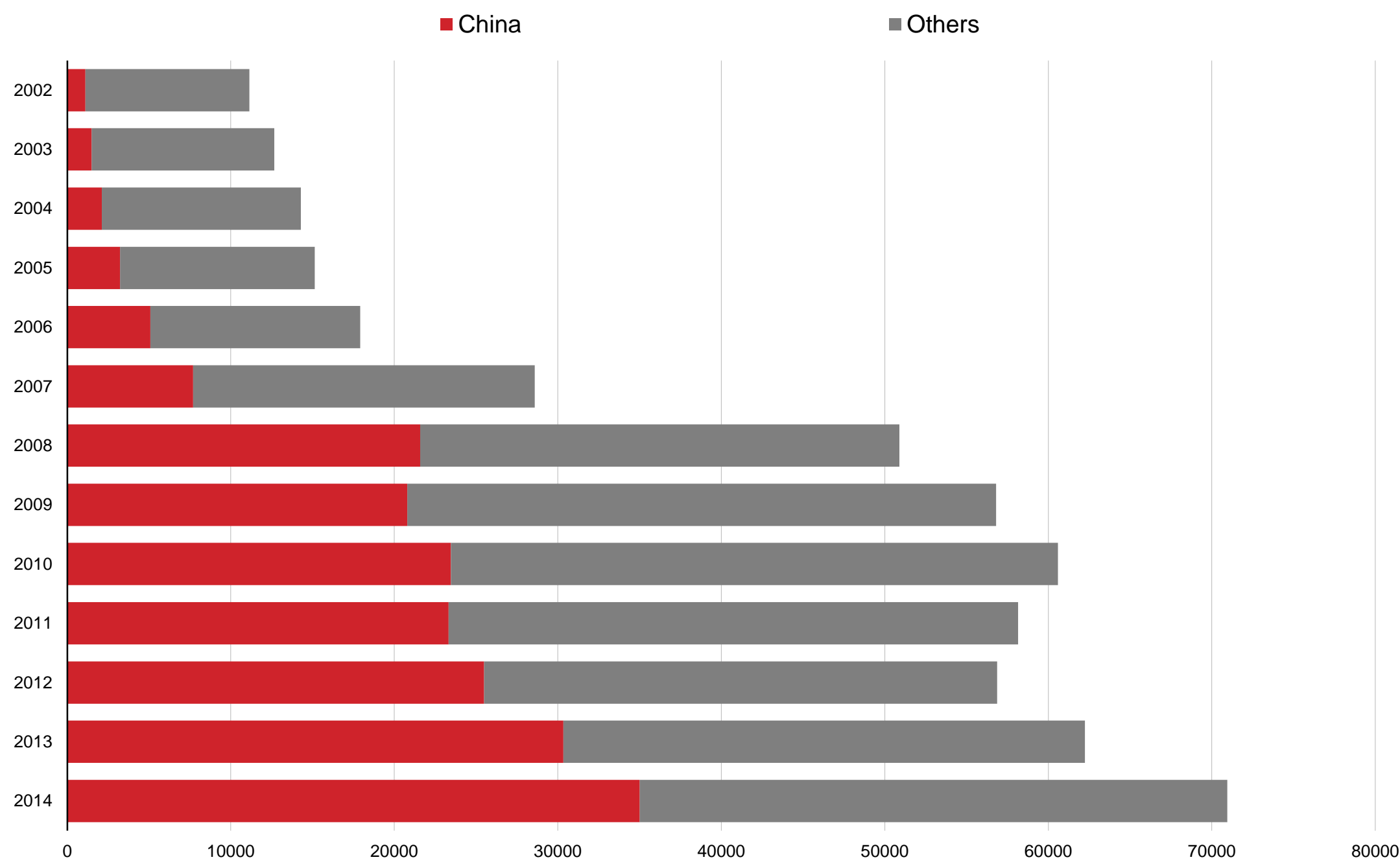


CHINESE CONTRACTORS AND THEIR SOCIAL RESPONSIBILITIES: A CASE STUDY IN MATHARE VALLEY, NAIROBI

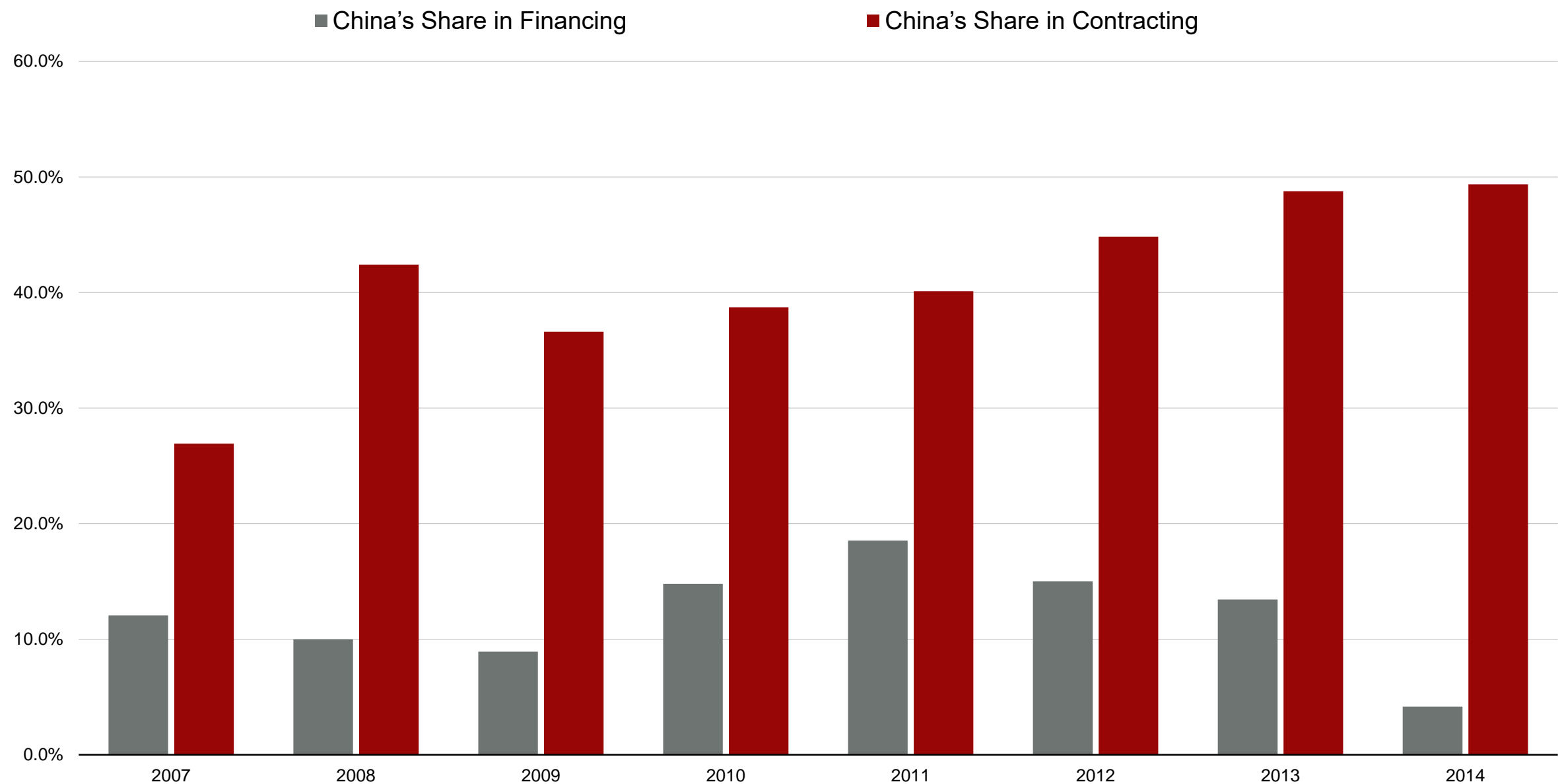
Zhengli Huang, Chinese University of Hong Kong
Master of Urban Design, TU Berlin. Master of Architecture, Tongji University
PhD Candidate, Tongji University

China has become the biggest contracting nation in Africa



ENR Data Top 225 International Contractors' on Africa's Construction Market Share (\$m)

China is biggest contractor of African infrastructure projects, but has a much smaller share in their finance



The Gap of China's Contracting and Financing position in Africa's Infrastructure Building

Project Background:

MCEDO Beijing School is a school in the informal settlement of Mathare Valley that has a history of Chinese Embassy in Kenya

Kenya-China Trade and Economic Association is in charge of the implementation of the CSR project;

The team from School of Architecture, Chinese University of Hong Kong, was commissioned to carry out the work for experiences in informal settlements and competitiveness in high-quality pre-fab buildings.

Ambitions: Educational Facilities; Capacity building; Technology transfer; Public Relations

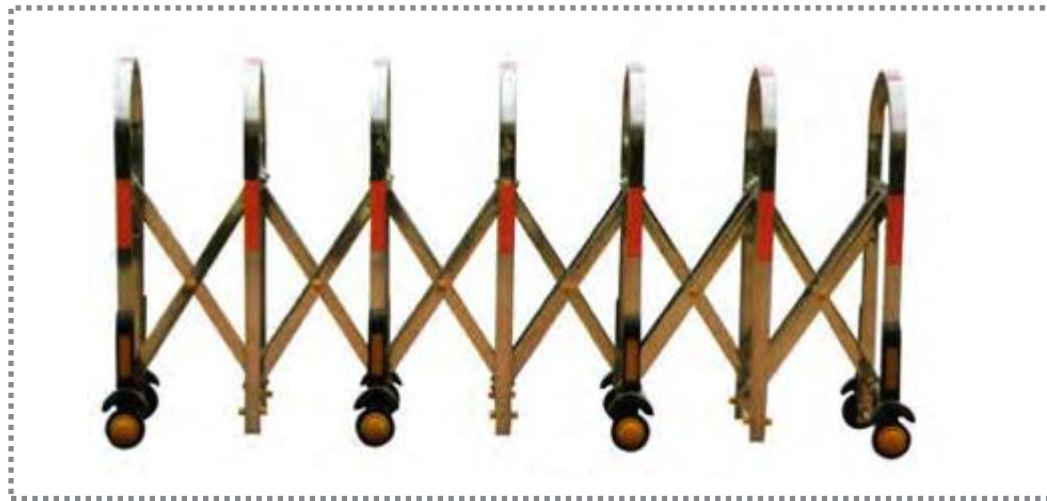




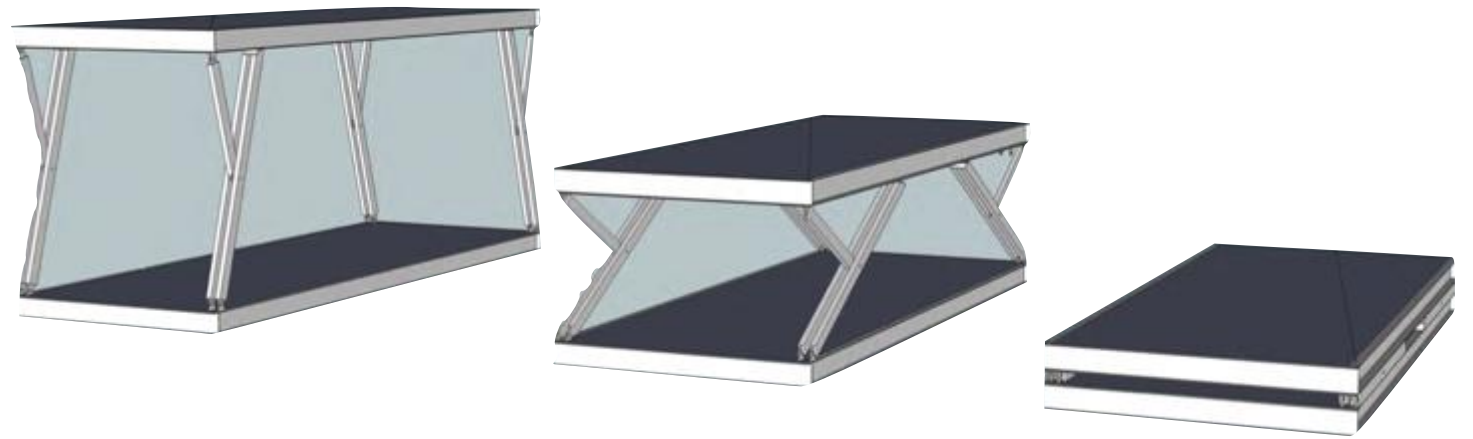
Reconstruction

Restoration





SOLUTION:









WFP

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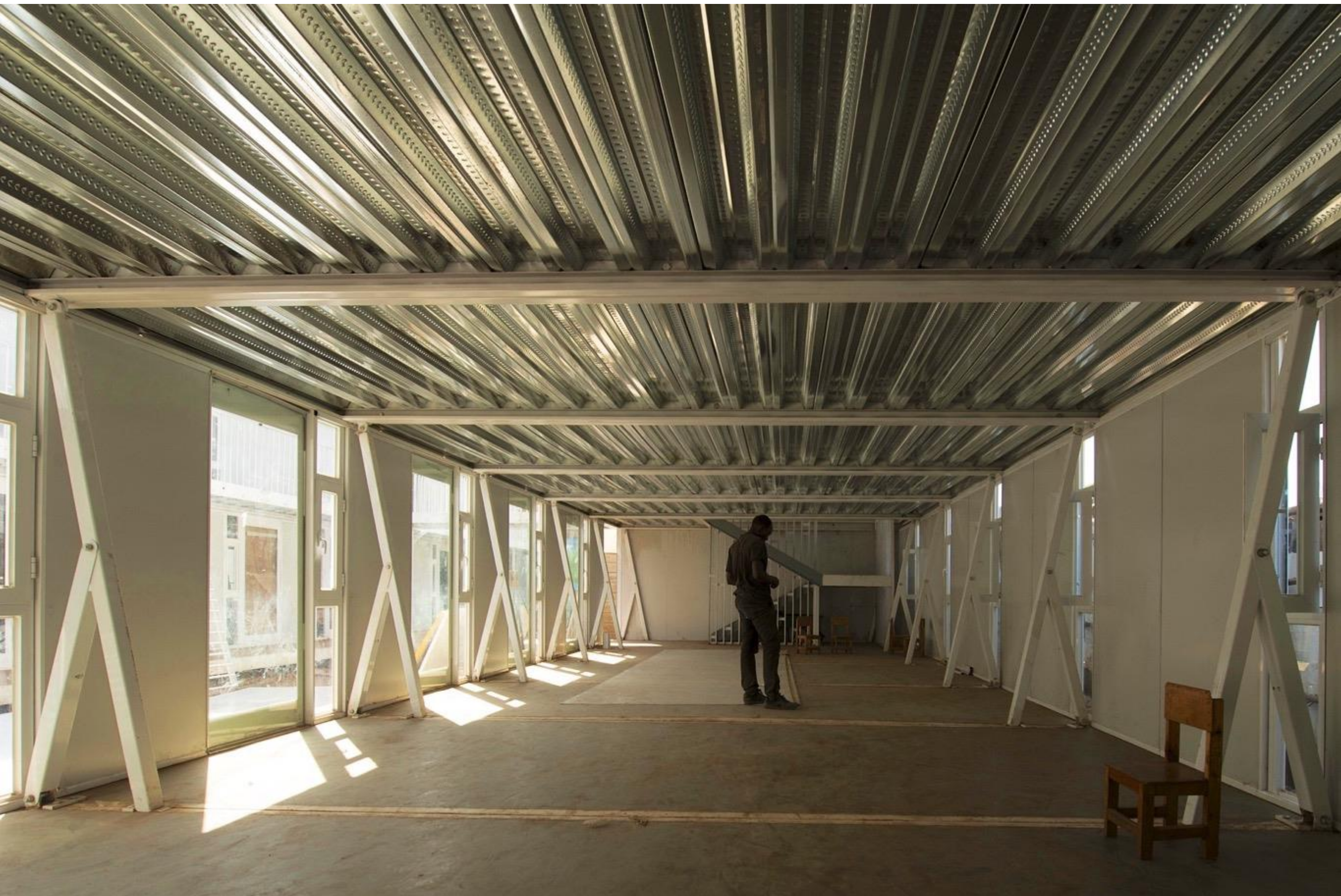
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Management Challenges:

- KCTEA is an NGO without a administrative body;
- Member Companies take turns to chair the organization in a three-year term. This leads to inconsistency in policy and implementation;
- Lack of motivation to achieve high performance in delivering CSR projects.

Inconsistency in Project Planning and Management:

- Change of chairmanship led to change of contract;
- Incapacity in facilitating communication with KRA and other Ministries;
- No documents or written guidelines/agreements to pass on between two terms of chair.

Impact Evaluation:

- Physical expansion of the school building is achieved on time;
- Zero labor import from China. More than 20 workers trained and employed;
- No technology transfer;
- Social Impact remains at community level.

CSR Motivation/Challenges:

- Value of long-term development and mutual benefit;
- Long-term strategies are influenced by the government;
- The appointing system of the local expats subject to 2-4 year term of office;
- Political will of long-term and mutual development would be a key element of developing CSR practices among Chinese enterprises.



