



KCR Ltd. & SCR Ciklum A/S

Kenya Computer Resources, KCR, is a smaller consultancy company specialising in human resources management for the IT sector. The company was established in 2006 as a daughter company to Danish IT consultancy company SCR, now SCR Ciklum. Being a consultancy company not many classical CSR challenges existed within KCR itself. Yet, the company was curious as to how the traditional Kenyan community development approach to CSR could be challenged and developed by the strategic business development and management system approach, offered by the SUSBIZ Programme.

The main ambition for KCR in the SUSBIZ Programme was to upscale know-how on international approaches to CSR, and integrate this know-how into the services provided for their clients. Thereby, the company would be a facilitator of integrating CSR into the Kenyan way of doing business. The Danish mother company supported KCR on the new path of developing the business and services along the lines of the international CSR agenda.

However, the KCR's point of departure was to first gain experience with CSR within the company itself. This engagement focussed on working environment, stress management and reduction of environmental impact. An Employee Wellness Programme was developed and a code of conduct for suppliers and customers was implemented.

On the consultancy part, KCR became one of the first movers in Kenya, to advise local companies on how to integrate strategic CSR into human resources management and business development.

Company Facts

KCR Ltd.

- Est. 2006
- 9 employees
- Products: HR consultancy, recruitment, staff, training and development services in the IT sector

SCR Ciklum A/S

- Established in 1995
- 19 employees
- Products: IT recruitment and IT outsourcing

About SUSBIZ Kenya

SUSBIZ Kenya was a multi-stakeholder Corporate Social Responsibility (CSR) programme with partners from Federation of Kenya Employers, the Danish Business Authority and Danish Federation of Small and Medium Sized Enterprises.

The SUSBIZ Kenya Programme was implemented from 2011 – 2013 and facilitated integration of sustainable business development and strategic CSR in Kenyan companies, who had Danish business relations. The aim was to build capacity and show that socially and environmentally responsible business conduct create better companies.

The approach focused on:

- Participation of managers and workers
- Shift away from check lists of compliance, to implementing change management
- Develop local capacity to deliver workable solutions to integrate CSR into its business
- Business enhancement is realised through implementing CSR management

The SUSBIZ team worked with knowledge sharing through training workshops and in-house assistance with a focus on practical solutions. The activity flow through the Programme was: CSR assessment and initial audit reports -> action plan development -> training and in-house capacity building -> progress evaluation -> documentation and external communication.

CSR Management

Setting own house in order



The first step for KCR was to practice the CSR management which the company would later preach to their clients. Challenges were not many, but the ones that existed needed to be catered to.

KCR adopted the management approach to CSR which the SUSBIZ Programme also utilised. The company started out by following the SUSBIZ team closely in the analysis of challenges and potentials and drafting of action plan for improvements. Implementation was carried out, performance was measured and adjustments were done. The process paved the way for a number of internal improvements, while the company gained experience with the focus areas and methodology of the SUSBIZ approach.

Code of Conduct for Suppliers and customers

KCR developed a code of conduct for its suppliers and customers. A code of conduct for suppliers is a common management tool, but a code for customers is not very traditional. For KCR it was a way of combining ethical business principles with building a strong corporate image and identity. For example, the code states that customers can not discriminate when selecting candidates in the recruitment process which KCR assists with. Since tribal discrimination is not uncommon in Kenya, the initiative states a very clear position within an area that can be both sensitive and controversial. It shows, that the company does not compromise on business integrity, and it creates trust and loyalty around the company; internally among employees and externally around existing and potential customers.

Employee motivation

One of the challenges among KCRs own employees was stress management. In the consultancy industry the number of assignments can fluctuate significantly and it can therefore be difficult to predict work loads.

In order to combat stress among employees, management organised the distribution of work and sequencing of tasks, taking into consideration the effects of overtime on employees. In addition, KCR came up with an employee wellness programme to relieve stress and cater to employee wellbeing. The programme focussed on exercises and physical wellbeing as well as social aspects. It was very well received among the employees and increased job satisfaction was one of the results. As part of the Employee Wellness Programme, the company now monitors stress symptoms amongst its workers, especially in periods of high workload.



KCR Office

More traditional and compliance oriented aspects of CSR were also catered to:

- Emergency management plan taking into consideration neighbouring companies and the highway next to KCR.
- Fire assembly point, fire drills and first aid preparedness.
- Surveillance cameras to protect employees and property
- Energy savings through energy efficient lightning and guidelines for saving energy

Spreading the message: CSR services to clients of KCR



After having catered to their own CSR challenges in a systematic and strategic manner, KCR was ready to develop their own consultancy services with a new CSR aspect.

KCR wanted to explore ways that human resource management approaches to CSR could supplement, or be combined with, the services the company provided to its clients. The point of departure was to have focus on their clients employee welfare and corporate image, in order to improve their potentials for attracting and maintaining the best employees.

A basic minimum standard

KCR was aware that if their clients branded themselves on a high standard of CSR in one area (i.e. human resources management), they would need to have a basic minimum standard of CSR within all relevant areas. If not, branding on CSR within human resources might create backfire. Hence, as a first thing general compliance issues would always be catered to for their clients, before the clients went on with more innovative solutions.

Loans for employees

Kenyan interest rates on private bank loans can be up to around 30%. This places a natural barrier to the personal loan based investments that people can make. Employees of KCR had experienced this challenge to their personal financial situations, e.g. when applying for loans for housing etc. KCR experienced that the company was able to facilitate loans between the employee and the bank. This way the bank was able to significantly reduce interest rates down to 10-15%. The initiative was promoted to several clients of KCR. Employee motivation and loyalty was strengthened.

Responsibility for the disabled

Being disabled in Kenya is not easy. Government support is minimal, infrastructure is not designed for the disabled and there is no tradition for hiring disabled people. KCR was inspired by the Danish tradition of companies providing jobs suitable for the disabled. Thus, the company partnered up with an organisation for the disabled and recruited a woman with disabled arms. The woman was very skilled in IT and able to use the PC and write with her feet. Unable to get an employment elsewhere, she was very satisfied with having a job and being able to provide for her own living. This type of initiative was promoted to the clients of KCR as well.

KCR organized other services and innovative CSR solutions for their clients which would improve employee loyalty and commitment.

- Learnings from SUSBIZ is being integrated into existing services, e.g. in the case of salary surveys, anti-discrimination advice, promoting women and disabled people in ICT.
- KCRs Employee Wellness Programme has been further developed to include a new partnership with equipment for testing for vital minerals. The programme is being offered for clients as well.

Key learnings and continuous improvements



A different and CSR innovative approach gave new and promising results.

As a company providing management consultancy to other companies, KCR was internally very well managed prior to the SUSBIZ Programme. The key learning for the company was the thorough introduction to international CSR theory and methodology. This was quite different from the company's previous Kenyan CSR perception, where CSR was seen as companies giving back to society through various philanthropic initiatives.

Being well founded in management theory and practice, it came easy for KCR to be very innovative and creative in the way they utilised the knowledge they obtained through the SUSBIZ Programme. This resulted in a range of new innovative solutions for their clients.

The key challenge, however, was to market these services. As Kenyan companies typically had the same perception of CSR, as KCR had prior to the SUSBIZ Programme, a mental barrier had to be overcome.

First of all this was done by KCR implementing most of the initiatives in their own company first. With personal hands on experience it was easier to explain the benefits to clients.

Secondly the company did not promote the initiatives as hard core CSR in the first place, but as innovative, creative and strategic human resource management solutions. It was simply a matter of communicating in a language suitable for the market.

Together, this paved the way with new assignments and clients to be ready for this type of solutions. Thereby KCR is now continuing to promote the CSR agenda of the SUSBIZ Programme in Kenya.