

**ASSESSING THE COMMUNITY PARTICIPATION IN CORPORATE
SOCIAL RESPONSIBILITY PROJECTS: CASE STUDY OF KINONDONI
DISTRICT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for the acceptance by the Open University of Tanzania (OUT) the dissertation titled; “Assessment of The Role of Financial Institutions on the Growth of Small and Medium Enterprises, Case Study of Iringa Municipal” in partial fulfilment for the degree of Masters of Business Administration in Finance.

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DEDICATION

This dissertation is dedicated to my lovely wife Salma Mohamed Jeta, my father Mzee Swalehe Chobu and my mom Amina Salim, as well as whole family whose prayers, encouragement, cooperation and tolerance have made my education career to be achieved.

ABSTRACT

Corporate social responsibility refers to strategies corporations or firms conduct their business in a way that is ethical. The study carried out on an assessment of community participation in Corporate Social Responsibility projects, a case study of Kinondoni district. The study was guided by three specific objectives; aim to determine the levels of community participation in Corporate Social Responsibility projects, to assess the benefits of community participation in Corporate Social Responsibility projects and to examine the challenges facing community participation in Corporate Social Responsibility projects at Kinondoni district. The study employed with qualitative and quantitative research approaches in gathering and analyzing data where qualitative based on explanations and quantitative involves the use of calculations percentages and tables. Sampling techniques was simple random technique. The sample for study constituted 100 respondents. Data collection methods were questionnaires, check list and documentary review. The findings show that, there were enough evidences to prove that, community participation in corporate social responsibility was low which affected by lack of awareness, ignorance, political interference. The analysis showed the benefits of community participation if corporate social responsibility projects. The study concluded that, the community participation is very important in corporate social responsibility projects because it creates awareness to both stakeholders of the projects and increase transparency and accountability. The study recommends; the need to involve community in corporate social responsibility projects which create sense of ownership and address the needs of community and project sustainability.

Key words: community, corporate social responsibility, projects and participation

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LIST OF ABBREVIATIONS

AFGEM	African Gem Resources
CSR	Corporate social responsibility
GGM	Geita Gold Mines
NGO	Non Governmental Organisation
WB	World Bank
CCSR	Components of Corporate Social Responsibility
CSR	Corporate Social Responsibility

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the world of today, corporate Social Responsibility goes beyond environment, Legal and workplace issues to enhance both companies' external reputation and their stakeholder's need. Corporate social responsibility (CSR) is also known by a number of other names. These include corporate responsibility, corporate accountability, corporate ethics, corporate citizenship or stewardship, responsible entrepreneurship, and "triple bottom line," to name just a few. As CSR issues become increasingly integrated into modern business practices, there is a trend towards referring to it as "responsible competitiveness" or "corporate sustainability."

A key point to note is that CSR is an evolving concept that currently does not have a universally accepted definition. Generally, CSR is understood to be the way firms integrate social, environmental and economic concerns into their values, culture, decision making, strategy and operations in a transparent and accountable manner and thereby establish better practices within the firm, create wealth and improve society (Farrington et al, 2017). As issues of sustainable development become more important, the question of how the business sector addresses them is also becoming an element of CSR. Corporate Social Responsibility is more voluntary rather than legal obligatory just as in developing nations.

The research used CSR as a concept that provides companies with a strategy for voluntarily mainstreaming social and environmental concerns in their activities and their interaction with stakeholders (Fuchs and Leonhard, 2007). In this definition, the

community is considered as a significant stakeholder in CSR and therefore in partnership with companies that have a common premise in relation to the concerns of the society. CSR is concerned with treating the stakeholders of the firm ethically or in a responsible manner. Ethically or responsible means treating stakeholders in a manner deemed acceptable in civilized societies. Social includes economic responsibility. Stakeholders exist both within a firm and outside.

1.1.1 CSR in Developed Countries

Corporate Social Responsibility (CSR) presents tool for European Union that has interest in cooperation with its partners to enforce conception of common responsibility for state and function of whole society in all membership countries. Companies do not orientate their interest only to their economical goals, but they extend it with goals, orientated to the environmental and social aspects and they improve their vision and strategy (Shamir R, 2011).

Corporate social responsibility had become decisive tool in area of business, as well as public policy in countries of EU that support it by its strategic documents. At the end of 20th century in EU several important initiatives raised, with goal to support extension of CSR as natural business standard. Contribution allocates influence of EU policy to support CSR initiatives, presenting by strategy and action plans that are obligatory, with aim to contribute to the sustainable development of whole community.

European corporations have tended to hold stronger and broader approaches to stakeholder relations and that network is being established to help many companies

share and diffuse relevant information about CSR. Through CSR, corporations importantly contribute to the EU's treaty objectives of sustainable development and highly competitive social market economy. In a more globalized, interconnected and competitive world, the way that environmental, social and corporate governance issues are managed is part of companies overall management quality needed to compete successfully (Farrington et al, 2017). Companies that perform better with regard to these issues can increase shareholder value, for example, properly managing risks, anticipating regulatory action or accessing new markets while at the same time contributing to the sustainable development of the community in which they operate.

In Europe, companies engage in corporate social responsibility because they have a compelling moral, ethical and legal obligation to protect their operating environment as well as stakeholders. They also motivated by strategic and economic imperatives of European countries that associated with their stake holders. According to Welford, R (2005) confirms two key factors that facilitate successful of CSR projects in Europe's countries: The first is that communication plays a huge role in corporate social responsibility projects. The second is about the needs and priorities of host communities of particular areas. Adopting a consultative decision making approach is essential. If initiatives are viewed as being community oriented, then it makes sense to involve the intended beneficiaries both in initiation and implementation.

According to Kemper et al (2013) there is empirical evidence, which supported in some literatures that engaging in corporate social responsibility has a significant impact on performance better in the market competition compared to those who

perform poorly. Also indicated that firms have a fairly uneven view of what CSR involves, and whether it plays a strategic function within the company (beyond the idea that there should be some evident commitment to CSR).

Welford (2005) pointed out two big challenges in European`s countries that face CSR projects, first there is not established and accepted methodologies to measure community impacts from companies or their CSR/sustainability activities. In the absence of widely deployed impact logic among companies and managers and no accepted impact measurement methodologies so the community impacts of companies remain unclear and hidden from public scrutiny and policy. Second there is no “one size fits all” method for pursuing corporate social responsibility (CSR) activities. Each firm has unique characteristics and circumstances that will affect how operational context and its defining social responsibilities. Each will vary in its awareness of CSR issues and how much work it has already done towards implementing CSR projects

1.1.2 CSR in Developing Countries

According to Maverlin and Vermander (2013), Corporate Social Responsibility in developing countries represented by the formal and informal ways in which business makes a contribution to improving the governance, social, ethical, labour and environmental conditions of the developing countries in which they operate, while remaining sensitive to prevailing religious, historical and cultural contexts. The challenge for corporate social responsibility (CSR) in developing countries is framed by a vision that was distilled in 2000 into the Millennium Development Goals, world with less poverty, hunger and disease, greater survival prospects for mothers and

their infants, better educated children, equal opportunities for women, and a healthier environment (UN, 2006). Unfortunately, these global aspirations remain far from being met in many developing countries today due to dependence of developed countries.

The wider aim of social responsibility is to create higher and higher standards of living, while preserving the profitability of the corporation, for peoples both within and outside the corporation. The need also consider community inputs and views arises from the change of development paradigm from bottom up approaches and remove top to bottom approaches. Since the change of development approaches, many planners and administrators have prioritized popular participation as the core of community development.

The strength and the pride of our community will depend on our ability to build strong institutions at the local level which monitor the CRS implementation (Farrington et al, 2017). The underlying assumption is that, the attainment of popular participation in development programmes is a prerequisite factor in the attainment of development goals. Different writers have argued in favor of participatory decision making. According to Armstrong (2006), observe that involving subordinates (and in this respect community members) in decision making improves the quality of the decision and the effectiveness of the organization which leads to achievement of the organizational goals.

Right from planning, implementation and evaluation of development projects, community members are viewed as stakeholders of the bottom up approach to the

project completion. For any development to be sustainable it is important that the community members identify with it and have a sense of ownership (Mwangi, 2004). As Mulwa (2004) has stated, experience has shown that unless people are actors in activities and programmes that affect their lives, the impact of such intervention would either be negative, irrelevant or insignificant in transforming people's lives. Points out that participation in development activities are a goal oriented phenomenon, which is contingent on the attainment of benefits. People take part in projects that deliver or are likely to deliver direct and immediate benefits to them.

The study sought to find out the levels of community participation in CSR projects at Kinondoni district; that is, how high or low participation could be ranked and the pattern of community participation meant where most was the community involved in terms of project management. Although many companies have reports on how they fulfill the principle of Corporate Social Responsibility (CSR), the question of community participation remains the greatest challenge in ensuring that every community project is self sustaining and beneficial to the community. The research therefore will shed more light on the nature of community participation in CSR projects at Kinondoni district and create a sense to work for the welfare of the community. CSR is an extension of individual sense of social responsibility. Active participation in CSR projects is important for the individual, company and community.

1.3 Statement of the Problem

Community participation in Corporate Social Responsibility programmes are considered to be the means of strengthening their relevance, quality and

sustainability of projects. Maverlin and Vermander (2013) define participation as a process through which stakeholders influence and share control over projects initiatives and decision making. From these perspectives, participation could be seen in the level of consultation or decision making in all phases of project life cycle, from assessment, to appraisal, to implementation, to monitoring and evaluation. Citizen participation in local decision making process as stated in the Tanzania local Government reform Programme promotes accountability and transparency in making community decisions to ensure good governance in community level.

Despite the intention of the government to enhance participation, many parts of Tanzania participation are still inadequate. Companies and organizations (profits and non profits) fund projects in an attempt to mitigate poverty facing communities and improve their welfare. For example the North Mara Gold mines spent almost about US\$ 850,000 to construct a school and teachers houses in Tarime (Mwananchi newspaper, dated, 3/2015). However, Geita Gold Mines (GGM) contributed about US\$ 150 million annually for community development projects in sectors such as education, health, roads and water in the areas where it operate (Kolstad and Lange,2012). Accordingly, African Gem Resources (AFGEM) spent about US \$ 360,000 in community development in the periods between 2010-2012 for such activities as school, electrification of health centers, water taps, water dams and just few not mentioned around the Africa (Kolstad and Lange, 2012).

Particularly at kinondoni there were some companies, profit and nonprofit organizations played their part in Corporate Social Responsibility projects like

Vodacom Foundation in Constructed of mama na mtoto rooms at Mwananyamala hospital, NMB provided desks at different primary schools, Twiga cement constructed road around the area of its operation, international organizations and other not mentioned. It is however not clear whether these projects address the felt needs of the targeted communities. For the projects to succeed, the participation of communities is desirable. Yet there is not clarity about the involvement of community in particular projects. It is therefore this research tried to find out whether there are community participation in corporate social responsibility projects to address community`s felt needs.

1.4 Research Objectives

1.4.1 General Objective

To assess community participation in the Corporate Social Responsibility projects.

1.4.2 Specific Objectives

- i. To determine the levels of community participation in Corporate Social Responsibility projects
- ii. To assess the benefits of community participation in Corporate Social Responsibility projects
- iii. To examine the challenges facing community participation in Corporate Social Responsibility projects at Kinondoni district

1.5 Research Questions

The study was guided by the following research questions

1.5.1 General Research Question

Does community participate in the Corporate Social Responsibility Projects?

1.5.2 Specific Research Questions

- i. At what extent does the community involved in Corporate Social Responsibility projects?
- ii. What are the benefits of community participation in Corporate Social Responsibility projects?
- iii. What are the challenges facing community participation in Corporate Social Responsibility projects?

1.6 Significance of the Study

This study increased and expanded the existing body of knowledge on corporate social responsibility between founders of the projects and community around at Kinondoni district. Findings of the study also serve as a stepping stone for future researchers who will conduct studies on the same or similar topics by providing a source of empirical literature. Also, successful completion of the study addressed the founders of the projects weather to encourage community participation during project initiation, planning and implementation. The findings of the study contributed to other stakeholders to get a better understanding of how to deal with community projects and help other scholars as the reference to achieve their research work.

1.7 Scope of the Study

The study was carried out at Kinondoni district, located in Dar es Salaam city. The targeted population was a sample of 100 people who are living in the area of the

study. Despite the fact that there are countless numbers of other factors that influence effectiveness of Corporate Social Responsibility implementation, this study is focused itself to community participation in corporate social responsibility projects. It is because participation of community in any social project is being core factor in ensuring quality successful implementation of projects.

1.8 Limitation of the Study

In conducting this research study, the researcher was aware of the following limitations

1.8.1 Financial Limitation

The researcher was encountered financial limitations because the amount of money required for conducting the study was not sufficient. This was because the researcher had no sponsor to support the research study. The research work needs a lot of money due to its context and its ingredients. Thus, to reduce the costs, a researcher came up with a plan to reduce the number of days used to collect data from the respondents by increasing the number of respondents met per day.

1.8.2 Data Availability

Confidentiality attitude was expected to be a problem in some of the respondents. Some respondents thought that the information that they were providing might harm them at future time. Confidentiality of information hindered the respondents from giving the needed information. Hence a researcher assured them that, the information given is to be used for academic purposes and strictly not otherwise. Uncooperativeness spirit shown by some respondents having varied reasons, either

they didn't care, being busy or whatever. To overcome this, a researcher prepared a timetable that coped with their situation and be easy for them to follow. Ensured an effective means of follow up so as to win their cooperativeness in both aspects

1.8.3 Time Constraints

This study was carried out for a short period of time because the requirements follow the deadline of the Open University of Tanzania due to the delaying of completion of course work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Definitions

2.1.1 The concept of Project

Project means a temporary endeavor undertaken to create a unique product, service or result in a defined beginning and end in time, defined scope and resources. Project is a unique in that it is not a routine operation but a specific set of operations designed to accomplish a singular goal (Welford, 2005). So a project team often includes people who might be not usually working together sometimes from different organizations and across multiple geographies. The development of software for an improved business process, the construction of a building or bridge, the relief effort after a natural disaster, the expansion of sales into a new geographic market all are projects. The project should balance the four constraints: cost, time, quality and scope (Welford, 2005).

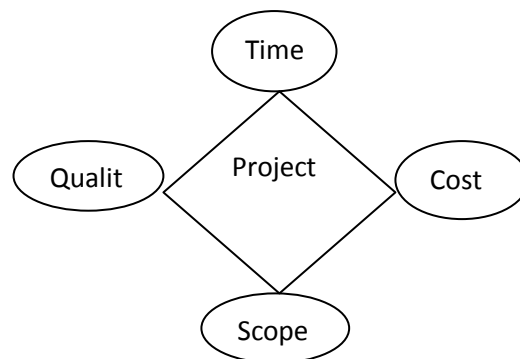


Figure 2.1: The Constraints of Project

Every project has a beginning and termination period (either successful or unsuccessful). A standard project typically has the following four major phases (each

with its own agenda of tasks and issues): initiation, planning, implementation, and closure. Taken together, these phases represent the path a project takes from the beginning to its end and are generally referred as the project “life cycle. For the project to be successful it is crucial to involve relevant user or representatives in the entire implementation process from the analytical stage to handover stage. The purpose is to ensure that users with the greatest knowledge of the individual processes are involved in the design of the solution which comprises these processes. This is one of the most important methods to ensure high quality of the solution as well as meeting interest of other stake holders.

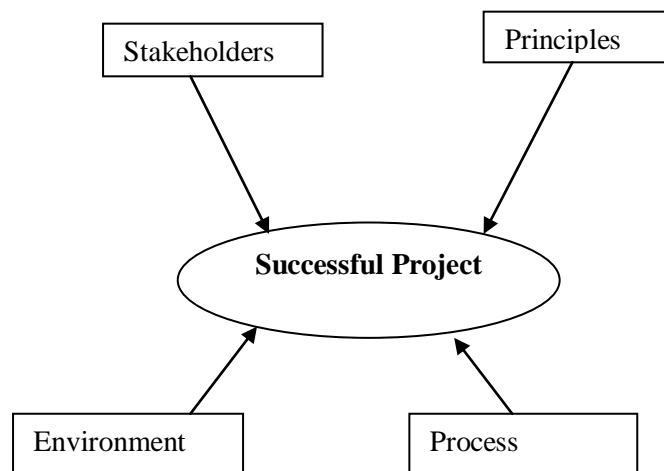


Figure 2.2: Needs of Project Success

2.1.2 The concept of Community

According to Shamir R (2011), community is a small or large social unit (a group of living things) that has something in common, such as norms, religion, values, or identity. Communities often share a sense of place that is situated in a given geographical area (e.g. a country, village, town, or neighborhood) or in virtual space

through communication platforms. Durable relations that extend beyond immediate genealogical ties also define a sense of community. People tend to define those social ties as important to their identity, practice, and roles in social institutions (such as family, home, work, government, society, or humanity at large). In archaeological studies, “community” is used in two ways: The first community as a place where people used to live eg village, town, or city. The second meaning, community as a group of people living near one another who interact socially

2.1.3 The concept of Community Participation

The World Bank defines involvement as a process through which stake holders influence and take control over activities initiatives, decision and resources management. Nancy et al, (2013) has gathered four different statements on involvement:

- a) Participation as a voluntary contribution by the people in one or another of the public programmes supposed to contribute for the community
- b) Participation implies people participation in the decision making process, in implementing programs and sharing the benefits of the programmes.
- c) Participation as an active process by which beneficiaries or community influence their well-being in terms of income, personal growth, self reliance and others
- d) Participation as an organized effort to increase control over the resources.

Community participation defined as a process by which people are enabled to become actively and genuinely involved in defining the issues of concern to them, in making decisions about factors that affect their lives, in formulating and

implementing policies, in planning, developing and delivering services and in taking action to achieve changes. According to Mackie et al, (2006) community involvement may range from the contribution in cash and labour to consultation, changes in behavior, participation in administration, management and decision making.

The successful of the project sometimes depend on the participation of potential stakeholders (Mackie et al, 2006). Failure to involve stakeholders in the projects may results in failure to addressing the needs of project. Community involvement should be in response to community interest, help the organization to identify community needs apart from it being a requirement to meet its statutory obligations. Ferrington et al, (2017), recognizes that when limited to consultation, participation does not address deep rooted problems concerning the targeted group.

2.1.4 Ways of Community participation in Corporate Social Responsibility projects

There are many ways people can be involved in CSR projects:

- a) Passive participation: People are told what is going to happen or has already happen. This is called top down approach. The project is designed due to the need of community and then later on involved to be aware what is going to happen on the future time.
- b) Interactive participation: This is called collaborative approach. The community and other stake holders (sponsors) design the expected Corporate Social Responsibility project by using give and take method.

- c) Self-mobilization: this is called down-top approach. The community mobilized themselves due to their need, collect their opinions and later on present their views to the sponsor of the project.

The above approaches can be possible when the principles of CSR are considered.

Table 2.1: Corporate Social Responsibility Principles

<p>Principles of CSR</p> <p>Transparency: This includes the disclosure of relevant information ranging from policies and outcomes of key decision to implementation of on ground activities</p> <p>Ethical behavior: This includes behaving in a manner that is honest and equitable and acting with integrity.</p> <p>Accountability: There should be clear accountability within an organization, including relevant governance structures.</p> <p>Respect for human rights: This includes demonstrating respect for local and internationally recognized rights.</p> <p>Respect for stakeholder interests: Opportunities should be provided for stakeholders to engage with the project both to seek information as well as provided feedback.</p>

Source: Principles of CSR

The main aim of Corporate Social Responsibility projects is to contribute to sustainable development by delivering economics, social and environmental benefits for all stakeholders. CSR has different sectors like Education, Health, Environment Sustainability, Community Development, Rural Development and Livelihood &

skilling.

2.2 Corporate Social Responsibility in Tanzania

Corporate social responsibility concept in Tanzania is not new term despite of not operated by most of companies (Essays, November 2013). Only corporate or companies that mostly implement corporate social responsibility (CSR) are foreign-oriented who bought shares in the companies through privation of the public sector and foreign Direct Investment (FDI) which support each other in facilitating sale, acquisition, take over and monopoly of business depending on techniques and tactics applied or that would be executed to accomplish investors or shareholders, board of directors, management of an organization, mission, objectives and goals. However, corporate social responsibility has been operative some decades ago in developed countries likes United States of America. In the case of Tanzania the concept is not much known by various native societies and general public (Essays, November 2013). In most cases, the CSR is extended by corporate mostly banks, mining sectors, cellular (mobile) telephone service providers, breweries and soft drinks processors.

The attribution to the ineffectiveness of corporate social responsibility in Tanzania is the country having no law guiding on corporate social responsibility, however a bill has been prepared by the government of Tanzania for enacting a law on the matter but still not yet passed by the parliament of united republic of Tanzania (Essays, November 2013). Among the challenge that affect CSR in Tanzania is the model of operations, no policies or guidelines that the existing firm follow to operates CSR projects. The rates of taxes imposed also hinder some companies not to engage in

community.

2.3 Areas of Corporate Social Responsibility

Table 2.2: Areas of CSR

Environmental efforts	One primary focus of corporate social responsibility is the environment issues. Businesses regardless of size have a large footprint. Any steps they can take to reduce those external and internal footprints for the benefits of community are considered as corporate social responsibility
Philanthropy	Businesses can also practice social responsibility by donating money, products or services, constructing infrastructure for the betterment of community around the area of operations. Larger companies tend to have a lot of resources that can benefit charities and local community. All these activities are termed as corporate social responsibility
volunteering	Attending volunteer events without expecting anything in return, companies can express their concern for specific issues and support for beneficiaries of community

Source: Principles of CSR

Social responsibility is the responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and consistent with sustainable development and the welfare of society, takes into account to the expectations of stakeholders.

2.4 Community Participation in Corporate Social Responsibility Projects

Since business companies draw resources from the society, they have an obligation to take care of the environment and safeguard the community that living around the business operations. Oloo (2003) stated that there is inter relationship between the business and the society, for that matter, businesses has an obligation to utilize their

resources in a manner that would be beneficial to both the owner of companies and the society as a whole. They should provide positive assistance to the community.

The positive assistance includes provision of employment to the people from its immediate society and other forms of poverty alleviation and social backwardness. Such assistance requires the community be actively involved. Oloo (2003) also stated that active involvement should be right from planning, implementation and evaluation of development projects and what is vital that community members are not be viewed as stakeholders of the bottom-up approach to development. This study therefore focused on community involvement in all stages of the projects initiated under Corporate Social Responsibility.



Figure 2.4: Components of Corporate Social Responsibility (CSR)
Source: Oloo (2003)

2.5 Importance of Community Participation in Corporate Social Responsibility Projects

There are Literatures recognized the importance of involving community to the projects that expected to address community interest. Involving community in the project ensures sense of ownership and feels the projects meet their needs. This makes them readily oversee construction and take care of the facilities to ensure sustainability. Senses of ownership facilitate to increase safeguards of the project and other properties. Involving community help the project to be sustainable as community learn how to adopt and correct changes, community be aware of project implementation from the beginning (Lancaster, 2002). They understand the local need and the nature of new project which they achieve. They can easily spread knowledge to other community thus cause rapid growth knowledge of project monitoring.

2.6 Challenges of Community Participation in Corporate Social Responsibility Projects

The following are the reasons hindering Local community to be involved in CSR projects:

- i) The political intervention: Sometimes local community may be very much in need of the project but the politician may decide to put aside the project. For example there is the project expected to be implemented at Msisiri A which sponsored by World Bank but due to the opposition part ruling that area, the Municipal decided to shift that project to Mafere Street.
- ii) Lack of dissemination of project related information: The projects are

undertaken for the development of local communities, so project should be selected, designed and implemented in consultation of people. The project beneficiaries has right to be aware of project but almost information are absent from the grass root which hindrance local people to participate.

2.7 Cooperate Governance in Corporate Social Responsibility projects

Corporate governance is the system of rules, practices and processes by which a firm is directed and controlled. Corporate governance involves balancing the interests of a company, stakeholders such as shareholders, management, customers, suppliers, financiers, government and the community. Since corporate governance also provides the framework for attaining a company's objectives, it encompasses practically every sphere of management, from action plans and internal controls to performance measurement and corporate disclosure. Cooperate governance must be enhanced by use of openness, transparency, rule of law and promotion of peace and security in welling areas. The roles of government are to emphasizing goods political situation impose reliable rules for local and foreigner investors, emphasizes ethical consideration and total discouragement of differences between the company or institutional owners and communities around. On the other hand all the principle of cooperate governance should be identified from the grass root.

2.8 Critical Theoretical Review

The society is made up of different components termed as systems such as economy, health, education, family, religion, and legal system and each component has its own function. This is a modification of functionalism and structural functionalism (Boehm, 2002). Also he argue that to understand the whole organization, it should be

viewed as a system which acquires inputs from the environment and then transforms them into something of value that can be discharged back into the environment (community).

Further argues that this interrelationship between the organization and its environment reflects on an organization's dependency on the community. The theory helps us to categorize the kind of CSR initiatives made towards the community by companies or institutions. It further shows the interactions of the firm and the community and how there is a symbiotic relationship between the two. The community is part of the subsystem. Other members of the subsystem include Business entities, share holders, workers, government, political and financial analysts and customers among others. Its limitation is failure to see any change occurring in any particular system externally yet social change can be also effected by external factors such as political factors, associated corporations among others. The limitation are addressed by the stakeholder theory which acknowledges that external factors like CSR approaches companies adopt have a direct influence on the welfare and development of the community.

2.8.1 Stewardship Principle of Corporate Social Responsibility

Stewardship principle theory of Corporate Social Responsibility (CSR) was found by Beauchamp and Bowie (1979) refers to a form of corporate self regulation integrated into a business model, which usually involves active compliance with the law, ethical standards, and international norms. This theory aims to achieve positive impacts on the environment, consumers, employees, and the communities. Under the force of globalization, this theory has been challenged by the diminishing different

roles of the government and firms, especially when the power of multinational companies is rising.

Richard (2005) argued that the Steward Principle theory is premised on religious teaching. It asserts that individual and business entities recognize themselves as Stewards or care takers of the community wealthy. They just hold the properties in trust for the whole society. The theory requires the businesses use the wealthy it possesses in only uses that the society deem appropriate and legitimate. Richard (2005) states that, a business should, engage in generating more wealth through means which are detrimental to society like drug trafficking or environmental degradation activities.

According to this theory, it is the responsibility of the businesses to increase communities wealthy by making profitable investment and realizing benefits to its shareholder and set strategies for making CSR infective to the local community (Welford, R, 2005). However, it has been stated by the World Bank Group that “Corporate social responsibility is the commitment of businesses to contribute to sustainable economic development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development of community.

In reality, corporations, whether small or large, should be responsible for our society since they are also actors of the social institutions, but in what aspects they are responsible for and how far should this responsibility be are within the corporation

capacity and norms set which is normally lead to various interpretations by different social actors (Beauchamp et al, 1979).

2.8.2 A new Philanthropic Theory of Corporate Social Responsibility

A new philanthropic Theory of Corporate Social Responsibility was found by Smith, (2003) his theory based on cherish in which owners of companies should offer to local community. The focus was to enhance the proper corporate social responsibility in any located and established companies or organization, good relation is of greater important and normally it reduces unnecessary contradiction in the company's area and propels maximum company profit. He also advertises their social and environmental good works in effect solicit charitable contributions from customers, Employees, investors and other stakeholders. They compete with non profit, NGOs in the market to supply public and humanitarian goods, to analyze how Corporate Social Responsibility unselfishness affects firm valuations, a model has been developed in which investors gain utility both from personal consumption and from making donations to worthy causes.

A new philanthropic theory of Corporate Social Responsibility can be criticized in every front, because humanitarian goods can be provided to the public but still the public may lose interests to such assistance may be due to preferences and cultural tendencies of the particular society or community. Looking on company social responsibility company managers may stimulate good social relationship but still the community around, do not appreciate of what is being assisted as a result local community may harm the company aggressively by theft, robbery and negative view of a particular company.

2.8.3 The Sullivan Principle theory of Corporate Social Responsibility

This theory was founded by Sullivan H.S (1953) the theory states that, the objective of the Sullivan Principles theory are to support economic, social and political justice by companies where they do business to support human rights and to encourage equal opportunity at all levels of employment and enhance disadvantages workers for technical supervision and better managerial opportunities and to assist greater. Freeman and Rockey (2004) argued that the Global Sullivan Principles theory support Universal Human Rights such as freedom of association, equal opportunity for all, employees treatment, responsible between the company and impacted community, health and safety, sustainable development and fair competition. This theory emphasizes that social relationship and good economic base in companies if well organized tend to propel human rights.

2.9 Empirical literatures

There is excess of literatures in Tanzania but there is shortage of literatures focusing in community involvement in CSR projects. Only few studies are conducted on peoples participating in projects. CSR can be viewed as a comprehensive set of policies, practices, stakeholders and programs that are integrated into business operations, supply chains, and decision making processes throughout the company and include responsibilities for current and past actions as well as adequate attention to future impacts.

Sheikh (2010) found that participation of local community in development projects in the study conducted by Bangladesh has been very low (7%). Participation is limited by influential people like politician without sharing community need before

implementation of the project. This affects the expected outcomes of the project.

Boehm, A. (2002) in his study conducted in the parts of Tanzania found that decision about who is to be involved in Ward Development Committees (WDC), the bottom local level decision making bodies which pass requests before being forward to the level in district hindering the effective succeeding high level of popular involving in decision making. The bodies were elected by the district officers who comprised only influential people and limit the opinions of Local people.

According to Welford, R (2005), In Tanzania there are were no citizen participation, fact is tha experts use their professional power to citizen instead of promoting people participation I n all issues affect them. They impose their own ideas of development which do not serve community interest. Participation of people in the development project tends to increase the quality of project in addressing community need. In this study the question of how to make community involved in CSR projects effective is addressed by looking the capacity of o f people involvement and their preference and benefits of participation in CSR projects.

2.10 Research Gap

Most studies conducted by other researchers have revealed CRS in the context of Europe, Asia, America and Africa as whole. American corporations and institutions continue to be example of corporate social responsibility in the communities. Few studies have conducted on corporate social responsibility in the context of Tanzania but they have not touched on the assessment of community involvement in CSR projects at Kinondoni district, so this made a researcher to raise interest to conduct this study by focusing on the determining the levels of community involvement in

CRS projects, assessing the benefits of community involvement in CRS projects and last to examine the challenges facing community involvement in CRS projects at Kinondoni district and suggesting ways forward to enhance community participation in CRS projects.

2.11 Conceptual Framework of the study

A conceptual framework is an analytical tool with several variations and contexts (Welford, R, 2005). It can be applied in different categories of work where an overall picture is needed. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply (Welford, R, 2005). The researcher assumes that in order to be successful in CSR, the policy should stipulate how it will engage the community.

Also the market needs of the company or NGO should not breach the government laws on Corporate Social Responsibility. The company or NGO should set long and short time strategies on how to the local community around the company could benefit from the business running around. The company leadership or management should participate in provision of knowledge to the local community on how take care of their environment as well as on the best use of the resources given to them. The significant importance of CSR is to bring outputs and outcomes which result into positive impacts of the community.

Government should develop the strategy on achieving the CSR objectives such as developing transparency policy, forms of responsibility, legal, economic and social

responsibility. If the government will set up the laws that all the corporate will have to abide on and then the corporate will do so provided that the failure to do so will cost them corporate severely. In other words, whether or not the corporate will fulfill their CSR depend on the established or laid down government laws and regulations concerning CSR. The awareness of CSR by the society concerned is among other factors. If the society is not aware and so doesn't claim for its rights when it comes to CSR then the company might capitalize on such a weakness

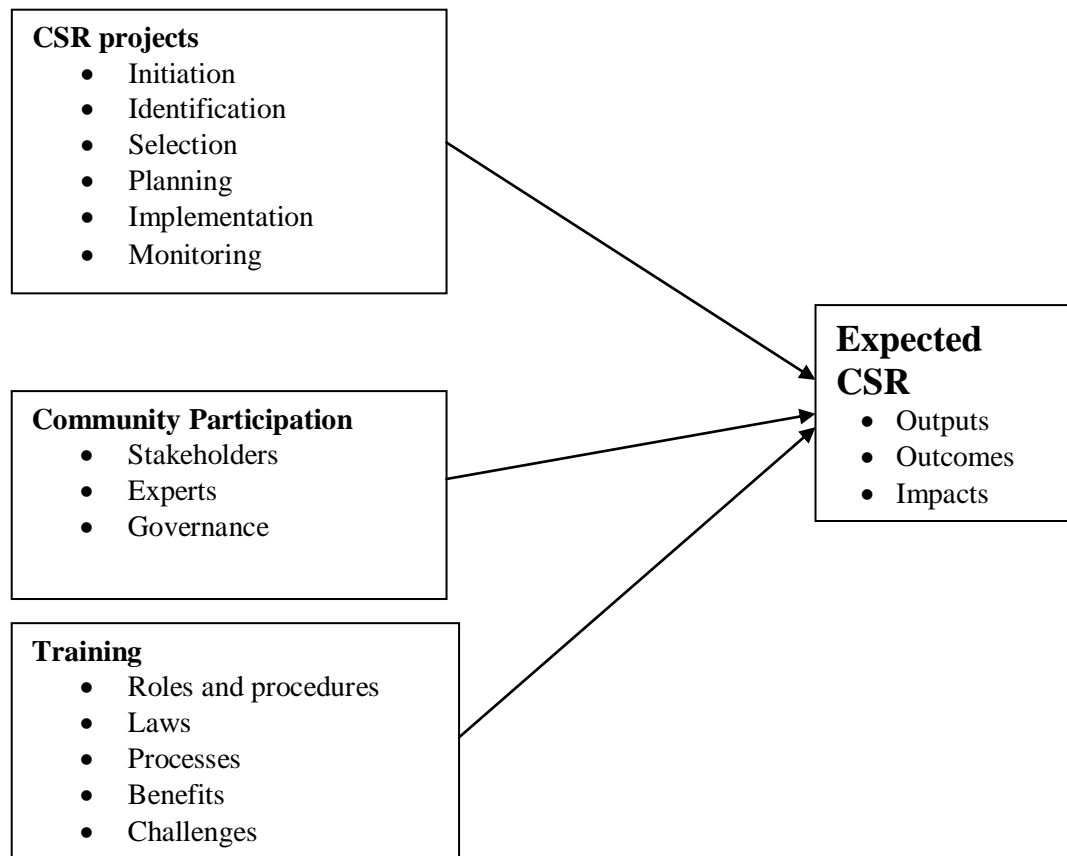


Figure 2.5: CSR Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts. It can be applied in different categories of work where an overall picture is needed. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply (Kemper et al 2013). The researcher assumes that in order to be successful in CSR, the policy should stipulate how it will engage the community.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This section discussed the methodology of the study such as the study design research approach, sampling techniques, area of the study, sampling method and procedures, variables, methods of data collection and data processing and analysis.

3.2 Research Design

A research design is a logical and systematic plan prepared for directing a research study (Kothari (2004). It specifies the objectives of the study, the methodology and techniques to be adopted for achieving the objective. It is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions. A research design is the program that guides the investigator in the process of collecting, analyzing and interpreting observation. The researcher was used mixed method (a combination of both qualitative and quantitative research design). The purpose of using both methods is to be able to examine further into the dataset to understand its meaning and to use one method to verify findings from other method (Trochim.M.K, 2003).

3.2.1 Area of the Study

This study was conducted in Dar es salaam at Kinondoni district. Kinondoni district is in North West of Dar es Salaams central business region in Tanzania. The area of Kinondoni is about 531 km². The research was conducted around some areas and generalized the results in the entire district. Research is highly specific; mostly it is interdisciplinary and is conducted in teams where each member is proficient in at

least one discipline needed in that research. Also the area was considered due to some factors, one of them it is the area where most of projects were employed due to the significances of the area in the country and its population distribution.

3.2.2 Population, Sample Size and Sampling Techniques

3.2.2.1 Target Population

Saunders (2000) defined populations as potential participants group, objects or events to whom or which researcher wants to generalize the result of the study derived from the sample drawn from the population. While, Saunders (2000) define population as any group of individual that has one or more characteristics in common that are of interest to the researcher. Population is defined as the totality of the objectives under the investigation (Kothari (2004)). In other words, population is a group of attention to the researcher from which he/she would select the sample for the study. The target population for this study consists of 1,775,049 citizens of kinondoni district where 914,247 female and 860,802 male according to the census of 2012.

3.2.2.2 The Sample Size

Kothari (2004), states that a sample is a portion of the population that is selected by the researcher to represent the population in a research study. In order to fulfill the objectives of the study, the researcher will select a small number of people who will be studied to represent the entire population. The sample size can statistically estimated by deciding the required level of accuracy (Trochim, 2003). In this study, a total of 100 respondents was assessed to provide information that was analyzed and finally generalized for the entire population.

3.2.3 Sampling Techniques

Sampling technique is a process of selecting a sample from the population (Kothari, 2004). The simple random technique was used to select respondents among the population based on the argument that societies are not homogeneous. Each unit in the society has an equal opportunity to be included in the sample. This technique was used simply because of its simplicity in this sense that it is easy to understand and apply; moreover the samples always contain subjects with characteristics similar to the population as a whole. In this study the population of the study which used was 134 respondents. With regard to the sample size, the researcher applied a simplified formula provided by Yamane (1967) as cited by Yilma Muluken to determine the minimum required sample size at 95% confidence level, degree of variability=0.5 And level of precision (e) = 0.05

$$n = \frac{N}{1 + Ne^2}$$

Where n is sample size, N is the total number of study population, 100

Where e is the level of precision

$$n = 134 / (1 + 134 * 0.05^2)$$

$$n = 100.4 = 100 \text{ respondents}$$

3.3 Data Collections

Data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes (Kothari 2004). Or Data collection means searching for answers to the research questions. Data are facts, and other relevant

materials, past and present, serving as bases for study and analyses. In this study both primary and secondary data collection method was used.

3.3.1 Primary Data Collection Techniques/Tools

Primary data collection methods are original sources from which the research directly collects data that have not been previously collected e.g. collection of data directly by the researcher on brand awareness, brand through various methods such as observation, interviewing, mailing etc (Kothari 2004).But the collection of primary data is costly and time consuming (Krishna swamiand Ranganatham, 2005). Primary data collection was used because it enabled the researcher to get supplementary information in addition to that obtained by used questionnaires and interviewing.

3.3.1.1 Questionnaires

A questionnaire is a set of questions which are usually sent to the selected respondents to answer at their own convenient time and return back the filled questionnaire to the researcher (Kothari 2004). In this research study, questionnaires with both open and close-ended questions were administered to respondents in order to collect data and information on the subject matter. Also there were check list questions to guide probe asking where necessary. The researcher can give the questionnaire to the respondents and if the respondents don't understand the meaning of question they can ask for clarification (Trochim, 2003). The data were collected in the specific area then analyzed and interpreted.

3.3.2 Secondary Data Collection Techniques

Secondary data are sources containing data which have been collected and compiled

for another purpose. Secondary source consists of readily available compendia and already compiled statistical statements and reports whose data may be used by researches for their studies (Kothari 2004) e.g. census report, obtained from second-hand information related with aspect of the study, namely journals, newspaper cuttings, independent study reports and dissertations

3.4 Data Analysis

Analysis of findings was analyzed by using, numbers, percentages also Statistical Package for the Social Science (SPSS) and descriptions that was enabled the researcher to make a logical conclusion base on the data that truly represent the problems of the study. Also it enables reader of the report to easily understand and interpret the data collected. The data source was come from respondents' explanations, views, opinions and expression of feelings in written. Researcher interpreted data obtained from questionnaires in order to answer the research questions.

3.5 Reliability and validity of data

Reliability and validity is the concept used to evaluate the quality research. It indicates how well a method, technique or test measures something. Reliability is about the consistency of a measure and validity is about the accuracy of measure. The reliability and validity of this study was measured by comparing the results and the other data like literatures and theories.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS AND DISCUSSION

4.1 Characteristics of Respondents

In this chapter the researcher presented the descriptive characteristics of participants in various parts of the study. The characteristics of sample are described by identifying percentage of respondents by gender, age, experience and level of education as discussed below.

4.1.1 Gender Distribution

For the purpose of this study researcher analyzed the gender distribution of the population, this could help to determine the significant of the respondent to avoid biasness. The research findings as indicated in the table below show that 57% of the respondents were males which equals to 57 out of 100 total respondents in a sample while 43% of them which equals 43 out of the 100 respondents in a sample were females. The findings indicate that the number of males and females are almost alike. This shows that, the researcher intended to collect data without lying in one source of data although it was easy to get information from males. This implies that there was gender balance in the respondents to avoid bias in the sample so as generalize the result throughout the entire population.

Table 4.1: Gender of Respondents

	Sex	Frequency	Percent	Cumulative Percent
	Male	57	57.0	57.0
	Female	43	43.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.1.2 Age of Respondents

The study was interested to use age because age has influence on the ability to think, reasoning and contributing ideas in a specific issues correctly and wisely. Table 4.1.2 shows the age of respondents. The age was measured in years ranging from 18 - 27, 28 - 37 and above 37. The respondent with the age between 18 to 27 were 23 equivalents to 23.0 percent, the respondents with the age between 28 to 37 years were 31 equivalents to 31.0 percents and those with the age above 37 years were 48 which is equivalent to 48.0 of the total. The study showed that most of respondent were above 37 years, which means the data were taken from appropriate sources.

Table 4.2: Ages Distribution

Ages		Frequency	Percent	Cumulative Percent
	18 - 27	23	23.0	23.0
	28 - 37	31	31.0	54.0
	Above 37	46	46.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.1.3 Marital Status

Table 4.3 shows the status of respondents. The total number of respondents was 100. Status of respondents was categorized as married, not married, Widow and divorced. The researcher was interested to know how do status is related with the participation in Corporate Social Responsibility projects. It was found that 59 percent were married, 23 percent were not married and the remaining 2 percent were widow and 16 percent were those who divorced and the majority of respondents were married.

Table 4.3: Status of Respondents

Marital status		Frequency	Percent	Cumulative Percent
	Married	59	59.0	59.0
	Not Married	23	23.0	82.0
	Widow	2	2.0	84.0
	Divorced	16	16.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.1.4 Level of Education

Education level of the respondents was sought by the researcher to identify the credibility of the community's capacity building and prior information in the area of Corporate Social Responsibility projects. The results are as indicated in figure 4.1.4 below: The majority of the respondents (53%) had primary level of education; those with secondary education were 31% of the respondents and those who had completed university education and above were 9% while few respondents (7%) did not have any formal education. This show that people who have primary education participate more in corporate social responsibility projects and the research was interested to find out the reasons to why they participate more and it is because majority of Tanzania population have primary education.

Table 4.4: Testing Level of Education

Education level		Frequency	Percent	Cumulative Percent
	None	7	7.0	7.0
	Primary	53	53.0	60.0
	Secondary	31	31.0	91.0
	University and above	9	9.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.2 Living Experience of Respondents

The living experience of the respondents sought by the researcher so that to identify the reliability of information given through their experiences in the particular area. Findings as indicated in the Figure 4.2 show that, 9% of respondents lived below one year in the area, 13% of them lived for 1-5 years, 35% of them lived for 5-10 years, and the rest 43% lived for 10 and above years out of 100 respondents. This implies that majority had experience of more than 10 years and they had well understanding and awareness of the particular environments.

Table 4.5: Living experience of Respondents

Living time		Frequency	Percent	Cumulative Percent
	Below 1 year	9	9.0	9.0
	Between 1 - 5 years	13	13.0	22.0
	Between 5 - 10 years	35	35.0	57.0
	Above 10 years	43	43.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.3 Knowledge about CSR Projects

Findings indicate that majority of the respondents (88%) had no prior knowledge of what Corporate Social Responsibility projects means while 12% out of 100 respondents had a rough idea of what Corporate Social Responsibility project is as shown in figure 4.3 below. The researcher was then able to explain to them what Corporate Social Responsibility project is in order to get information on the respondents. The information was further linked to whether there were trainings in the areas before CSR projects implementations. The findings indicate that, there is highly need of information dissemination about corporate social responsibility before implementation.

Table 4.6 Knowledge about CSR Projects

Knowledge about CSR projects		Frequency	Percent	Cumulative Percent
	Yes	12	12.0	12.0
	No	88	88.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.4 Level of Community Participation in CSR Projects

Respondents were asked to point out if they participate in corporate social responsibility projects. The findings show that, during the project definition and planning stages, Majority of respondents (89%) reported that they were never involved, 5% reported that they were rarely involved while 3% were often involved and 3% reported always involved out of 100 respondents. During project planning process, 83% never involved, 8% reported that they were rarely involved while 6% of the respondents indicated that they were often involved and 3% reported always involved out of 100 respondents. During project lunch and implementation, 56% of the respondents reported that they were never involved, 21% rarely involved, 12% indicated that they were often involved while 11% were always involved.

During Monitoring and evaluation, 90% of the respondents reported that they were never involved, 5% rarely involved, 3% indicated that they were often involved while 2% were always involved while during project handover 15% reported that they were rarely involved and 13% of the respondents reported that they were never involved. Most of the respondents (34%) reported that they were rarely involved in the project handover, followed by those who thought that they were often involved

(29%) in the CSR projects handover. According to Nancy et al (2013) state that, for European companies do not orientate their interest only to their economical goals only, but they extend it with environmental goal and social aspect according to the bylaw of the respective country.

According to the study, most of the respondents reported that, some of the projects initiated by companies or NGOs under CSR are further affected by the informal channels used in informing the community. Also respondents suggested that, there is no rules and regulation that governed CSR project as in the developed countries. Also respondents reported that yet they have insufficient knowledge because majority of the information is relayed through experiences and political will. This is further compounded by the illiteracy of the community members who cannot access information relayed through under these projects. This therefore exposes gap between community and CSR projects at kinondoni.

The Community around the projects is one of the principle beneficiaries for any located or established project, they have to involved directly or indirectly, by direct they have to be participating in the decisive meetings and indirect they have to choose themselves their representatives to be in the decision of any project in their areas. Given this type of interpretation, respondents indicated that there is low level of community involvement in the CSR projects especially in the phases of project planning as indicated in the Table 4.5.

Due to lack of participation in CSR projects, respondents therefore indicated that there was dissatisfaction in their involvement for the CSR projects. The communities

were asked what hindered from being involved in the CSR projects. They cited the following obstacles: Political interference, corporate barrier, societal expectations, succession planning and lack of knowledge for the community members.

Table 4.7 Community Participation in CSR Projects

Stages of Participation(Average)	FIVE POINT SCALE (RESPONSES) (PERCENTAGES (%))			
	Never involved	Rarely involved	Often involved	Always involved
Project conception and Initiation	89	5	3	3
Project definition and planning	83	8	6	3
Project launch & implementation	56	21	14	9
Project monitoring & evaluation	90	5	3	2
Project hand over	38	29	19	14

Source: Field Data, 2019

4.5 Benefits of Community Participation in CSR Projects

Kemper et al (2013), states benefits of CSR projects as follows: creates a positive image for the business, improve life standard of the community around the projects either directly employed or indirect and helps government to improve infrastructures like roads, hospital, water services, schools and other not mentioned. In developed countries, there are rules and regulations to operate CSR but in developing countries like Tanzania, it is a self regulating system that commits the corporation itself to following the laws of business, maintaining a high ethical standard in order to maintain their status that might be in poor quality compared to what were expected. Often, Corporate Social Responsibility results in businesses committing themselves

to certain social goods, or even an attempt to improve the environment require some conditions to be met.

The findings from the study supported the arguments of Kemper et al (2013), that Community benefits in health and Wellness, Environmental protection, Legal requirements, economic benefits and other not mentioned. The respondents also suggested that Organizations that recognized the fact that they ought to be socially responsible to their stakeholders and go a step further to practicing CSR have a lot of benefits like enhanced Brand and Reputation, Attracting new Customers, Promotes Long Run Profit, Recognizes business Moral Obligations, create Relationship with community and crate loyalty to the community. Also the respondents responded that, Country benefits in CSR projects because they foster in provision of infrastructures like road constructions, building schools, hospitals, eluviations of poverty and other not mentioned. Generally, participation of community in CSR projects increase the effectiveness and efficiencies of the projects and those projects will address directly needs of community.

4.5.1 Consider Social and Environmental Impacts

In considering the social and environmental impacts in CSR practices, the Findings indicate that majority of the respondents (47%) were strongly agreed, 35% were agreed, 14% were not sure, 3% were disagreed and 1% was strongly disagreed. The findings imply that, since then many of the respondents were strongly agreed with the notion of CSR projects considering social and environmental impacts, this was an indicator that there were benefits in terms of social and environmental conservation.

Table 4.8: Consider the Social & Environmental Impacts

		Frequency	Percent	Cumulative Percent
	Strongly disagree	1	1.0	1.0
	Disagree	3	3.0	4.0
	Not sure	14	14.0	18.0
	Agree	35	35.0	53.0
	Strongly agree	47	47.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.5.2 Support Public Value

As per figure below the research findings show that 48% of the respondents agree that RSC projects support public value, 43% strongly agree, 6% not sure, 2% disagree and 1% strongly disagrees with the concept that CSR projects support public value. Public values are the services that an organization contributes to the community and see how these services bring the differences. Most of the respondents as shown in the table below agree that, CSR projects support public value. This implies that CSR projects deliver public value outcome to the community.

Table 4.9: Support Public Value

		Frequency	Percent	Cumulative Percent
	Strongly disagree	1	1.0	1.0
	Disagree	2	2.0	3.0
	Not sure	6	6.0	9.0
	Agree	48	48.0	57.0
	Strongly agree	43	43.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.5.3 Foster Relationship with Community

The research findings revealed that CSR activities enhance good relationship between company or institutional and community, as evidenced by 36% of the respondents were agreed with this notion, 34% strongly agreed, 25% were not sure with notion, 3% Disagreed with notion and 2% of the respondents were strongly disagreed with this notion. The responses of the study can be concluded that CSR activities have a positive impact on a company's image to the community. This implies that positive image creates good relations with stakeholders, attracts investors and the company will enjoy positive media reviews.

Table 4.10 Foster Relationship with Community

		Frequency	Percent	Cumulative Percent
	Strongly disagree	2	2.0	2.0
	Disagree	3	3.0	5.0
	Not sure	25	25.0	30.0
	Agree	36	36.0	66.0
	Strongly agree	34	34.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.5.4 Create Good Image of Company to the Community

According to Sheehy and Benedict (2012) there is empirical evidence, which supported in some literatures that engaging in corporate social responsibility has a significant impact on performing better in the market competition compared to those who perform poorly. Also indicated that firms have a fairly uneven view of what CSR involves, and whether it plays a strategic function within the company (beyond the idea that there should be some evident commitment to CSR).

The research findings revealed that CSR activities enhance company image, as evidenced by 63% of the respondents were strongly agreed with this notion, 28% agreed, 4% were not sure with notion, 3% Disagreed with notion and 2% of the respondents were strongly disagreed with this notion. The study also revealed that CSR activities enhance relations between a company and the community. The researchers can thereby conclude that CSR activities have played a significant role on the positive company image and perform better in the markets which agree with the argument of Sheehy and Benedict (2012).

Table 4.11: Create Good Image of Company to the Community

		Frequency	Percent	Cumulative Percent
	Strongly disagree	2	2.0	2.0
	Disagree	3	3.0	5.0
	Not sure	4	4.0	9.0
	Agree	28	28.0	37.0
	Strongly agree	63	63.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.6 Challenges of Community Participation in CSR Projects

According to Welford (2005) pointed out two big challenges in European's countries that face CSR projects, first there is not established and accepted methodologies to measure community impacts from companies or their CSR projects and no accepted impact measurement methodologies so the community impacts of companies remain unclear and hidden from public scrutiny and policy. Second there is no "one size fits all" method for pursuing corporate social responsibility (CSR) activities. Each

company or institution might try to implement CSR projects but not in the same level as other did. This is due to the ability and cash inflow of that organization.

Poor dissemination of project information: Most of the communities especially in developing countries like Tanzania they still suffer the consequence of lack of proper information. Proper information creates awareness and confidences to perform the duties as per standard required. Education and training also create the ability to argue and reasoning of the community when it comes to provide the suggestion for solving particular problems. Most of developing countries try to escape training need in particular issues to avoid some costs which will be incurred. Education should be providing to the community to create them an ability to contribute positively in the initiated projects even if there will be costs that will be incurred. Good education and well trained person will create a quality tangible thing compared to those who are not educated.

4.6.1 Lack of Corporate Social Responsibility Regulatory Bodies

Research findings in the table below show that when respondents were asked to recommend on the government policies and regulation bodies govern CSR projects implementation, 66% were strongly agree that there is not committed body governing CSR project implementation, 23% were agree, 9% were not sure about CSR regulatory bodies, 1% was disagree and 1% also strongly disagreed. This implies that there were not committed bodies that governing CSR projects implementation to adhere the code of conduct of CSR projects for the benefits of the whole community and sustainability of the particular project.

Table 4.12: Lack of CSR Regulatory Bodies

		Frequency	Percent	Cumulative Percent
	strongly disagree	1	1.0	1.0
	Disagree	1	1.0	2.0
	Not sure	9	9.0	11.0
	Agree	23	23.0	34.0
	Strongly agree	66	66.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.6.2 Lack of Policies and Guidelines

According to Farrington et al (2017), corporate social responsibility had become decisive tool in area of business, as well as public policy in countries of EU that support it by its strategic documents. At the end of 20th century in EU several important initiatives raised, with goal to support extension of CSR as natural business standard. Contribution allocates influence of EU policy to support CSR initiatives, presenting by strategy and action plans that are obligatory, with aim to contribute to the sustainable development of whole community. This is contrast with findings of the research.

Research findings show that when respondents were asked to recommend on the government policies and regulations govern CSR projects implementation, 26% were strongly agree that there is not polices and regulations governing CSR projects implementation, 28% were agree, 41% were not sure about CSR regulatory bodies, 3% was disagree and 2% strongly disagreed. This implies that, most of respondents were not sure whether there were polices and committed bodies that

governing CSR projects implementation to adhere the code of conduct of CSR projects for the benefits of the whole community and sustainability of the particular project.

Table 4.13: Lack of Policies and Guidelines

		Frequency	Percent	Cumulative Percent
	Strongly disagree	2	2.0	2.0
	Disagree	3	3.0	5.0
	Not sure	4	4.0	9.0
	Agree	38	38.0	47.0
	Strongly agree	53	53.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

4.6.3 Lack of Training in Corporate Social Responsibility Practices

The communities were asked about training in CSR practices if they ever attended any special or general training on CSR practices, 57% of the respondents were strongly agreed that they had not attended any of the trainings while 41% were agreed that they had not attended any of the trainings reported and 2% they were not sure of the training. Majority of the respondents almost 98% agree that there were not any training that had been conducted for any Corporate Social Responsibility projects. The responses of the study show that, many of the respondents had not provided prior training of what CSR was, this was an indicator that there was training needed in CSR projects.

Table 4.11 Lack training in CSR Practices

		Frequency	Percent	Cumulative Percent
	Not sure	2	2.0	2.0
	Agree	41	41.0	43.0
	Strongly agree	57	57.0	100.0
	Total	100	100.0	

Source: Field Data, 2019

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This study focused in assessment of community involvement in corporate social responsibility projects, further revealed that, Companies and NGOs had some CSR projects located in Kinondoni district but there was no specific criterion that helps to allocate projects to specific areas. CSR projects need to be openness and transparency to the community (Richard, 2005). Government should be the link between companies and community. Most of the decision bodies in Africa countries affected by political will. The CSR projects need systematic ways and procedures in implementation. Isolation of community involvement in these projects means planning to get unexpected results of the projects. The study confirmed that, there were poor community involvements in any project that practiced at Kinondoni district. Some respondents argued that, during project implementation they required to be replaced some of their properties but due to lake of proper source information cause those to get nothing.

5.2 Conclusion

The study addressed that, CSR projects practices by the most company in Kinondoni in order to create good images and attract potential customers which is contrast with the proper meaning of CSR. The study suggests that CSR should go beyond that to see even the indirect affected persons due to the business of the company. For example those suffered TB around Wazo Hill Cement Company. Company should be responsible in some costs for the particular individuals.

Also study evidenced that, poor involvement of the community in CSR projects tend to get inability of project to address community needs. Poor educations provided to the community hinder the efficiency of the projects implementation. Education is the master plan of any project implementation to create awareness of people about the project and the methodology used to remove biasness of the stakeholders. Any stakeholder is a key factor in project implementation.

5.3 Recommendations

The findings of the study suggested that Kinondoni communities were not involved in CSR project initiation, planning, implanting, monitoring and evaluation.

- i. The study therefore recommends that, there should be community involvement in CSR projects in either direct or indirect by making community groups that functioning on behalf of the community. Companies or NGOs should lie between community and government in order to avoid political intervene in the projects. Politics might cause professionals ethics to be hidden to achieve political will. Company being centre neutralize the effect of politician.
- ii. The study evidenced there should be policies and regulations that will encounter the implementation of CSR projects plus community involvement. The policies and guidelines will show directives on how to perform CSR projects for the any company that operate business within the country.
- iii. The study recommends that, education should be provided to all community before start of the project in order to engage all stakeholders. Community is the primary stakeholder of CSR projects; they should be participated in all

stages of project life circle. The purpose of CSR projects were to benefits community so as to improve their standard of life. The evidence of this study indicate that, despite of companies and NGOs implement CSR projects but still did not came up with the solution intended due to poor participant of the community in different project life cycle. The decision makers try to implement project without considering community for the purpose of hidden genders.

- iv. The study recommend that, Government should impose a certain amount of contribution for those who have cars and shops which termed as CSR contribution fund which will support the poor people who affected by un prioritized diseases like Tuberculosis and others which are directly related to air pollution. In some cases people are being affected in one way or another by the effects of something which possessed by individual, industries, and few mentioned. For example car smokes affect most population especial in concentrated areas like Kinondoni but those who posses those cars do not play any role for the affected community. For example some suffered from tuberculosis which the main causes is air pollution. Indeed, it can save many people and reduce some costs that incurred by government even to provide medicines and other facilities required.

5. 4 Areas for Further Research

With the given research questions and the scope of this research, it is clear that some of relevant issues have not covered by this study. This research focus only in assessing involvement of community involvement in CSR projects but the other

researcher should wider up to exploit the needs of CSR projects and criteria used to allocate CSR projects, Need of monitoring and evaluating CSR projects and others related topics.

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APPENDICES

Appendix i: Research Budget

The following are the cost estimates the researcher is expect to incur doing the research

S/No	DETAILS	EACH	TOTAL
1	SUPPLIERS		
	Accommodation	400000	
	Typing	40000	
	Photocopy	30000	
	Printing	20000	
	Binding	10000	
	Editing	50000	
	Airtime	30000	
	TOTAL	580000	580000
2	OTHER ASSOCIATED EXPENSES		
	Transport	300000	
	Food	420000	
	Contingency money	<u>120000</u>	
	TOTAL	<u>840000</u>	<u>840000</u>
	GRAND TOTAL		<u>1,420,000</u>

Appendix ii: Work Plan

S/N	EVENTS- 2018/19	JULY- SEPT	OCTOBER	DEC- MARCH	APRIL- JUNE	JULY
	PROPOSAL					
1	Preparation of proposal					
2	Submission of Proposal					
3	Data collection & Data Analysis					
4	Report preparation					
5	Report Submission					

Appendix iii: Questionnaire

Questionnaire for the community participation in cooperate social responsibility projects

I am a student at Open University of Tanzania (OUT) pursuing Master degree in Project management; I have prepared this questionnaire for purpose of collecting data concerning with Assessment of community participation in Corporate Social Responsibility projects. Your contribution is highly valued in making the study successful. Assurance is given that your personal information will be handled confidentially and it will be used for academic purpose only.

Background Information of the Respondents

Tick (✓) an appropriate item in the given bellow:

1. Age (Years

- a. 18-27 ☐
- b. 28-37 ☐
- c. Above 37 ☐

2. Gender

- a. Male ☐
- b. Female ☐

3. Marital Status

- a. Married ☐
- b. Not Married ☐
- c. Widow ☐
- d. Divorced ☐

4. Level of education

- a. None ☐
- b. Primary ☐
- c. Secondary ☐
- d. University ☐

5. How long have you been living at this street?

1. below 1 year ☐
2. between 1-5years ☐
3. between 5-10 years ☐
4. above 10 years ☐

6. Have you ever heard the word project?

- i. Yes ☐ ii No ☐

7. Is there any Company or institution that ever brought you a project for you?

- i. Yes ☐ ii No ☐

8. If the answer 7 above is Yes, mention three.....

9. The following are the level of community participation in the project: (in each area tick only one item among the items ranked 1,2,3 and 4)

Description	Never involved	Rarely involved	Often involved	Always involved
	4	3	2	1
Project conception and Initiation				
Project definition and planning				
Project launch & implementation				
Project monitoring & evaluation				
Project hand over				

10. Is there ever provided an education related to CSR projects?

i. Yes ☐ ii No ☐

11. If the answer in 10 above is Yes, who were involved.....

.....

Question relating to benefits of community participation in CSR

12. Do you think the following are the benefits obtained from community participation in CRC project: (in each area tick only one item among the items ranked 1,2,3,4 and 5)

CSR benefits	Strongly agree	agree	Not sure	disagree	Strongly disagree
	5	4	3	2	1
The ability to have positive encourage business to act ethically and to consider the social and environmental impacts					
It supports public value outcomes focusing on how their services can make a difference in the community					
It encourages both professional and personal development					
It enhance relationship with client					
Create good image of institution or company to the society					
Others if any (<i>Mention</i>)					

13. Are there any benefits of engaging community in implementing CSR projects?

i. Yes () ii No ()

14. If the answer in 13 above is Yes, mention three benefits

.....

15. What are the challenges encountered in CSR practice/implementation

Challenges	Strongly agree	agree	Not sure	disagree	Strongly disagree
	5	4	3	2	1
No committed regulatory body that monitor the CSR implementation					
Poor policy and guides that lead CSR practices					
Low education to community in CSR practices					
Others if any(<i>Mention</i>)					

Thank you for your cooperation

Appendix IV: Interview Guide

The interview were probe-asking questions model

Information about Respondent.....

1. Meaning of CSR.....
2. Meaning of CSR project.....
3. Company ever brought you any projects.....
4. Community participation in that projects.....
5. Education dissemination for CSR projects.....
6. Benefits of CSR projects.....
7. Benefits of participating community in CSR projects.....
8. Challenges facing community participation in CSR projects.....

Other questions related to the study.....

Thank you for your cooperation

Appendix V: Photos of CSR Projects

One of CSR project at Kinondoni, the Company constructing sewage canals for the community around its areas of business



Work in Progress

