

**COMMUNITY PERCEPTIONS ON FOREIGN AGRICULTURAL
INVESTMENTS IN IRINGA DISTRICT, TANZANIA**

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Master of Business Management

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**COMMUNITY PERCEPTIONS ON FOREIGN AGRICULTURAL
INVESTMENTS IN IRINGA DISTRICT, TANZANIA**

By

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**A Dissertation Submitted in Partial Fulfilment of the Requirements for the Award
of Master of Business Management of Moshi Co-operative University**

Moshi

2019

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CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance by Moshi Co-operative University, a Dissertation titled *“Community Perceptions on Foreign Agricultural Investments in Iringa District, Tanzania”* in partial fulfilment of the requirements for the award of a Master of Business Management (MBM) of the Moshi Co-operative University.

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DEDICATION

This Dissertation is dedicated to my late parent, my mother Judith Bhoke Egina. May God rest your soul in eternal peace, Amen.

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It would not have been possible to write this Dissertation without the help of God and the support of kind people around me, only some of whom it is possible to give particular mention here. Above all, I thank my wife Francisca J. Sanga for her personal support and great patience at all times. My children (Catherine, Melisa, Careen, Steven Jr and Weghesa), my brothers and sisters have given me their unequivocal support throughout, as always, for which my mere expression of thanks likewise does not suffice.

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LIST OF ABBREVIATIONS/ ACRONYMS

CSR:	Corporate Social Responsibility
CFS:	Committee on Food Security
DC:	District Commissioner
FAI:	Foreign Agricultural Investment
FAO:	Food and Agricultural Organization
FDI:	Foreign Direct Investment
FGD:	Focus Group Discussion
HRM:	Human Resource Management
KI:	Key Informant
MNC:	Multinational Corporations
NEMC:	National Environment Management Council
NIAS:	National Institute for Advance Studies
SAGCOT:	Southern Agricultural Growth Corridor of Tanzania
STL:	Silverland Tanzania Limited
TIC:	Tanzania Investment Centre
TPCC:	Tanzania Portland Cement Company Limited
URT:	United Republic of Tanzania
VC:	Village Chairman
VEO:	Village Executive Officer
WB:	World Bank

ABSTRACT

This study assessed the community perception on foreign agricultural investments in Iringa District. Specifically, the study sought to establish the level of community awareness on current investor; identify community perceptions on investor's activities, identify community expectation and assess the implementation of investor's CSR in community. The study used a case study design where four Villages adjacent to STL: Ihemi, Ifunda, Bandabichi, and Muwimbi were purposely selected. The primary data were randomly collected from 99 community members using questionnaire, focus group discussions, in-depth interview and key informants. Quantitative data were analysed by descriptive statistics (frequencies and Percent). Qualitative data were analysed using content analysis. Study findings showed that the community was aware of the current investor and investor's activities; community has negative perceptions toward STL activities. It was also admitted by the community that their expectations had not been met effectively. Furthermore, it was found out that the community has negative perception on how STL implement CSR. It was concluded that community members have negative perceptions on foreign agricultural investment, since they are not involved effectively in such activities. The study recommends that there is a need for the central government to take a number of specific measures to increase the involvement of communities in decisions over foreign agricultural investment. Also, STL should realise that many successful foreign investors work under circumstances endorsed and supported by the host community such as enhancing the technical knowledge, fair and adequate remuneration, and training for employees and should involve out-growers farmers.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Information

The global community was taken by surprise at the abrupt rise of investor interest in agrarian land use and water after the 2008 food crisis, a phenomenon that is nowadays usually referred to as land grab (Mann and Smaller, 2009). This is why there are substantial increases in the level and the quality of private investment (FAO, 2014). Their appetite for establishing a new alternative asset class is part of a larger run on agriculture by agribusiness companies, who have poured large sums of capital into farmland to grow foods, feeds, agri-fuels and timber (Ouma, 2018).

It raised international concern that agricultural investment involving large-scale land acquisition could have negative impacts on local communities as a result of the negative perception of the adjacent community (Zhan *et al*, 2015). In Norway for example, the community has a negative perception on agricultural investors due to the environmental effects (Dheressa, 2013). This meant that investor's corporate social responsibility was not fully implemented.

Yet, it is important to remember that historically, the financial failure rate of large-scale agricultural projects in developing countries has been high. Failures can often be attributed to negligent business conduct. Many times, risks could have been discovered prior to or at an early stage of implementation (World Bank, 2013). Foreign Agricultural Investment (FAI) makes several bodily processes like crop farming, poultry farming, marketing and implementing corporate social responsibility (Wakeling *et al*, 2016). FAIs should engage communities because can be usefully channelled legitimate concerns and provide expert knowledge about human rights and social and

environmental challenges (Kang, 2013). Though it seems that agricultural investor performs such activities some communities adjacent to are not aware of such activities, non-engagement or absence of locally informed community can generate conflict and problems with business practices (Bondy and Starkey, 2012).

In Sub-Sahara Africa, FAIs are fiercely debated worldwide concerning their impacts on rural growth and food security (German *et al.* 2013). There are widespread evidence that Foreign investors privilege, economic parameters, shareholder value and the pursuit of quick take over other destinations such as stakeholder relations, or societal and ecological concerns (Applebaum and Bratt, 2014; Gospel and Pendleton, 2014; Daniel, 2012). This shows that FAIs fail even to meet the community expectations and as a results create poor perceptions of the adjacent community.

There is sign that agricultural investors come at the expense of small-scale African food producers and instead of offering a solution to hunger, exacerbate hunger and poverty through increased land-grabbing, insecure and poorly paid jobs, the privatization of seed, and focus on producing for export markets rather than feeding local populations (NIAS, 2016). The study highlights that, in the area where the FAI takes place, there is land corruption, lack of honest governance and transparency, the natural resources are depleted and societies become food insecure (Degife and Mauser, 2017). This implies the corporate social responsibility was not well implemented.

Investments on agriculture, are vital for most Sub-Saharan African countries, but are the government's responsibility to see that investors generate desired social benefits and not increase vulnerability (Araya, 2013). They should not jeopardize food security and community relation but rather strengthen it. In rural areas where local land rights are not distinctly defined and governance is weak, FAI companies raise particularly high risks

to the local community. These include reduced access to natural resources and the loss of livelihoods, which are likely to generate local opposition to the investment. The disadvantages of FAI often outweigh the few benefits to the community (FAO, 2014).

The FAI must comply with the main objective of Tanzania Agricultural Policy of 2013 that emphasizes to develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation. Furthermore the policy specifically emphasizes on increasing production, productivity and profitability, enhancing national food security, improving agricultural processing and creating jobs; strengthening agricultural support services (research, extension and training); protecting and promoting integrated and sustainable utilization of agricultural lands; and promoting implementation of cross cutting issues in agricultural undertakings (URT, 2013).

In Tanzania, there has been a widespread of poor relations, between communities and investors who are encroaching on community lands (Nelson *et al.* 2012; Kimario *et al.* 2014).Where the local community invades and burn investors' assets while investors prohibit a citizen to enter or pass through an investment area by blocking the roads as exemplified by Sugarcane plantation in Manyara and Mufindi paper mills (TIC, 2015). While the evidence above suggests that local communities may view foreign agricultural investors differently, it may not be clear at first glance why one would expect foreign companies to have different impacts on communities than domestic plants (WB, 2017).

Thus, perceptions of the value of an investment will vary within a community, in addition to the variation of perceptions between communities, investors, governments and other stakeholders (WB, 2017). Finally, how an investment entity interacts with a community depends on a vast range of issues, including the crop involved, the value

chain segment of the operation, the scale of the business activities, local conditions and circumstances and so on (Zhan *et al*, 2015). Based on the fact that mainly foreign investors only look for profit, they fail to fulfil their obligation to the society around them, thus causing the society to have a negative attitude towards the investor.

Studies have analysed the impacts of foreign larger-scale investment on an adjacent residential district in different sectors (Chambati *et al* 2018; Degife and Mauser, 2017; Maliganya and Paul 2016; FAO, 2014; Dheressa 2013 and Muthoni, 2012). Other studies focused on local perceptions of land-use change (Johanson and Isgen 2017), Effects of FDI in agriculture (Gunasekera *et al* 2015; Epaphra and Mwakalasya 2017; Msuya 2007). Therefore the perceptions of the adjacent community on foreign agricultural investment have not been elucidated. Now this research aims to fill this research gap.

1.2 Statement of the Problem

Foreign Agricultural Investors through agricultural policy of 2013 and initiative strategies like SAGCOT in Tanzania, were expected to improve agricultural products, assisting local smallholder farmers, creating employment and implementing corporate social responsibility (CSR) on adjacent community (WB, 2017; Wakeling *et al*, 2016; SNAPP, 2016; Cotula *et al.*, 2011).

Currently, there are widespread evidences that foreign investors privilege in capital gain, economic interest, and shareholders value rather than supporting local small farmer holders or offer sustainable employment, stakeholder relations, or societal and ecological concerns (Applebaum and Bratt, 2014; Gospel and Pendleton, 2014; Daniel, 2012). Also, there are issues that investors intentionally know that they will harm communities or leave them unsatisfied, such as creating jobs with low wages or short

contracts and rising land prices in areas where investors acquired properties. Irrespective of what holds for the existing cases, it can be accepted that both negative and positive perceptions will be chewed over, at least to some extent, in the voices and experiences of community members adjacent to these investments.

1.3 Objectives of the Study

1.3.1 General objective

The general objective of this study was to assess the community perceptions on the foreign agricultural investments in Iringa District, Tanzania.

1.3.2 Specific objectives

Specifically, this study sought to:

- i. Find out the community understanding of current investor and investors' activities in the study area;
- ii. Assess the perception of adjacent community on investor's business activities;
- iii. Examine the expectations of the local community on foreign agricultural investors; and
- iv. Determine the perception of the community on the implementation of investor's CSR in the study area.

1.4 Research Questions

In view of the research objectives, the researcher formulated the following research questions:-

- i) How does the community understand present foreign investor and investor's activities?
- ii) How does the adjacent community perceive the current business activities of foreign agricultural investor?

- iii) What are the expectations that communities have on foreign agricultural investment?
- iv) What are the perceptions of the community on investor's CSR implementation?

1.5 Justification of the Study

This study is in line with The Southern Agricultural Growth Corridor of Tanzania (SAGCOT), a public-private partnership that aims to further develop the Tanzania agricultural sector through agribusiness investments in the country's southern corridor and promotes clusters of profitable agricultural farming and services businesses, with major benefits for smallholder farmers and local communities. Specifically, the findings of this study provide input for what 2030 SAGCOT partners want to achieve.

Also, the study is in line with the Tanzania's National Agriculture policy whose general objective is to develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad-based economic growth and poverty alleviation (URT, 2013:10). The findings of this study provide inputs about the extent to which activities performed by agricultural foreign investors in Iringa District contribute to positive perception to local community adjacent to such investment areas and improve their livelihoods. This study enables investment policymakers to brush up their policies and regulations to create a conducive environment for attracting more foreign investors in Tanzania.

The findings of this study fill the knowledge gap in the perception of local communities on foreign agricultural investment. (Previous studies Chambati et al 2018; Degife and Mauser, 2017; Maliganya and Paul 2016; FAO, 2014; Dheressa 2013; Johanson and Isgen 2017). Therefore the community perception issues have not been adequately addressed in the previous studies. The study will enable the researcher to meet the

requirements to be granted a Master's Degree in Business Management of Moshi cooperative university.

1.6 Organization of the Study

This study is organised into five chapters. Chapter one comprises of background to the study; statement of the problem; study objectives, general and specific objectives; research questions, and justification of the study. Chapter two presents a review of relevant literature; theoretical literature, empirical literature and conceptual framework. Chapter three consists of research methodology; research design, location of the study area, population, sample and sampling strategies, types and sources of data, data collection methods, data validity and reliability, and data analysis. Chapter four presents the discussion of findings whereas chapter five provides the summary of the study, conclusion, and recommendations; it also presents areas of further research.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Definitions of Key Terms

2.1.1 Foreign Agricultural Investment (FAI)

Foreign Agricultural Investment (FAI) is referred to as an investment run by foreigners companies in the agricultural sector to produce, processing and marketing of goods and services, which are to be sold either in the domestic market or exported (WB, 2017). It also refers to large-scale agriculture, cross-border land deals or transactions that are carried out by transnational corporations or initiated by foreign governments (Zoomers, 2010).

FAI concerns the lease (often for 30–99 years), concession or outright purchase of large areas of land in other countries for various purposes (Zoomers, 2010). One important driving factor of this is the production of food for countries poor in resources, but rich in finances. In this study foreign agricultural investment means investments in agriculture leased often more than seven years and run by foreign investors. Such agricultural land is used to grow varieties of different crops across many acres in the effort to produce a consistent product and the highest yields possible for the greatest profit.

2.1.2 Community

The term community has several different meanings. Sometimes it's meaning to a great extent involves locality, settlement or municipality. It can also refer to a group of people sharing an interest or identity. However, the most comprehensive definition of the term “community” means a group of people living in the same place and to some extent having a sense of identity and shared interests. In this study, the community refers to individuals who reside around the foreign agricultural investor (STL) in the Iringa

Region that share the same identity, history, and interest that compromises their social, natural environment, and spatial aspects.

2.1.3 Local community benefits

Community around the company is one of the principle beneficiaries for any located or established company, they have to benefit directly and indirectly. By directly benefiting they have to be employed as workers and indirectly they can employ themselves as petty or micro activities like “mama ntilie, shoes shiners and other related service provision (John, 2013).

2.1.4 Stakeholders

Are those groups who are vital to the survival and the success of the corporation (Freeman, 2004) A stakeholder of business is someone who has any stake whatsoever in the goings-on of a business. This means that anyone affected by the actions of that business has a stake (an interest) in what business does. So, this includes not only shareholders, but also employees, customers, suppliers, and often even the entire community. Freeman (1984) where a “stakeholder is by definition any individual or group of individuals that can influence or are influenced by the achievement of the organisation's objectives.”

In this study, stakeholders will mean all, the entire community surrounding foreign agricultural investment (Silverland) in the Iringa Region.

2.1.5 Corporate Social Responsibility (CSR)

CSR is about how companies manage their business operations to produce an overall positive impact on society (Baker, 2009). In this study, CSR is about how FAI’s company gives back to its stakeholders acceptably and sustainably, improving good

relationship adjacent communities, environmental protection law and policy abiding. It is a commitment to improving the wellbeing of a community through discretionary business practices and contributions of corporate resources.

2.1.6 Perception

Perception is an active process as one selectively perceives, organizes and interprets what one experiences. Interpretations are based on the perceiver's past experiences, assumptions about human behaviour, knowledge of the other circumstances, present moods, wants, desires and expectations.

In this study, perception meant the processes that determine how local communities adjacent to foreign agricultural investment (STL) interpret their surroundings in terms of relationship, socioeconomic contribution, and environmental impacts.

2.1.7 Local Government Authority (LGA)

LGAs have a critical role in the growth of the sector because they directly interact with actors at community levels and thus responsible for the improvement of rural livelihoods. The roles pertaining to agricultural sector development include: Promoting social and economic development; Designing and implementing sector plans; Supervising the implementation of laws, acts and regulations relevant to the sector; Supervising and coordinating the delivery of extension services; Mobilizing resources (financial, human and facilities/equipment) for local development programmes; Administration of villages for the purpose of stimulating sustained development; and Land administration, land use planning and management for effective and sustainable land utilization (URT, 2013)

2.1.8 Silverland Company profile

Silverlands is a sub-fund of Silverstreet Capital, a British private equity investment company which operates across the agricultural value chain in six sub-Saharan African countries namely South Africa, Swaziland, Mozambique, Namibia, Zambia and Tanzania. In Tanzania the company invested in Silverlands Ndolela Ltd and Silverlands Tanzania Ltd. Silverlands Tanzania Ltd consists of two production centres: Selous Farm Cropping and Livestock Division also known as “Selous” and Makota Farm Poultry Division. Selous originates from the acquisition of two contiguous farms in Iringa Region, namely Ifunda and Iganga of 673 and 810 ha respectively, and Makete farm in Njombe Region sizing 1410 ha.

On the other hand, Makota, established for the development of a poultry breeding and poultry feed project, arises on a 300 ha property located in Makota Village in Iringa Region, few km northeast to Selous. The company has installed a giant feed mill, one of the largest in EA, at a cost of 50 MN. The two farms in Iringa are Ifunda and Makota, with the former being formerly run by controversial Zimbabwe farmer Mark Taylor, who seems to have fostered very bad relationships with the community.

The fund’s investment in Iringa Tanzania consists of the acquisition of assets and expansion of two production centres the Selous farms cropping and livestock division and the Makota farm poultry division. The investment has focused on improving Selous through increasing hectares under irrigation for crops; improving the infrastructure and mechanization of the farms; potentially increasing the size of the cattle herd; constructing a new poultry facility; and improving staff conditions, facilities, and training programme. The research fieldwork concerned the community perceptions on the Silverlands Tanzania Ltd and took place in the farms located in Iringa District. Due

to logistic and time constraints, no interviews were carried out in Makete. It is worth noting that Silverlands Tanzania Ltd and Silverlands Ndolela Ltd, despite being agricultural projects undertaken by the same fund, represent two different investment cases. Silverlands Ndolela Ltd is not the subject of this study, thus any references to the short form of Silverlands Ltd in the next chapters explicitly refer to Silverlands Tanzania Ltd.

2.2 Theoretical Review

2.2.1 Stakeholder Theory

The theoretical framework for this study derived from the Stakeholder theory and its origins in management literature. The theory promulgated by Freeman, (1984) who defined stakeholders as those groups without whose support the organization would cease to exist. Stakeholder theory is an idea that businesses should not function only for financial benefit; they should run for the benefit of both their owners and stakeholders (Freeman, 1984). The main assumption is that when businesses pay attention to their stakeholders such as customers, suppliers, employees, investors and local community they will make a larger overall profit.

As applied to this study the theory holds that the foreign agricultural investors activities like, crop farming, poultry farming and effective implementation of Corporate Social Responsibility will influence the perception of the stakeholders such as community in terms of employment availability, income generation, good investor-community relation, road network, food availability, high crop yields, and best practice on environmental protection. As applied in the study of Suh, (2016) propounded that positive perception may then consolidate mutually beneficial bonds of cooperation between the organization and key stakeholders. This is true because stakeholder theory

provides a major benefit to understand corporate social responsibility. It promotes the ideology that businesses making a profit are dependent on behaving honourably and with morals that improve talent acquisition from the positive image in the local community. Thus if the foreign agricultural investors believe that effective implementation of corporate social responsibility, is done will affect the perception of his stakeholders like local community through good relation, equal participation in employment activities. Also, they should know that production activities, processing, and marketing activities have some impacts on stakeholder's perceptions.

However, in adopting stakeholder theory in this study, the study is not ignorant of its shortcomings like inadequately addressing the environment surrounding a firm (Key, 1999). The model suffers a problem of delimitation with the various levels not clearly defined. Stakeholders around the firm, especially those in the immediate business environment and those in the broader environment, are somewhat confused.

Also pressure groups belong to the set known as derivative stakeholders. The legitimacy of derivative stakeholders is derived from their ability to affect the organisation based on obligations owed to others (Phillips, 2003). Sometimes, pressure groups have been collectively represented as a separate, fully-fledged stakeholder in an additional oval, or sometimes even in individual additional ovals. In reality, pressure groups vary in nature, size and importance. They represent a number of distinct categories of stakeholders. Some have evolved into "institutional structures that serve the function of monitoring and enforcing the terms of the implicit or tacit contracts" (Hill and Jones, 1992). Although they do not have a real stake, they can have a negative influence on a company through their actions. They do not enjoy a real relationship with the firm, and in most cases are independent of it. Their pressure is exerted in one direction, whereas

the essence of the original stakeholder model was mutual interdependence. This is the main reason why they have been, over time, presented differently: in a separate circle, on a second layer, with unidirectional arrows, or outside the box as in Freeman's latest adaptation.

Stakeholder reciprocity the interaction between stakeholders operates in both directions. The mutual dependence between a stakeholder and the firm is expressed in the model by means of a bi-directional arrow (Crane and Matten, 2004). There is dependence and reciprocity in influence, since each can affect the other in terms of harms and benefits. But despite the fact that Evan and Freeman (1988) also add that affect can operate in terms of rights and duties, the question can be raised whether stakeholders should also consider the impact of their actions on the other stakeholders of the corporation, whether stakeholders have to treat the corporation in a fair and responsible way. Do stakeholders have responsibility for the corporation and responsibilities for other stakeholders? Stakeholder reciprocity seems to be an important issue that has not been addressed yet in stakeholder theory. Whereas stakeholders have rights, they also may have duties and obligations. Does corporate responsibility imply stakeholder responsibility?

The dynamic aspect of stakeholders': relationships between a firm and its stakeholders change over time with every stakeholder role being "situation and issue specific and thus temporary" or, put in other words, pressures, threats and opportunities in a corporation's environment vary with the lifecycle stages. Stakeholder status is thus subject to change as it reflects the urgency of the claim (Phillips, 2003). Press coverage and the media can suddenly highlight a claim - as a serious incident, a demonstration or a boycott - from a specific pressure group in such a manner that a secondary stakeholder can, overnight, become a primary stakeholder (Carroll and Buchholtz, 2006: 71).

The diagrammatical representation of the model is provided by figure 1.

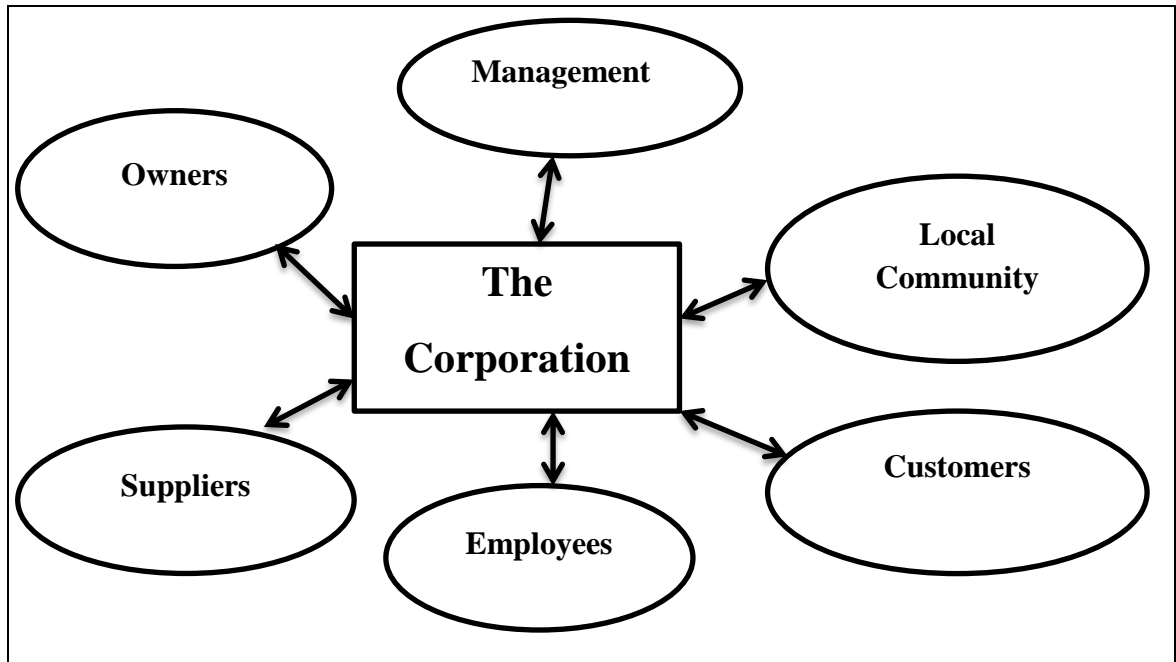


Figure 1 : Stakeholders Model

Source: Freeman and Reed, (1984).

2.3 Empirical Review

In the recent past, John (2013) studied the assessment of corporate social responsibility in Tanzania. The study suggested that there were poor relationship between TPCC and the Chasimba community which was due to conflicts which involved land conflicts, and environmental pollutions. Further findings indicated that there were economic gains Chasimba obtained from the TPCC which involved established development programme but were not satisfactory to the community. It was also found that Tanzania Portland Cement Company adhered to some government policies including environmental conservation and land survey, but it has failed in relocation of the Chasimba community and relocation of the company. The study recommended that to minimize the environmental risk were to improve dust control mechanism, smoke control, and noise

control. Maliganya and Paul (2016) studied the impact of large-scale mining on the livelihoods of adjacent communities in Tanzania. The study reveals notable contributions to employment, education, health, and markets from Geita Gold Mines (GGM), including the construction of Nyankumbu girls' secondary school and the supply of desks to seven schools. GGM also established Moyo wa Huruma Orphanage Centre, constructed Nyakabale clinic, and supported cleft palate surgery, along with the construction of two outpatient buildings. In contrast, the majority reported a 'strong negative influence of GGM activities on water pollution, air pollution, noise, and land degradation in nearby villages, unlike in villages further away from GGM where there was no impact. The study recommended that a bottom-up approach could be of great importance as it would inform the communities and mitigate negative community perceptions of GGM.

Johansson and Isgren (2017) studied local perceptions of land-use change: using participatory art to reveal direct and indirect socio-environmental effects of land acquisitions in the Kilombero valley in Tanzania. The study revealed that art can make a valuable methodological contribution for understanding and communicating complex interactions between drivers of change and their socio-environmental impacts, and for exploring desirable future visions. The study concluded that land acquisitions should be understood as both a direct and indirect force behind socio-environmental change, rather than an isolated phenomenon. Future aspirations differ, and many among the youth want the agribusiness to stay but only if community members can get increased authority over company decisions and can benefit from their presence.

Garvin *et al* (2009), studied community-company relations in gold mining in Ghana. The study revealed that lack of engagement and action by government agencies at all

levels resulted in companies acting in a surrogate governmental capacity. In such situations, managing expectations is key to community-company relations. The findings of this study indicate that communities held companies responsible for a series of economic, social, and environmental changes. While recognizing some of the benefits brought by the mines, communities felt that the companies did not live up to their responsibility to support local development.

Kuswanto *et al* (2017) studied bargaining between local governments and multinational corporations in a decentralized system of governance in Indonesia. The study exposed that the importance of the relationships and the bargaining process involved, with an on-going focus on how the relationships and the results thereof can be enhanced in the interests of sound socio-economic development at the local level. The study recommended that they need to be accompanied by the policy and administrative capacity of local governments to ensure FDI initiatives are appropriately geared to the meeting of local interests and needs.

Asumah (2015) studied the effect of corporate social responsibility on community development in Ghana. The study revealed the company carried out its corporate social responsibility to the Obuasi community and its environs. Again, the study showed that the state of community development in the communities was good/satisfactory (87%). The study highlights that the major challenges the company faces in implementing CSR include financial constraints, interference from political and opinion leaders leading to the abandonment of completed projects, and lack of support or commitment from community members. The study recommends that calls for the company to engage the communities, especially key stakeholders to identify and prioritize the needs of the community through public forums, allocation of budget for community development.

Also, lobbying for funds from government and non-governmental agencies is to be employed, and that will ultimately improve CSR activities.

Apronti (2017) studied corporate social responsibility and sustainable community development in Ghana. The study reveals that communities bear disproportionately high levels of the cost of the operation of the activities of the corporation while benefiting minimally despite on-going CSR initiatives. Again they show that current CSR initiatives cannot contribute to long-term community development but more important is the corporation's compliance with the rules and regulations that govern the industry. The study recommends that CSR should be standardized and legislated with effective enforcement of standards and laws and also be aligned to the development agendas of the country and communities.

Muntrakis (2014) studied the impacts of large scale sugar investments on local livelihoods seen through the Sustainable Livelihoods Approach in Mozambique. The study shows that different groups are affected differently from the interactions with the company. People with already weak livelihoods are benefited least since their access to different capital assets decrease.

Liu (2014) studied the impacts of foreign agricultural investment on host communities and countries. The studies suggest that the disadvantages of large-scale land acquisitions often outweigh the few benefits to the local community. Again in countries where local land rights are not clearly defined and governance is weak, large scale land acquisition raises particularly high risks for the local community. These include reduced access to natural resources and the loss of livelihoods, which are likely to generate local opposition to the investment. The study concluded that strengthening the governance

and capacity of institutions in host developing countries is essential to enhancing the developmental impacts of foreign agricultural investment.

Zhan *et al* (2015) in their study the impact of larger scale agricultural investments on communities in South East Asia. The study findings highlighted that both beneficial and negative consequences of agricultural investments can be traced to specific factors, such as decisions taken by investors (and governments) at the early stages of investment processes, the business models utilised, and investor-community relationships, as well as the degree to which responsible approaches are built into operations. The study recommend that the study findings offer valuable information for governments, investors and civil society groups with regard to designing policies and practices, and to establishing relationships between these actors and monitoring areas relevant to the impact and performance of investments.

Chambati *et al* (2018) studied contract farming and peasant livelihoods in Mozambique. The findings show that small scale farmers have no control over cane prices and there is a lack of transparency between out growers and the milling companies on price issues. Women participation in out grower schemes and in employment opportunities at the Maragra estate was found to be very low and this is attributable to patriarchy and low levels of education. The study also established that the process of differentiation was taking place in Manhica and being driven by non- agriculture sources of income derived from working at Maragra Estate as well as migratory work. Apart from social differentiation and power imbalances, the study also noted that the introduction of sugarcane through contract farming as also leading to greater food insecurity as households become landless while others become more engaged in sugarcane production. The study recommends that the government should put in place regulatory

measures to ensure farmers are treated fairly. The government also should increase training of the illiterate farmers, particularly women, and encourage them to participate in outgrower schemes. The farmer associations should give each farmer a written copy of the contract to reduce chances of future disputes. The sugar milling companies should increase customised extension services to familiarise farmers with the best quality standards and production methods.

Muthoni (2012) did a study on the impacts of multinational corporations on the local community in Kenya. In his study, he found that the poor relationship between Multinational Corporations (MNC) and the local community based on conflict and constant harassment. The major source of conflict is over resources, pollution, squatter evictions from the farm as well as assaulting of MNC land trespassers. The study recommends that the need for the government's development of clear policies on the socio-economic roles of an MNC operating within any community. This result adapted to this study because it provides some relationship between the foreign investor and the local community.

2.4 Conceptual Framework

The conceptual framework was developed based on the independent variable, dependent variable and intervening variable. The independent variables of this conceptual framework involve foreign agricultural activities like: crop farming, seed production, chick feed processing, poultry farming and implementation of corporate social responsibility that influence the community perceptions in terms of employment gain, income generation activity, social services provided, improved agricultural yield, modern houses, resource use conflict and environmental impacts (dependent variables).

In fact investors' activities operated in the community have some impacts whether positive or negative to the community which in turn can influence the community perceptions to be good, fair or bad toward particular investors. However, this investor's operation can be intervened by the agricultural policy of the respective country, in our case the main objective of agricultural policy of 2013 intends to develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation.

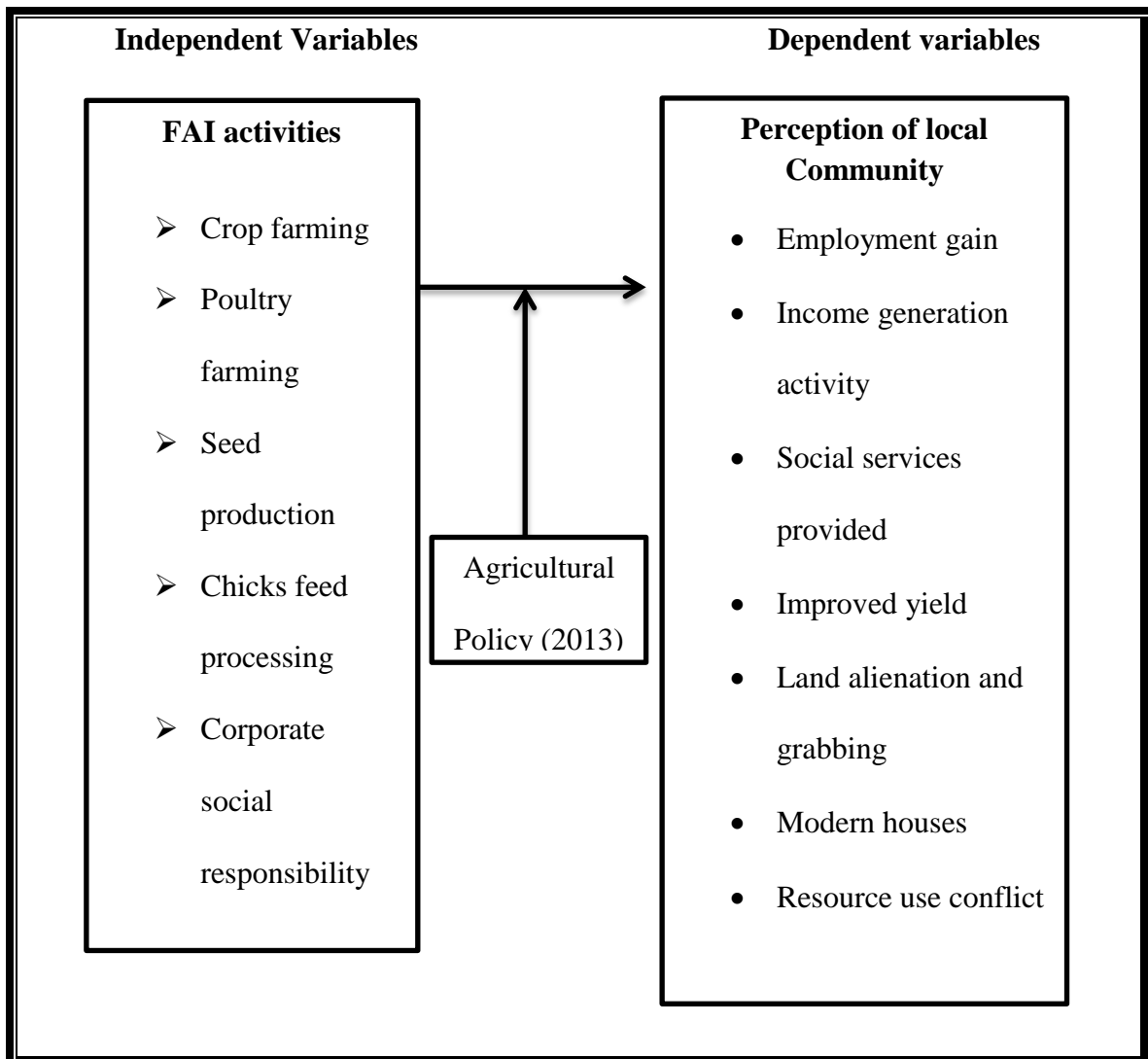


Figure 2 : Conceptual Framework

CHAPTER THREE

3.0 Methodology

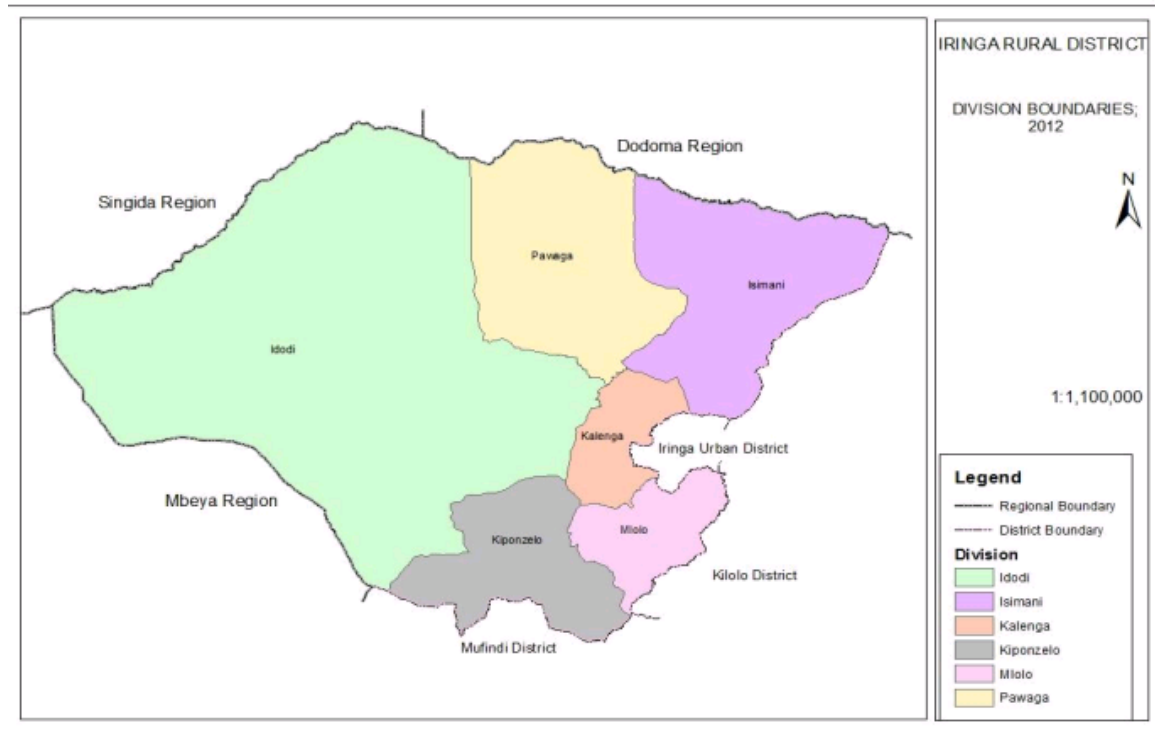
3.1 Research Design

The study adopted a case study design. The design allows saving of both time and financial resources. In addition, it is a flexible method for data collection that puts more emphasis on the depth of the coverage; generally fewer cases and their relationship with the subject under consideration is covered in great depth (Kombo and Tromp, 2006). The case study design is often seen to adopt an interpretive approach to data and study things within their context and considers the subjective meaning that people bring to their situation (Oso and Onen, 2005). The design was preferred because it helped to gather in-depth information about community perceptions on the foreign agricultural investment. The Silverland Tanzania Limited (STL) was selected as a case in study area.

3.2 Study Area

The study was conducted in Iringa District, one of the four administrative districts of the Iringa Region in Tanzania. The area was selected because it received several agricultural investments and as of more recently, Ithemi Cluster is a popular SAGCOT investment areas. So Silverlands Tanzania Limited is within a hotspot area and featured as a lead Investor. Four villages adjacent to STL were selected purposefully that is Ithemi, Ifunda, Bandabichi, and Muwimbi.

The district covers approximately 18,786 square kilometres. It is bordered to the north by Dodoma Region, to the east by Kilolo District and encircles Iringa Urban District, to the south by the Mufindi District, to the southwest by the Mbeya Region and the northwest by the Singida Region. According to the national census figure 2012 (URT, 2013), the population of the Iringa Rural District was 245,623 whereby 130,789 were Females and 123,243 Male.



Source: National Bureau of Statistics, Cartographic Section, Field Operations Department, 2013

Figure 3 : Iringa Rural District Map

3.3 Sampling Procedure

3.3.1 Population

The targeted population of the study was community members from four villages in the Iringa Rural District, this includes, Ihemi Village (3,500 members), Muwimbi Village (3,068 members), Ifunda (2,630 members) and Bandabichi (4,458 members). Thus the total population of the study was 13,656 community members.

3.3.2 Unit of analysis

This study analysed the community surrounding Silverland Tanzania Limited. This community was made up of families, organized community groups as well as local community leaders who co-existed.

3.3.3 Sample size determination

The study sample comprised of 99 respondents living in the study area. The sample size determination was based on Yamane (1967) formula. The formula is as follows:

$$n = \frac{N}{1+N*(e)^2} \dots\dots\dots (1)$$

Whereby;

N = total population

n= sample size

e= standard error, the study used 10% (0.1%) to obtain manageable respondents

Therefore;

$$n = \frac{13656}{1+13656*(0.1)^2}$$

$$n = \frac{13656}{1+13656*0.01}$$

$$n = \frac{13656}{1+136.56}$$

$$n = \frac{13656}{138.56}$$

$$n = 99$$

The sample size was 99

3.3.4 Sampling distribution

Table 1 : Distribution of respondents in each village

Village	Population	Proportion	Sample Size
Bandabichi	4,458	0.33 x 99	26
Ihemi	3,500	0.26 x 99	19
Muwimbi	3,068	0.22 x 99	22
Ifunda	2,530	0.19 x99	32
Total	13, 656	1	99

Survey, 2018

3.4 Sampling Techniques

The study used a both purposive sampling and simple randomly sampling to determine sample size. Purposive sampling is a qualitative sampling technique in which the researcher selects people and sites to learn and understand the phenomenon, selected people provide useful and detailed information (Creswell, 2012). The technique was used because it provided the vital information; also it saves time and money. In this case, the researcher identified the respondents of the study, including community members, local authority's leaders and STL farm managers in the study area. Simple random sampling was used to selects the community member that were taken from each village. The selected respondent conveyed vital information regarding this study.

3.5 Types and Sources Data

3.5.1 Types of data

Both primary and secondary data were gathered. Primary data included demographic information of the respondents, data on community understanding on investors activities, perception of community on investor's business activities, community expectations, data on implementation of CSR and data on local authorities in investment as presented in the objectives and secondary data was collected from the revived annual report of the STL, documents from village meetings, reviewed Tanzania agricultural policy and investment policy.

3.5.2 Sources of data

The data were obtained from respondents and STL annual public report, village meeting reports on trend of STL contributions, and agricultural and investment policy.

3.6 Methods of Data Collection

The study mainly utilized primary data whereby both qualitative and quantitative data were collected. Quantitative data was collected using a structured questionnaire consisting of both open and closed ended questions. The study used focus group discussion, key informant interview and in-depth interview in collecting qualitative data, while secondary data was obtained from documents that were available.

Table 2 : Schedule and Method in data collection

Village	Ward	FGD and ID (date)	Number of participants
Ihemi	Mgama	3 FGD of 8 members (29/05/2019) Interview (27/05/2019)	24 2
Ifunda	Ifunda	3 FGD of 6 members (13/05/2019) Interview 22/05/2014	18 1
Muwimbi	Lumuli	3 FGD of 6 members (15/05/2019) Interview (17/05/ 2019)	18 4
Bandabichi	Ifunda	3 FGD of 8 members (20/05/2019) Interview 24/05/2019	24 8
Total			99

3.6.1 Focus group discussion

Focus group discussion was conducted to collect data with groups of people by asking a number of general questions and obtained responses from all individuals in the group (Creswell, 2012).

In addition, Bryman (2016) explained that a focus group was used to people who have a certain experience, they are interviewed in an unstructured way about the experience. The study involved three focus groups of community members who were selected randomly from each selected village. They were asked unstructured questions and covered 52 minutes. It was recorded by using an audio recorder, the researcher was also

noting down important points. Focus group discussion is important when the time to collect information is limited; also it encourages all participants to talk (Creswell, 2012). From the focus group discussion, the study got a lot of information from most participants. The Participants were expressing freely because before starting the discussion the issues of anonymity and confidentiality were assured to them and they were asked to trust the researcher; the trust made them express their feeling without fear. It is a nice method of data collection because you get a lot of information within a short period. For only 52 minutes a lot of information was gathered through focus group discussion guide (Appendices II)

Focus group discussion has disadvantages that opinions are sometimes derived from one or two people not from the entire group, transcribing focus group is more complicated hence, time-consuming and it is difficult to write down exactly what people say (Bryman, 2016). The process of transcribing the focus group was more complicated and it used a lot of time because the researcher had to listen to what exactly a person said and who was that person. Moreover, it was conducted in Swahili so it was required to be translated. To avoid the disadvantages of receiving opinions from a few people the administrator requested those who had not yet been given chances to speak and also encouraged respect for each other opinion. To avoid the challenge of difficulty of writing down exactly what people said audio recorder was used. After the discussion recorded audios were replayed to get exactly what was said by a particular person.

3.6.2 Key informant interviews

This method was used to collect data from Village Executive Officer (VEO), and the Village Chairperson (VC) of each village, and data from STL human resource manager concerning the perception of the local community on foreign agricultural investment. A

total of ten interviews from key informant were taken. The method was very suitable for collecting data from the VEO, VC, and Human Resource Manager (HRM) as it enabled the researcher to obtain in depth information from a knowledgeable and experienced person. The information obtained also enabled the researcher to validate the information provided by community members. Interview guide (Appendices III) was used as a guiding tool for collecting information from the VEO, VC, and STL-HRM (Appendices V). The interview took something from 35-50 minutes on average. The researcher records the conversation and took down the notes of the conversation carefully to ensure the preciseness of the information provided.

3.6.3 In-depth interview

This method was used to collect information from one community member from each village whose age ranged from 45 years and above. In-depth interview was suitable for collecting data in village as it enabled the researcher to probe deeper for more information and clarification of the answers provided by the participant through interview guide (Appendices IV). It also allowed the participant to express his/her views, opinions, experiences and feelings in his/her own words. The researcher conducted four in-depth interviews from the four villages. One interview took about 35 to 45 minutes. The researcher took record of each of the conversation so as to capture all the information provided by participant for precise information.

3.6.4 Documentary review

In this method, the documentary review guide was used as tools of data collection as elaborated in the Table 3.

Table 3 : Documentary review guide

S/N	Document	Data collected
1.	Annual report of the STL	Socio-economic contribution.
2.	Documents from village meeting,	Investor participation in village matters, investor-community relation and contribution.
3.	Agricultural policy and Investment policy.	Implement the objectives of agricultural and Investment policy

3.6.5 Questionnaire

According to Cohen *et al* (2007) a questionnaire is the instrument for collecting information which can be administered without the presence of the researcher. The study employed 99 copies of questionnaires of both close and open ended questions. The study used questionnaires to get quantitative data; the questionnaires were distributed to community members from four villages adjacent to STL Iringa District. In the study people were comfortable in responding through questionnaires (Appendices I) knowing that there was no section in the questionnaire where they were required to indicate their identity. Also through questionnaires a lot of information was gathered from four villages within a short period of time. Moreover, the process of analysis questionnaires did not consume a lot of time.

3.7 Data Reliability and Validity

Reliability is a criterion which is concerned with whether the findings of the study are repeatable; it is also concerned with the consistency of measures of concept (Bryman, 2016). The study issued reliability by gathering information from multiple sources such as FGDs, Key informant, in-depth interview, questionnaire and documentary review in getting the same information from different sources. Data collected was checked while still in the field to ensure that all questions are answered. Contradictory information was removed if found useless. By coding, answers to each item on the questionnaire were classified into meaningful categories. Validity is the most critical criterion and indicates

the degree to which an instrument measures what is supposed to be measured (Kothari, 2004, p. 73). Validation of research instruments was ensured by taking opinion from different experts from Dr. Ouma and close supervision of my supervisor Mr Manumbu, through their experts was able to know that the research instruments measure what was supposed to be measured. Also to ensure validity, the researcher provided feedback to respondents. This has been seen as important in involving participants in the research process in addressing concerns about the researcher having the sole power of interpretation. Respondents asked to comment on the interpretation or drafts of the report.

3.8 Data Analysis Techniques

Quantitative data were collected through questionnaire and were analysed by descriptive statistics whereby frequencies and percentages were determined. In the analysis of qualitative data, content analysis was used by the aid of Atlas.ti7. Content analysis is a method for identifying, analysing and reporting themes within collected data (Braun and Clarke, 2006). Content analysis was used to generate themes from data collected through interviews and focus group discussions. In the study, the researcher pinpointed and recorded themes from data collected through interviews and focus group discussions.

A Coding, after collecting qualitative data from focus group discussion and interviews, data were written down followed by the process of coding. Creswell (2012) defined coding as the process of applying the thematic framework to the data, using numerical or textual codes to identify specific pieces of data that correspond to differing themes. In the process of coding specific data were selected and used in the study while data that did not provide evidence of themes were out. The kind of code which was used was

open coding which yielded concepts after that grouped and turned into categories. Data were grouped into themes basing on specific objectives. After that data was transcribed basing on objectives and finally were interpreted. The procedures for analysing data are explained as follows:

Development of Initial codes: The researcher identified the key concepts or the variables as initial coding categories. Then the researcher reviewed the definitions of the variables/ initial coding categories.

Transcription of Data: This process involved the representation of audible and visual data into written form. The researcher listened to the recorded data from the in-depth interview, FGDs, and key informant interview and wrote exactly what was said.

Text Categorization: After transcription, texts were categorized within the initial coding categories with the help of the reviewed definitions. The texts which did not fit into the coding categories were given a new code.

Coding: this process involved organizing data and provides a means to introduce the interpretations through reading the transcribed data and demarcate segments within it. The coding process was done manually according to the research questions.

Reading and interpreting data: This was a starting point of a meaningful analysis whereby the researcher read the data within and between categories and interpreted data to identify the themes.

Theme identification: The researcher identified the themes within and between categories while showing the relationship between categories or a subcategory of existing code. The themes were then refined and the report was written

3.9 Ethical Considerations

During the study, various factors were taken into consideration with the view of ensuring that the respondents were protected from undue victimization. This was necessary because some of the respondents had relatives working in the STL and feared that sharing information about the STL could result in their loss of employment. The following ethical considerations were employed in the study,

- i) Voluntary participation was required for all respondents and none of the respondents were forced to participate.
- ii) All respondents were assured of confidentiality. Respondent codes were used instead of names to preserve the anonymity of the respondents.
- iii) The researcher provided accurate information about the objectives of the study as well as the future use of data collected from the study.
- iv) To avoid possible abuse of community members by the STL, focus group discussions and interviews were held in the privacy of homes and the village office.
- v) In the focus group, discussion with community members and interviews with VEO, WEO, VC and HRM secrecy was considered.

3.10 Limitations

The following were the limitations the study faced in data collection.

- i) Some respondents were worried about sharing information about STL for fear of abuse; the researcher had to constantly reassure the respondents about confidentiality. This was highly noted during the focus group discussion.
- ii) Many respondents assumed that the researcher was a government official that was seeking to apprehend STL. As a result, they had a high expectation that the researcher was a government official investigator and would present their grievances

to relevant authorities. However, the researcher informed them that he was not in a position of the government official who came for investigation, but would ensure that the information received and documented would reach influential stakeholders who would be in a position to influence policy.

- iii) There was no reliable mode of transport into the villages, and this prolonged the data collection process.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.0 Chapter Overview

This chapter provides study finding related to, among others, social demographic information of the study respondents (sex, age, marital status, and education), community knowledge on investment matters, community perceptions on STL, community expectations from STL, and community perceptions on issues related to CSR and the role of local authority in mediating investment.

4.1 Demographic Information of the Respondents

The demographic data for this study focused on the respondents' sex, marital status, age, level of education, and duration of respondents stay in the village. The findings are presented in the Table 4.

Table 4: Respondents social- demographic characteristics

Characteristics		Frequency (n=99)	Percent (%)
Sex	Female	55	55.6
	Male	44	44.4
Marital status	Single	22	22.2
	Married	49	49.5
	Separated	12	12.1
	Widowed	10	10.1
	Divorced	6	6.1
Age	21-30	41	41.4
	31-40	17	17.2
	41-50	11	11.1
	51-60	23	23.2
Education level	61- and above	7	7.1
	No education	7	7.1
	Primary school	53	53.5
	Secondary school	29	29.3
	University / collage education	10	10.1
Time for residence stay in village	1-3	12	12.1
	4-6	17	17.2
	7-9	28	28.3
	10 and above	42	42.4

Source: Survey, 2019

The findings in Table 4 show that the respondent's sex profile were analysed in order to determine the proportional ratio of gender among respondents who participated in this study. It was established that most of the respondents in the study were women at 55.6%. The result comply Tanzania gender policy of 2000. The policy observes that over 90.4% of the active women in Tanzania are engaged in agriculture related activities.

These findings are indicators that the majority of community members in a selected village are female, and therefore dominated the study. Although female respondents dominated the study and offset male respondents, the opinions of both genders were considered equally in analysing the data. The study conforms to observation by John (2013) who reported that the number of females outweighed the number of males, but there was a slight difference between the two although there was equal representation in the study. Also the study conform to observation by Mwiru (2015) who reported that the researcher intended to collect information without inclining to one source although it was easy to get information from women because they were available in big number also they were more willing to provide information.

The study findings revealed that a bigger number of the respondents 49.5% were married. The singles comprised 22.2%, while separated, widowed and divorced were 12.1 %, 10.1% and 6.1% respectively. On the other hand the five categories of the marital status, that is married, single, separated, widowed and divorced had an average number of children being 5; 2; 2; 3; and 1 respectively.

This implies that the higher the number of children in families probable will find the employment opportunity in the company to sustain the family. The findings are similar to the finding of Muthone (2012) who found that the higher the number of children in

families the more likely, that there will be a greater demand for available economic resources to sustain them.

The age of respondents was collected, analysed and the findings presented in the frequencies and percentages. Respondents' age were grouped at the interval of 9 years, where five categories of age groups were found and form the basis for analysing and reporting respondents' age. The findings revealed that a large percentage of respondents were in the age group of 21-30 years (41.4%). Those respondents between 51 and 60 years comprised 23.2%, while respondents between 31 and 40 years comprised 17.2%. Those from 61 years and above made up 7.1%. The findings implies that individuals between the ages of 21 to 30 may be the biggest labour force, found in informal employment since they were the main respondents. The study done by Kephas (2011) found that young farmers will be more likely to participate in farming than older farmers. These are the economically active age groups in any community and form the threshold for economic force within a community. Those in the age group of 51-60 (23.2%) may be individuals who have retired from active employment and are therefore found within the homesteads.

Respondents were required to indicate the current level of education in their particular field of professional specialisation or qualification. Four levels of education were presented to respondents. The findings show that, 53.5% of the respondents had primary school education, 29.3% of the respondents had secondary school education, while 10.1% had college or university level of education. A small group comprising 7.1% of the respondent had no education. The findings revealed that most of the respondents (53.5%) had Primary school level of education which implies that most of the community members in four villages had only primary education which could facilitate

them to get causal works at STL rather than professional jobs. This also implies that a high number of youth calls for a variety of employment options. In the absence of this, an escalation of crimes could result from non-absorption of this active population in services of gainful employment. The study conforms to observations by Mcharo (2013) who reported that primary education leavers are likely to participate more in various activities. The study done by Mwiru (2015) reported that people who have primary education participate more in development projects and the researcher was interested to find out the reason to why they participate more and it was obvious that majority of Tanzania population have primary education. The study findings shows that 42.4% of respondents have resided in the village for more than ten years, 28.3% have resided in the village between 7 and 9 years, 17.2% have resided for 4-6 years, and 12.1% have resided for between 1 and 3 years. This implies that majority had experience of more than 10 years which is good to have clear perceptions on problems and the benefits that community get from external investors including the STL operation.

4.2 Community Understanding of the Current Investor and Investor's Activities.

The first objective of this study was to determine awareness of the community members on the current foreign agricultural investors in the village and the activities performed by the investor. The implication behind this objective was that if the community is well aware, the current investor and his activities can tell us how they perceive investors' activities.

Table 5 : Community awareness on current investor and investor's activities

	Frequency (n=99)	Percent (%)
Aware	77	77.8
Not aware	17	17.1
Neutral	5	5.1
Total	99	100.0

Source: Survey, 2019

Through questionnaire, the responses of community members show that 77.8% of participants were aware of the current foreign investor in agriculture and also aware of the activities carried out by such investor. 17.1% of the participants were not aware of the present investor or even the activities performed by such investor, and the rest 5.1% of the participants were indifferent or undecided.

The findings imply that the community members in four villages understand the present investor (STL) operating in their village, but also they know the activities (crop and Poultry farming) carried out by STL, as well as the previous investor before STL. These findings are further evidenced by participants in a focus group discussion and who represent the general responses. Two of them said:

- i) *“In our village there is a foreign agricultural investor called Silverland Tanzania limited, but before him, the farm here under Mark Taylor that is what I know....but Silverland concentrates on agriculture, which is involved in poultry farming (produces chicken feed and chicks) and crop farming such as soya beans, maize, potatoes. The company is also involved in community projects like construction of school and dispensary” (Participant 6 in Muwimbi, 15th May 2019)*
- ii) *“We started with Mark Taylor as a foreign investor before Silverland came, and I know that Silverland is also present in Ihemi, Ifunda, and Muwimbi villages. Silverland is dealing with poultry farming and crops like maize, and beans” (Participant 2 in Bandabichi, 20th May2019).*

The community member highlighted that STL has two major agricultural activities namely poultry farming and crop production. In poultry farming, STL is dealing with the production of chicks and chicken feed production, and also dealing with crop

production like, Soya beans, maize, wheat, and potatoes. On the other hand, it was reported that STL is responsible for contributing to social services. Furthermore, the study found that community was even aware of the previous investor before STL. For example, in Ihemi Village, the farm was under Makota flowers, used the farm to grow flowers and export to Holland. 5.1% of the participants were undecided or remain neutral, this may imply that the respondents were not much bothered with investment issues like employment or any other kind of assistant from him. Therefore, the findings imply that through this understanding, the community members could be able to have either positive or negative perceptions towards investor's activities on the community. The finding are in line with Wakeling *et al* (2016) who argued that STL make several activities like crop farming, poultry farming, marketing and implementing corporate social responsibility in adjacent community.

4.3 Perceptions of the Community on STL Business Activities

In order to achieve the second objective, the local community was asked how it perceives the business activities of STL. The expectation behind this objective was that if the adjacent community perceives investors activities as positive there is good collaboration between them and vice versa is true. The study found out that, more than 50% of the respondents have expressed negative views towards STL activities. This implies that the local community adjacent to STL have negative perceptions on STL business activities. This is illustrated in Table 6.

Table 6 : Perceptions of the Community on STL Business Activities

Items	Levels of measurement	Frequency n=99	Percent %
STL involves outgrower farmer in cropping activities.	Strong Disagree	6	6.1
	Disagree	52	52.5
	Neutral	22	22.2
	Agree	19	19.2
	Strong Agree	0	0
STL Poultry activities benefit the community	Strong Disagree	7	7.1
	Disagree	55	55.5
	Neutral	18	18.2
	Agree	19	19.2
	Strong Agree	0	0
STL provide agricultural seeds to the community	Strong Disagree	11	11.1
	Disagree	69	69.7
	Neutral	16	16.2
	Agree	3	3.0
	Strong Agree	0	0
STL Chick food processing benefit local community	Strong Disagree	0	0
	Disagree	52	52.5
	Neutral	28	28.3
	Agree	19	19.2
	Strong Agree	0	0

The findings in Table 6 show that 69.7% of the respondents disagreed that STL provides agricultural seeds to the community, 55.5% disagreed that STL poultry activities benefit the community and 52.5% of the respondents disagreed that STL chick food processing benefit local community or involves outgrower farmers in cropping activities. The findings imply that the community members have a negative perception towards STL business activities. The major reason for the community to have negative perception might be attributed to their big expectations that STL would offer them more services than what it actually offers. This is evidenced by the complaints from some respondents, that STL as the largest investor in study area does not involve them in farming activities, like teaching the community the best farming practices, it doesn't involve outgrower farmers, the community never receives necessary agricultural inputs, to mention just a few. Few community members get employment, and most of the STL employees are coming from Mafinga Town, where the STL human resource manager is living.

It was highlighted during the group discussions, that they perceive STL negatively since some village projects have not cooperated. It was further argued that STL carries out different activities in its investment area like poultry farming and cropping, but it does not help the adjacent community like supporting in health services and education. Therefore, the community perceives the company negatively because it has neglected the community for sure. One participant in a focus group discussion reported that;

“STL doesn’t cooperate with the village leaders and does not provide advice on the best farming practices to local farmers. How can we perceive him positively? Since Silverland does not involve us in his direct activities in crop production and poultry farming, they never provide agricultural training, or offer improved seeds to the community” (Participant 4, in Bandabichi 20th May 2019).

This finding is in line with the study done by FAO (2014), who found that the local community has a negative perception of foreign investors since the disadvantages of FAI often outweigh the few benefits to the local community. From the interview conducted, participant who is an employee of STL and the other one who is not working at STL had the following to say;

- i) *“At present, a large percentage of the workforce is from the Mafinga Town where the employer manager comes from, so most of the villagers near the investment are unemployed in STL” (interviewee2 in Ihemi, 27th May 2019).*
- ii) *“Based on the abuse suffered by staff that works there, I cannot go to work there; I better do my small business” (interviewee3 in Ifunda, 22nd May 2019).*

These findings imply that the community including workers of STL perceives activities as those that are visible and benefit them, for example, the building of schools, repair or

construction of new roads, supply of water, providing agricultural training and offering employment, irrespective of the hardships they face. Although STL engages in some of the community projects as indicated by the respondents, the impact of this participation was not widely acknowledged by the community. The community members acknowledged that STL's involvement in construction of public schools, dispensary and offering poultry farming training in the area where the STL had participated in, though a considerable time had elapsed since these projects had been undertaken by the STL.

The findings are similar to the findings of Chambati *et al* (2018), who found that different groups of community are affected differently from the interaction with the company. Also, these findings complement the study done by Calvano (2008) who found out that sometimes foreign investor companies are not accountable for the shocks of their actions on stakeholders such as communities hence lead to negative perceptions. Study findings are contrary with the arguments of Stakeholder theory that emphasise businesses should not function only for financial benefit; they should run for the benefit of both their owners and stakeholders (Freeman, 1983). These findings are contrary to the objective of agricultural policy of 2013 which intends to develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation.

4.4 Expectations of the Community Members on STL

This objective sought to discover expectations of the community on STL, whether they have been met or not. It was determined from the findings that the community living near investors had expectations from the investor, ranging from socio-economic; having

employment and poverty elimination as they were mostly mentioned by the participants in the questionnaire, focus group discussion and key informant interviews in four villages as exemplified in Table 7. However, it was established from the findings that the community expectations had not been met effectively as illustrated in Table 8.

Table 7 : Expectations of community members on STL

Community expectations	Frequency	Percent
Gain employment	86	86.9
Gain Agricultural inputs and Training	71	71.7
Poverty elimination	65	65.7
Supported in Social services	62	62.6
Good relationship	55	55.6

Source: Survey, 2019

The findings as shown in Table 7 revealed that more than half (86.9%) of the respondents were expecting to gain employment from STL, another opinion mentioned by many (71.7%) expected to gain agricultural input and training from STL, 65.7% expected that poverty will be eliminated, 62.6% expected to be supported in social services and 55.6% expected good relationship between STL and community.

These findings imply that community members hoped to benefit socially and economically from STL after setting base in their midst. It shows that the community members had high expectations of job opportunities (86.9%) with STL and they knew that job opportunities are expected to pay better but not the way it is.

These findings correlate with the findings from focus group discussions where two participants had the following to say:

- i) *“First, we know the presence of Silverland is an opportunity for us to find employment, and other social services like, construction of a clinic,*

schools, roads, and good relations with the community” (Participant 5 in Ithemi, 29th May 2019).

- ii) *“We hoped our young people would find employment, therefore some of the anti-social acts would decrease and also we expected to have various training skills on crop and poultry farming” (Participant 2 in Bandabichi, 20th May 2019).*

Moreover, during an interview with community members, it was reported by one respondent that he wished to be assisted in health; education, employment, and various agricultural skills; and therefore poverty would decrease. This response does not differ from what was found in the interviews, suggesting that the community had high expectations. The study revealed that the community was expecting STL to contribute to community developments like helping local farmers in agricultural activities, provision of social services like building schools, dispensary, and road construction.

Table 8 : Community expectations in meeting their desires

	Frequency	Percent
Disagree	75	75.7
Neutral	9	9.1
Agree	15	15.2
Total	99	100.0

Source: Survey, 2019

On explaining whether the community expectations were met or not, the findings showed that 75.7% of the respondents disagreed that STL did not meet their expectations. Other 15.2% agreed that STL had met their expectations, while 9.1% were indifferent. The findings imply that STL did not meet community expectations. The participants in Bandabichi Village lamented that, STL has been in their village for more than seven years but have never provided anything important to the village. The

participants indicated that many neighbouring families adjacent to STL are still poor and there are difficulties in getting a job. They added that although STL employs some of them, sometimes it is discriminatory since they are paid different rates while they perform the same job.

The Bandabichi VEO added that STL has never given any agricultural training or any kind of assistance basing on agricultural issues. So, the societal expectations were not met; and therefore, STL cannot be perceived as a good investor. Besides, another participant in Ihemi village said that, STL aids for water supply in the village is still not enough, and few community members have found jobs.

These findings are in line with the findings of Applebaum and Bratt (2014), Gospel and Pendleton, (2014) and Daniel (2012) who found out foreign investors privilege, economic parameters, shareholder value and the pursuit of quick take over other destinations such as stakeholder relations, or societal and ecological concerns. Also the findings are similar to the study done by Chambati *et al* (2018) who found that women participation in outgrower scheme and in employment opportunity at the Maragra Estate was very low. The study findings contrary with freeman (1984) in his stake holder theory who proposed that business should not function only for financial benefit; they should run for the benefit of both their owners and stakeholders including the community.

4.5 Implementation of Investor's CSR on the Adjacent Community

It was also deemed important to know how the community members perceive the implementation of the STL corporate social responsibility in the study area by considering several themes like awareness of the term CRS, social-economic

contribution, investor–community relationship, environment protection and role played by local authorities in mediating the investment.

The study found that the community is aware of the concept of CSR, and also the study found that, STL contributed to the construction of schools in Ifunda village, dispensary and denoted school desk in Muwimbi, provided water in Ihemi village and provided employment to some community members. However, nothing has been contributed to Bandabichi Village. The study found out that there is a poor relationship between STL and adjacent communities due to the land conflict, water, and economic conflict while the investor conserves his environment.

4.5.1 Community awareness on investor’s CSR

Here it was sought out to know whether the community members understand the term investor’s CSR. It was deemed important to seek information on awareness of the community on the investor’s corporate social responsibility since it is only those who know the investor that can confidently report on the endeavours of STL including the implementation status of the project.

Table 9 : Community Awareness on Investor’s CSR

	Frequency	Percent
Disagree	22	22.2
Neutral	7	7.1
Agree	70	70.7
Total	99	100.0

Source: Survey, 2019

The study findings revealed that 70.7% of the participants agreed that they were aware of the term investor’s CSR, 22.2% disagree that they were aware of the term, 7.1% of the respondents did not know the term investor’s CSR. The study found that the community near investment areas understand or have some idea on the term corporate

social responsibility. They know that corporate social responsibility has to do with the investor being responsible for offering employment, social services and maintaining good relationship with an adjacent community. In explaining the term CSR in focus group discussion and interview, one participant said;

- i) *“Investor or the company is responsible for serving the community in dealing with different problems, such as water supply, roads, schools, and providing employing for the surrounding community members” (Participant 5, in Muwimbi 15th May 2019)*
- ii) *“CSR means that investor is responsible for ensuring that the community near the investment area benefit and the village also benefit like in providing the social services and protecting the environment and to employ community members” (interviewee 6 in Ifunda, 22nd May 2019)*

This implies that community members understand to some extent the term corporate social responsibility since they have tried to highlights some basic components of CSR like employment creation to adjacent community, offering social services and maintaining a good relationship with the local community. Now when the community at least understands what CSR means, it could be easy to know either STL implements it or not. In justifying the above statement the Ifunda village executive officer said:

“...of course the entire community here knows about this investor. You cannot find a person arguing that he knows nothing about STL. Even if they cannot tell you in details, at least they will tell how this investor offers employment, social services to the community, and how he supports various community-based projects to the community around” (KI, 23rd May 2019).

The findings of this study are related to those of Lu (2013), who found that key issues in the journey towards wider diffusion and acceptance of CSR in Malaysia include current confusion over the meaning of CSR, prevalent use of CSR as a PR tool, mandatory versus voluntary CSR and the role the National Mirror Committee. Moreover, these findings are similar to the study done by Mader (2012), who found that awareness and interest related to CSR are growing in Tanzania. Also the findings are supported by the findings of Bjørneseth and Curt (2017) whose findings show that awareness and engagement of CSR are high among most of the employees.

4.5.2 Socio-economic contribution of STL to the community

In this study, it was also important to know the social and economic contributions of Silverland Tanzania Limited to the adjacent community. The expectation behind this question was that knowing social and economic contributions of investors to the community allows us to know whether the investor implements CSR to the adjacent community or not and how do community members perceives that. The findings revealed that the highest contribution made by STL is providing 47.5% of employment opportunity. This means a lot of consideration on creating employment rather than other activities.

Table 10 : Contributions of STL on adjacent community

Contributions of STL to the community	Frequency	Percent
Creating employment	47	47.5
Contributed in dispensary construction	36	36.4
Contributed in school constructions	32	32.3
Provided access to water	27	27.3
Provide Agricultural Training	25	25.3
Nothing has contributed to the community	21	21.2

Source: Survey, 2019

The results in the Table 10 show that less than half (47.5%) of the respondents reported that major contribution made by STL to the adjacent community is provision of employment, another opinion mentioned by many (36.4%) was construction of dispensaries, 32.3% reported that STL finishing up a primary classroom, provision of access to water services reported by (27.3%) of the respondents, 25.3 % reported on the provision of agricultural training and 21.2% reported that nothing was contributed to the community. The above was supported by observation from VEO who highlighted that:

“STL enables access to water at Mgama highway in Ihemi village, but the water is not adequate because the village is too large” (KI, 14th May 2019).

These findings imply that the community is not satisfied with what STL has contributed to them. Since few community members adjacent to STL secure employment and majority are unemployment, just few community members get access to water and majority of community members had no water. It was also revealed that in Ifunda Village, STL has participated in building two classroom one for primary school and the other for secondary school, and has provided employment and chicken breeding education to some community members.

Therefore, STL ought to be perceived as a good investor since it has given something to the village. Also it was noted that STL contributed only when the community asked for such; for example in Muwimbi Village, STL has supported health services by constructing the village dispensary, and donated twenty double-decker beds to students in a secondary school and sometimes provides eggs to primary school students. One of the participants in group discussion and another in interview argued that;

- i) *Though STL employs some of us, sometimes it is discriminatory, since we are paid differently while we perform the same job and we don't see much benefit compared to the size of the company. On the other hand the contributions made to the community are two different things, they have not brought much development so that the people can appreciate him"* (Interviewee 1 in Ihemi, 27th May 2019)
- ii) *"Some people are employed on temporary basis and others on contractual base. However in order to get employment it depend on who know who"* (Participant 4 in Ihemi, 29th May 2019)

These findings imply that sometimes there are difficulties in securing jobs at STL and it was noted in the group sessions that workers were paid differently though they are performing the same duties. The findings are contrary with the National Employment Policy of 2008 that aims at ensuring effective utilization of the labour force in rural areas by improving agricultural production and productivity. The policy identifies areas for creation of rural jobs, establishment of agri-business and farming enterprises and thereby reduces rural-urban migration. Also contradicts with general objective of agricultural policy of 2013.

The findings revealed that community members expect Silverland Tanzania Limited to instinctively take into consideration community concerns into their decision-making processes and treat community issues as a priority without pressure to do so. Failure of the STL to do so has invariably led to disappointment among community members and the proliferation of negative perceptions. You may find that an investor implement his responsibility only when the community begs him and sometimes he may not implements. This may be due to the reason that STL's primary objective is profit-

making while implementing CSRs is a secondary objective. Though STL has been involved in some community projects in some villages in years past, still the perception of the community members is not good. For an International investor, such as STL, it is expected that its community involvement would be widely acknowledged and visible to residents and visitors alike. It was noted that STL did nothing to the Bandabichi village and explaining this situation, one participant in the focus group session said;

“We have so many things in which we as a community need support but silverland has never done so. Silverland didn’t help us in anything from social services like building a school or clinic, even bringing water in our village or even in agricultural input supply or poultry keeping education. Hence, we perceive him as bad investor” (Participant 4 in Bandabichi, 20th May 2019)

These findings resemble the findings of Dheressa (2013) who found that the investment projects have no significant social benefits to the local communities, as measured by technological transfer, employment opportunity, crop production and local infrastructure development. Also the findings are related to those of the study done by Degife and Mauser (2017) who found out that the project had negative impacts on the local economy in terms of loss of grazing land, crop land, grass land, firewood and water resources; all of which have negatively affected local community.

4.5.3 Relationship between STL and community members

Under this sub objective, it was deemed important to know the current relationship between STL and local community members. It is indicative that if there is good relationship between STL and the community, the company’s corporate social responsibility is implemented and if it doesn’t exist, then there is violation of the company’s corporate social responsibility. It was revealed in the study that the

relationship between STL and the local community was poor due to the constant land conflicts as explained by a large number of respondents as shown in Table 11.

Table 11 : Relationship between STL and Local community

Items	Levels of measurement	Frequency n=99	Percent %
Presence of STL cause land conflicts	Strong Disagree	5	5.1
	Disagree	9	9.1
	Neutral	1	1.0
	Agree	15	15.2
	Strong Agree	69	69.6
presence of STL cause water conflicts	Strong Disagree	2	2.0
	Disagree	9	9.1
	Neutral	2	2.0
	Agree	57	57.6
	Strong Agree	29	29.3
Presence of STL cause other conflicts in the community	Strong Disagree	12	12.1
	Disagree	14	14.1
	Neutral	0	0
	Agree	21	21.2
	Strong Agree	52	52.5

The findings revealed that 69.6% of the participants strongly agreed that the presence of STL in the community causes land conflicts. 57.6% of them agreed that the presence of STL resulted into water conflicts and 52.5% of the respondents strongly agreed that the presence of STL resulted into other social conflicts like prohibiting community members to enter investors' unused area for collecting firewood and 'Mikusu' (local natural fruits), as well as investors' tendency of not cooperating with the local community.

The findings imply that the current relationship between local community and STL described as poor is a resulted of different conflicts in the community. This issue was also was also discussed with community officials. For example the village executive officer said:

“The investor set up an electric fence between his property and community area.

There was a hill from which the community using in collecting wood and local

fruit, but the investor prohibited the community members from wood use after building a fence and if one trespasses the investor's place, offenders are taken to the police station” (KI2, 28th May 2019).

It was observed by VEO that STL officials rarely co-operate with the village leaders. Being so, how can we perceive STL as a good investor. The study also discovered that STL has closed the main route used by community members to go to their farms. As such the community has to go round through another village. The findings from the study revealed that there was a land conflict between the STL and the local community and this resulted in a poor relationship. During an interview with the participants, one of them highlighted that:

“There is land conflict, between the investor and the community. It seemed there was a trick, in which the investor took a piece of village land concerning with. Assisted by the district commissioner they came to assess and found that investor get part of the land. However it was decided later that investor return the portion of land to the community” (Interviewee4 in Bandabichi, 24th May 2019)

It was further noted that there was a land conflict between the investor and the local community. It seems that the STL took a piece of village land, but there were some people who lost their land due to such a conflict but after the arrival of the regional commissioner, the dispute was resolved and the people were given back their land. On the other hand, STL confessing that they had made the mistake of building a fence without leaving steps 5 through 5 said they would back the fence, and also promised to carve another road.

The study also found that there was discrimination in employment payment whereby STL employees with similar qualifications, doing similar jobs were paid different rates. This was noted as a very frustrating factor to the employees. It was also noted that STL could allow community members to sell to him their produces, but under one condition that they must have ten tons and above. At the level of analysis, this condition seemed to be difficult for community members. Sometimes community at I hemi village does not receive water for two weeks against what was promised, and the villagers could do nothing against STL because there is no contract they entered between STL and the village.

The STL has also experienced conflicts over water use in Muwimbi Village, where they have an agricultural project. STL was granted government approval for river water use. When the investor did the plumbing the citizens started complaining that if STL uses their water they will not have water; so they stopped them, the government had to intervene, the permit holders came to the valleys, the people did not approve, the district commissioner offered education but the people refused, and finally the STL decided to sit together with citizens and notice that community were illegally using the water for irrigation in the valleys. Villagers had ploughed a large area and they used the water from the river and only spreading it wastefully without any control without the permission to use the water for such purpose.

These findings are related to those of the study done by Muthone (2012) who found that in Kenya, the relationship between MNC and the adjacent community was negative. Also the findings are relating to the study findings done by Degife and Mauser (2017) who found that the project has negative impacts on local economy in terms of loss of

grazing land, crop land, grass land, firewood and water resources; all of which have negatively affected local community.

4.5.4 Environmental protection

One of the components of corporate social responsibility is environmental protection. In this study, it was deemed important to know whether or not, STL protects the investment environment. It was observed that usually NEMC is doing an environmental assessment impacts and provides information, especially after doing an environmental assessment impact study then informs community members about the current and new project that is expected to be launched by STL. The NEMC findings should generally include items as provided in table 12.

Table 12 : Environment protection by STL

	Frequency n=99	Percent %
Planted tree	89	89.9
Use best farming practice	75	75.8
No environmental pollution	61	61.6
No excess burning	57	57.6
Still have wildlife	51	51.5

Source: Survey, 2019

Table 12 shows that 89.9% of the respondents said STL has planted trees in their areas, other 75.8% said that STL use best farming practice, 61.6% said there is no environmental pollution, 57.6% said that there is no excess burning and 51.5% said that still have wildlife.

The findings imply that STL is serious with protecting the environment by planting trees and use of best farming practices, since there were no complaints from the community on environmental destruction as noted that the STL recently planted trees in his area. It was found out that STL is a good partner for environmental conservation. This is

supported by Village Executive Officer and one participant in focus group discussion who said:

- i) *“There is no complaints about STL on environmental issues from the community, but what I know they are so friendly for environmental protection” (KI2, 21st May 2019)*
- ii) *“I haven't heard any complaints; what I know is Silverland is a major stakeholder for conservation. Sometimes we find it as a good example because even some wildlife such as rabbits is still there, wherein our case you can't find them. STL also prevents vegetation burning”.(Participant4 in Ifunda , 13th May 2019)*

These findings imply that STL is very sensitive with protection of the environment. These findings are contrary to Dheressa, (2013) who found that the investment project has negative environmental effects as demonstrated by clearing of vegetation cover, depletion of water resources and soil degradation. Also is contrary to the findings of FAO (2014) as the study found that reduced access to natural resources and the loss of livelihoods, which are likely to generate local opposition to the investment. These controversial findings might be attributed to contextual differences between Ethiopia where Dheressa, (2013) conducted his research and Tanzania where STL is found.

4.5.5 Role of the local authorities in mediating investment between STL and the local community

The study further sought to know the roles that local authorities play in making sure that there is a proper link between investors and the community. In the study it was found that the central government plays a great role in mediating the investment and creating a favourable environment to investors by assisting investors in obtaining all necessary

permits, licenses and all other matters required by the law for a person to set up and run business. When the key informants were asked on this, they responded that local governments, especially in the village are not much involved in mediating the investment. On the other hand, the central government does not make a follow up on the local community to know if they acquire their rights, to some extent the local authorities at the village level are not honest to the investor.

The local authority via central government initiates and supports measures that will enhance the investment climate for investors. Also it advises investors upon the availability or suitability of partners in joint-venture projects, again assist all investors in obtaining all necessary permits, licenses and all other matters required by the law for a person to set up, and operate an investment provider and administer investment sites or land. This was witnessed by Ward executive officer who said;

“Let us take one example of the statutory board TIC. Basically TIC provides all necessary permits such as work, residence permits; licenses e.g. trading license, industrial and business licenses and registrations such as patent registration, company registration which are done under one roof” (KI in Muwimbi, 16th May 2019)

It was also found out that local authority plays greater role in maintaining peace and security between STL and the community. For example in the event of a conflict between STL and community the government via DC and minister of land and settlement takes the lead in resolving it, listening to the concerns of investors and community working for them.

Moreover, it was reported by STL Human Resource Manager that the village level officials are supposed to be honest, especially when they sign application for the job because you may find that a letter shows the job applicant is a resident of a neighbouring village but in reality is not. As a result, the locals complain that they are missing employment. Again he added that there should be good communication at all levels of local authorities between the village level and central government.

These findings imply that the central government plays a greater role in creating a favourable and attractive environment for foreign investors through TIC, and sometimes it leads to conflict resolution between the local community and foreign investors. On the other side, the village government are not much involved or do not participated in the various matter concerning investment issues. It was also noticed that some village government leaders were not honest and there is no clear communication at all levels of local authorities between village level and central government.

These findings are similar to the study findings of German *et al* (2013) on processes of large-Scale land acquisition by Investors who found that local governments are playing an active role of foreign investment in national economic development.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Findings

A summary of the study findings includes the community's understanding of the current investors in agriculture in general and foreign investors in particular; Silverland Tanzania Limited (STL). It also includes community perceptions on STL, community expectations on STL and implementation of STL corporate social responsibility in adjacent communities.

5.1.1 Community understanding on investors and their activities

The study findings established that the local community in the study was aware of foreign investor operating in their area. In a number of ways, the presence of the investor has either directly or indirectly affected them through employment income generations or sometimes negatively through resources conflict between the investor and villagers. The local understanding on STL is based on what the investor produces mainly for the local market, which is maize, potatoes, soya beans, wheat and chicken. At least 77.8% of the respondents indicated that they aware or understand about investors' agro activities.

5.1.2 Perceptions of the community on STL business activities

On the issues of the communities perception on STL business activities, more than half (50%) of the respondents had a negative perception about STL. This is largely as results of the accompanying effects related to foreign investment in agribusiness in which land ownership or tenure arise. This has led to the community feeling that, while the investor had taken land that could have belongs to them, the community has not correspondingly benefited from such venture, especially along corporate social responsibility from the investor.

5.1.3 Community expectations from Silverland Tanzania Limited

All participants in four villages confirmed their expected benefits with the entry and settlement of Silverland Tanzania Limited in their community. The participants pointed to getting employment as one of the greatest expectations they had. Also highly rated was the anticipation of their community in improving their lives socio-economically. Other expectations included creating a relationship, in promoting and growing of small businesses especially of chicks and crop production and the provision of security, for smallholder farmers to be assisted through the best agricultural practices and introduction of other new crops to the community.

5.1.4 Implementation of investor's CSR to adjacent community

The respondents showed that community members were aware of the concept of CSR. They highlighted that STL, protect the environment and contributed to the construction of schools in the area. This is reflected in the construction of dispensary, donation of school desks, the water supply and creation of employment. But there is an unsatisfactory relationship between STL and adjacent community due to the land conflict, water use rights, and favouritism in employment. It was pointed out that central government play a great role in mediating the investment and creating favourable environment to both investors and local community, by assisting all investors in obtaining all necessary permits, licenses and all other matters required by the law for a person to set up business or investment.

5.2 Conclusion

5.2.1 Community understanding of the current investor and investor activities

The community members in four villages Ihemi, Ifunda, Muwimbi, and Bandabichi understand that the current foreign agricultural investor in their village is Silverland

Tanzania Limited, and they also understand even the core business activities carried by such investor which include crop production and poultry farming activities. On the other hand, community members understand that STL is responsible for implementing its corporate social responsibility to the community like contributing to social services and providing employment to the adjacent community.

5.2.2 Perceptions of the community on STL business activities

Community members have negative perceptions of STL business activities since they are not involved effectively in such activities.

5.2.3 Community expectations from Silverland Tanzania Limited

The research findings point out that the majority in the community mainly expected the enhancement of their socio-economic lives through the provision of employment opportunities at the STL. To a reasonable extent, this expectation has been met, as indicated by respondents who confirmed that the STL had provided few employment opportunities, but there is still demand for more. The community still anticipates this expectation to be fulfilled to a greater degree in the future. Also, the community expected the STL to participate more in community development projects since their present participation was not strongly felt.

5.2.4 Implementation of investor's CSR on adjacent community

The respondents show that the community members are aware of the concept of CSR and noted that STL does not harm the environment and has contributed to socio-economic activities and provide employment. But nothing had been contributed to some villages. There is a poor relationship between STL and adjacent community due to the land conflict, water and employment conflict which results in negative perception. From the findings, the researcher realized that the central government plays a great role in

creating a favourable business environment and giving support to investors, and it forgets to look at the investor's contribution to the community benefit.

5.3 Recommendations

The following are some recommendations which are based on the study findings and conclusions thereof. The recommendations need all stakeholders (government both local and central), STL and the local community to be involved accordingly.

5.3.1 Recommendations to the Government (local and central)

The central government in view of the fact that the foreign agricultural investors are capable of providing economic benefits like a higher standard of living, improved working conditions and more jobs to emerging markets and low income groups the government can formulate policies that are designed to streamline the entry of foreign investors that have clear indicators of how their activities will contribute to the improved socio-economic status of the community.

At the same time the local government officials are supposed, to be honest, especially when they sign a letter of the job application because you find the letter shows the job applicant is a resident of a neighbouring village while they are not. This will minimize complaints for missing employment opportunities. There should also be good communication at all levels of government

5.3.2 Recommendations to the Silverland Tanzania Limited

Silverland Tanzania Limited should also realise that many successful foreign investors work under circumstances endorsed and supported by the host local community. In order to gain community support, the following recommendations are made for STL :
Consult the community on potential projects to support, Include the community when

settling issues that provoke controversy between the foreign investor and the local community to promote transparency in conflict resolution, Enhance the technical knowledge of its community members for wage workers through training, initiating forums for training the youth on skills for job creation rather than create anticipation for wage labour at the FAI and engage the community in constant dialogue even when there are no grievances as a means of establishing good quality relations and gaining local community support.

5.3.3 Recommendations to the community

The community should know that STL as a business entity has its primary objective of making profits. Therefore the local community should appreciate this and recognize that the STL focuses on its wealth creation interests ahead of anything else. To accommodate community interests into its policies subtle and tactful dialogue must be used. Community representation through its leaders should actively be involved in fronting the community expectations and perceived STL benefits in meeting them. This should be done diplomatically through the suggested linkage committees.

Corresponding with the foregoing the local community should also seek to address its economic deficiencies by approaching various stakeholders after designing viable proposals for economic investment. This reduces high expectations and over-reliance on STL employment. The community needs to be educated about what the investor means, and what contribution he or she is supposed to make to the community. The investor's arrival in a particular community is not the solution to their problems in the community. On the other hand members of the community should also be educated by the village government about investor's boundaries and respect the investor's location.

5.4 Areas for Further study

In reference to the above study, the researcher recommends the following areas for further study:

1. The role of government in regulating FAI influence in host communities. This will reveal the extent to which community and national social interests are included in Tanzania's economic policies as well as its subsequent impact.
2. Effectiveness of community and investor's collaboration in sustainable community development would be another area of possible research. With the increase in both local and foreign investors in Tanzania, a fostering of collaborative support can be exploited as a sustainable means of community development.

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APPENDICES

Appendices (I) Questionnaire

No.....

Village.....

Ward.....

District.....

Personal particulars:

Sex (tick one) Male () Female ()

Marital status: Single (), Married (), Separated (), Widowed (), Divorced ()

Age: 21-30(), 31-40(), 41-50(), 51-60(), 61 and Above ()

Education Level: No education (), Primary school education (), Secondary school education (), University or Collage education ()

Duration of staying in the village: 1-3 (), 4-6 (), 7-9 (), 10 and above ()

Community understanding of the current Investor and Investor’s activities

1. Which foreign agricultural investor found in your village? / What foreign agricultural investor found in your village?

.....

2. What is your response regarding Community understanding of the current Investor and Investor’s activities (1) Not aware (2) Neutral (3) Aware

3. What are the major businesses activities carried out by STL?

.....

4. Who was an investor before STL? Where the former investors before STL depart to?

.....

Perceptions of the community on STL Business activities

5. How local farmers participated in crops production and processing?

.....

6. How community members participated in poultry farming?

.....

7. Where do you sell your agricultural produce?

8. What is your response regarding perception of community on foreign agricultural investors operations? Please tick the response you think perfectly fits the choices in the table.

	Statement	Scale				
		1	2	3	4	5
	STL involves out grower farmer in cropping activities					
	STL Poultry activities benefit the community					
	STL produce agricultural seed to the community					
	STL Chick food processing benefit local community					

1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree

Expectation of the local community members from STL

- 9. Did you have any expectation from STL when they settled in your village?
.....
- 10. What were your expectations from STL among the following? Please circle your expectations
 - a. Gaining employment
 - b. Gain Agricultural inputs and Training
 - c. Poverty elimination
 - d. Supported in Social services
 - e. Good relationship
- 11. Has STL met your expectation?If no/yes explain why?

Implementation of Investor’s CSR on the adjacent community

- 12. What do you associate with the term corporate social responsibility (CSR)?
[State the definition of CSR] is this familiar?
.....
- 13. Has STL been involved in any projects in the community over the past 10 years?
.....
- 14. If yes in question three above Please circle the projects that STL has been involved in the community over the past 7 years?
 - a. Creating employment
 - b. Contributed in dispensary construction
 - c. Contributed in school constructions
 - d. Provided access to water
 - e. Provide Agricultural Training

f. Nothing has contributed to the community

15. How has these projects/programmes affected the communities in which they are being implemented?

.....

16. How can you describe the nature of relationship between STL and adjacent community? Please tick the nature of relationship between STL and community?

	Statement	Scale				
		1	2	3	4	5
	Presence of STL cause land conflicts					
	Presence of STL cause water conflicts					
	Presence of STL cause other conflicts in the community					

17. How have differences between STL and the community been handled?

.....

18. How do you perceive the role of village government, DC and RC in their relationship with the company?

.....

19. How STL protect his environment? Please circle the ways applied by STL in protecting his environment.

- a) Planted tree
- b) Use best farming practice
- c) No environmental pollution
- d) No excess burning
- e) Still have wildlife

20. How are the objectives of investment policy adhered by the investor?

.....
21. Do you think agricultural policy is well implemented? Explain your answer?

.....
22. How this two policies agricultural and investment are mediating the community and investors objectives?

.....
23. Do you have any suggestion on what we have discussed?

.....
Thank you for your support and God bless you

Appendices (II) Community members' focus group discussion guide

Before we start I would like to remind you that there are no right or wrong answers in this discussion. I'm interested in knowing what each of you think, so please feel free to be frank and to share your point of view, regardless of whether you agree or disagree with what you hear. It is very important that I hear all your opinions.

1. Which foreign agricultural investor found in your village? / What foreign agricultural investor found in your village?
2. What are the major businesses activities carried out by STL?
3. Who was an investor before STL? Where the former investors before STL depart to?
4. Does a small farmer get any training from STL? Can you mention such training?
5. Where do you sell your agricultural produces?
6. How local farmers participated in crops production and processing?
7. Can you explain any social-economic, activities contributed by the presence STL?
8. What is your perception toward such activities?
9. Did you have any expectation from STL when they settled in your village?
10. What were your expectations?
11. Has STL met your expectation?
12. What do you associate with the term corporate social responsibility (CSR)?
[State the definition of CSR] is this familiar?
13. How can you describe the relationship of STL with the community? Can you explain your answer?
14. Has STL been involved in any projects in the community over the past 10 years?

15. If yes in question three above Please list the projects that STL has been involved in the community over the past 10 years?
16. What are the criteria for communities to be selected for these projects/programmes?
17. How has these projects/programmes affected the communities in which they are being implemented?
18. Has there ever been a case of conflict between STL and the community? What is the nature of conflicts? Or what do you suggest for this conflict to be avoided?
19. How have differences between STL and the community been handled?
20. How do you perceive the role of village government, DC and RC in their relationship with the company?
21. What is your overall view of community perception on investor?

Thank you for your support and God bless you

Appendices (III) Interview guide for Key informant

1. Which foreign agricultural investor found in your village? / What foreign agricultural investor found in your village?
2. Who was an investor before the current investor? Where the former investors before STL depart to?
3. What activities are being done by STL? What are the perceptions of other stakeholders to the STL? What is your perception toward STL's activities?
4. What were the expectations of the community after coming STL? Describe if the community expectations have been met or not?
5. What do you understand about investor's CSR? What do you understand about STL obligations to the community?
6. What contribution has STL made to the community so far? What contribution does the village government make to the investors?
7. Where do you buy the agricultural input? Where do you sell, your farm produces? Which kind of training have you received from STL?
8. Has there ever been a conflict between the community and STL? How did the government settle the disputes? What complaint do you find as a community about the investor?
9. How would you explain the relationship between the community and STL?
10. Describe the environmental impact resulted by STL in its area of operation?
11. What role does government play in supporting and mediating the investment?
12. What is your general opinion from what we have discussed?

Appendices (IV) Interview guide for In-depth interview

1. Which foreign agricultural investor found in your village? / What foreign agricultural investor found in your village?
2. Who was an investor before the current investor? Where the former investors before STL depart to?
3. What activities are being done by STL? What are the perceptions of other stakeholders to the STL? What is your perception toward STL's activities?
4. What were the expectations of the community after coming STL? Describe if the community expectations have been met or not?
5. What do you understand about investor's CSR? What do you understand about STL obligations to the community?
6. What contribution has STL made to the community so far? What contribution does the village government make to the investors?
7. Where do you buy the agricultural input? Where do you sell, your farm produces? Which kind of training have you received from STL?
8. Has there ever been a conflict between the community and STL? How did the government settle the disputes? What complaint do you find as a community about the investor?
9. How would you explain the relationship between the community and STL?
10. Describe the environmental impact resulted by STL in its area of operation?
11. What role does government play in supporting and mediating the investment?
12. What is your general opinion from what we have discussed?

Appendices (V) interview guide for STL human resource manager

- 1) What is the name of your company?
- 2) How long have you been since you invested here? Who was there as an investor before Silverland?
- 3) What activity does silverland have in its investment area?
- 4) What do you understand about investor CSR? How Silverland implement CSR to the adjacent community?
- 5) What contribution has silverland made to the surrounding community? How does the community receive information about the projects you intend to implement?
- 6) Which training have you provided to the community?
- 7) How Silverland protect her environment to the extent that the community is blaming?
- 8) What conflict between the investor and the community existing in the village? And how did Silveland resolve the conflict?
- 9) How do Silverland participate in village meetings?
- 10) What role does the government play in helping investment?
- 11) What is your overall view of community perception on investor?

Thank you for your support and God bless you