

**THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY OF
PARASTATAL ORGANIZATIONS TO THE IMPROVEMENT OF
QUALITY OF LIFE OF THE SOCIETIES IN THE PROJECT AREAS IN
TANZANIA: A CASE OF TANZANIA ELECTRIC SUPPLY COMPANY
LIMITED**

AGNES NDAGULA MASANJA

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT
MANAGEMENT (MPM)
DEPARTMENT OF MARKETING AND ENTREPRENEURSHIP
OF THE OPEN UNIVERSITY OF TANZANIA**

2023

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled; “*The role of Corporate Social Responsibility of parastatal organizations to the improvement of quality of life of the societies in the project areas in Tanzania*” in fulfillment of the requirements for the Degree of Project Management.

.....

Dr. Salum Soud Mohamed
(Supervisor)

.....

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or the Open University of Tanzania.

DECLARATION

I, Agnes Ndagula Masanja, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Project Management (MPM).



.....

Signature

31/05/2023

.....

Date

ACKNOWLEDGEMENT

I would like to thank my family for a great support shown during my entire coursework and research study at the Open University of Tanzania, their support and patience enabled me to accomplish my studies and overcome the challenges in the course of my studies. I also thank all my colleagues for their endless support during my studies, their advice gave me motivation and a feeling of the capability to continue working harder to fulfill my academic dreams.

I thank my research supervisor Dr. Salum Soud Mohamed who was with me from the beginning of my research to the end, I have learned a lot pertaining to research undertaking skills and various approaches that I had to employ to get the best research work. My supervisor's advice enabled me to prepare a strong research work and any other necessary improvements that my work required. I also thank my lecturers who taught me during the coursework, certainly provided valuable knowledge I did not possess before.

ABSTRACT

Engaging in social responsibility issues is a deliberate decision where companies consider its pros and cons with thoughtful consideration of community involvement mode in the course. This study has examined the role of Corporate Social Responsibility of parastatal organizations to the improvement of quality of life of the societies in the project areas in Tanzania with the study case of Tanzania Electric Supply Company Limited (TANESCO). This study used random and purposive sampling techniques to get respondents whose sample size was 80. Interviews, questionnaires, and documentary reviews were used to collect pertinent data. Quantitative data was analysed using descriptive statistics through software known as SPSS, where charts, percentages and frequencies were used to present data. In a highlight, the study revealed a number of findings including its single major CSR project focus which was environmental protection related; limited degree of TANESCO contribution to the local community through CSR; poor local community involvement in almost all stages of CSR projects development including planning and monitoring; and the impracticality of CSR policy owned by TANESCO where its existence and implementation never matched. The study has recommended several issues including the involvement of effective internal and external auditing to realize utilization of CSR projects funds and the possible irregularities and establishment of a special government body or institution responsible for monitoring implementation of CSR in organizations and companies operating in Tanzania to ensure that CSR implementation becomes mandatory.

Keywords: *Corporate Social Responsibility, Quality of life, Parastatal organization, Society.*

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
ACKNOWLEDGEMENT	v
ABSTRACT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Research Problem.....	1
1.2 Statement of the Research Problem	3
1.3 Research Objectives.....	5
1.3.1 General Objective	5
1.3.2 Specific Objectives	5
1.4 Research Questions.....	6
1.5 Significance of the study.....	6
1.6 Scope of the Study	6
1.7 Organization of the Study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Overview	8

2.2	Conceptual definitions	8
2.3	Theoretical Literature Review	10
2.3.1	Importance of Corporate Social Responsibility	10
2.3.2	Stakeholders Theory (Edward Freeman - 1984)	11
2.3.3	The Triple Bottom Line Theory (John Elkington - 1994)	13
2.3.4	Utilitarian Theory (Friedman 1970).....	14
2.3.5	Relational Theory (Agle and Wood, 1997).....	15
2.4	Empirical Literature Review	17
2.4.1	Empirical Literature Review Worldwide	17
2.4.2	Empirical literature Review in Africa	22
2.4.3	Empirical Literature Review in Tanzania	25
2.5	Research Gap	30
2.6	Conceptual Framework	31
2.7	Theoretical Framework	32
CHAPTER THREE		33
RESEARCH METHODOLOGY		33
3.1	Overview	33
3.2	Research Design.....	33
3.3	Study Area of the Research.....	34
3.4	Study Population of the Research	34
3.5	Sample Size and Sampling Design	35
3.5.1	Sample Size.....	35
3.5.2	Sampling Design	36
3.6	Study Variables	36

3.7	Methods of Data Collection	37
3.7.1	Primary Data	37
3.7.2	Secondary Data	37
3.8	Data Collection Tools	37
3.8.1	Interviews.....	38
3.8.2	Questionnaires.....	38
3.8.3	Documentary Reviews	39
3.9	Reliability and Validity of Data	39
3.9.1	Reliability of Data.....	39
3.9.2	Validity of Data.....	40
3.10	Data Management and Analysis	40
3.11	Ethical Consideration.....	40
	CHAPTER FOUR.....	42
	DATA PRESENTATION.....	42
4.1	Overview	42
4.2	The Organization Profile.....	42
4.3	Respondents by Demographic Characteristics	43
4.3.1	Respondents by Gender	43
4.3.2	Respondents by Age Group	44
4.3.3	Respondents by Education Level.....	44
4.4	Corporate Social Responsibility Programs Implemented by TANESCO in Projects Areas.....	44
4.5	TANESCO's Response To Local Community Needs in the Project's Areas	51

4.6	The Involvement of the Local Community in TANESCO's CSR Projects and Stakeholder Relationships	60
4.6.1	The extent of Community Participation in TANESCO CSR Projects	62
4.7	TANESCO Corporate Social Responsibility Policy and Practicality in Projects Areas	68
4.7.1	Existence of CSR Policy	68
4.7.2	The Motivations for TANESCO CSR Policy	70
4.7.3	CSR policy and its Areas of Focus	71
4.7.4	Correlation between the Existence of TANESCO's CSR Policy and the Practicality	76
4.8	Discussion of the Findings	77
CHAPTER FIVE		84
SUMMARY, CONCLUSION, AND RECOMMENDATIONS.....		84
5.1	Overview	84
5.2	Summary of the Main Findings	84
5.3	The implications of the Findings	86
5.4	Conclusion	87
5.5	Recommendations.....	89
5.6	Limitations of the Study.....	91
5.7	Areas of Further Studies	93
REFERENCES.....		94
APPENDICES		98

LIST OF TABLES

Table 3.1: Sample size distribution.....	36
Table 4.1: Demographic Characteristics of Respondents	43
Table 4.2: TANESCO's CSR Implemented Projects.....	45
Table 4.3: Projects Established By Public Opinion	51
Table 4.4: Identified Community needs versus TANESCO Responses	53
Table 4.5: Local Community's Knowledge of What CSR is.....	62
Table 4.6: Extent of Community Participation in CSR Projects at the Identification Stage	63
Table 4.7: Community Participation in CSR Projects at the Planning Stage	63
Table 4.8: Community Participation in CSR Projects During Monitoring and Evaluation Stage.....	64
Table 4.9: Respondents' Awareness Level to the Existence of TANESCO CSR Policy.....	70
Table 4.10: Respondents by the Usefulness of CSR Policy	73
Table 4.11: Correlation between the Existence of TANESCO's CSR Policy and the Practicality	76

LIST OF FIGURES

Figure 2.1: Conceptual Framework of the study.....	32
Figure 4.1: An extract of Tanseco CSR Policy of 2014.....	54
Figure 4.2: An extract of TANESCO CSR Policy of (2014).....	74

LIST OF ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
AM	Area Manager
CSR	Corporate Social Responsibility
DSM	Dar es Salaam
GGM	Geita Gold Mine
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
JET	RO Japan External Trade Organization
PM	Project Manager
PM	Project Manager
TANESCO	Tanzania Electric Supply Company
TIC	Tanzania Investment Centre
TTPL	Tanzania Tobacco Processing Ltd
URT	United Republic of Tanzania
WWF	World Wide Fund

CHAPTER ONE

INTRODUCTION

1.1 Background of the Research Problem

The issue of Corporate Social Responsibility (CSR) has been debated since the 1950s. The latest analyses by Secchi (2007) and Lee (2008) reported that the definition of CSR has been changing in meaning and practice. The classical view of CSR was narrowly limited to philanthropy and then shifted to the emphasis on business-society relations particularly referring to the contribution that a corporation or firm provided for solving social problems. In the early twentieth century, social performance was tied up with market performance.

The pioneer of this view, Sheldon (1923, cited in Bichta, 2003), however, encouraged management to take the initiative in raising both ethical standards and justice in society through the ethic of economizing, i.e economizing the use of resources under the name of efficient resource mobilization and usage. By doing so, the business creates wealth in society and provides better standards of living. The present-day Corporate Social Responsibility (also called corporate responsibility, corporate citizenship, responsible business, and corporate social opportunity) is a concept whereby business organizations consider the interest of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders as well as their environment. This obligation shows that the organizations have to comply with legislation and voluntarily take initiatives to improve the well-being of their employees and their families as well as for the local community and society at large (Ismail, 2009)

This research will focus on the relationship between Corporate Social Responsibility and community participation by business enterprises. It proposes that parastatal firms' not different from private firms also have responsibilities to society that extend beyond making a profit. Globally Corporate Social Responsibility has been taken seriously by setting policies that call for governments to intervene in areas of production and profit generation in different sectors and ensure the involvement of all stakeholders and that the end result profits or operations are beneficial to the sustainability of the society at a whole.

In the African context, some developed nations such as South Africa, Nigeria have succeeded in making Corporate Social Responsibility a known agenda in its sectoral development, Tanzania however, Corporate Social Responsibility is known in the business and development literature, the role of business in societal issues is commonly known as Corporate Social Responsibility (CSR) (Blowfield, 2005; Edward and Tallontire, 2009; Moon, 2007). In Tanzania, CSR is not clearly performed.

Tanzania Electricity Company Limited (TANESCO) is a parastatal organization under the Ministry of Energy and Mineral established in 1964. TANESCO is incorporated under the companies' ordinance cap 212 (now the companies act.).In Tanzania policy has been made to ensure Corporate Social Responsibility is implemented and various stakeholders or the society at large benefit from various business activities as performed by organizations. TANESCO believes that its business cannot grow successfully independent of the development of the community within which it operates. It is for this reason that TANESCO has specific

social responsibility obligations to the community. The Managing Director of TANESCO is responsible for the implementation of this policy and will make the necessary resources available to realize our Corporate Social Responsibilities. Public Relations Office will coordinate all activities related to CSR Corporate Social Responsibility activities can be decentralized to regions with approval from Managing Director. The responsibility for TANESCO's performance on this policy rests with all employees throughout the company.

1.2 Statement of the Research Problem

Corporate Social Responsibility in Tanzania is progressively becoming a significant and complex area of investigation not only to business ethics scholars but also to development scholars and practitioners. It is considered a crucial issue not only because of the complexity of the social, economic, and political environment in which companies exist but also because of the many social and environmental impacts business activities have on Tanzania society. Whereas the majority of managers and stakeholders in Tanzania generally accept that firms have moral responsibilities to respond to societal issues, crucially. Ismail (2009) indicates that CSI spending fluctuated from year to year and beneficiary organizations were not necessarily well considering it in the context of their operations. Companies have however found it obligatory to comply with established legislation that insists on companies' initiatives to improve the well-being of the neighboring local community and society at large (Ismail, 2009).

As a result, a relatively small number of companies in Tanzania are understood to be engaging in various forms of Corporate Social Responsibility, with the multinational

companies driving the Corporate Social Responsibility movement in the country, the majority of these companies pursue Corporate Social Responsibility to build their image amongst their stakeholders. Clearly, for many stakeholders, it is the gap between Corporate Social Responsibility rhetoric and actual Corporate Social Responsibility practices and outcomes that is an issue of major concern. Nonetheless, in recent years, in Tanzania, there has been a rapid evolution of the wider agenda from 'philanthropy based' to an inclusive Corporate Social Responsibility, particularly in the light of various global development agendas (Hamann et al., 2008).

While the general perception is that Corporate Social Responsibility represents a business response to societal governance failures, in recent times, it is undeniable that Corporate Social Responsibility is gradually becoming a crucial business issue. A significant majority of managers, whose companies are engaged in Corporate Social Responsibility, are increasingly recognizing a business case for Corporate Social Responsibility beyond mere philanthropy (Kambalame and De Cleene, 2006). It is such developments that have heightened interest, within various quarters, in understanding the role of business in development. Certainly, the global development agenda such as the World Summit on Sustainable Development, United Nations' Millennium Development Goals, and the Global Compact, which have been ratified by the Government of Tanzania and a segment of the private sector, have also revitalized corporate interests in sustainable development.

Crucially, these international initiatives are largely viewed as a significant driver for businesses to increasingly widen the scope of their Corporate Social Responsibility

activities beyond paternalistic philanthropy. Nevertheless, the place at which firms in Tanzania are embracing inclusive Corporate Social Responsibility agenda still remains a major concern in this area. This study focused on project-related by evaluating the role of Corporate Social Responsibility as implemented by Parastatal Organizations and making extra room for empowering and improving the quality of life of the societies in the project areas.

1.3 Research Objectives

Research objectives involved both General objective and specific objectives.

1.3.1 General Objective

The general objective of the study was to examine the role of Corporate Social Responsibility to improve local communities 'lives in the project areas in Tanzania, TANESCO as one of the giant parastatal organizations was taken as a case study.

1.3.2 Specific Objectives

The study was guided by the following specific objectives

- i. To identify Corporate Social Responsibility undertakings implemented by TANESCO in projects areas.
- ii. To examine the degree of TANESCO's response to local community needs in the project's areas.
- iii. To determine the involvement of the local community in TANESCO projects and realizing their stakeholder relationships.
- iv. To examine TANESCO Corporate Social Responsibility policy and its practicability upon enhancing community prosperity in projects areas.

1.4 Research Questions

The study intended to answer the following questions

- i. What are the Corporate Social Responsibility undertakings implemented by TANESCO in projects areas?
- ii. To what extent is TANESCO responding to local community needs in projects areas?
- iii. How do society and TANESCO in projects areas interact as development stakeholders?
- iv. How practical is TANESCO Corporate Social Responsibility policy upon enhancing community prosperity in projects areas?

1.5 Significance of the study

The most significant of this study is to meet and accomplish all requirements to graduate and be awarded a Master's Degree in Project Management (MPM). The study will contribute to the understanding of the role of Corporate Social Responsibility and its relationship within the society in Tanzania. The study would also add a literature review to the already existing literature hence acting as a literature review to the future students. Further, the study will help government, managers, and society, in general, to know its responsibilities in ensuring CSR aids in sustainable growth and benefits both firms and societies.

1.6 Scope of the Study

This study was carried out at TANESCO as the study's central unity, the study also covered selected substations and regional areas where TANESCO projects were located, these areas/stations were Ubungo – Dar es salaam; Temeke (DSM);

Dodoma; Mlandizi (Pwani); and Kigoma. These were purposively selected by the study because there were important areas where TANESCO had located some of its projects. These projects areas were surrounded by communities whose livelihoods may have a connection to the ongoing TANESCO projects. The study also made coverage on the communities that reside around the projects, the communities provided the findings required by the proposed study in order to ensure that it discloses TANESCO's social responsibility across those societies.

1.7 Organization of the Study

The study is divided into five chapters, chapter one gives an overview of the research problem, research objectives, significance, scope, and limitation of the study, while the second chapter is a summary of literature reviews on different studies on Corporate Social Responsibility worldwide, in Africa and in Tanzania. Chapter two also discusses the research gap and conceptual framework of the study featured. The third chapter is all about the research methodology that was used, it includes research design, area of the research, the sample size, method of data collection, and data analysis methods used, and research timeline. Chapter four deals with the presentation of study findings, it also presents the findings based on the objectives of the study stated in chapter one. Chapter five is a concluding chapter. It provides the summary, conclusion, recommendations, and areas where further studies may be developed.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This part covers the meaning of Corporate Social Responsibility, the significance of Corporate Social Responsibility, various stakeholders' theory, Corporate Social Responsibility from stakeholder's perspective, Corporate Social Responsibility and accountability, firm performance, and the relationship between Corporate Social Responsibility and Project performance.

2.2 Conceptual Definitions

2.2.1 Corporate Social Responsibility

According to Ismail (2009), Corporate Social Responsibility is an obligation, beyond that required by the law and economics, for a firm to pursue long-term goals that are good for society. The continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as that of the local community and society at large (Ismail, 2009).

According to the Commission Green Paper (2001), CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. In the Corporate Social Responsibility policy and guideline of October 2014, TANESCO defines Corporate Social Responsibility and incorporate her activities in conducting business in a socially responsible and ethical manner; protecting the environment and the safety of people, supporting human rights and engaging, learning from,

respecting and supporting the communities and cultures with which she works.

2.2.2 Quality of Life

According to Diener, et al. (1999), the concept of quality of life broadly encompasses how an individual measure the ‘goodness’ of multiple aspects of their life. These evaluations include one’s emotional reactions to life occurrences, disposition, sense of life fulfillment and satisfaction, and satisfaction with work and personal relationships. It is a subjective measure of happiness that involves personal preferences including financial security, job satisfaction, family life, health and safety (Diener, et al., 1999).

Abrams (1983) defines the quality of life as the degree of satisfaction or dissatisfaction felt by people with various aspects of their lives. Or, put more simply, quality of life is the provision of the ‘necessary conditions for happiness and satisfaction. Abrams (1983) highlights the dimensions, or what he describes as ‘constituent elements’, as part of a conceptual idea of the quality of life namely personal autonomy, expressed satisfaction, physical and mental well-being, socio-economic status, quality of the environment, purposeful activity, social integration and cultural factors. According to Abrams (1983), the presence of these elements marks an existence of quality of life.

2.2.3 Parastatal Organization

According to www.dictionary.cambridge.com a parastatal organization is an organization, a company, or agency owned or controlled wholly or partly by the government. It is an organization or business that has some political power and is

indirectly controlled by the state. It is also defined as an intergovernmental organization that possesses political clout and is separated from the government, but whose activities serve the state either direct or indirect. (www.dictionary.cambridge.com).

2.2.4 Society

According to Lenski, (1974); society is a group of people involved in persistent social interaction, or a large social group sharing the same geographical or social territory, typically subject to the same political authority and dominant cultural expectations characterized by patterns of relationships (social relations) between individuals who share a distinctive culture and institutions. Berger, (1967) also defines society as a humanly created organization or system of interrelationships that connects individuals in a common culture, interaction, and experience. It is any group of people who have lived and worked together long enough to get themselves organized and to think of themselves as a social unit with well-defined limits (Berger, 1967).

2.3 Theoretical Literature Review

The following section deals with theoretical perspectives relevant to the study. It comprises the review of various perspectives to Corporate Social Responsibility including its significance, and several theories relevant to the study.

2.3.1 Importance of Corporate Social Responsibility

Corporate Social Responsibility has become advantageous not only to the business and organization but also to the government at large. Some of the significance is as

follows.

Organizational Resources - An organization has a diverse pool of resources in form of men, money, competencies, and functional expertise. When an organization has these resources in hand, it is in a better position to work for societal goals.

Precautionary measure - if an organization lingers on dealing with the social issues now, it would land up putting out social fires so that no time is left for realizing its goal of producing goods and services. Practically, it is more cost-efficient to deal with the social issues before they turn into disasters consuming a large part of management's time.

Moral Obligation - The acceptance of managers' social responsibility has been identified as a morally appropriate position. It is the moral responsibility of the organization to assist in solving or removing the social problems

Better Organizational Environment - The organization that is most responsive to the betterment of the social quality of life will consequently have a better society in which it can perform its business operations. Employee hiring would be easier and employees would be of superior quality. There would be a low rate of employee turnover and absenteeism. Because of all the social improvements, there will be a low crime rate consequently less money would be spent in form of taxes and for the protection of land. Thus, an improved society will create a better business environment.

2.3.2 Stakeholders Theory (Edward Freeman - 1984)

Stakeholder theory, which has been described by Edward Freeman, is the mirror image of corporate social responsibility. Freeman (1984) insists that instead of

starting with a business and looking out into the world to see what ethical obligations are there, stakeholder theory starts in the world. Freeman (1984) has listed and described those individuals and groups who will be affected by (or affect) the company's actions and asks, "What are their legitimate claims on the business?" "What rights do they have with respect to the company's actions?" and "What kind of responsibilities and obligations can they justifiably impose on a particular business?" according to Freeman (1984), stakeholder theory affirms that those whose lives are touched by a corporation to hold a right and obligation to participate in directing it.

Freeman (1984) maintains that the business world of the twenty-first century has undergone dramatic change, the rise of globalization, the dominance of information technology, the liberalization of states especially the demise of centralized state planning and ownership of industry, and increased societal awareness of the impact of business on communities and nations have all been suggested as reasons to revise the cooperates understanding of the business contribution to the society. According to Freeman (1984), if business entities adopt as a unit of analysis the relationship between a business and the groups and individuals who can affect or are affected by it, then there is a better chance to serve the interests of the local community.

The stakeholders' theory indicates that Corporations are seen as the property of their owners—shareholders in public corporations and as limited in their liability for their effects upon others, in a place where concerns are primarily domestic, the governments may as well be able to abrogate any cooperates irresponsibility effects

in a way that is fair to both local community and the business unit. (Freeman, 1984). This theory will be used to test whether the parastatal companies' activities, truly involve all stakeholders and groups in the issues that have the outcomes that might affect their lives after the Projects have taken off.

2.3.3 The Triple Bottom Line Theory (John Elkington - 1994)

According to Elkington (1994), a triple bottom line is a form of Corporate Social Responsibility dictating that corporate leaders tabulate bottom-line results not only in economic terms (costs versus revenue) but also in terms of company effects in the social realm, and with respect to the environment. Elkington (1994) maintains that there are two keys to this idea. First, the three columns of responsibility must be kept separate, with results reported independently for each. Second, in all three of these areas, the company should obtain sustainable results. The notion of sustainability is very specific. Elkington (1994) shows that at the intersection of ethics and economics, sustainability means the long-term maintenance of balance.

Elkington (1994) indicates that an organization seeking a triple bottom line would be a social enterprise running as a profit-making or non-profit, but earning income by offering opportunities for vulnerable people. Elkington (1994) maintains that the social benefit is the meaningful employment of disadvantaged people and the reduction in the society's welfare or disability costs. A commitment to corporate social responsibility (CSR) implies a commitment to transparent reporting about the business' impact for good to the community; a Triple bottom line is a framework for demonstrating such impact.

Elkington (1994) specifies that an enterprise dedicated to the triple bottom line regularly seeks to provide benefit to communities and not to exploit or endanger any group of them, the "upstreaming" of a portion of the profit from the marketing of finished goods back to the original producer of raw materials. A Corporate would not attempt to use child labor and monitor contracted companies for child labor exploitation; it would rather pay fair salaries to its workers, maintain a safe work environment, and would not otherwise exploit a community or its labor force. Elkington (1994) points out that, a business entity will also typically seek to "give back" by contributing to the strength and growth of its community with such things as health care and education. This theory will test the obligation the parastatals have towards sustainable development, environmental and social conservation of the areas they conduct their activities and projects as a whole.

2.3.4 Utilitarian Theory (Friedman 1970)

This is the other theory that gives account to Corporate Social Responsibility, the theory was developed by Friedman (1970) who strongly stated that the investment will be in long run provide resources and amenities for the livelihoods of the people in the community. In the utilitarian theory, the corporation serves as a part of the economic system in which the function is mechanical. Corporate Social Responsibility ideas emerged after a realization that there is a need for an economics of responsibility, embedded in the business ethics of a corporation. Hence, the idea gives way to determinism to public control and personal responsibility to social responsibility. Utilitarian could also be taken synonymously with instrumental theory in which the corporation is seen as only an instrument for wealth creation,

and its social activities are only a means to achieve economic results, the theory was also based on the basic idea about investing in a local community.

According to Friedman (1970), the utilitarian theory can be divided into two groups, namely, the social costs of the corporation and the idea of functionalism. The social cost theory has a basis for Corporate Social Responsibility in which the socio-economic system in the community is said to be influenced by the corporate non-economic forces. It is also called an instrumental theory because it is understood that Corporate Social Responsibility is a mere means to the end, which leads to the fact that the social power of the corporation is materialized specifically in its relationship with society.

The utilitarian theory, therefore, suggests that the corporation needs to accept social duties and rights to participate in social cooperation. Within functionalism, the theory specifically advocates that the corporation is seen as a part of the economic system, which one of the goals is profit-making. The firm is viewed as an investment, and investment should be profitable to the investors and stakeholders. Putting it from the internal point of view of the firm, Corporate Social Responsibility was coined as a defense tactic of the industrial system against external attacks because there was a need for a balance between profit making and social objectives for the economic system's equilibrium.

2.3.5 Relational Theory (Agle and Wood, 1997)

Corporate social responsibility also has been explained by the relational theory; relational theory has a root from the complex firm-environment relationships. This

theory has its origin from the work of Agle and Wood in 1997, as the term implies interrelations between the two are the focus of the analysis of CSR. Agle and Wood (1997) categorized Relational theory further into four sub-groups: i) business and society; ii) stakeholder approach; iii) corporate citizenship and iv) social contract.

In terms of Business and society, the theory is proposed to mean ‘business in society in which Corporate Social Responsibility emerges as a matter of interaction between the two entities. One of the measures of Corporate Social Responsibility is the development of economic values in a society and another is a person’s obligation to consider the effects of his decision and action on the whole social system. Stated in the form of a general relationship, the social responsibilities of businessmen need to reflect the amount of social power they have. The Stakeholder approach category has been developed as one of the strategies in improving the management of the firm. It is also said as a way to understand reality in order to manage the socially responsible behavior of a firm. The stakeholder approach further considers a firm as an interconnected web of different interests where self-creation and community creation happen interdependently, and individuals behave altruistically.

The Corporate citizenship of the relational theory strongly depends on the type of community to which it is referred. It is a path that a corporation may take to behave responsibly. Fundamentally, it is about the relationship that a corporation develops with its stakeholders, and therefore, the former has to continuously search for engagement and commitment with the latter. Finally, the social contract category of the relational theory refers to the fundamental issue of justifying the morality of economic activities in order to have a theoretical basis for analyzing social relations

between corporations and society. Hence, Corporate Social Responsibility is derived from the moral legitimacy the corporation achieves in society and understanding about Corporate Social Responsibility is contained in the justification of social actions that legitimize the behavior of the corporation. Garriga and Mele's (2004) also put the social contract under the group of ethical theories, the approaches of which include universal rights and sustainable development.

The above theories have significant values as they help people to develop a connection between the corporate; activities and the roles they play to improve the welfares of the communities. It should also not be overlooked that the activities/projects of firms may have both negative and positive impacts on the society they workarounds, but such positivity or negativity of a corporation can certainly be determined by how a corporate responds to the social needs of the surrounding communities.

2.4 Empirical Literature Review

This section presents an empirical overview relevant to the study ranging from global overview to Tanzanian angle that has been already been accomplished by researchers in more or less similar study area. The empirical studies referred are those bearing practical proofs which are purposively organized to reflect the objectives of the studied subject matter.

2.4.1 Empirical Literature Review Worldwide

Several studies have been conducted worldwide concerning Corporate Social Responsibility and most of Corporate Social Responsibility falls into four main

areas which are economical, legal, ethical, and discretionary responsibilities. These four responsibilities are widely considered to form the total of the company's social responsiveness. Commenting on the four responsibilities Daft (2006) says that a company's ethical and social responsibilities are considered as important as legal and economic responsibilities with managers and organizations typically finding themselves involved in such issues simultaneously. Daft (2006) indicates that incidents such as the Union Carbide accident in Bhopal, India, and the Chernobyl nuclear power station disaster helped to put corporate responsibility for environmental hazards on the international agenda. As Porter and Kramer (2006) argue, there is a strong link between competitive business advantage and corporate social responsibility.

The responsibility of the business is to produce goods and services that society wants and to maximize profits for its owners and shareholders. Friedman (1970), the Chicago economist, was of the view that corporations should be operated on a profit-oriented basis, with its prime mission to increase its profits while staying within the rules of the game. Friedman (1970), argues that the mere existence of Corporate Social Responsibility was an agency problem within the firm in that it was a misuse of the resources entrusted to managers by owners, which could be better used on value-added internal projects or returned to shareholders. However, this profit-making goal is no longer considered to be an adequate measure of performance since it can lead companies into difficulties with society (Daft, 2006).

Keinert (2008) states that proven benefits that a good Corporate Social Responsibility policy can bring include the achievement of competitive advantage,

better reaching market segments like ethical consumers and socially responsible investors and enhanced opportunities for strategic alliances or other partnerships as major business opportunities. Keinert (2008) further pronounces that one source of major competitive advantage possibly achievable through Corporate Social Responsibility is the lowering of operational costs accomplished through saving disposal costs of IT or other equipment when donating it.

Vogel (2005) argues that many people are attracted to firms whose values and behavior are similar to theirs and the leadership and employees of successful companies often share a common vision. A survey in 2004 of more than 800 MBAs from leading North American and European business schools showed that ninety-seven percent would be willing to forgo an average of fourteen percent of their expected income in order to work with an organization with a good reputation for corporate social responsibility. On his part Carroll, (1989) lists the economic responsibility of a business enterprise as “being profitable, maximizing sales, minimizing costs, making sound strategic decisions and being attentive to dividends policy”.

Torres et al. (2012) in their study with the title “*Case Studies on Corporate Social Responsibility*” discuss the corporate social role played by Coca-Cola Company (a famous soda producer) to help the local communities in areas of their operations. According to Torres et al. (2012), Coca-Cola Company started its business in 1886 as a local soda producer in Atlanta, Georgia (US) selling about nine beverages per day. By the 1920s, the company had begun expanding internationally, selling its products first in the Caribbean and Canadian markets and then moving in

consecutive decades to Asia, Europe, South America and the Soviet Union. By the end of the 20th century, the company was selling its products in almost every country in the world.

Torres et al. (2012) explain that the company also operates in India and in the course of initiating and implementing social-related projects it created the Coca-Cola India Foundation in 2006, which worked with local communities to address local water problems. The study indicates that perhaps the most outstanding change of strategy by Coca-Cola consisted of launching various community water projects in India, an example was the rainwater harvesting project, where Coca-Cola's operations partnered with the Central Ground Water Authority, the State Ground Water Boards, and communities to address water scarcity and depleting groundwater levels through rainwater harvesting techniques across 17 states in India. These techniques consist mainly of collecting and storing rainwater while preventing its evaporation and runoff for its efficient utilization and conservation.

Torres, et al., (2012) reveal that the idea behind this was to capture large quantities of good quality water that could otherwise go to waste. By returning to the ecosystem the water used in its operations in India through water harvesting, the company expected that this project could eventually turn the company into a 'net zero' user of groundwater by 2009. The study further explains that in the 2012 Water Stewardship and Replenish Report, Coca-Cola stated that its operations in India had achieved a full balance between groundwater used in beverage production and that replenished to nature and communities ahead of the global target.

However, the study indicates that it appeared that the existence of several challenges in the project was a learning experience for the company and that it motivated the company to adopt a more proactive Corporate Social Responsibility policy on a global scale that focuses on community water management. In June 2007, Coca-Cola implemented a water stewardship programme and committed itself to reduce its operational water footprint and to offset the water used in the Company's products through locally relevant projects.

The study by Torres et al. (2012) also indicates that it was noteworthy that Coca-Cola published, in addition and separate to the sustainability reports, an annual water report, in these reports the company published assessments of and the progress in its water initiatives. Some of the assessments are made by the Global Environment & Technology Foundation, an American Non-Governmental Organization (NGO) experienced in facilitating the creation of public-private partnerships, all the reports acknowledged the contribution of Coca-Cola company for its water community projects in India as it helped a lot of water supply chasers in India who were day to day struggling for the same resource. The study reveals that in 2008 Coca-Cola entered into a partnership with WWF and the core objectives were to increase understanding of watersheds and water cycles to improve community water usage, working with local communities in various locations worldwide, and developing a common framework to preserve water sources.

The study finally indicates that Coca-Cola also became a member of the public-private initiative of Water Mandate project which was a public-private initiative that assisted the development, implementation and disclosure of community water

sustainability policies and practices in India. Torres et al. (2012) maintain that coca cola company had since then reopened up the mindsets of many global business firms to evaluate their participation to community related projects with the purpose of helping the marginalized and societies in need.

2.4.2 Empirical literature Review in Africa

In an editorial “Promoting CSR in Africa –a sustainable development opportunity” by Anne (2015), the author argues that there is little awareness of Corporate Social Responsibility in both public and private sector and that Corporate Social Responsibility represents a twofold opportunity for Africa, if promoted well it can encourage inclusive and sustainable development while improving the company’s performance and image. She calls for development finance institutions will have major role to play in supporting businesses moving in this direction and in building public and private business moving in this direction and in building public and private sector coalitions to promote Corporate Social Responsibility.

Another empirical study was carried out by the Japan External Trade Organization (JETRO) in (2009) with the title “*Corporate Social Responsibility, An African Case Study*”, the study examined the contribution of investors to the local community in South Africa. One of the firms studied was the Peermont Hotels and Resorts which operated in South Africa, according to JETRO, social development encompasses a broad range of initiatives that seek to assist very poor, marginalized and vulnerable members of society through interventions at the family and community level. The study indicates that Peermont Hotels and Resorts had its huge social responsibility to the community, it had invested mega-budget to help the community in areas of

education and skills development.

Peermont focuses its Corporate Social intervention nationally in the communities surrounding its operations. According to JETRO (2009), Peermont Hotels and Resorts had established The East Rand Children's Trust which had an impact on the lives of more than 200,000 children, contributing in excess of R9.5 million in support of education projects, with almost R4 million invested during 2006 alone. Moreover, over 200 young people have also benefited from the Lesedi Industrial Skills Project.

The study indicates that Peermont, whose core business is designing, managing and owning hotel, gaming and convention resorts, believed that the purpose of business was not only to produce wealth, but to do so as a socially conscious organization that responds to the social, educational and emotional needs of the surrounding community. It recognized that communities and businesses rely on each other for their welfare, the company was thus committed to uplift disadvantaged people in all the areas in which it operated. Peermont corporate social investment projects spanned a range of interventions, with a particular focus on educating children and young adults and on projects that support its local communities.

Moreover, Japan External Trade Organization (JETRO) demonstrates that Peermont Hotels and Resorts appreciated the enormous need for improved educational facilities and resources throughout the country, particularly in impoverished communities. Many of its resorts operated in such areas and contributed to the educational upliftment of local schools. In Gauteng for instance, the Thuthuka

Gauteng Supplementary Education Initiative was one of Peermont's flagship educational projects. The study indicates that the whole school development programme was sponsored by Peermont's Emperor's Palace Hotel, and Convention Resort, this programme strived to ensure that disadvantaged learners develop numerical, literacy and accounting skills required to enter tertiary education and the accounting skills required to enter tertiary education and the accounting profession.

The study revealed that Children living in poverty-stricken communities were among the most vulnerable members of society. Peermont's Children's Trust aimed, specifically, to provide social, educational and emotional progress for such children from disadvantaged communities. Peermont sponsored the transport and school fees for several deaf learners at the St. Vincent School and also donated computers with special mouth adapters to learners with cerebral palsy to enable them to participate in electronic learning.

Peermont's investment in business skills development empowered people to start their own income generating small enterprises. Its Business Trust provided training, support and assistance to emerging micro enterprises, while the Lesedi Industrial Skills Project presented youth training courses to help them find employment and enable them to become economically sustainable by starting their own business. The study stressed that this was how the Peermont Hotels and Resorts offered part of its collections to help the communities living nearby the areas of operations as it believed that by keeping closer to the community was one of the ways to sustain its business. Generally, Corporate Social Responsibility can be considered as a business response to the bigger issues of sustainable development, it is thus vital to notice

that before a company or an investor can effectively engage in business it is important to understand its impacts and develop a community response.

2.4.3 Empirical Literature Review in Tanzania

Like in other African Countries Corporate Social Responsibility is still in debate whether it is an option or obligation, over the last years in Tanzania, mostly foreign firms including the banking, telecommunications, and mining sectors have been active in Corporate Social Responsibility. One empirical study that explains CSR in Tanzania is the research by McNamara (2013) titled “*Corporate Social Responsibility and Compliance: transnational mining corporations in Tanzania*”, the researcher examined the Corporate Social Responsibility of mining companies operating in Tanzania and select GeitaGold Mine (GGM) as the case study. In the study, Mcnamara (2013) indicates that it was important to test whether transnationals adhere to “the return” through different social responsibilities in the developing world.

The researcher insisted that although Tanzania is one of the poorest countries in the world, it is resource rich and therefore it has a significant economic need to exploit and benefit from its own resources. The study specified that Geita Gold Mine was Tanzania’s largest gold mine and the largest gold producer in Africa, outside of South Africa and it was a more environmentally sensitive area of Tanzania, being located 20 kilometers from the southern shore of Lake Victoria, next to the Nyamalembo River which drains into Lake Victoria.

Mcnamara (2013) shows that while in Tanzanian Geita Gold Mine, in conjunction with the UK’s Department for International Development, had run workshops in

2005 and 2006 for the aim of helping the artisanal miners with a view to providing more information on topics like access to small business loans, technology, safe working conditions and better mining techniques, the study indicates that around 5,000 miners participated in the workshops.

The study further reveals that The Geita Gold Mine had also been involved in many social and economic initiatives in the local community. As part of its tender for catering services, the GGM management incorporated the community, the initiation of a project which would contribute to the welfare of the local communities in the area. The Nyakabale Community Agroforestry Project for instance was born from this initiative, and was jointly funded by the Geita Gold Mine and All Terrain Services, the camp management contractors who were the successful tenderers for the job. According to the study, the project relied on the demand for local produce from the catering contractors, which also provided Nyakabale with the requisite technical expertise and day-to-day management. Funding came from Geita and the mine was also responsible for the coordination with the village government.

The study by Mcnamara (2013) reveals that GGM had also initiated a vegetable production project where the vegetables produced by the project were also sold to Mchauru village at a more affordable price. An agronomist who was employed by GGM for the project also provided local farmers with advice and training in sustainable development practices and business management skills. The Geita Gold Mine had as well managed to establish a cooperative environment that assisted local farmers and which provided a centralized market for local farmers' produce.

The study further indicates that the Geita Gold Mine, along with African Mining Services and Meremeta Limited co-founded a baseline cross-sectional HIV prevalence survey. In that project funded by GGM, The African Medical and Research Foundation (AMREF) performed the survey in collaboration with the National Institute of Medical Research, Mwanza and the London School of Hygiene and Tropical Medicine. This was said to be one of the best and crucial health project which helped the community as it revealed a number of factors responsible for HIV prevalence, it also helped the affected community by providing education and many other mitigations to combat HIV/AIDS spread.

The study stresses that without this intervention and as a result of the high rates of other sexually transmitted diseases and reported high-risk sexual behavior among mineworkers and the surrounding community, Geita Gold Mine estimated that it would have observed a rapid escalation in HIV prevalence up to 20-40% within the life of the mine surrounding community. Mcnamara (2013) revealed that it was the best community initiative project funded by GGM which rescued the lives of many community members and helped many HIV victims in a number of ways including medics and several social services required.

Mcnamara (2013) finalizes by emphasizing that, what business companies do in one area may affect it whenever they obtain a license to another jurisdiction, in this way, CSR acts as a powerful impetus to achieve economic and social sustainability beyond the traditional command and the corporate control mechanisms. Another empirical research work is the study carried out by Sambala (2016) titled *“The Role of Multinational Business Corporations to Sustainable Development: The Case of*

Tanzania Tobacco Processing Ltd”, her research used a mixed-method approach that combined both quantitative and qualitative research strategies. The study was carried out in Tanzania Tobacco Processors Limited (TTPL), located in the Morogoro region and employed a simple random sampling to select the communities (wards), respondents, village and regions in which TTPL undertake Corporate Social Responsibility activities.

The study was interested to know the way TTPL engaged the community members in planning and implementation of the Corporate Social Responsibility activities. The target group of respondents in this section was the community members in the areas where TTPL performed its Corporate Social Responsibility activities. Sambala (2016) indicates that since TTPL performed CSR activities in many areas in Tanzania including the regions of Tabora, Singida, Mbeya and Ruvuma, the study selected one ward in the Tabora region to obtain its sample. The ward selected was Msuva found at Mgoywa in Sikonge district. The study indicates how TTPL engaged itself in various social projects as a contribution to the community it worked with, according to Sambala (2016), there were various community projects the company engaged in to help the people in need, such projects included farming inputs; training; education and health.

In terms of farming inputs, the study revealed that the farmers were given farming inputs TTPL to ensure that they produce at large quantity but also at high quality. It was revealed that the farmers are supported by being given mechanized fertilizers (NPK) and chemicals (pesticides). Sambala (2016) reveals that the mode of providing this support to the farmers was that TTPL provided loans to the farmers,

loans were given to the primary societies and the farmers had to establish and join groups which were commonly known as major communities. No farmer was served individually, but one had to adhere to the society so that he/she received service. The study further indicates that it was the primary community that binds the farmer to receive the loan and to repay the same and the farmers were advised to join groups with the members they trusted. With that help, TTPL succeeded to uplift farmers and improving the quality and quantity of the product hence the community's life was as well boosted.

Sambala (2016) also indicates that it was reported that the TTPL trained farmers on different areas in agriculture but dominantly on how to prepare and manage tobacco farms. Her study found that training was conducted by organisation when gathered in their primary society with their leaders. Farmers were taught how to prepare farms and how to manage them; the training was usually about agronomic issues such as time to prepare farms, a distance between one seedling to another, time to weed and the best time to harvest. The study shows that the primary intention of training to the farmers was to increase the productivity and quality of the Tobacco to be produced. It was also found that training was given to farmers on how to dry their harvested tobacco and further training was given on how to use bans to dry the tobacco after harvest and before it is transported to be processed. All these trainings were certainly helpful to the farmers as they helped to increase the quality and value of the tobacco.

In terms of the education sector, TTPL was not behind; it helped to construct several classrooms in a school that was located in their ward. The company also helped in

the provision of learning and teaching materials in some schools located in their community. The learning materials provided included books, exercise books, pens, pencils, etc. there was also the construction of school infrastructures such as toilets, fences, etc. According to Sambala (2016), TTPL also helped the community by constructing of the ward health centre and providing different health facilities in the same hospital. The company was also involved in the provision of beds in health centre and thus helped to reduce health facilities insufficiency. Moreover, TTPL assisted in provision of medicine in the same health centre. Sambala (2016) maintained that these were some of the projects that TTPL undertook to help the community.

The study insists that Corporate Social Responsibility activities performed by TTPL in the Tabora region had promoted corporate community relations since the majority viewed positively its contribution particular society, the study concludes that TTPL community projects were certainly meaningful as they promoted a positive corporate image to the public.

2.5 Research Gap

Despite the fact that several studies have been conducted to identify the general issues on Corporate Social Responsibility, there is still a question whether the investors in the private sector are obligated to give back to society or it's a matter of charity on one hand, on the other hand, the income-generating organization owned by the state (Parastatal Companies) should they also have a Corporate Social Responsibility and should it be an obligation as it is stipulated to be with the Private sector.

Based on the literature reviewed, the contribution of Parastatal organizations to community giving back has not clearly realized, empirical literatures have demonstrated that corporate social responsibility is only regarded as the role of business firms and non-government organizations, these organizations seem to be passively constrained by the nature of their businesses and public perception that they create profit that must be given back to the community under the veil of Corporate Social Responsibility. The proposed study is thus closing this gap by examining the role of parastatal institutions in terms of Corporate Social Responsibility which most of them also create profit from the services they offer, TANESCO being one of them has thus been selected as the case study to ascertain this assertion.

2.6 Conceptual Framework

A conceptual framework may be defined as a model of how one theorizes or makes logical sense of the relationship among the several factors that have been identified as important to the problem (Sekaran, 2003). The conceptual framework connects the facts together and provides guidance towards the collection of appropriate data. It carries an important component of the study that encompasses different values known as variables (Sekaran, 2003). The study consists of dependent and several independent variables that exist together to form a logical sense of the relationship.

In this study, the quality of life of the societies in the project areas is a dependent variable which is delimited by the existence of stern Country's Corporate Social Policies; stakeholders' involvement, Corporate Management Response; and presence of firms' workable Corporate Social Responsibility policies as independent

variables.

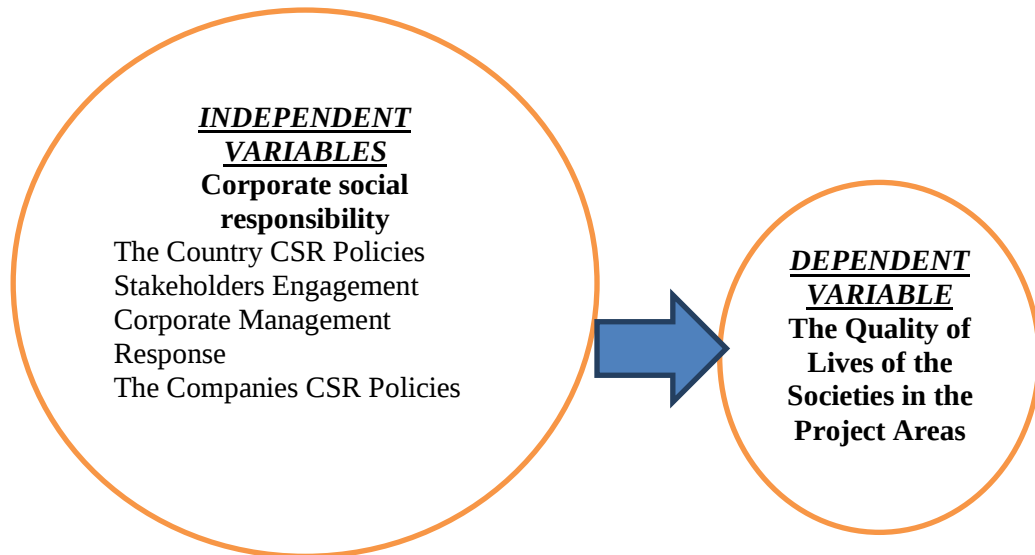


Figure 2.1: Conceptual Framework of the Study

Source: Researcher's construct

2.7 Theoretical Framework

The above 2.6 section presents both dependent and independent variables, this study sets it clear that these variables depend on one another to make them exist and give a logical sense of relationship. The dependent variable which is corporate social responsibility depends on the presence and effectiveness of the independent variable which is the existence of stern country's Corporate Social Responsibility policies, stakeholders' involvement, corporate management response, and presence of firms' workable Corporate Social Responsibility policies. If the mentioned independent variable does not in anyhow exist or effectively function, then we expect that the dependent variable will also not successfully work either exist at all. This study realizes that in order for Corporate Social Responsibility to exist and work, it must be surrounded by independent variables mentioned.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter addresses comprehensive details related to research philosophy, area of the research, sample design and procedures, Study variables, data collection instruments, data analysis instruments, quality control, Data management analysis, procedure, and design of the study. The aim of this study was to find out the extent to which the corporate social responsibilities initiatives of parastatals companies are making significant changes to the communities.

3.2 Research Design

According to Kumar (2005), a research design refers to a procedural plan which the researcher employs to respond to research questions with validity, objectivity, accuracy and economy. It is an overall plan on how the researcher is going to conduct the study by developing and logically arranging procedures needed to conduct the study, and ensuring that those procedures guarantee quality through their objectivity, validity and accuracy. The researcher used quantitative design to obtain different measurements of data and qualitative design to obtain different views and opinions from people.

This study aimed at understanding the role Corporate Social Responsibility of parastatal companies in improving the livelihoods of the people in project areas therefore a descriptive research design was used. A case study approach has been preferred by the study because the researcher needs to obtain detailed information by

undertaking a thorough analysis of a single case. This design offers a chance to undertake an in-depth analysis of specific details that are often neglected by other methods.

3.3 Study Area of the Research

The study area was TANESCO Power Projects and activities areas namely Power Plants. The study covered Substation Offices and Regional Offices where some TANESCO Power and Operation Stations were located, namely Ubungo – (DSM), Temeke (DSM); Dodoma, Mlandizi (Pwani), and Kigoma. These areas were selected because it is where TANESCO operates some of its projects, these projects areas were also surrounded by communities whose livelihoods may have a connection to the ongoing TANESCO projects. It was therefore the desire of this study to establish the responsibility of TANESCO to the surrounding societies. The proposed study is thus confident with the availability of information pertinent to the Corporate Social Responsibility of TANESCO and establishes the facts from the findings thereafter.

3.4 Study Population of the Research

To define the population, a researcher specifies the unit being sampled, the geographical location, and the temporal boundaries of the population. Saunders (2009) defines population as the complete set of cases or group members. Thus strategically, the numbers of Project Managers were interviewed to reflect the sampling strategy; Local leaders and community representatives from different areas where TANESCO projects and activities were implemented.

3.5 Sample Size and Sampling Design

3.5.1 Sample Size

A sample is a small group of subjects drawn from the population in which the researcher is interested in gaining information and drawing conclusions about the universe (Kothari, 2004). According to Kothari, (2004) Sample size is part of the population selected to represent the whole population, it enables the researcher to achieve objectives with reduced resources. For the purpose of this study, the sample size was 80 who were selected using different sampling techniques as indicated in section 3.5.2.

The selection of this sample size has relied on the degree of study precision, the sample size selected has categorically considered the standard of accuracy and Confidence level intended to be applied. The confidence level for the study strictly remained 95% with only a 0.05 Margin of Error. Kothari, (2004) insists that, if the standard of accuracy or the level of precision is to be kept high, a relatively average sample was required.

Matata *et al.*, (2010), also assert that having 80 -120 respondents is adequate for most social-economic studies in Sub-Saharan Africa. Moreover, the study distributed sample size as follows; Project managers (5), one at each station; TANESCO staff (Heads of departments/sections, & Operational staff) (15); Local leaders (25), five from each project area; Individual residents (30), six from each project area.

Table 3.1: Sample Size Distribution

S/N	Sample unity	Frequency	%	Sampling design	Data collection tool (s)
1	Project managers	05	6.25	Purposive	Interview
2	Area managers	05	6.25	Purposive	Interview
3	TANESCO staff (Heads of sections; Operational staff)	15	18.75	Purposive & Simple random	Questionnaire
4	Local leaders	25	31.25	Purposive	Interview
5	Individual residents	30	37.5	simple random	Interview
Total		80	100		

Source: Researcher's construct (2021)

3.5.2 Sampling Design

Sampling is a technique employed to select a small group with a view of determining the characteristics of a large group (Brynard, 2006). Moreover, Kumar (2005) defines sampling design or strategy as the way in which the researcher selects elements to be included in the sample. The study employed both non-probabilistic and probabilistic sampling techniques. Purposive sampling was employed in selecting TANESCO Officers with well-known CSR responsibilities in projects areas, this technique was also be used to select local leaders from areas with TANESO projects. Probabilistic sampling (simple random) was used in selecting individual local residents who reside around the TANESO projects areas. These sampling designs had been selected to ensure the sample is representative and lead the study towards achieving validity, relevance and reliability of the information.

3.6 Study Variables

The study variables for this research problem are company social responsibility to the community and the positive outputs of the efforts to its sustainability and good image. These two depend on each other, and each one influences the other. The sustainable good image of the company depends on among many things, good

relationships with the community can lead to success and sustainability of the projects. Organization good image is the independent variable to which performance is determined based on the extent to which the company invests in its relationship with the community.

3.7 Methods of Data Collection

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. This research collected both primary and secondary data.

3.7.1 Primary Data

This research collect data from the population using questionnaires and interviews where data was directly collected from TANESCO area Managers; selected local leaders and individual residents from projects areas.

3.7.2 Secondary Data

Secondary data including official statements, organization dashboards, reports, and minutes from TANESCO, relevant government Departments including TIC, and Municipal and Districts councils was collected. Moreover, books, academic journals, and publications on Corporate Social Responsibility were used to provide more information to the study.

3.8 Data Collection Tools

This study used interview and questionnaire as data collection tools, researcher's direct participation was used to administer the data collection process.

3.8.1 Interviews

Interview as a data collection tool is a highly flexible tool, allowing a more permissive atmosphere than the case when using other techniques of investigation (Young, 2001). Also, through interviews, the questions not readily grasped by interviewees can be rephrased, or repeated with proper emphasis and explanations when necessary. Also, the interviewer had a greater opportunity to appraise the accuracy and validity of replies as contradictory statements can be followed up and possible reasons for contradictions can be learned.

Both closed and open-ended questions were featured during interviews with respondents. Closed-ended questions are meant to guide the researcher keep track of the main issues to be investigated while open-ended questions aim at having a wider understanding of respondents' feelings, views, beliefs, perceptions, attitudes and knowledge. The interview was used to collect information from 65 respondents whose categories are TANESCO Projects and Areas Managers; Local leaders and individual residents from projects areas, number of each category are shown in Table 3.1 at section 3.5.1.

3.8.2 Questionnaires

According to Conway (2006) questionnaire is a research tool and is one means of eliciting the thoughts, feelings, beliefs, experiences and attitudes of a sample group of individuals via a concise, pre-planned set of questions designed to yield specific information about a particular topic from one or groups of people. It is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The study employed questionnaires to

collect information from 80 respondents and the number of the respondents who filled the questionnaires was as follows; 5 project managers, 5 Area managers, 15 TANESCO staffs, 25 local leaders and 30 Individual residents.

3.8.3 Documentary Reviews

Documentary review is simply a review of different written documents to enrich both the understanding of the research in question and the provision of additional materials to improve the discussion of the results obtained from respondents (Kothari, 2000). Documentary review is referring to the act of reading or reviewing various literatures that have been written regarding particular topics. The study made a review of various documents including statements, organization dashboards, reports, and minutes for the purpose of collecting data. Additionally, books, academic journals, and other relevant publications were accessed to supplement primary data.

3.9 Reliability and Validity of Data

Reliability is the degree to which an assessment tool produces stable and consistent results while Validity refers to how well a test measures.

3.9.1 Reliability of Data

Reliability refers to the degree to which data collection method(s) will yield consistent outcomes, similar conclusions by other studies or the transparency level in drawing meaning from data (Kumar, 2004). The study ensured reliability through a totally transparent, systematic approach to data collection from study sources. Reliability was also attained by documenting clearly the flow and processing of the

data so that to make sure whoever test it regarding the principal could get the same answer.

3.9.2 Validity of Data

Validity refers to the meaningfulness, appropriateness and usefulness of the inferences a researcher makes on the basis of the collected data (Saunders et al., 2009). In this study Questions concerning reliability and validity are associated with how reliable and valid the researcher's data collection and analysis are. The study used research methods to ensure that the data recording is accurate and the interpretations of data are empirical and logical, the study also adapted interview protocols and pre-testing the data collecting tool prior to actual field data collection.

3.10 Data Management and Analysis

This research study used both qualitative and quantitative techniques in processing and analyzing data collected from the population sample. Through that, the questionnaires given once collected were coded and entered into the computer with the help of computer software known as SPSS version 20.0 to analyze and clean the data. Much focus was on how much the respondents were aware of the Corporate Social Responsibility, their involvement in all stages of the Project lives and the comparison of the outcomes after adopting Corporate Social Responsibility strategies.

3.11 Ethical Consideration

The research was based on the ethical manner, so in this research, ethics was put into consideration due to the protection of human rights and as well as to get access

to well analyzed information and data to make this research more meaningful. Ethics is based on the truth, faithfulness and on how you are capable to protect and hide information given by someone or given somewhere so as to facilitate the findings of this research to reach positive and productive results. The study also ensured respondents' confidentiality and respondents were informed on the purpose of the study and that the findings were only used for the intended purpose. Likewise, all research protocols were adhered to during the course of the study.

CHAPTER FOUR

DATA PRESENTATION

4.1 Overview

This chapter is a presentation and discussion of the findings explored from the study areas as regards the research “The Role of Corporate Social Responsibility of Parastatal Organizations to the Improvement of quality of life of the societies in the project areas in Tanzania”. However, the presentation of the findings has preceded an analysis of the collected data. The chapter also briefly presents the profile of the studied parastatal (TANESCO) as well as the demographic characteristics of the respondents.

4.2 The Organization Profile

Tanzania Electric Supply Company Limited (TANESCO) is a Parastatal organization established by Memorandum and Articles of Association incorporated on 26th November 1931 which established Tanzania Electric Supply Company Limited (the then Tanganyika Electric Supply Company Limited -TANESCO). The Company generates, purchases, transmits, distributes, and sells electricity to Tanzania Mainland and sells bulk power to the Zanzibar Electricity Corporation (ZECO), which in turn sells it to the public in islands Unguja and Pemba. TANESCO owns most of the electricity generating, transmitting, and distributing facilities in Tanzania Mainland with an estimated population of over 50 million.

The organization's headquarters are currently located in the Dodoma region but also with zonal, regional, and district offices throughout Tanzania. It is also well known that its core functions are guided by the National Energy Policy of 2003 and the

Electricity act of 2008. TANESCO Ltd functions under the regulatory guidance of the Energy and Water Utilities Regulatory Authority (EWURA) established by the EWURA Act of 2001.

4.3 Respondents by Demographic Characteristics (age, gender, and education)

This part presents the demographic characteristics of the respondents; the characteristics are their ages; sex and educational levels (Table 4.1 summarizes).

Table 4.1: Demographic Characteristics of Respondents

Sex	Frequency	Percent (%)
Male	52	65
Female	28	35
Total	80	100

Age group	Frequency	Percent (%)
15-30	13	16.2
31-40	17	21.3
41-50	30	37.5
50+	20	25
Total	80	100

Education levels	Frequency	Percent (%)
Unschoolled	12	15
Primary level	23	28.7
Secondary education	16	20
Certificate	2	2.5
Diploma	5	6.2
University Degree	22	27.6
Total	80	100

Source: Field Data (2018)

4.3.1 Respondents by Gender

The study classified respondents based on their sex, the aim of this classification was to indicate the sex group with high frequency. Table 4.1 provides the summary. Data above indicates that males formed the higher percentage by making 65% of all respondents and females respondents made 35%.

4.3.2 Respondents by Age Group

The ages of respondents were classified into an age 15 to 30 years up to equal and above 50 years. The purpose of this grouping was to determine the age group with the highest percentage of respondents. Data above indicates that the respondents aged 15 to 30 made up 16.2% of the respondents; 31 - 40 years made 21.3% of all respondents; 41 – 50 years respondents made 37.5%, and the last age group was respondents with 51+ years who made 25%.

4.3.3 Respondents by Education Level

The study grouped respondents based on their educational levels, the aim was to determine the levels of education possessed by respondents. The groups were; Unschooled; Primary education; Secondary school education; Certificate educational level; Diploma education; and University Degree. The findings indicate that unschooled respondents were 15%; respondents with primary education were 27%; respondents with secondary school education were 21.2%; Certificate educational level made 2.5%; respondents with Diploma education were 6.2%, and the respondents with University Degree were 27.5%.

4.4 Corporate Social Responsibility Programs Implemented by TANESCO in Projects Areas

The study had to find out CSR activities undertaken by TANESCO in its project areas; the aim of looking at these activities was to understand the nature of CSR activities that TANESCO as a parastatal organization implemented in those areas. Moreover, the study incorporated CSR projects undertaken by TANESCO for the period of the last five financial years, which was from 2013/2014 to 2017/2018. This

study however found that there were just a few community projects that TANESCO was able to implement through its CSR process, these projects are the ones found in various areas where TANESCO also had its own projects that were related to electricity generation and distribution. It should also be noted that these areas are the ones that were cited to be covered by the study as shown in section 3.3 of this report. The implemented CSR projects are as indicated by Table 4.2.

Table 4.2: TANESCO's CSR Implemented Projects

CSR project	Project area	Project description
Environmental conservation	Kigoma (Kasulu)	Establishing tree nurseries, provision of environmental education, and planting trees
	Dodoma (Zuzu)	Provision of environmental education and planting trees
	Mlandizi (Pwani)	Provision of environmental education, and planting trees

Source: field data (2019)

The environmental projects above were the CSR projects found to be TANESCO's most concentrated area in its CSR; it was revealed that TANESCO was mostly dealing with environmental conservations projects in its projects areas as revealed by the table above. With such environmental projects which for TANESCO were virtually community-related projects, TANESCO devoted its resources in the protection of the natural environment to combat environmental damage in those projects' areas.

According to the head of TANESCO's public relations who was the main overseer of the CSR programs, every 'green action' was supposed to save the planet and all the living beings on it and thus it was necessary to inject funds in order to support environmental conservation projects in those areas. The study further realized that through environmental protection programs, TANESCO somewhat helped in

reducing CO₂ emission and waste, diminishing the use of non-renewable resources hence leaving the local communities in better health. According to TANESCO, trees planting contributed to a healthy environment by providing oxygen, improving air quality, climate amelioration, conserving water, preserving soil, and supporting wildlife with instances of the process of photosynthesis, where trees take in carbon dioxide and produce the oxygen we breathe.

With environmental projects, the study revealed that TANESCO worked with communities across projects areas to plant trees and restore degraded vulnerable lands in some areas critically identified as being at degradation risk. Such areas were Kasulu in Kigoma, Mlandizi in Pwani, and Zuzu in Dodoma, where the project aimed to increase tree cover across the areas in a way that was useful to local communities, giving them the means to improve their lives and prosper. It should be noted that in the areas mentioned above the study had also found that, TANESCO had the power generation projects namely, the Off-Grid Diesel Station at Kasulu which was producing almost 2.3 MW and that of Zuzu diesel power plant producing almost 8.6 MW.

Though it was challenged by the local community, TANESCO indicated that successful and sustainable tree planting projects established depended on community involvement and thus the whole project was designed by TANESCO and run by involving the local community members. One of the TANESCO staff (respondent) was also quoted during an interview as she said,

“..... Urbanization in Dodoma (one of the driest regions in Tanzania) for instance is taking place in pace, the city continues to grow rapidly, noting that the city is now the URT government Headquarters, similarly,

intensification of farming in areas of Kigoma and Mlandizi is terrible and likely to lead to soil erosion, food and water contamination, and will result in decreasing yields and hence reduced incomes to the local community in near future. In the long run, this is not a sustainable situation thus TANESCO is doing everything necessary to combat the ongoing situation by introducing afforestation programs by stressing on tree planting as part of our CSR..... ” This interview was carried out on 14th September 2019.

TANESCO also maintained that its role in keeping up the environment was to ensure an integrated environmental programme to support the communities in a process of change towards forest restoration, more sustainable agriculture, and agro forestry. The study had found that TANESCO was also involved in the provision of environmental education to the local community in the project's areas, the aim of TANESCO with this program was to ensure that community environmental education was enhanced as a means towards community wellbeing. According to TANESCO's head of public relations, the program fostered collaborative learning and community actions in the environment.

In order to increase the community awareness on and long-term benefits of the environment, TANESCO had conducted several consultations with the local community customary landowners in Kigoma and Dodoma and taught them about the socio-economic and ecological importance of the environment. For instance, at Kasulu in the Kigoma region, the community was trained on planting different three tree species while adhering to the economic and environmental significance of the species. With the training, community members were made aware of ecologically the most valuable tree species, and thus those species would provide both good incomes and were generally rather universal, hardy and easy to grow, consequently lowering concerns local people had about the success rates.

According to TANESCO's head of public relations, the individual decisions were made based on sites surveys which clearly described tree planting management and necessary sites activities, such as boundary clearing, firebreaks, removing fire hazards like broken glasses and site patrolling to prevent tree theft as well as classical forestry activities, such as weeding, pruning, and the replacement of dead seedlings. For example, in the Kasulu area alone, the overall 80ha of degraded tree lands was expected to be restored to forests. This was a sizable area that TANESCO could thus play its role in restoring its natural habitat.

Looking at the projects above, it is realised that TANESCO has been implementing very few projects and in addition, these projects did not directly reflect as social projects but as strategic projects aimed at controlling environmental degradation that TANESCO power projects might have been caused. However, apart from being referred to as community projects, you cannot set them up as the ones that directly affect the interests of the community because it is as if they bring balance to the environment that had been destroyed as a result of TANESCO's power production works.

Apart from identifying the community projects that TANESCO was involved in through CSR, the study also witnessed various power projects in those areas that also aimed at improving the economy of individuals and the community as a whole. According to TANESCO, the presence of power distributed in various areas of the community was directly affecting the well-being of the respective communities. For example, the community's access to electricity in their areas added to their economic woes, and without such projects, it would be difficult for them to make progress.

However, the organization (TANESCO) did put clear that its major activity was to generate and distribute electricity to the community. The process included constructing infrastructures necessary for the development of electricity networks such as cables, overhead lines, substations, transformers, protection and monitoring systems, and other active power electronics devices. According to the TANESCO, this was its basic function as the government power supplying agent. Therefore, the process of providing power in those areas was in the other way regarded by TANESCO as CSR portion. TANESCO indicated that provision of electricity to the community had necessitated the creation and growth of a number of other economic activities as income sources for the local community.

The study also had realized that, with the presence of power supply in the project's areas undertaken by TANESCO, a number of small and medium enterprises were overwhelmed by lack of reliable power supply certainly got benefited by TANESCO's power supply. One of the respondents (a self-employed entrepreneur) at Dodoma was quoted saying;

“..... when I started my cereal milling machinery here, the main challenge was low voltage electricity supply. As a result, most of our equipment would never work at its full capacity. At some point, I had to revert to generators as power-generating alternative sources. However, running a generator for milling machinery was very costly compared to using grid electricity as I came to realise. I would thus limit myself to just six hours on generator power and during that time I would use between 50 liters and 150 liters of diesel. I could not use generators to run all the machines at the same time considering the capacity to generate electricity using a medium-size generator is limited. But I have also been forced to rest the generators at times to reduce their workload and enable them to work longer. In doing so I have found myself unable to produce at the rate I set for myself simply because of a lack of reliable electricity....” This interview was carried out on 14th Sept. 2019.

According to the above respondent, there had been a lot of improvement however in the supply of electricity as they were then able to get enough voltage sufficient to

run for all milling equipment. Respondent also supported that, the work of generating and distributing electricity done by TANESCO was considered as a social development activity because it directly affected the development of the community, they were thus able to use electricity instead of using alternative energy sources such as generators and grain mills that converted into sources of electricity.

The study also found that the existence of few community projects was due to TANESCO's limited response towards returning its profits to the community, the head of public relations also stressed that, it was not intentional that CSR did not give back to the community as much as the community was in need, but they were constrained by the lesser budget ceiling that TANESCO had been allocating to the section. The study also puts it clear that CSR within TANESCO was managed by the public relations section under a Public Relations Officer. This section was also found to be responsible for CSR programs and it was known to be involved in the preparation of CSR budgets, management, and implementation of CSR projects.

According to the Head of TANESCO public relation section, CSR projects only received an average of 100 million Tsh in each financial year, and the amount of budget received was said to be small to cover a number of CSR projects requests the company received from the local communities. However, in further demonstrating the limited importance of CSR to this institution, even the TANESCO website does not have any site with reports indicating how it has been dealing with the CSR other than hosting various reports on the implementation of its power projects. This further indicates that CSR is an area that holds no chance in this institution.

4.5 TANESCO's Response To Local Community Needs in the Project's Areas

The study examined how the Tanzania Electric Supply Company Limited responded to the needs of the community particularly at the areas where its power projects were situated, the aim of examining this variable was to find out how TANESCO engaged itself in realizing the community needs. To reveal the findings for this variable, the study had involved both selected TANESCO Officials and the residents in the projects areas that is Ubungo – (DSM), Temeke (DSM); Zuzu - Dodoma, Mlandizi (Pwani), and Kasulu in Kigoma as the sample units of the study. The study also reminds us that at Ubungo in the Dar es Salaam area, TANESCO was found to have power generation projects which were the Ubungo I and II Gas Plants which together were found to generate almost 200 MW.

The study initially had to understand how respondents were aware of TANESCO's contribution to help the community through CSR, in this variable, all 80 respondents were integrated as they were asked to provide an opinion on their awareness of the contribution of Tanesco via CSR projects. The responses which were collected through interviews and questionnaires were later analyzed and the results are as shown in Table 4.3.

Table 4.3: Projects Established By Public Opinion

	Variable	Frequency	Percent
Valid	Projects have been established	11	13.8
	Project was never established	59	73.7
	Not sure if the projects were established or not	10	12.5
	Total	80	100.0

Source: Field data (2019)

The above data indicate that 13.8% of the respondents agreed that there were community projects established by TANESCO, 73.8% show NO community project was established, and the rest 12.5% did not know whether TANESCO initiated community projects or not. These findings show that TANESCO's response to community needs in TANESCO project areas was very low, in other words, it was TANESCO's option to engage in community needs in the respective areas. Looking at the data in Table 4.3, more than three-quarters of the respondents had indicated that there were no merely few communities' projects that TANESCO was directly involved in initiating and implementing. This could further be interpreted as TANESCO's response to community needs activities in its areas of power projects was limited. Along with this statistical evidence, this study also shows those areas with TANESCO projects by comparing the needs of the local communities against the TANESCO's response in contributing to the well-being of those communities.

However, the study revealed that a number of communities' needs certainly needed the response of TANESCO under the veil of CRS, there were different community needs that needed TANESCO's attention. The study similarly revealed reactions from TANESCO, for each community need, that is how the organization responded. The table below shows the needs of the community in different areas and how TANESCO is involved in supporting those needs.

The study has outlined areas of community need as found that needed support or rather which TANESCO would have intervened through its CSR, according to respondents' various projects that were community desired were negatively responded by TANESCO, even those which were supported were overwhelmed by

poor community involvement right from projects initiation to monitoring and evaluation.

Table 4.4: Identified Community needs versus TANESCO Responses

Category of Community need/desired projects	Project area	Applicable TANESCO response
Contribution to schools and students' academic scholarships	Mlandizi	No constructed classrooms, students' academic scholarships offered to students from deprived families neither rehabilitation of schools despite community needs
Construction of roads and bridges	Kigoma (Kasulu) & Temeke (DSM)	No feeder roads neither bridge was constructed despite the community demanding
Environmental conservation	Kigoma, Dodoma (Zuzu) & Mlandizi	Establishing tree nurseries, provision of environmental education, and planting trees in Kigoma and Dodoma
Health facilities provision	Kasulu, Temeke	No health centers, neither health facilities were provided despite community need
Donation to games and sports and entertainment	Ubungu	No games and sports for the local community were sponsored
Contribution to crime prevention	Ubungu, & Temeke	No crime prevention contribution was provided including police posts despite community requests
Sponsoring community welfare associations or organizations	Dodoma (Zuzu)	No community welfare sponsored
Contribution for public amenities	Temeke – Dar es salaam	No public amenities were provided including bus shades, street lights and dustbins despite being demanded

Source: Field data (2019)

Moreover, a great difference can also be seen when looking at the number of needs identified by the community in various areas with TANESCO power projects and the extent to which TANESCO was involved in helping the community. It is clear that TANESCO's involvement was lesser compared to the size and sensitivity of its existed power projects in those areas. The study has keenly elaborated TANESCO's response to the needs of the community; this is the account for Table 4.6.

The study found no classroom was constructed in any of TANESCO's power project areas nor student's academic scholarships were offered to students despite the community need, moreover, neither classroom was rehabilitated by TANESCO through its CSR in those areas. At Mlandizi for instance, when the Msongola primary schools were rehabilitated through community efforts, TANESCO would have jumped in and contributed via its CSR but that never took place despite being requested by the Msongola ward construction committee to do so. Respondents insisted that TANESCO Corporate Social Responsibility would have been underway as the company's main activity (electricity generation and supply) was in the same process too.

It should also be noted that one of the guidelines outlined in TANESCO's CSR policy has been stated clearly that this institution would be a major contributor to various community projects including those impacting academic development of the community in terms of building education infrastructure such as classrooms, provision of teaching and learning materials, and helping students by sponsoring them and giving various awards to motivate them. The study had obtained an extract of the TANESCO CSR policy of 2014 wherein section **12.1** is shown how CSR would be touching the education development of the neighborhoods.

12.1. Education:

In this category we intend to:

4.3.1 Donate books, lab equipment, desks, computers & ICT appliances

12.1.2 Construction and renovation of classes, dormitories, toilets, drilling of wells and the like.

12.1.3 Awards & Sponsorship for best students

Figure 4.1: An extract of Tanesco CSR Policy of 2014

Likewise, respondents maintained that the community expected that TANESCO could have provided academic sponsorships mostly to students coming from poor families with either full or partial funding but that did not happen too. One of the respondents from Mlandizi was quoted as he said,

“.... we have some old schools here that are currently very dilapidated, we expected the institutions including TANESCO and others operating in this area at least can contribute to state and property to achieve the renovation of these schools, but we have never received any contribution from them.”,

Regarding the rehabilitation of road infrastructure as required by the community in those areas, TANESCO did nothing, respondents pointed out that TANESCO's support for the construction of roads and bridges was never undertaken despite the fact that many of the roads especially feeders were impassable during rainy seasons, those feeder roads were also TANESCO's alleys. The study found that even in very areas where TANESCO's activities operated were challenged by poor road networks, for instance, different feeder roads of Ubungu, and Temeke were pointed to be overwhelmed by deteriorated feeder roads which affected the local community as well on their daily routines.

For instance, the Kasulu – Kinyani feeder road whose length was about 4.87 Km of the feeder road network would have been covered by TANESCO's CSR program by being rehabilitated least at the gravel level but that did not happen despite community request. The study also found that the regular maintenance of bridges as requested by the community at Kasulu in Kigoma in the same feeder road was not responded by TANESCO despite being requested to. Respondents stressed that the rehabilitation of such roads would indeed help cut down transport costs especially to

farmers, fishers, and other community members in the area who depended on it for their economic activities.

The study revealed the concern of TANESCO in environmental conservation-related projects in some project's areas, which were Kigoma, Dodoma and Mlandizi where there was pinpointed the existence of environmental programs funded by TANESCO. Moreover, the majority of the respondents (85.6%) acknowledged TANESCO's efforts in environmental conservation which included tree planting projects and provision of environmental education to the local community in those areas. Respondents indicated that almost every year the company (TANESCO) distributed tree seedlings to local farmers, women and youth groups, schools, and other public institutions for planting and in most cases TANESCO staff also participated in tree planting activities which were mostly carried out during rainy seasons.

Moreover, the findings indicated that environmental education was provided by TANESCO to inform the local community about various challenges to environmental issues including climate change, deforestation, illegal logging, national environmental policy implementation, and social attitudes towards the environment. The study also revealed the endeavors by TANESCO who worked in collaboration with the local community in projects areas to influence environmental conservation by directly stressing the dynamics that shape or distort the environment. The TANESCO's head of public relations was quoted as she said,

".... environmental education approaches have been changing to clearly address some of these challenges and incorporated solutions, and our institution is working hard to educate more individuals and the local

community to be able to address the challenges caused by global changes...”.

However, the study revealed that the process of implementing sustainable environmental management practices was also a challenge in those local community areas due to the poor community will to adhere to environmental consecration values despite the TANESCO's attempts to promote environmental education in those areas.

In spite of the community's need for health services support in TANESCO projects areas, the study revealed a poor response of this institution in that important sector too, respondents indicated that TANESCO failed to offer support to the local community in health services through the provision of health material or even construction of health centers. Respondents for instance indicated that the Temeke District Hospital would have regularly benefited through TANESCO's CSR program by being provided with health facilities and even repairing its buildings. Respondents maintained that the company could also be part of the local community by initiating and participating in vital campaigns such as blood donation to the district hospital to help the patients in need, but this was never realized by TANESCO. In Dodoma as well, the responses were revealed as TANESCO failed to support the local community with the provision of health facilities in the health sector despite community need.

Moreover, the study found the poor response of TANESCO in the area of sports and games where no single contribution was registered through its CSR, respondents in Ubungu for instance pointed out that TANESCO did not support games and sports

despite their request to be assisted. The study revealed that despite the regular requests from the local community particularly from youths who regularly requested TANESCO's sponsorships to sports and games, the response was extremely poor as TANESCO responded with claims that it had no budget allocated for sports sponsorship.

One of the respondents from Ubungo was quoted.

"..... we twice tried to organize a football tournament in 2017 here in Ubungo which was only local level for the purpose of fostering social brotherhood, we therefore requested support from TANESCO in terms of provision of sports gears and refreshments but we received no response instead. There was also a football club here which needed support to enable it to participate in Tanzania Football Federation regional competitions but the club eventually decided to withdraw from the competition because it was stuck getting sponsorship...." This interview was carried out on 20th September 2019.

The study similarly indicated that security concerns were also another area of local community need for assistance from organizations operated in their areas of residence. Respondents indicated that TANESCO would assist them but failed to consider it through its CSR, moreover, the contribution of TANESCO would be appropriate to crime prevention issues in Temeke and Ubungo where crime incidences were reported regularly. Respondents revealed that no support was received from TANESCO in overcoming problems related to drug abuse and alcoholism in the local community which seemed rampantly existed in Temeke and Ubungo respectively was done. One of the respondents was quoted as she says,

".... we as residents of this area have been out crying loudly about security and safety issues in our area which threatens our lives and property, I do not know if it is because the government failed to address security issues here or not! However, our expectation was also to find any institution that could help finance the security issue in this area. There are

various criminal incidents in this area including the arbitrary use of weapons, and the use of drugs, I think this would be a good opportunity for TANESCO to help the community by providing assistance in those areas I have identified.....”This interview was carried out on 21st September 2019.

The study also found that there was no support from TANESCO through its CSR programs in sponsoring community welfares and associations of the local community, this was found at Zuzu ward in Dodoma as groups of organized women, and youths were denied assistance from TANESCO despite submitting their application. The study revealed that those groups expected to be supported by TANESCO be it in terms of entrepreneurial education or even provision of loans from the company to enable them to engage in small-scale businesses. The study found that, instead of being supported by TANESCO, they were asked to meet the Dodoma municipal council and claim for the women, youth, and disabled fund which was said to be 10% of the Municipals own sources collection. Respondents also stressed that they realized that companies existing in their localities were not obliged to contribute to support them but at least TANESCO could have shown concern in helping those special community groups.

In Temeke similarly, the study revealed a high community need for public amenities with reference to the rapid growth of the city and population in the area, respondents indicated that it was important for TANESCO as one of their neighboring public companies to provide support by contributing in building car parking, public toilets, and open rest areas to accommodate the public in need. Respondents insisted that TANESCO could have utilized those areas as adverts of its activities by displaying posters to inform the public on the services the company provides and the modality

of their provision. In steady, no public amenities were found to be constructed by TANESCO. None of the TANESCO staff even thought of introducing such an idea, this study sees that lack of creativity and the notion that TANESCO is a public corporation is most likely led it to be less creative and more proactive in expanding rapidly the scope of its service to new and old customers.

The findings accord with DesJardins (2006) who indicates that, CSR practices seldom vary from legal compliance and providing the “moral minimum”, thus not surprising that reliance on narrowly defined business focus prevented many oil companies in Nigeria from taking proactive steps in designing and implementing CSR programs.

4.6 The Involvement of the Local Community in TANESCO’s CSR Projects and Stakeholder Relationships

The study had also examined the involvement of the community in CSR projects initiated by TANESCO in the project’s areas and its relationship with stakeholders, the aim of examining this variable was to find out the degree of local community involvement as stakeholders on the projects. The study found that there were little efforts made by TANESCO in the course of undertaking CSR projects within the local communities and thus it created the impression that the community was not part of the projects even though it was aimed at helping themselves.

The situation was further found to be aggravated by inadequate communication between TANESCO and the local community. This study also realized that community participation did not replace TANESCO’s mark to CSR, but it could

enhance the value of community and participation in decision-making functions. The study also found that community participation could respond to TANESCO's interest to help them with CSR by a collective intention to identify appropriate community needs and eventually develop a sense of its belongingness.

Respondents indicated that even those few CSR projects that were documented after their establishment and completion were reported to be improperly documented but also concealed the modalities in which such CSR projects were initiated and implemented by TANESCO in those areas. The study found that, despite the existence of a special section (public relation) officially recognized as overseers all CSR activities and projects, things did not go as planned, there was a huge overlap of responsibilities within the section and that those who were supposed to execute certain CSR tasks failed because their responsibilities were grabbed by other people who were not responsible. These were complaints from TANESCO staff who claimed that instead of the CSR's works being done by the appropriate actors, they were infiltrating other people within the institution and taking away the responsibility's interests of the grabbers. This also made the implementation of CSR projects difficult and did not involve relevant stakeholders thus leaving the community members as mere spectators.

The study had also examined the extent to which local communities were aware of the concept of CSR, the aim of examining this variable was to understand the degree of community familiarity to CSR. The variable had included the responses of all 80 respondents and the results are as indicated by Table 4.5.

Table 4.5: Local Community's Knowledge of What CSR is

	Frequency	Percentage (%)
No prior knowledge to what CSR means	50	62%
Have rough knowledge about CSR	14	18%
I know what CSR is about	16	20%

Source: research data (2019)

The majority of the respondents (65%) indicated that they had no prior knowledge of what CSR was about, 21% of respondents indicated they had known what CSR was about, and the rest 14% knew what CSR was about. The researcher was then able to briefly clarify what CSR was about especially to those respondents with no knowledge about CSR. However, the presence of many of the respondents who had no prior knowledge of the CSR was an indicator that the community was missing important information of what CSR implied and of course how the same community was bound to benefit from it.

4.6.1 The extent of Community Participation in TANESCO CSR Projects

Respondents were asked to state the extent to which they were involved by TANESCO right from the identification stages to the monitoring and evaluation of the CSR projects initiated. The findings in this variable integrated the 65 interviewed respondents who were Tanesco projects and area managers; Local leaders, and the individual local residents. The findings result for each stage of CSR project development that is; identification and selection, planning, management monitoring, and evaluation are presented below.

Table 4.6: Extent of Community Participation in CSR Projects at the Identification Stage

	Variable	Frequency	Percent
Valid	Never involved	45	70.0
	Rarely involved	16	23.8
	Occasionally involved	4	6.2
	Total	65	100.0

Source: research data (2019)

Data above indicate that, during the identification stages of the projects, the community was involved in the scales shown. Responses show that the community was rarely involved by only 6%, while it was occasionally involved by 23.8%. The rest 70% indicated that the community was never involved during the project's identification stages. In that sense, the task of visualizing the project remained largely with TANESCO rather than involving the community in large part, the study assumes that community involvement in visualizing the project would facilitate the achievement of productive projects for the community and TANESCO too.

Table 4.7: Community Participation in CSR Projects at the Planning Stage

	Variable	Frequency	Percent
Valid	Never involved	57	87.8
	Rarely involved	6	9.2
	Occasionally involved	2	3
	Total	65	100.0

Source: research data (2019)

The planning stage was also overwhelmed by poor participation of the community, data above indicate, where 87.8% showed no involvement of the community in this stage, and only 12.2% indicated somewhat the community got involved (9.2% for rear involvement and 3% for occasional involvement). It should be noted that the

planning stage is at the heart of the project, at this stage, important issues such as how the project will be implemented, project costs, and the project timeframe. Lack of adequate community participation at this stage was also a clear indication that the community was denied the right to be project owners. The exclusion of the community by more than 80% as shown above in the table is also interpreted as a lack of transparency by TANESCO thus creating questions against this institution if in any way TANESCO tried to conceal the implementation of CSR projects.

In the projects management stage, the findings indicate that the community was somewhat involved by only 11% in projects management, while 78% indicated that the community was not involved, and the rest 11% showed the community was occasionally involved. In this area too, it continues to spark controversy as there were things that TANESCO was hiding and did not want the community as project beneficiaries to get informed.

Table 4.8: Community Participation in CSR Projects During Monitoring and Evaluation Stage

	Variable	Frequency	Percent
Valid	Never involved	54	83.8
	Rarely involved	11	16.2
	Total	65	100.0

Source: Field data (2019)

The data in Table 4.7 indicates 84% of the responses agreed that there was no community involvement in the projects during the monitoring and evaluation stages, while only 16% indicated there was rarely involvement of the community. Looking at the data above one will realize how the community was marginalized in the

monitoring and evaluation stage as well, it should also be noted that this stage is very important because it is the area where the project is evaluated to see if the goals of the project have been met or not. It is an area that values the extent to which the project is important. The act of depriving the community of the opportunity to participate in this stage process was not only a loss of meaningful assessment of the project to the community but also represented a lack of accountability for those who failed to act accountably in the course of project development. Moreover, the data further give the impression that, despite the few community projects that TANESCO developed in those areas, the aspect of community involvement remained a major challenge in the sense that the community which had to be involved in every step was not involved in the required extent.

This also means that TANESCO as a public institution operated by Tanzanian citizens' taxes, has been making decisions as it sees fit especially in establishing and implementing community projects without the involvement of wealthy community members who are the primary beneficiaries of the projects. The community may also see such projects as unproductive for them as the projects have been set up to meet the mere requirements of TANESCO to be appreciated as the institution has largely been implementing the CSR.

This aligns with the findings by Ite (2011) in his study “*Corporate Social Responsibility and Environmental Management*” who pinpoints that, despite millions of dollars invested in community help projects, CSR practices in the Niger Delta were found to be perceived by the communities as cosmetic attempts to act in a socially responsible manner or actions taken only to protect the companies’

reputations.

Furthermore, this study revealed that poor participation of the local community in CSR projects in study areas was triggered by a lack of enough transparency and consensus between beneficiaries and CSR providers (TANESCO). Respondents indicated that there was a perception that TANESCO as CSR providers did not offer maximum transparency by sharing adequate information and thus make local community time to time obliged to require disclosure of information on CSR programs, relevant concerns to be addressed, and allocated funds for the projects. Lack of transparency was also found to bear a negative impact on the process of trust-building between TANESCO and the local community, which was pointed out as being the key to the success of CSR initiatives. With a lack of consensus, the study realized that local community poor involvement led to the selection of CSR projects which were somewhat not the local community's priorities. This always resulted in duplication of activities which the local community referred to them as falling into TANESCO's areas of its own preference.

On the other hand, the study on its endeavors to find the underlying factors for poor involvement of the community in TANESCO CSR projects, raised the similar question to the TANESCO management as it was asked if there were CSR projects initiated by TANESCO that did not involve the local community's participation. TANESCO indicated that it had tried its level best to involve the community in almost all the stages of CSR projects. The TANESCO Public Relations Manager indicated that it would not be possible to bring all stakeholders on the CSR board as this would hamper the processes of CSR initiation and implementation and would

lobby the company operations.

The head of public relations for TANESCO further stressed that, there needs to be regular capacity building of the local community members and acceptability of the projects by the community members and that it was not necessary for all CSR projects initiated by TANESCO to be the priorities of the community because it all based on organization budget. Though TANESCO as CSR providers had not explicitly addressed these challenges, the Public Relations manager indicated that plans were underway to educate the community on the matter.

The Head of Public relations maintained that the CSR department played both a reactive and proactively role in making sure CSR projects were in place including an effort to involve the community throughout the course of the projects, she insisted that it would not be possible to attend to immediate needs or ad hoc needs the community and at the same time had projects in mind that were planned for the same community. This study found that the head of PR claim yet raises the question of whether the community would own what they could not identify as far as the findings indicated. Some of the projects were in the custody of the community representatives, keeping in mind that some community members also agreed that they did not know if they had the right to participate in the project development process. This study similarly sees that knowledge of the types of projects initiated by TANESCO under CSR was further hampered by the unclear channels used by TANESCO in informing the community. Regardless number of CSR projects TANESCO had initiated, the mechanism of streamlining the operations to emanate from the respective CSR department was still paramount.

The findings resemble Mwangi, (2014) who asserts that community involvement is desirable to all, this is because it is ideologically known that men and women make decisions regarding their own life, and most directly regarding issues that affect their daily life. The service will be more efficient and effective if it is in line with the local needs and conditions, and with the priorities and capacities of men and women concerned and thus the services will cover a larger population if the community is well mobilized.

4.7 TANESCO Corporate Social Responsibility Policy and Practicality in Projects Areas

The other area where the study examined was the TANESCO CSR policy, the study examined whether the organization under the study possessed CSR policy and how practical it was. The major aim of looking at this variable was to find out how the CSR policy of this organization (TANESCO) was reflected in its operations. In this variable, the study revealed a number of concerns in relation to CSR policy and its practicality.

4.7.1 Existence of CSR Policy

Initially, the study intended to understand if TANESCO had a CSR policy as its operations index in the projects. The study also believed by owning its CSR policy the organization's CSR interests could be reconciled with the legitimate interests of the different stakeholders, but also assumed the impact of the company's activities on the local community it serves while serving some community interest as well. The study found that TANESCO had its corporate social responsibility policy, the Tanzania Electric Supply Company Limited corporate social responsibilities policy

was found to be formulated and became effective in 2014 for the major aim of fulfilling the purposes of the CSR concept and expectations of the company. The policy also defines the concept of CSR that the company (TANESCO) and staff cohered it. The policy also provided the definition of Corporate Social Responsibility, outlining various community concerns, and the essence of its establishment while carrying the image of the organization.

Moreover, the study also found the existence of a number of objectives/goals in the policy which appeared to provide a number of courses of action to the company and areas of focus. The CSR policy for this organisation held that its business and activities generally could not grow successfully independent of the development of the community within which the organization operated, and it is for this reason that TANESCO developed specific social responsibility obligations to the community. Likewise, TANESCO would ensure that necessary resources were available to realize its Corporate Social Responsibilities by ensuring that it coordinated all activities related to CSR and thus the implementation of CSR policy would be a crosscutting agenda by involving employees throughout the company.

However, this study found significant differences in the existence of TANESCO's CSR policy against respondents' awareness, the study analyzes respondents' level of awareness about the existence of the policy. The study had all 80 respondents integrated into this part as they were asked to provide views on their awareness of the existence of Tanesco's CSR policy. The analysis however indicated that most respondents were unaware of the existence of TANESCO's CSR policy Table 4.8 indicates.

Table 4.9: Respondents' Awareness Level to the Existence of TANESCO CSR Policy

	Variable	Frequency	Percent
Valid	I know TANESCO has CSR policy	19	23.8
	I do not know if TANESCO has a CSR policy	61	76.2
	Total	80	100.0

Source: Field data (2019).

The data above indicate that only 24% of the respondents knew that TANESCO had a CSR policy, while the rest 76% showed a lack of awareness that TANESCO possessed its CSR policy.

The implication from the above data is that TANESCO as a government institution continued to show its weakness in communication by failing to inform the community on those operations of CSR were guided by the company policy. It could also mean that the community around its projects should have been informed that TANESCO as an institution was run in accordance with established procedures including issues of its participation in the community development of the surrounding communities and that in order to implement CSR, TANESCO is based on the CSR policy that exists in the institution as a guide on the modality to support the community. Therefore, as the above table indicates, getting more than three-quarters of respondents unaware that TANESCO has a CSR policy was the other indication of TANESCO's lack of transparency and will to participate in the welfare development of the local community.

4.7.2 The Motivations for TANESCO CSR Policy

The study also found the motives behind the existence of CSR policy in this organization (TANESCO), according the policy, major motives for putting it in place were that TANESCO's CSR fund would seek to advance the organization's

image through growing its partnership and providing financial and other resources to underprivileged communities to ensure the suitable development of particular communities. The company also understood that community development implied that range of supportive resources applied to increase its prosperity and capacity and thus the company was obliged to adhere to. Additionally, a contribution towards real and sustainable business development would lead to the local community development, therefore TANESCO sought to be more than merely an institution but rather the provider to community needs.

4.7.3 CSR policy and its Areas of Focus

There were different areas in which TANESCO's CSR policy focused, major five areas of its focus had been stipulated, these were, education, health and safety, social welfare, community involvement, and environment. Moreover, the study revealed that, with a focus on education, the policy pointed out its attention in donating books, laboratory equipment, desks, computers and ICT appliances for education institutions. The policy also aimed at construction and renovation of classes, dormitories, toilets, and drilling of wells, and finally, the policy aimed at providing academic awards and sponsorship for best students at a national level. In health, the policy had its focus on donating healthy facilities such as beds, bedsheets, wheelchairs, and different hospital equipment. In the same sector (health), the focus was also on constructing and renovating wards, toilets, healthy centers, dispensaries, and hospitals.

In the community welfare, the policy indicated its focus in helping the unprivileged people, but also providing help in medical treatments, providing medicines, food,

and other social human needs to individuals who are underprivileged and confirmed by pertinent authorities. In this area, the study found that TANESCO aimed at offering its assistance in natural disasters by providing food, blankets, mattresses, and other related needs to people attacked with a natural disaster such as floods, landslides, unexpected demolitions such as bombs or explosions, and other related calamities. The policy also had its attention in community empowering projects of water and sanitation by drilling of water wells in less developed societies.

The study, however, what was stipulated in the policy contradicted with what was found on the site, this implies that TANESCO failed to accomplish what it prepared itself and as a result made it the focus areas remained merely on paper rather than being implemented. For instance, in the policy, there were five specific areas of focus as shown earlier on, but the findings indicate that only a single area of focus (environmental protection) was affected by TANESCO through CSR, while all other areas were ignored.

The study also revealed the other area of TANESCO's focus in CSR as pinpointed in the policy was community involvement and empowerment where the organization (TANESCO) intended to pay in full or part outstanding power debts to education institutions and individuals including underprivileged ones who would show sufficient evidence that they had no ability to pay the electricity debts. In this area as well, the study found no testimonies indicating the intervention of TANESCO in the process. Moreover, in the environmental protection area where TANESCO was found to take part, the policy stipulated that the organization would be engaging in a week gathering once a year in all regions in Tanzania by involving all TANESCO

staff for the aim of planting trees at selected areas especially at the water sources.

In this area, also cleaning of environment was undertaken where staff participated in cleaning of hospitals environment, beaches, and bus stands. With this area, however, occasionally, the study found it practical as the TANESCO headquarters' staff organized gatherings with other stakeholders including the local residents of those areas for the purpose of clearing hospital vicinities. A typical instance was the Temeke and Mwananyamala hospitals cleaning on 23rd June 2018, and on 24th June 2018.

With reference to the practicality of this policy, the study analyzed the extent to which the same policy had contributed to the community development in its power projects areas by touching community-related activities. The aim here was to find out to what extent the existence of CSR policy was beneficial to communities in TANESCO power projects. The study similarly integrated all 80 respondents in this variable; the study was able to get responses indicating whether the existence of CSR policy was helpful or otherwise. The results are as shown in Table 4.9.

Table 4.10: Respondents by the Usefulness of CSR Policy

	Variable	Frequency	Percent
Valid	The policy is useful	13	16.2
	The policy is never useful	59	73.8
	Do not know if the policy is useful or not	8	10.0
	Total	80	100.0

Source: Field data (2019).

Data above indicate that 16% of the respondents found the CSR policy was useful, while 74% showed the policy was never useful. The rest 10% did not know whether

the CSR policy was useful or not.

Based on the data shown in the Table 4.9, it is clear that apart from the limited awareness that the community has found about the existence of CSR policy, there was still no significant effect that the presence of CSR policy in TANESCO had provided to the community. Nevertheless, despite the stipulation in the policy in those areas, its implementation still did not exactly reflect it. Similarly, the presence of the policy in this public institution could only be translated as merely figurative and impractical.

The data above also continued to contradict the policy as for instance in section (12.0); the sub-section (12.3) of the Tanzania Electric Supply Company Limited CSR policy and guidelines, expresses clearly its involvement in social activities. Below is an extract of TANESCO's CSR policy outlining how it had to participate in social community development.

12.0. Donation criteria

In the preparation of the Corporate Social Responsibilities budget, it has to ensure that there is money set aside for the purpose of donation to worthy causes including areas surrounding plants and transmission lines that will develop a sense of being part of impact to the community.

12.3. Social Welfare:

- 12.3.1.** Under privileged people. Provide medical treatment, medicines food and other social human need to individuals who are under privileged and confirmed by relevant authorities.
- 12.3.2.** Natural disasters. Provide foods, blankets, mattresses and other related needs to people attacked with natural disaster such as floods, landslides, unexpected demolitions such as bombs or explosions and other related calamity.
- 12.3.3.** Community empowering projects of water and sanitation by drilling of water wells in less developed societies.

Figure 4.2: An extract of TANESCO CSR Policy of (2014)

Poor implementation of this policy can similarly be interpreted as serious weaknesses in the government authorities, a lack of serious overseeing executions of CSR necessitated these institutions to engage in CSR as an option and not a necessity. To further prove this, the study also found even in the Tanzania Investment Center despite indicating various investment procedures for companies and investors in Tanzania, there is nowhere CSR is talked about, and neither is its necessity for investors.

Nevertheless, it cannot be denied that there are benefits that these organizations obtain from those communities including utilizing the communities' workforce in exchange for minor wages as compared to the tough toil some community members provide. The act of these organizations not giving back to the community as an appreciation thank for what they have been getting may yet be an expression of greed and selfishness against those communities. This cannot only frustrate pertinent community members in those areas, but it can also lead to the emasculation of the same projects by the local community for what they believe is a lack of appreciation from the organizations.

The findings concur with Banerjee (2007) who indicates that the lack of national CSR policy in any country meant that organizations are at liberty to take individual initiatives, which often do not reflect corporate social responsibility practice. This similarly creates a number of challenges to the host communities where companies operate, with the resulting difficulty in assessing, monitoring and evaluating CSR company initiatives.

4.7.4 Correlation between the Existence of TANESCO's CSR Policy and the Practicality

Based on the findings, the study also analysed the correlation existing between the presence of TANESCO CSR and its practicality, the study here analysed the views of all 80 respondents on the existence of CSR policy and its practicality. Respondents' opinions from those variables were analysed using the Pearson correlation coefficient, the correlation results are as shown below.

Table 4.11: Correlation between the Existence of TANESCO's CSR Policy and the Practicality

Correlations			
		Existence CSR policy	CSR policy practicality
Existence of CSR policy	Pearson Correlation	1	.532*
	Sig. (2-tailed)		.016
	N	80	80
CSR policy practicality	Pearson Correlation	.532*	1
	Sig. (2-tailed)	.016	
	N	80	80
*. Correlation is significant at the 0.05 level (2-tailed).			

The analysis results above indicate that NO perfect correlation was found between the existence of TANESCO's CSR policy and its practicality, this is because the Significance level (.016) is smaller than .05 (alpha) and therefore denied its statistical significance. Moreover, in the quadrant of the matrix in the off-diagonals above, the correlation coefficient between the existence of CSR policy and practicality looks somewhat strong (.532), but NOT significant. If the refereed correlation was strong enough, then the analysis result was likely to indicate some

asterisks next to the coefficient. The analysis, therefore, testifies that there was a weak or rather poor correlation between the existence of TANESCO's CSR policy and its practicality.

While there may be some minor adherence of company CSR policy in the efforts to improve the local community by back giving and so forth, in general, the findings have correspondingly indicated TANESCO's disappointing level of effort, community involvement, and obedience to its own policy. The solution to this problem could also lie in third-party authorization by increased involvement of government scrutiny and possible charges where possible in order to enhance accountability and rational giveback to the community rather than leaving CSR as a mere company's voluntary deed.

4.8 Discussion of the Findings

Findings indicate that there were quite a few CSR projects that TANESCO implemented in different areas with its power projects, in general, the CSR projects found to be implemented by TANESCO were very limited. However, despite the small size of the projects implemented, they were more similar projects; TANESCO's focus was in one area which was environmental conservation through tree planting, sanitation, as well as distribution of tree seedlings to the local community. Yes, these projects could be beneficial for the community due to environmental importance as known, but on the other hand, they seem to mean a lot to the organization (TANESCO) than the local community considering that some of its power projects implementation involves environmental degradation including deforestation for electricity poles, or slashing down vegetation to create electricity

transmission pathways.

This study finds that, by focusing more on one type of CSR project, TANESCO might have intended to invest in an area to which it has become destructive due to its own activities as mentioned earlier rather than considering the needs of the local community. This could be a significant reason why only environmental projects were underway in areas of Kasulu in Kigoma, Dodoma, and Mlandizi rather than helping the local community in areas it needed the most including health, water, agriculture, and education. In general, the projects found to be implemented by TANESCO through its CSR were very few with a single area of focus and carrying its own interest than the priorities and real needs of the local community.

However, these findings differ from an empirical study undertaken by Mcnamara (2013) who studied CSR of Geita Gold Mine (GGM) where a number of CSR projects were initiated by the same company (GGM) unlike TANESCO which had implemented extremely few and single-focus projects. For instance, the findings show that GGM was able to establish several local community-related projects including, the vegetable production project where the vegetables produced by the project were also sold to Mchauru village at a more affordable price but also the local farmers were provided with advice and training in sustainable agricultural development practices; the Nyakabale community agroforestry project which intended to enhance agriculture development while maintaining the natural vegetation. The company also co-founded a baseline cross-sectional HIV prevalence survey which is named as one of the important health projects through which the local community was provided with education and much other mitigation to combat

HIV/AIDS spread.

Although TANESCO's main function was to generate, transport, and distribute electricity to the public the implementation of CSR comes as an important obligation in strengthening relationships with the local community around. However, based on the findings, the response of TANESCO to community needs was small compared to the business side of TANESCO and the profits it makes. There were no actual revenue figures however that this study was able to obtain from TANESCO as the profit it makes is the product it supplies, but this is one of the government institutions in Tanzania which generates super profit through electricity sales. On that basis, TANESCO had to show the same value to the community by ensuring that it returns a portion of profit through CSR.

However, its contribution to the local community was limited as it showed little concern for the community's needs. For example, the study found that there was a need for construction and rehabilitation of schools at Mlandizi, or the rehabilitation of feeder roads at Kasulu district, but unfortunately, they all ended drew nothing from TANESCO despite the requests submitted. Additionally, instead of implementing environmental projects alone, TANESCO would still have focused on other areas where the local community mostly needed, they had to evaluate the importance of such projects and choose projects which were the priorities to the local community. Not a surprise also that more than 70% of respondents indicated that no CSR project was implemented by TANESCO, it was nothing but an answer to TANESCO's poor response to the local community needs.

The findings differ significantly from the study findings of Torres et al. (2012) in their study “*Case Studies on Corporate Social Responsibility*” as they indicate the corporate social role played by Coca-Cola Company in India, having established its business in India at the mid-20th century, it succeeded expanding its market volume by capturing local community affection the market following its investment in CSR projects in areas of community need. In order to strengthen the relationship with the local community, the company established the Coca-Cola India Foundation in 2006 which worked with local communities to address local water challenges.

This was the most outstanding strategy by Coca-Cola as it launched various community water projects in India, an example was the rainwater harvesting project, where Coca-Cola’s operations partnered with the Central Ground Water Authority, the State Ground Water Boards, and communities to address water scarcity and depleting groundwater levels through rainwater harvesting techniques across 17 states in India.

Local community participation in CSR implementation also remained a challenge as the findings revealed, the community was never involved to that extent in almost all stages of CSR projects in the respective areas. It should be noted that one of the crucial stakeholders of TANESCO is the local community; they remain, important stakeholders because apart from the fact that TANESCO earns from them through electricity sales, they can still be regarded as considered TANESCO’s investments guardians. It should also remain that in all those areas there were large and medium power plants for which TANESCO had invested millions of shillings and that a concern of safety to the plants also was certainly central.

In that sense, poor participation of the local community could also jeopardize the plant's security considering that the good relationship among them would also mean greater security of the plants and denial to sabotage community members could do against them. Moreover, this study finds it much more productive if TANESCO had to keep the local community participating from the beginning to the end of CSR projects implementation, this would show the community that the projects belonged to them and were therefore primarily the owners.

Stakeholder engagement could also be significant in identifying priority areas where CSR could be focused rather than embarking themselves and selecting the projects of their own priority. This could also explain why more than 60% of respondents never knew what CSR implied, or even why more than 70% of the community indicated that they were not involved by TANESCO at the project's identification stage, or the 88.8% who showed there were no involvement of the local community at the planning stage. These findings have also contradicted with McNamara (2013) via his study titled "*Corporate Social Responsibility and Compliance: transnational mining corporations in Tanzania*", as he examined the Corporate Social Responsibility of mining companies operating in Tanzania and select Geita Gold Mine (GGM) as the case study. The findings indicated the existence of local community participation in various CSR projects unlike what has been done by TANESCO.

The study reveals that Geita Gold Mine had involved the community in many social and economic initiatives. The GGM always incorporated the local community in all stages of the projects to increase a sense of belongingness and thus contribute to the

development of a good relationships with the local communities in the area. A typical instance was the Nyakabale community agroforestry project, it was a participatory project and relied on the demand of the local community for agricultural infrastructure development.

This study identified the existence of the CSR policy of TANESCO, but also the shortcomings identified laid in the practicality of the policy; it is possible that the presence of a small percentage of respondents who were aware of the existence of CSR policy in this institution was necessitated by lack of TANESCO's transparency. However, the findings have shown two other major concerns which are the existence of the CSR policy and the extent of its real implementation, these were two issues that were conflicting. The policy was formulated as a guide to CSR but remained merely on paper; findings have also supported this assertion as more than 70% of respondents stated they did not see the usefulness of the policy.

Moreover, even those areas which were the key focus with exception of the environment never captured TANESCO's attention. Could this be the result of a limited budget or the negligence of TANESCO management in funding the projects? It must also be reminded that TANESCO allocated 100 million shillings for CSR annually, but the amount allocated in the budget was also always not released accordingly as per the testimony of TANESCO's Head of public relations.

Yet, with the size of financial capacity of this organization, it was quite possible enough to take CSR policy into serious practice; nevertheless, since TANESCO sees CSR as an option, the available policy remained as a mere textbook. This is quite

contrary to the findings provided by JETRO in (2009) with a title “Corporate Social Responsibility, An African Case Study”, where CSR was revealed at the Peermont Hotels and Resorts operating in South Africa had an impressive CSR policy and engaged it practically to assist the local community, according to JETRO, Peermont Hotels and Resorts developed a broad range of initiatives that seek to assist the poor, marginalized and vulnerable members of society through interventions at family and community level.

The findings further show that Peermont Hotels and Resorts had invested mega-budget to help the community in areas of education and skills development. It had succeeded in returning to the community by establishing The East Rand Children’s Trust which had an impact on the lives of more than 200,000 children, contributing in excess of more than R9.5 million in support of education projects, with almost R4 million invested during 2006 alone unlike TANESCO which shamelessly cannot expend 100 million shillings to enhance the welfare of the local community.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

The chapter encompasses the summary of the study; conclusion; recommendations, policy implication, and area for further study. This chapter provides a summary of a discussion pertaining to the role of corporate social responsibility of parastatal organizations (a case of TANESCO) to the improvement of quality of life of the societies in the project areas in Tanzania, but also provide several recommendations and lastly, it gives areas that can be further researched.

5.2 Summary of the Main Findings

This study has examined the role of Corporate Social Responsibility of parastatal organizations to the improvement of quality of life of the societies in the project areas in Tanzania with the study case of Tanzania Electric Supply Company Limited (TANESCO). The study has particularly identified corporate social responsibility undertakings implemented by TANESCO in projects areas; examined the degree of TANESCO's response to local community needs in the projects areas; determined the involvement of the local community in TANESCO projects and realizing their stakeholder relationships, and examined TANESCO Corporate Social Responsibility policy and its practicability upon enhancing community prosperity in projects areas.

The study has revealed that the major CSR project, however, was environmental protection related, such projects were, the provision of tree nurseries, the provision of environmental education, and planting trees at Kasulu in the Kigoma region. The other projects were the provision of environmental education and planting trees in

areas of Zuzu Dodoma and Mlandizi in the Pwani region. the findings also indicate that there were no other CSR projects developed by TANESCO despite the need and request from the local community.

The degree of TANESCO's response to local community needs in the projects areas was also revealed, the level of its response was however found to be generally that poor response of the company to the needs and priorities of the local community in its project's areas, even the CSR projects initiated seemed to favor the interest of the organisation TANESCO. Varied reactions from TANESCO and respondents from the local community were revealed too over the involvement of TANESCO in CSR. In general, its contribution was limited as it contributed little and the CSR projects found were of the same. It was only environmental projects which TANESCO focused on and ignored the rest areas including health, education, and water services which the local community needed the most. For instance, there was a request from local communities in Kasulu – Kigoma and Temeke Dar es Salaam over the construction of feeder roads respectively, the Kasulu – Kinyani feeder road whose length was about 4.87 km would have been covered by TANESCO's CSR program but it never happened. Similarly, no assistance was provided in constructing classrooms and rehabilitation of schools at Mlandizi despite community needs.

The findings also indicated that the local community was poorly involved by TANESCO in almost all stages of CSR projects development. For example, the findings indicate more than 70% of the respondents agreed that there was no involvement of the community during the project's identification stages; 88.8% in the planning stages, and 83.8% affirmed that there was no involvement during the

monitoring and evaluation stage. Lack of transparency to TANESCO was named as a source of community marginalization and a central factor for unsuccessful CSR projects in many areas.

The existence and practicality of TANESCO's CSR policy have been shown where the findings indicated that TANESCO had its corporate social responsibility policy which was formulated and became effective in 2014 for the major aim of fulfilling the purposes of the CSR concept and expectations of the company. It had major five areas of its focus namely, education, health and safety, social welfare, community involvement, and environment. The findings show that there was little practicality of the policy, and the company had focused on a single area of environmental protection and sidelined the rest. In that sense, the findings had also testified its little importance as 74% of the respondents pinpointed that TANESCO CSR policy less useful and impracticable.

5.3 The implications of the Findings

Together with the establishment of the TANESCO CSR policy, shortfalls in its practicality have been disclosed by the study and have to be realized by the organization (TANESCO) to make the policy-relevant and more practical. For instance, the study had found extremely limited areas of TANESCO CSR concerns specifically environmental issues and what was said to be power distribution as part and parcel of the community give out, this is somewhat contrasting with the outlined areas of CSR as the policy highlighted major five areas namely, education, health and safety, social welfare, community involvement, and environment. Instead, only a few areas were found to be fulfilled and on behalf of the organisation (TANESCO)

detached from the rest with mysterious explanations. These limitations must be recognized by the organisation and get reflected throughout the course from projects initiation to monitoring and evaluation in order to make the existing CSR policy practicable.

However, there is still a major challenge that Tanzania as a country needs to find its panacea, which is the existence of effective policies and regulations governing CSR to ensure that various government and non-government institutions seriously implement in their areas of production or service delivery. This study has highlighted the attitudes of most institutions including TANESCO on CSR, and that it has been seen as a matter of their choice as there is no specific government body to oversee its implementation. CSR must therefore be a policy issue governed by government laws and regulations; this will not only help to make these institutions become responsible for giving back to the community a portion of their earnings but also enables the respective communities to benefit from their presence.

5.4 Conclusion

Corporate Social Responsibility is about business, government, and civil society collaboration with the bottom line being an achievement of a win-win situation among the three entities. From the social point of view, CSR should benefit the community because the latter has a very complex structure as it consists of individuals with various levels of resources control. The analysis on its significance allows understanding of CSR that goes beyond its traditional meanings; thus, CSR necessitates a multidisciplinary approach in its perspective and practice. Since the meaning of CSR remains a bit complex, knowing its importance allows a better

understanding of corporation-society relations, in which its practices are influenced by numerous forces.

It is always in the interest of corporate organizations to demonstrate that they recognize that their responsibility to the public goes beyond services provisions, paying relevant taxes, and maximizing wealth but returning the profits to its stakeholders. TANESCO has somewhat been engaging in the allocation of financial resources to CSR so as to benefit the community members in areas where its power projects. It further systematized these initiatives with the establishment of the CSR policy which was in 2014 as to provide the guidelines despite its little practice. TANESCO's CSR policy also offers a line of possibilities in exploring CSR investment and linking it to social outcomes amongst its mainstream services if it was to be effectively adhered to by the organization but unfortunately it remained paradoxically a benchmark for its proximity to the local community which the company operated.

There had been valid concerns about their management and the inability of the target community to monitor and evaluate CSR projects and resources. In particular, there was low community awareness on the purpose, scope, functions and operational procedures of the CSR initiatives and approaches. As revealed by the study, on many occasions community was never involved fully in CSR projects development processes. As a result, the community appeared to be deprived not only of direct participation in the process but also of a sense of ownership of the respective projects despite being the first beneficiaries of the projects.

Moreover, it must have remained remain that, poor coordination of projects initiated and implantation results in many cases of duplication of effort and inefficiency to undertake and manage the same projects. It has to be stressed that, the community feels on needs that have been captured in its own development plans and not by the necessity of satisfying corporate image or rather a marketing strategy of the respective organisation.

5.5 Recommendations

Given the findings that this study has found involving CSR and the way in which TANESCO has been found to be responsible, there are a number of things that the study would like to suggest as part of showing the direction of how CSR can be executed more effectively. Below are the recommendations that the study would like to make.

This study recommends the formulation of a national CSR forum where members and business organizations particularly can exchange knowhow and experience in regards to community support initiatives and promotion of CSR capacity building with companies wishing to do so, considering that CSR agenda needs to be locally owned if it is to make a significant contribution to local development. In the forum, companies and institutions have to be insisted on undertaking CSR seriously and emphasize that the keen issue is to move beyond issuing cheques or creating physical assets to the community in need but creating impactful CSR initiatives by considering a local focus.

The study suggests that when the company or organization plans its CSR strategy it is important to understand and track several key metrics including the company's

monetary outlay if it fits the intended CSR project. It is essential for firms not to begin a CSR program until they are conversant with the implications from all aspects of the company. It has to be known that many organizations and firms tend to create a strong influence in the community they exist, therefore they are corporate citizens, and more customers are expecting them to play a positive role, thus setting up a better CSR strategy is should be expected.

It is also important to align CSR with organizations' mission and values, considering that there are multitudes of ways to give back and participate in your community. An organization must learn and realize where to start prioritizing their CSR contributions by looking for opportunities that align with their mission and values. It will not be wicked if companies have even taken a step further by incorporating social responsibility as a value. Organizations have to do what is best as a company or organization and control their core business services or products in a socially responsible context.

It is also possible that in the implementation of the CSR for such institutions there may be the embezzlement of funds that were planned for CSR, the funds may not reach the beneficiaries and end up in the hands of the corrupt. This study also suggests that there should be regular audits on these funds; this audit should start with an internal auditor who will begin to re-evaluate the whole process of planning and implementation of CSR projects by monitoring whether all procedures have adhered. In addition to the internal auditor, the study suggests that there should also be an involvement of external auditor including the Controller and Auditor General for the government institutions like these, in his or her capacity, may audit, monitor

and evaluate every step involved in the implementation of CSR projects and whether the relevant procedure has been followed. This can significantly help identify misconduct by the staff who found to embezzle these projects. By doing so the government and even non-governmental organizations can save a huge amount of money that may be lost in the hands of embezzlers and strong action will be taken against them.

This study also recommends that it is important for the government to create a special body or institution that will be responsible for monitoring the implementation of CSR in organizations and companies operating in Tanzania. This will help to ensure that CSR is implemented as mandatory. On the other hand, it is important for the government to develop a strong national CSR policy that will provide guidance on implementation of CSR. Lack of solid CSR policy is concealment for institutions and companies to continue faltering in CSR implementation. Moreover, the government should be very strict and legal actions should be taken against all required companies and institutions that fail to implement CSR. This will also be a wake-up call for institutions and organizations to realize that the government is vigilant and is actively monitoring CSR implementation.

5.6 Limitations of the Study

It has been understood that the process of carrying out research integrated a number of components to make it successful, this includes the integration of people as the vital sources of information and other factors such as protocols, and funding all of which complement the execution of the research. It was due to such concerns that the study became limited, more specifically; the study was overwhelmed by the

following major limitations;

This research was a case study designed which bears its own limitation, its findings may sometimes not be used to generalize the conduct of other parastatal organizations in Tanzania and beyond in terms of CSR operationalization. This is due to the fact that each organization may not necessarily hold the characteristics portrayed by the counterpart and it may as well display different findings when tested using the same research problem. The business organizations also differ in geographical locations; business focus and customers' targets; management; priorities and more important the capita sizes and the profits generated. All these may have influences upon the practices of CSR across them and it is, therefore, difficult to generalize them using the findings obtained from TANESCO. Kothari (2004) stresses that the case study method enables us to understand fully the behavior pattern of the concerned unit but is seldom comparable and as the subject under case study tells history in its own words, logical concepts, and units of classification.

There were instances where TANESCO officials were reluctant to provide adequate co-operation to ensure the researcher obtained relevant information, therefore this had limited the extent to which more data were to be collected. However, much effort was made including maintaining regular communications with Heads of the departments when needed to ensure that data provided especially the documented were reliable. The researcher had to do so because research experiences have shown that some of the information collected from the business or profit-making companies may sometimes never be original or could have been obtained from defective

sources and thus could not be used reliably.

5.7 Areas of Further Studies

Corporate Social Responsibility in many developing countries including Tanzania consists of both local and international firms. This study recommends that further studies have to be developed to reveal the strategic difference adopted by the firms in their emphases and orientations to corporate social responsibility, their specific CSR programs, and as well as technical skills that the CSR managers are bound to possess before they are handed over the responsibilities of overseeing CSR programs in their institutions.

REFERENCES

- Abrams, M. (1983). *Social Indicators and the Quality of Life*. *Canadian Psychology*, 21(2), 67-74. Working paper, University of North Carolina, Greensboro.
- Anne, P. (2015). *Promoting CSR in Africa “Sustainable Development Opportunity”*. France: Editorial Publishers.
- Banjerjee, S. B. (2007). *Corporate Social Responsibility: The Good, the Bad and the Ugly*, Edward Elgar Publishing Limited, Cheltenham.
- Berger, P. L. (1967). *The Sacred Canopy: Elements of a Sociological Theory of Religion*. Doubleday & Company, Inc. New York.
- Bichta, C. (2003). Corporate socially responsible (CSR) practices in the context of Greek industry; *Corporate Social Responsibility and Environmental Management* 10(1): Kluwer Law International, Alphen den Rijn. P 2-12
- Blowfield, M. (2005). *Corporate Social Responsibility -The Failing Discipline and Why it Matters for International Relations*. Palgrave Macmillan, New York, 15 – 28.
- Brynard, P. A. & Hanekom, S. X. (2006). *Introduction to research in management related fields*, 2nd Ed. Pretoria: Van Schaik.
- Carroll, A. B., Buchholtz, A. K. (2008). *Business and Society: Ethics, Sustainability, and Stakeholder Management*, 9th edition, Cengage Learning, Stamford.
- Conway M. J, (2006). *How to Collect Data, measurement and Evaluation*. IBM Education & Training Hamilton Square. U.S.A
- Daft, R. L. (2006). *The new era of management: International Edition*. Mason: South-Western Thomson. *Creative Education, Journal of Business and Management*, 3(1).

- DesJardins, J. (2006). *An introduction to business ethics* (2nd Ed.). New York: McGraw-Hill.
- Diener, E. Suh, E.M., Lucas, R. E. & Smith, H.L. (1999). Subjective well-being: Three decades of progress. *Psychological Bulletin*, 125 (2), 276-302.
- Edward, P. & Tallontire A, (2009). Conceptual Framework development for CSR I implementation in Fashion Supply Chains, *International Journal of Physical Distribution & Logistics Management*, 43(5/6), 478 – 500.
- Elkington, J. (1999) .*The Triple Bottom Line*. Oxford: Capstone. United Kingdom.
- Freeman E. R. (1984). *Stakeholder Theory*. The United States of America by Cambridge University Press, New York.
- Friedman, E. (1970). *The Social Responsibility of Business*. The New York Times Company. U.S.A. 32-33.
- Garriga, E. & Mele, D. (2004). *Corporate Social Responsibility theories: Mapping and territory*. *Journal of Business Ethics*, School of Commerce, University of South Australia. Australia 53, 51-74.
- Hamann, A., Idowu, S. O., Filho, W. L. (2008). Competitive Advantage from CSR Programmes, in: Louche, C.,. (Eds.), *Innovative CSR: From Risk Management to Value Creation*, Sheffield: Greenleaf Publishing Limited.
- Ismail, M. (2009). *Corporate Social Responsibility and its role in community development: an international perspective*. The Journal of International Social Research, 2 / 9 Fall.
- Ite, U. E. (2011); Multinationals and corporate social responsibility in developing countries: A case study of Nigeria. *Corporate Social Responsibility and Environmental Management*, 11(1), 1-11.

- Japan External Trade Organization (JETRO), (2009). *Corporate Social Responsibility*. Paper No. 484.
- Kambalame D. & De Cleene, S. (2006). Partnership building as an approach to addressing corporate social responsibility in the agriculture sector in Malawi. *Institute of Corporate Citizenship*, 23.
- Karin M. (2012). *Corporate Social Responsibility in Tanzania*, Dar es Salaam: Mkuki na Nyota Printers.
- Keinert C. (2008). *Corporate Social Responsibility as an International Strategy*. Physica-Verlag Heidelberg publishers.
- Kothari, C. R. (2004); *Research Methodology; Methods and Techniques*. Second Edition. New Delhi: New Age International (P) Ltd, Publisher.
- Kumar, R. (2004). *Research methodology: A step-by-step guide for beginners*, 2nd ed., New Delhi.
- Lee P. (2008) A Review of the Theories of Corporate Social Responsibility: Its Evolutionary Path and the Road Ahead. March 2008 *International Journal of Management Reviews*, 10(1), 53 – 73.
- Lenski, G. E (1974). *Human Societies: An Introduction to Macrosociology*. New York: McGraw- Hill, Inc.
- Matata, P, Ajay, O., Oduol, P. & Agumya, A. (2010). Socio-economic Factors Influencing Adoption of Improved Fallow Practices among. *African Journal of Agricultural Research*, 5(8).
- Mcnamara N. (2013). *Corporate Social Responsibility and Compliance: Transnational Mining Corporations in Tanzania*. MQ, JICEL.
- Moon, J. (2014). *Corporate Social Responsibility: A Very Short Introduction*,

Oxford.

Mwangi, I. (2014). Effects of Working Capital Management on Performance of Non-Financial Companies Listed In NSE, Kenya. *International Knowledge Sharing Platform*, 6(11).

Porter, M. E., Kramer, M. R. (2006). Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility, *Harvard Business Review*, 1, 78 – 93.

Ronald, K., Mitchell, B. R., Agle, D. & Wood, J. (1997) Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*. 22(4), 853-886.

Sambala G. (2016). *The Role of Multinational Business Corporations to Sustainable Development: The Case of Tanzania Tobacco Processing Ltd.*

Saunders, M., Lewis, P. & Thornhill, A. (2009); *Research methods for business students*. Pearson Education. New York

Secchi, T. (2007). Utilitarian, managerial and relational theories of corporate social responsibility. *Int. Journal of Management Reviews*, 9(4), 347–373.

Sekaran, U. (2003); *Research Methods for Business: A skill Building Approach*. (4th Ed). John Wiley & sons, Inc. New Jersey.

Sheldon R. (1923, *Administrative Reform; The Next Step*, published in 1974. University Press Inc., New York.

Torres, C.A, Garcia M, Hordijk, R, Kim N, & Lana, O. (2012); *Case Studies on Corporate Social Responsibility*, 8(3)

Vogel, D. (2005). *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility*, 22 – 42. Paperback: Brookings Institution Press.

APPENDICES

APPENDIX 1: A SAMPLE QUESTIONNAIRE FOR SELECTED TANESCO HEADQUARTERS' HEADS OF SECTIONS AND OPERATIONAL STAFF ON A TOPIC; *“The role of Corporate Social Responsibility of parastatal organizations to the improvement of quality of life of the societies in the project areas in Tanzania”*

PREAMBLE

Dear Respondent,

This research work intends to assess the role of Corporate Social Responsibility of parastatal organizations to the improvement of quality of life of the societies in the project areas in Tanzania: A case of Tanzania Electric Supply Company Limited, (TANESCO). The study specifically intends to (i) to identify Corporate Social Responsibility undertakings implemented by TANESCO in projects areas. (ii) to examine the degree of TANESCO response to local community needs in the projects areas. (iii) to determine the involvement of society to TANESCO projects in order to realize their stakeholder relationships and (vi) to examine TANESCO Corporate Social Responsibility policy and its practicability upon enhancing community welfare in projects areas.

Your responses are thus invaluable as they will enable a compilation of a comprehensive portrait of the role of Corporate Social Responsibility of parastatal organizations to the improvement of quality of life of the societies in the project areas in Tanzania. Your answers are completely confidential.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

i.Title

ii.Gender

1. Male ()
2. Female ()

i.Please indicate your level of Education

1. Doctorate ()
2. Master's Degree ()
3. Postgraduate Degree ()
4. Bachelor's Degree ()
5. Diploma Degree ()
6. Certificate ()
7. Secondary School ()

iii.How long have you been you worked with TANESCO?

1. Less than a year ()
2. 1-10 years ()
3. 10-20 years ()

SECTION B: KEY RESEARCH QUESTIONS

1. Are you aware of Corporate Social Responsibility?

1. Yes ()

2. No ()

2. Do you implement Corporate Social Responsibility to the community where your project exists?

1. Yes ()

2. No ()

3. Please indicate community projects that TANESCO implement as Corporate Social Responsibility in this project area if the answer in the question 2 above is yes.

.....

4. As an institution, do you have Corporate Social Responsibility policy?

1. Yes

2. No

5. Do you find TANESCO Corporate Social Responsibility policy practicable?

Please provide some details on its practicability

.....

6. Please indicate the relationship between TANESCO and the community in this project area.

.....

7. Please rate the relationship between TANESCO and the community in this your project area at the scales indicated below;

1. Very good ()

2. Good ()

3. Satisfactory ()

4. Poor ()

8. What are the challenges that might be overwhelming implementation of TANESCO's Corporate Social Responsibility in project areas?.....

.....

**APPENDIX 1I: A SAMPLE INTERVIEW GUIDE QUESTIONS FOR
SELECTED RESPONDENTS (PROJECTS AND AREA MANAGERS) ON A
TOPIC; “*The role of Corporate Social Responsibility of Parastatal organizations
to the improvement of quality of life of the societies in the project areas in
Tanzania*”.**

1. Collecting respondent’s personal details such as age, residence status and level of education.
2. Please indicate projects activities undertaken by TANESCO in this area?
3. Do you implement corporate social responsibility in your project area of supervision?
4. Please indicate Corporate Social Responsibility activities implemented by TANESCO in your project area of supervision.
5. Please rate the relationship between TANESCO and local community in this area.
6. As an institution, do you have Corporate Social Responsibility policy?
7. In your opinion, do you find TANESCO Corporate Social Responsibility policy practicable? Please provide some details on its practicability.
8. How often has TANESCO been responding to local community needs in this projects area?
9. What does the society benefit from the projects carried out by TANESCO in your project area of supervision?

**APPENDIX 3: RESEARCHER’S INTERVIEW GUIDE QUESTIONS FOR
SELECTED RESPONDENTS (LOCAL LEADERS & RESIDENTS) ON A
TOPIC; “*The role of corporate social responsibility of parastatal organizations to
the improvement of quality of life of the societies in the project areas in
Tanzania*”.**

1. Collecting respondent’s personal details such as age, residence status and level of education.
2. Tell the respondents to indicate if he/she is aware of the activities that are being conducted by TANESCO in an area.
3. Tell the respondents to mention Corporate Social Responsibility activities carried out by TANESCO in an area.
4. Tell the respondents to rate the relationship between TANESCO and the community as development stakeholders.
5. Tell the respondents to show what the community benefits from the activities implemented by TANESCO in an area.

APPENDIX 4: CLEARANCE LETTER

"Tunayangaza Maisha Yako"



"We Light Up Your Life"

SHIRIKA LA UMEME TANZANIA
TANZANIA ELECTRIC SUPPLY COMPANY LIMITED

Dodoma Head Office, P.O.Box 453 Dodoma, Tanzania, Tel: + 255 026 2323456/7, Web: www.tanESCO.co.tz

Our Ref: Ref. SMHR/PT

Principal,
 The Open University of Tanzania,
 P. O. Box 23409,
 Dar es Salaam.

Date:
 14th June, 2022

RE: RESEARCH DATA COLLECTION – AGNES N. MASANJA

2. This is to inform you that the above mentioned student undertook research activities on **"The role of Corporate Social Responsibility of Parastatal Organizations to the improvement of quality of life of the societies in the Project areas in Tanzania. A case study of Tanzania Electric Supply Company Limited (TANESCO)"**

3. Also be informed that the facilitation of the above student with the information needed for her study as a partial fulfilment for the award of Master's Degree in Project Management took place from 01st to 30th September 2019.



Happiness R. Kamara
FOR. MANAGING DIRECTOR