and procedures for engaging a wide range of stakeholders in two-way dialogue	Industry best practice, AA1000 standard	Stakeholder 2
Citizenship			
18	Direct support for third-party social and sustainable development-related initiatives	Industry best practice	Third parties
19	Educational programmes for the promotion of corporate citizenship	Industry best practice	Education
20	External campaign programmes for raising social and sustainable development issues	Activies of 'leading-edge' companies	Campaigns

"The power of sports is far more than symbolic. You are engines of economic growth. You are a force for gender equality. You can bring youth and others in from margins, strengthening the social fabric. You can promote communication and help heal the divisions between peoples, communities and entire nations. You can set an example of fair play. Last but not least, you can advocate a strong and effective United Nations"

(Louise Frénchette, the UN Deputy Secretary General 2000 in Coalter 2010)