**CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY RELATIONS AMONG GOVERNMENT AIDED PROJECTS IN UGANDA:**

**A CASE STUDY OF KARUMA DAM PROJECT**

**BY**

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**JANUARY, 2022**

# DECLARATION

I **SSEBULIBA MICHAEL** declare that this dissertation under the topic "Corporate social responsibility activities and community relations among government aided projects in Uganda focusing on a case study of Karuma dam project" is my original work and is presented for approval for field study.

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# APPROVAL

This dissertation has been approved for the award of a Master degree of Human Resource Management of Nkumba University.

Signature:………………………………………

Date:……………………………………………

**MR. KAMUSIIME D. SAMUEL**

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# DEDICATION

I would like to dedicate this work to my sons Mutumba Micheal Santos, Ssebuliba Seth and Ssebuliba Scott Sebastian, my wife ,my sisters and brothers to constantly improve their education career because determination is nothing without dedication and hard work.

# ACKNOWLEDGEMENT

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# LIST OF ABBREVIATIONS

CSR : Corporate Social Responsibility

ECSR : Environmental Corporate Social Responsibility

# ABSTRACT

The study, examined the contribution of corporate social responsibility and on community relations among government aided projects in Uganda. It focused on a case study of Karuma dam project as a case study. It was guided by three objectives

i) To examine the effect of charitable CSR activities on Karuma dam project,

 ii) To assess the effect of environmental CSR relations at Karuma dam project,

 iii) To examine the effect of ethical CSR activities on community relations at Karuma dam project.

The study adopted a phenomenological design divided in section of research approach, research strategy, research duration and the research classification. The study population was 135 and a sample size of 129 respondents of which only 101 participated.

The findings showed that the Adjusted R square is .710 which is an indication that 71.0% of the changes that do occur in community relations are due to changes in corporate social responsibility. The test also revealed that Karuma dam's CSR activities have a positive relationship with community relations and as such the null hypothesis was rejected.

In conclusion, the study notes that the most frequent CSR activities among the Karuma dam hydro power plant are ethical CSR followed by charitable CSR and that that improving CSR activities can maintain project sustainability through improved community relations.

The study recommended, there is need for Karuma dam to conduct further research into perception of wider stakeholders groups in terms of both internal and external factors regarding their perception of CSR activities rather than only focusing on effects of CSR dimensions.

# CHAPTER ONE

# INTRODUCTION

# 1.0 Overview

This chapter presents the background to the study, statement of the problem, purpose of the study, research questions, and hypotheses of the study, scope of the study, the significance of the study and the arrangement of the study.

# 1.1 Background to the study

 The study examines the contribution of corporate social responsibility on community relations among government aided projects in Uganda. It focused on a case study of Karuma dam project.

The study of community relations in government aided projects is important because it is observed that the successful implementation of any government aided project highly depends on levels of community relations in terms of social, economic and environmental aspects that affect the respective community. Rojek and Terri Cornwell (2015) points out that improved project relations with the community depends on two key assessments the manner in which the attributes of the government aided project are perceived and the standards of reference against which the attributes are measured. Campbell (2014) explains that the community in which any government aided project operates must ensure that the community relations are positively in a way that they influence the objectives of achieving project success.

Heaton (2009) explains that community relations refer to the attributes that influence resident's decision in being collaborative in the project's implementation and success. Zuiches (2014) explains, that people who are dissatisfied with the operations of an on-going project most times lead the project to face challenges such as difficulty in meeting project deadlines and increased project costs hence hindering project implementation. Amin (2015) notes that to enhance community relations, the government aided projects need to meet the social, economic and health relations concerns of the respective community. Brammer (2017) adds to this by noting that to achieve effective project implementation, it is critical to identify the overall needs of community.

Muhanguzi (2015) notes that Karuma dam has in its earliest years of operation been involved in activities of social corporate responsibility with the most pronounced being the construction of boreholes for clean water and residential homes for nearby communities in Masindi and Gulu districts respective!}', however, the company faces challenges as its creation came with social and economic costs to the surrounding communities. Nsamba (2018) pointed out that the creation of the reservoir drowned fishing sites, cultural installations such as shrines and rafting areas for adrenaline tourists, destruction of homes for local residents and this created increased levels of community relations. The concerns among community members has led to slow progress in project implementation, delayed installation of project equipment and increased; operational costs. In a management meeting held on 17lh November 2018, Muwanga and Kasumba (2018) stated that the government intervened to provide recourse to the affected communities through provision of social amenities such as health, sanitation and education facilities.

Drawing on the stakeholder theory advanced by Edward Freeman (1984) community is recognized as a key stakeholder and projects can strengthen their relationship with community through engaging in Corporate Social Responsibility (CSR) activities. Dane (2004) points out that CSR are the transparent business activities that are based on ethical values, compliance with legal requirements and respect for communities. Contemporarily, Sun and Bridget|(2009) note that CSR is a concept whereby business projects consider the interest of society by taking responsibility for the impact of their activities on communities, suppliers, and other shareholders. Chandler (2001) notes that CSR is practiced under various dimensions that include charitable CSR, environmental CSR and ethical CSR. This is in line with the corporate citizen theory which was advanced by Altman and Vidaver (2000). The theory assumes that a business should play an active role as a solution to problems faced in communities in which the respective business operates. The role of acting as a solution to community problems relates to the CSR dimensions.

Noam (2011) states that charitable CSR is a potential source of other-oriented, extrinsic value since it entails the ethical benefit of supporting others in need, it's also a means of gaining social status. Charitable CSR involves activities such as unrestricted cash donations, charity events, promotion of public service announcements to mention but a few. On the other hand, environmental CRS is a concept where government aided projects integrates environmental concerns in their business operations and the interaction with stakeholders, without compromising economic performance. Noam (2011) also explains that ethical CSR is the commitment of businesses to behave ethically and to contribute to sustainable economic development by working with all relevant stakeholders to improve their lives in ways that are good for business, the sustainable development agenda, and society at large.

Daub (2014) opines that while CSR is practiced by corporate bodies, it is imperative to evaluate its contributions to the attainment of community relations. Nwankwo (2012) notes that the advantages of CSR in government aided projects perspective include but not limited to building a positive reputation, partner loyalty, greater ability to attract talent and retain staff, project growth and definitely easier access to capital, satisfying the needs of the immediate community in which they operate. Ojo and Enaku, (2002) point out those projects should make a paradigm shift from the traditional understanding of CSR as charitable event and view CSR as a mutually beneficial business strategy. Brettel (2010) asserts that since projects stand to gain improved performance with enhanced CSR drive, it is an important manager's device to develop means of engaging and empowering host community in order to achieve cordiality in community-project relationships by enhancing environmental and ethical CSR activities in the areas in which they operate. Turker (2009) explains that the practice of CSR is now a global phenomenon and as such there is a growing need for Government aided projects operating in various communities to have a great deal of harmony with their host communities.

Deriving from, the preceding discussion, managers need to examine how CSR activities undertaken by the project impact on community relation.

# 1.2 Statement of the problem

Community relations are of profound effect to the successful implementation of a Government Aided Project (Neves, 2015) This is because community relations help government aided projects achieve effective and beneficial relationships with the communities in which they operate.

Contrary, the failure to build positive working relations with the community may have adverse effect on the operations of the project. For instance Karuma dam project implementation is reported to be facing great resistance from the host communities of Masindi-Gulu highway due to the project impact on the environment and social life. It is reported that the project activities resulted into the drowning of fishing sites, destruction of cultural installations as well as rafting areas that brought in many adrenaline tourists (Nsamba, 2018). In a bid to improve community relations, management at Karuma dam invested in various costly CSR initiatives such as healthcare, education, housing, among others (Mugwanya, 2018). However, it is not clear whether such CSR activities have improved local community relations. This study will seek to examine this phenomenon.

# 1.3 Purpose of the study

The study examined the contribution of corporate social responsibility on community relations among government aided projects in Uganda. It focused on a case study of Karuma dam project.

# 1.4 Research objectives

The study was guided by the following research objectives:

1. To examine the effect of charitable CSR activities on community relations at Karuma dam project.
2. To assess the effect of environmental CSR activities on community relations at Karuma dam project.
3. To examine the effect of ethical CSR activities on community relations at Karuma dam project.

# 1.6 Hypotheses of the study

The study tested the following hypothesis:

Ho: There is no significant relationship between corporate social responsibility activities and community relations.

Hi: There is a significant relationship between corporate social responsibility activities and community relations.

# 1.7 Scope of the study

The scope of the study is divided into three sections as follows;

# 1.7.1 Geographical scope

The study was carried out at Karuma dam located at Karuma Falls on the Victoria Nile, at the former location of the Karuma Falls. This location is approximately 2.5 kilometres (1.6 mi) upstream of where the Masindi-Gulu Highway crosses the Nile. By road, it is approximately 98 kilometres (61 mi) northeast of Masindi and 75 kilometres (47 mi) south of Gulu. The geographical coordinates of Karuma Hydroelectric Power Station are: 02°14'51.0"N, 32°16'05.0"E (Latitude:2.247500; Longitude:32.268056.0"N, 33°02'32.0"E (Latitude: 0.771667; Longitude: 33.042222).

# 1.7.2 Content scope

As an independent variable of the study, corporate social responsibility activities require to be operationalized in order to achieve the desired results. A review of corporate citizen theory which roots from business and society relationship suggests that CSR involves three dimensions, namely; charitable activities, environmental activities and ethical activities. These were examined to establish how each related with community relations.

# 1.7.3 Time scope

The study explored data from 2017-2021. This was enough to gather the most relevant and reliable information about the study, this is also the time when the project faced problems in community relations.

# 1.8 Significance of the study

The study findings intend to benefit a number of stakeholders in the following ways:

**The donor community**

The study findings may help donors by providing an insight about all aspects of corporate social responsibility under Karuma dam and other similar projects and the extent to which these projects have been able to lead to successful local community relations. This may act as a guide for ensuring efficient and effective allocation of resources to the various stakeholders.

**To implementing agencies**

The study findings may be of practical significance to the implementing agencies in providing a better understanding of the CSR systems and how to improve them to meet the expectations of the stakeholders, as well as provide valuable information for future interventions. The study may inform policies towards setting up of CSR systems, and show how the concept can be used as a powerful management tool to improve the way projects and stakeholders can achieve improved relationships.'

**Other researchers**

This study may contribute to the body of knowledge. This is because it may be used as a reference material by other researchers. The study may also identify areas related to CSR field that required more research, hence a basis of further research.

# CHAPTER TWO

# STUDY LITERATURE

# 2.0 Introduction

This chapter is divided in four key sections. Section one deals with the literature survey which is concerned with local studies that have been conducted in the area of CSR and community relations. Section two deals with the review of relevant theories that underpin the study; section three reviews relevant empirical literature in line with the study objectives and section four presents the conceptual framework.

# 2.1 Literature survey

No scholarly study such as the one being undertaken has so far been done on Karuma dam. However, there are similar studies in other areas outside the scope of Karuma dam project. Below is a review of the major studies.

Achan (2015) conducted a related study about the effects of corporate social responsibility on community relations in government aided projects basing on a case study of NUSAFF II, in Gulu District. The study findings indicated that there is increasing need for projects to invest in CSR activities demonstrating the inclusion of environmental and social concerns in business operations and in interactions with stakeholders. The findings also revealed that corporate sustainability is becoming increasingly important for society and CSR is recognized as indispensable for corporate sustainability. Achan's findings also showed that several government aided projects are utilizing CSR as a public relation (PR) tool to change their corporate image, in addition to focusing on their responsibility towards community relations.

Twesigye (2016) carried out a study about corporate social responsibility and business performance of government aided projects in Uganda. The study was guided by two research objectives i) to establish the challenges faced by government aided projects in implementing social responsibility strategies and ii) to determine the measures taken by government aided projects to deal with challenges of implementing social responsibility strategies. Twesigye's findings revealed that the fit between projects and CSR activities is a key variable for CSR success and argued that the higher the CSR fit, the more positive the business's evaluation. The findings also revealed that a higher CSR fit shows a stronger association between the project and CSR activities, and the positive aspects of the activities are more easily transferred to the company. However, the study failed to provide an explanation why communities positively evaluate CSR activities despite a low fit between CRS activities and community relations.

Another related study was carried out by Otema (2016) about the impact of corporate social responsibility on relations of neighboring communities in government aided projects basing on the Energy for Rural Transformation!. The study finding indicated that government aided projects with a reputation for CSR can take advantage of their status and strengthen their appeal as an attractive development in the communities in which they operate. It is also found that when communities view the commitment of the government aided projects to socially responsible behavior more favorably, they also tend to have more positive attitudes in other areas that correlate with the successful implementation of the projects. Otema's study also identified that some of the world's largest projects have made a highly visible commitment to CSR, for example, with initiatives aimed at reducing their environmental footprint. The study also addressed that the projects take the view that financial and environmental performance can work together to drive project growth and social reputation. However, the study did not mention on how ethical CSR activities can affect community relations. However, the study did not provide clear empirical evidence on the contribution of CSR activities in terms of charitable CSR on community relations.

# 2.2 Theoretical review

This section presents the review of relevant theories about CSR and community relations. The theoretical review demonstrated a clear understanding of theories and concepts that are relevant to the study.

# 2.2.1 Stakeholder Theory

The stakeholder theory was advanced by Edward Freeman in 1984, where he originally detailed the Theory of organizational management and business ethics that addresses morals and values in managing a project. Harrison (2002) point out that one common version of stakeholder theory seeks to define the specific stakeholders of a project and then examine the conditions under which managers treat these parties as stakeholders. Later, it was written that the stakeholder perspective is an alternative way of understanding how projects and people create value and trade with each other. Freeman, Flarrison and Zyglidopoulos discussed the foundation concepts and implementation of stakeholder management as well as the advantages this approach provides to projects and their managers. They both present a number of tools that managers can use to implement stakeholder thinking, better understand stakeholders and create value with and for them. The stakeholder theory has a limitation for assuming that the interests of the various stakeholders can be, at best, compromised or balanced against each other and as such, the theory does not cover a complete scope in fully explaining the current study of community relations.

# 2.2.2 Corporate Citizenship Theory

The term corporate citizenship was introduced in the 80's into the business and society relationship mainly through practitioners Altaian and Vidaver-Cohen (2000), Windsor (2001). However, the idea of the firm as citizen already had appeared in several pionee^ in the CSR field, including McGuire (1963) and Davis (1973). The latter, for instance, wrote that social responsibly begins where the law ends. A firm is not socially responsible if it merely complies with the minimum required of the law, because this is what a good citizen would do. filbert and

Parket, already in the 70's, turned to language for a better understanding [what social responsibility really meant, using good neighborliness, which is not too far from being a good citizen. Eilbert and Parket explained that good neighborliness entails two meaning; First, not doing things that spoil the neighborhood and, second, the commitment of business, or Business, in general, to an active role in the solution of board social problems, such as racial discrimination, pollution, transportation, or urban decay. The development of the theory emerged prominent in dealing with the social role of projects/ business. The corporate citizen theory explains CSR in terms of honoring ethical values, respecting communities and the environment while recognizing the interest in its shareholders.

# 2.3 Literature review

# 2.3.1 The concept of Community Relations

Matarrita (2009) refers community relations as measured by how well their community meets their needs. To better understand community relations, the initial task is to define the underlying components. Three interrelated ideas will are explored, community, relations, and community relations.

Community has been described the local unity of a group of human beings who live their social, economic, and cultural lives together and jointly recognize and accept certain obligations and hold certain standards of value in common. Relations can be defined as the discrepancy between aspiration and achievement, ranging from the perception of fulfillment to that of deprivation. Relations are highly personal, heavily influenced by past experiences and current expectations (Potter, 2008). Contemporary notions of community revolve around the concepts of community of place and community of interest. Cochrun (2001) explains that essential to the concept of community is a group of people sharing a sense of place and living within a defined geographical area, whereas Speer and Marshal (2008) emphasize that community is composed of people in communication who have common interests, ties, or shared emotional connection.

Goudy (2007) identified four distinct factors of local community satisfaction: residential satisfaction (housing and neighborhood), convenience satisfaction (availability of local resources), interpersonal satisfaction (neighborhood interaction, friends), and political satisfaction (delivery of services). Individuals experience community as an objective reality; at the same time, they are subjectively creating it, that is to say, it is an emergent, multidimensional phenomenon, which is a function of opportunities and access present in their community. Brown (2003), points out that community relation cannot be objectively measured across all communities, places, and times. The concept emerges from the social interaction of people in a particular place and time, so emergent outcomes are not entirely predictable, but some patterns can be identified, because people typically act within known and accepted social rules and norms.

Fuguit (2002) notes that measuring community relations may be understood as tridimensional composed of factual knowledge to provide the descriptive content, evaluative direction to suggest personal appraisal of a situation, and salience to indicate the relevance of a circumstance to the actor. Campbell and Morgan (1981) proposed models of environmental relations where community relations were one domain among many affecting persons in their daily life. The models show how objective environmental attributes lead to perceptions of environmental attributes then to assessments of environmental attributes, and, eventually, to relations levels. These models were instrumental in providing direction to subsequent research. In addition, the use of more sophisticated statistical analysis techniques made it easier to handle multiple measures of relations.

# 2.3.2 The concept of Corporate Social Responsibility

Corporate social responsibility is considered as the corporate responsibility against the society, people, and the environment in which the project is active and this goes beyond the economic considerations. Social responsibility is defined as follows in a more concrete definition: Corporate social responsibility is an activity that provides the social benefits and beyond it the project benefit is the thing that is required by the law. Therefore, the social responsibility means going beyond the law. For example, projects that do not discriminate women and other minorities are not acting based on the social responsibility because the lack of discrimination against minorities is a principle that all companies should observe it. In this pyramid economic responsibility is based on legal, ethical and humanitarian responsibilities and then each pyramid is raised (Karima and Ejok, 2006).

The term that is used more than any other term along with business ethics is corporate social responsibility as if its observance by the project means the ethicality of the project and its lack of observance means the unethicality of a project. Most of modern projects have not accepted the suggestions of these liberal theorists such as Milton Friedman (2007) about the importance of social responsibility. Perhaps the term that is used more than any other term along with business ethics is corporate social responsibility and believe that in order to be successful in business, they should perform their responsibility towards the community and all those who are affected by the project activities Kim (2010).

Carroll and Smith (2001) observed three types of corporate social responsibility including ethical, charitable and strategic. Corporate social responsibility is ethically necessary in the concepts of ethical duties and ground responsibilities. Corporate social responsibility is beyond the economic and legal obligations of a company in order to avoid social harm and damage. Corporate social responsibility is humanitarian and philanthropic participation of various social stakeholders (Karmis and Kuel 2013). The humanitarian activity is obtained after social welfare and to help improve life quality. The third type Lantos of corporate social responsibility is the strategic corporate social responsibility that refers to the philosophy aimed at achieving strategic business goals while maintaining social value.

Lazzari (2018) explains that charitable CSR is most often seen in the form of financial contributions, but it can also include time and resources. The concept behind charitable CSR involves making an effort to drive social change and it not only the charitable donations that can go toward any number of direct-giving scenarios. Charitable CSR involves finding a long-term solution to communities, rather than delivering temporary relief. Zach (2018) in his words argues that on the corporate level, charitable CSR is practiced in many different ways where corporations simply donate money to causes that are intended to bring about social change. They may or may not place their brand on the cause and take credit for the resources offered because this kind of giving often happens without any direct involvement outside of the funds offered.

Piotr (2016) states that, environmental CSR refers to a company's duties to abstain from damaging natural environments. The environmental aspect of CSR has been debated over the past few decades, as stakeholders increasingly require projects to become more environmentally aware and socially responsible. In the traditional business model, environmental protection was considered only in relation to the "public interest". Hitherto, governments had maintained principal responsibility for ensuring environmental management and conservation. Muammer (2019) observed that the public sector has been focused on the development of regulations and the imposition of sanctions as a means to facilitating environmental protection. Recently, the government aided projects have adopted the approach of co-responsibility towards the prevention and alleviation of environmental damage. The projects and their roles have been changing becoming more active in the protection of the environment. Many governments, corporations, and big companies are now providing strategies for environmental protection and economic growth.

Spence (2003) asserts that ethical CSR embraces activities and activities that are expected or prohibited by societal members even though they are not codified into law. Ethical responsibilities embody the range of norms, standards, and expectations that reflect a concern for what communities and shareholders regard as fair, to protection moral rights. In one sense, changes in ethics or values precede the establishment of laws because they become the1 driving forces behind the very creation of laws and regulations. For example, the civil rights, environmental, and community movements reflect basic alterations in societal values and thus may be seen as ethical bellwethers foreshadowing and leading to later legislation. In another sense, ethical responsibilities reflect newly emerging values and norms that society expects business to meet, even though they may exhibit a higher standard of performance than that currently required by law.

Karmis and Kuel (2013) assert that the project and stakeholders under CSR are divided into three levels. The first level is the economic CSR that its force is high such that the project puts its survival in danger by its lack of observation. In this level, low percentage of internal and external stakeholders is considered. Karmis adds that among the internal stakeholders the owners and shareholders are considered due to the investment and among the external shareholders the communities are highly considered. Neves (2015), notes that the second level of stakeholders considers the legal and social requirements. In fact, the project tries to follow the legal requirements imposed by regulatory bodies and consider those beneficiaries that their rights are considered by law. Ethics appear at the third level of social responsibility. In this level the project goes beyond the imperatives of community relations and legal requirements and strives to respect ethical principles in relation to society. At this level, even if a moral activity is against the morality of a project, the project performs it (Lima, 2011).

# 2.3.3 Charitable CSR activities and community relations

Charity CSR has objectives of benefitting social welfare and financial community relations. Charity, whether-strategic or not, is generally perceived as a discretionary activity (Griffin 2004). As a discretionary activity, charity is distinguished from the other three tiers of the Corporate Social Responsibility pyramid: obeying the law and being ethical are generally perceived as non-discretionary activities.

In developing countries like Indonesia, CSR is most commonly associated with charity that is through corporate social investment in education, health, sports development, the environment, and other community services (Visser, 2008). Whether it considered as CSR or not, charity, donation, compensation and disaster relief are the most common charitable action of most companies and projects. Despite the fact charity CSR action is very popular especially for community relations, this approach is believed as the obsolete one. The charitable action known in another term as corporate social stewardship has been used formally in 1950s—1960s (Lawrence and Brent 2014). Furthermore corporate social stewardship has been believed to be practice with the main aim of balancing social pressure.

Noam (2011) explains that charitable CSR is a means of gaining social status and, as such, can be a source of self-oriented, extrinsic value. A discretionary responsibility of a firm that involves choosing how it will voluntarily allocate resources to charitable or social service activities in order to reach marketing and other business-related objectives of which there are no clear social expectations as to how the firm should perform (Ricks, 2005).

The improved relationship between charitable CSR and community relations is used to establish and maintain good relationship with the host communities. This relationship is expected to be a mutual beneficial one that results in community support, community loyalty, company goodwill (Desatnik, 2000). Bhatt (2013) explained government projects engage in traditional corporate charity through activities that include matched giving, charitable contributions, volunteerism, and product donations. The role of most projects is focused on strategic charitable CSR and strategic investments. Strategic charitable CSR moves from a passive to an active approach in philanthropy. It is a strategic partnership linking the resources that the company has to offer with a variety of partners on the ground. In addition, strategic charitable CSR is a shift from volunteerism to sharing technical expertise; from product donation to unlocking a more efficient system together with partners.

Boris (2015) points out that the way most corporate charitable activities are practiced today seems to be diffused and unfocused. Most charitable CSR consist of numerous small cash donations given to aid local civic causes or provide general operating support to communities and national charities in the hope of generating goodwill among employees, customers, and the local community. Micheal (2014) observed that rather than being tied to well-thought-out social or business objectives, the contributions often reflect the personal beliefs and values of project managers. The role of CSR professionals and especially community relations and grant makers has become increasingly specialized and more valuable as CSR has become a disciplined business practice in corporations. The purpose is to not only create a positive reputation for the companies they work for, but moreover to build vibrant activities and relationships that truly create a triple bottom line impact on the implementation of the project.

# 2.3.4 Environmental CSR and community relations

Turker (2009) explains that Environmental CSR is a concept where companies integrate environmental concerns in their business operations and the interaction with stakeholders, without compromising economic performance. CSR is increasingly becoming a topic of interest among academicians, where it has been accepted as a potentially valuable approach in building long term relationship with both internal and external stakeholders of the business entity. In the same regard, Environmental CSR is a set of initiatives aimed at mitigating organisation's impact on the natural environment. The initiatives can include changes to the organisation's products, processes, and policies, such as reducing energy consumption and waste generation, using ecological sustainable resources, and implementing an environment management system. The concept of Environmental CSR refers not to what a firm should do, but to the initiatives that reduced the organisation's ecological footprint.

An important justification for attempting to explore the environmental dimension of CSR lies in the fundamental idea around which the "green business project is built. A project that truly embraced environmental protection and sustainability has to have a holistic and consistent strategic management approach (Manoff, 2009). The project members are expected to hold shared assumptions and beliefs about the importance of balancing economic efficiency, social equity and environmental accountability. The projects need to show enduring consistency in its commitment to every aspect of environmental protection and sustainability challenges. The motivation to be consistent when implementing an environmentally sustainable approach in every aspect of the CSR initiatives is an outcome of environmental concerns.

As this is an exploratory attempt to relate environmental CSR to positive community relations, the researcher refers to established studies about CSR in attempting to identify its dimensions. The choice of dimensions has to take into consideration of two important factors. Firstly, the environmental CSR dimensions have to be potentially relevant to community-level response in order to integrate it into the project's overall marketing strategy. Communities must be able to relate to the environmental CSR initiatives that are being implemented by the project before they could form an opinion of it. Secondly, the choice of the initial dimensions of environmental CSR is made based on parsimonious considerations (Sekaran, 2003).

The conceptual dimensions of environmental CSR are adapted from existing studies where projects could relate to the community's CSR initiative. There are community behaviour related studies that approached CSR as a un-dimensio.nal construct (Pivato and Miguel, 2008) while others approach it as having multi-dimensions, however, the model itself ironically did not specifically mention environmental protection as a dimension of CSR. This means that the dimensions of environmental CSR are environmental philanthropy, environmental community involvement, and environmental community wellbeing.

Environmental-charitable social responsibility is a core category of Environmental CSR where an organization's desire to promote the welfare of others, expressed especially by generous donation of money to good causes concerning the environment. In a clearer context of Environmental CSR, the concept could be seen through providing financial resources to implement activities to enhance environmental awareness and responses among publics. Environmental community involvements are initiatives through social and community involvement and can be accomplished with the involvement of members of community in any CSR programs (Rahman, 2011). Conventional CSR activities to social and community would usually involve programs such as organizing blood donations, walk marathon to supports cancer patients or sponsoring charity events.

After witnessing an increase in environmental catastrophes that was contributed by the unscrupulous business interest and human careless attitude (Banyte and Ali 2010), business projects is turning to CSR as its payback tool. Companies actively seek to integrate environmental consideration into their operation and activities and these include promoting the advantages of eco-friendly products. Rahman and Rahim (2011) made a comprehensive effort to trace empirical studies that have attempted to conceptualize environmental CSR and eventually developed a reliable and valid measurement instrument. While concluding that environmental CSR is a multidimensional construct, most of the dimensions cited in their study are more relevant to community relations issues and project performance as the unit of analysis.

# 2.3.5 Ethical CSR activities and community relations

The CSR Voluntary Guidelines (2009) have very rightly provided that, government systems of a company should be underpinned by ethics, transparency and accountability. The systems should not engage in business activities that are abusive, unfair, and corrupt or anti-competitive. Anand (2002) states that CSR is known by a number of names that include corporate responsibility, corporate accountability, corporate ethics, corporate citizenship or stewardship, responsible entrepreneurship, and triple bottom line to name just a few. CSR is a concept, whereby, companies integrate social and environmental concerns into their business operations and in their interaction with their stakeholders (communities, shareholders, investors, local communities, government), on a voluntary basis.

Bansal and Cross (2003) asserts that CSR is closely linked with the principles of sustainability which argue that enterprises should make decisions based not only on financial factors such as profits or dividends, but also based on the immediate and long-term social and environmental consequences of their activities. CSR has become prominent in the language and strategy of business and by the growth of dedicated CSR organisations globally. Chakraborty (2001) notes that, governments and international government organizations are increasingly encouraging CSR, and, forming CSR partnerships.

Lockwood (2004) asserts that ethical responsibilities embrace activities and activities that are expected or prohibited by societal members even though they are not codified into law. Ethical responsibilities embody the range of norms, standards, and expectations that reflect a concern for what consumers, shareholders, and the community regard as fair, to protection moral rights. In one sense, changes in ethics or values precede the establishment of laws because they become the driving forces behind the very creation of laws and regulations. For example, the civil rights, environmental, and consumer movements reflect basic alterations in societal values and thus may be seen as ethical bellwethers foreshadowing and leading to later legislation. In another sense, ethical responsibilities reflect newly emerging values and norms that society expects business to meet, even though they may exhibit a higher standard of performance than that currently required by law.

Hartigan (2008) points out that building on a base of compliance with legislation and regulations, CSR typically includes beyond law commitments and activities pertaining to corporate governance and ethics, health and safety, environmental stewardship, human rights (including core labour rights), sustainable development, conditions of work including safety, industrial relations and community involvement, development and investment; involvement of and respect for diverse cultures and disadvantaged peoples; community relations and adherence to principles of fair competition; anti-bribery and anti-corruption measures; accountability, transparency and performance reporting; and supplier relations, for both domestic and international supply chains corporate philanthropy and community volunteering. In addition, Micheal (2004) states that CSR is thus only about two aspects of reducing the negative effects comprised of a step taken by a company to neutralize, minimize or offset the harmful effects caused by its processes and increasing the positive contributions comprised of further steps taken using its resources, core competence, skills, location and fund for the benefit of people and environment.

Philip (2003) notes that in any organization, from the top management to community members at all levels, ethics is considered as everybody's business. It is not just only achieving high levels of economic performance, but also to conduct one of business's most important social challenges, ethically. Spence (2003) explains that ethics in business is nothing but the do's and don'ts by the business users in business. It is based on a set of moral and ethical values and these values must be absolute. At one side business enterprise are coping up with intense emerged competition and on the other side they are violating the principles of proper public conduct. In the wake of mounting scandals, corporations all around the world are adopting ethical conduct, code of ethics. They are excellent organization projects, which have shown a spurt of activity towards evaluation of goals, concepts, values management and conduct. At present, there is a growing recognition among corporate leaders that corporate social responsibility has to be based on an enduring ethical foundation. Ethics today is very wide segment. It is simple and counterintuitive leading to truth, of course, not everything that is true, is obvious or simple.

Figure 2.1: Conceptual framework showing the relationship between corporate social responsibility and community relations

**Independent variable Dependent variable**

**Corporate social responsibility**

* Charitable CSR
* Environmental CSR
* Ethical CSR

**Community relations**

* Social relations
* Economic relations
* Health relations
* Community wellbeing
* Government policy
* Project priority

**Source:** Adopted from Heaton (2009) and modified by the researcher 2021

The conceptual framework reflects two variables namely corporate social responsibility as the independent variable and community relations among government aided projects as the dependent variable. In other words, it's conceptualized that community relations among government aided projects depends on corporate social responsibility. In the current study, the dimensions of corporate social responsibility include charitable CSR, environmental CSR and ethical CSR can lead to a direct impact on community relations by affecting dimensions such as community social relations, economic relations, health relations and wellbeing.

Despite the relationship between the independent variable and dependent variable, other intervening variables exist and can affect both variable outcomes. All the above elements of the independent variable were assessed and their relationship with community relations among government aided projects.

# CHAPTER THREE

# RESEARCH METHODOLOGY

# 3.1 Introduction

This chapter presents issues relating to the research design that shall be adapted for the study; highlighting the study population, sample size as well as the sampling procedure or techniques. The methods and tools that were used for data collection, procedures to be followed during the collection of data and data analysis techniques are also discussed in this chapter.

# 3.2 Research design

According to Owen (1996) a research design is an outline of how an investigation is carried out and indicates how data is to be collected, what instruments to be used and how the data was collected and analyzed. Under this section the following are identified, and explained research approach, research strategy, and research duration and research classification.

# 3.2.1 Research approach

The research approach is important because it can be used to test the validity of the research hypothesis. In the research approach the researcher used a phenomenological approach which focuses on commonality of lived experience within a particular group. In this study, the fundamental goal of the phenomenological approach was to arrive at the description of the nature of CSR and community relations by the respondents.

# 3.2.2 Research strategy

Research strategy is a methodology that helps the researcher to examine the research issue. The study used a case study as the research strategy. This involved a detailed examination of Karuma dam project on how CSR is implemented to facilitate community relations.

# 3.2.3 Research duration

The study adopted a longitudinal approach basing on four years (2017-2021) to gather the relevant information about the variables. The researcher carried out the study in a period of six months. Data was collected between the month of July and December 2021, the researcher believed this was enough time to collect and provide the most relevant and reliable information of the study.

# 3.2.4 Research classification

Gossa (2016) explains that this means understanding the specific type of research to be used, it is important because it explains the purpose of carrying out the research. The study used quantitative and qualitative techniques. Quantitative data involves collecting and converting data into numerical form, hence use of statistical calculations in computing the responses from respondents under the questionnaire instrument and also computing the hypothesis where conclusions were drawn. Qualitative data provides details in understanding the study! problem, in this study this is community relations therefore, the qualitative data was used to capture feelings, thoughts and experiences of respondents through questions that were posed in the interview sessions.

# 3.3 Study population

Population is referred to as a full set of cases from which a sample is taken (Saunders, 2007). The study population refers to the events or things of interest or group of people that the researcher wishes to investigate. (Dooley, 1995) defines a study population as the collection of individual units or respondents to whom the results of a survey are to be generalized. The total number of the study population is 544 and it is made up of people at the district headquarters, sub-county chiefs and sub-county community development officers.

# 3.4 Sample size and selection

The study used the Yamane formula of sample determination (1967:886) to determine the sample size as shown below.

 n = N Where

 1 + N (e2) n = Sample size

 n = 191 N= Population size

 1 + 191 (0.052)

 e = margin of error at 95%

 n = 191

 1 + 191 (0.0025)

 n = 129

Table 3.1: Population and sample size distribution

|  |  |  |  |
| --- | --- | --- | --- |
| **Respondents** | **Population** | **Sample size** | **Sampling method** |
| Monitoring team | 45 | 30 | Simple random sampling |
| Evaluation team | 70 | 47 | Purposive sampling |
| Management team | 20 | 14 | Purposive sampling |
| Community members | 56 | 38 | Simple random sampling |
| Total | 191 | 129 |  |

**Source: Primary data**

# 3.4.1 Background information of the respondents

This section presents the background information that was collected from respondents.

Out of the 129 questionnaires distributed, 101 respondents filled and returned the questionnaires representing 78.3% response rate which is acceptable in making conclusions since it is above .70 or 70%. The 101 filled questionnaires are the basis of reporting in this chapter and the subsequent chapters.

# 3.4.2 Gender of respondents

The respondents were asked to identify the gender in which they belonged to; responses to the

Table 3.2: Gender

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Male | 48 | 47.5 | 47.5 | 47.5 |
|  Female | 53 | 52.5 | 52.5 | 100.0 |
| Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

According to results in table 3.2, it is revealed that 52.5% of the respondents were females while 47.5% were males. This means that most of the duties and activities at Karuma dam are performed by females. The results also imply to mean that all respondents were well represented in terms of gender and hence the study did not suffer from gender bias.

# 3.4.3 Age of respondents

Respondents were asked to identify the age group that they belonged to, results to the question are summarized.

Table 3.3: Age (in years)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency**  | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid 20-30 Years | 33 | 32.7 | 32.7 | 32.7 |
|  31- 40 Years | 37 | 36.6 | 36.6 | 69.3 |
|  41-50 Years | 24 | 23.8 | 23.8 | 98.1 |
|  Above 50 Years | 7 | 6.9 | 6.9 | 100.0 |
|  **Total** | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in table 3.3, results show that 32.7% were aged between 20-30 years, 36.6% were aged between 31-40 years, and 23.8% were aged between 41-50 years while 6.9% were aged above 50 years. The results imply that all respondents were adults and mature to understand both concept of CSR and community relations hence provided valid information.

# 3.4.4 Period of service at Karuma dam

Respondents were also asked to clarify on the period (in years) that they had served in Karuma dam. Responses to the question are presented in table 3.4

Table 3.4: Period of service at Karuma dam (in years)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent** | **Cumulative Percent** |
| Valid Below 2 years | 46 | 45.5 | 45.5 | 15.5 |
|  2-5 years | 55 | 54.5 | 54.5 | 100.0 |
| **Total** | 101 | 100.0 | 100.0  |  |

**Source: Primary data**

Results in table 3.4 revealed that 26.7% had served for a period below 2 years while 29.7% had served for a period between 2-5 years. Since the construction of the dam started in April 2015, there was no respondent who had served above the period indicated in the table 3.4j above. This means that respondents had served for a recognizable period of time to be conversant about the study variables, hence provided reliable and relevant information for the study.

# 3.4.5 Highest level of education

Respondents were also asked to identify their highest level of education, responses to this question are highlighted Table 3.5:

Table 3.5 Highest level in of education

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Certificate | 12 | 11.9  | 11.9 | 1 1.9 |
| Diploma | 21 | 20.8  | 20.8 | 32.7 |
| Bachelor's degree | 38 | 37.6  | 37.6 | 70.3 |
| Master's degree | 19 | 18.8 | 18.8 | 89.1 |
| If others, specify | 11 | 10.9  | 10.9 | 100.0 |
| **Total** | 101 | 100.0  | 100.0 |  |

**Source: Primary data**

The results in table 3.5 indicate that 11.9% of the respondents had certificate qualification, 20 had diploma, 37.6% had bachelor's degree, and 18.8% had master's degree while 10.9% specified they had qualifications such as doctorates. The results are implied to mean that a higher combined percentage of respondents had attained a recognizable and acceptable level of education in various fields; this means that they were assumed to have prior knowledge and understanding how to interpret or comprehend statements in the study instruments, hence provided reliable information for analysis.

# 3.5 Sampling method

According to McCabe (2005), sampling methods are important in identifying the population of interest. In this study, the following are the sampling methods that were employed. The researcher used purposive method of sampling to select respondents from management team; these are expected to have firsthand information about the study variables. This method is important because it is dictated by the nature of the study which aims at getting information from specific respondents.

Simple random sampling was also used to select respondents from monitoring and evaluation teams. This method is important because it gives respondents equal chances of participating in the study and as such eliminating elements of bias.

# 3.6 Data collection sources

According to Weiner, (1995), data collection is a standout amongst the most essential stages in carrying on a research. It helps in figuring out what sort of data is needed.

**Primary data**

Primary data is data that is collected by a researcher from first-hand sources. In this study, primary data was collected directly from primary sources with the aim of gathering richness of information from most reliable and informed respondents about the current situation) of the study problem.

**Secondary data**

Secondary data is data gathered from studies, surveys, or experiments that have been run by other people or for other research. The current study gathered information from secondary sources because it has a pre-established degree of validity and reliability which need not be re-examined by the researcher.

# 3.7 Data collection methods

Ormrod, (2001) stated that data collection methods are an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results.

# 3.7.1 Interview

Andrea (2014) states that interview method of data collection is a verbal conversation between two people with the objective of collecting relevant information for the purpose of research. The purposes of the interview is to explore the views, experiences, beliefs and/or motivations of individuals on specific matters and are particularly appropriate for exploring issues where participants may not want to talk about such issues in a group environment.

# 3.7.2 Survey Questionnaire method

A survey questionnaire is a set of questions used in a survey (Andrea, 2014).'The survey questionnaire is a type of data gathering method that is utilized to collect, analyze and interpret the different views of a group of people from a particular population. The method was used because data can be collected relatively quickly since the researcher does no need to be present when the questionnaires are being completed.

# 3.7.3 Document analysis

According to Brent (2003), document review involves systematic data collection from existing records. This method was used to gather information about the study variables that is CSR and community relations. This method was used because a lot of information can be reviewed to provide the most reliable and relevant information. The researcher reviewed project implementation reports at Karuma dam to find out how community relations have facilitating the operation of the project.

# 3.8 Data collection instruments

According to Abawi (2014), the following are important in collecting valid and reliable information of the study.

# 3.8.1 Interview guide

The interview guide is a list of questions a researcher asks participants during the interview (Angus, 2000). The researcher designed structured interview guide where each respondent was asked the same question in the same order. Respondents from management team were the most emphasised to answer questions from the interview guide. The researcher clearly expressed the purpose of the interview and started with the neutral questions to facilitate free flow of information.

# 3.8.2 Document review checklist

Document review is a systematic collection, documentation, analysis and interpretation, and organization of data as a data collection method in research. The document review was used to collect secondary data because the process can be done independently without needing to solicit extensive input from other sources.

# 3.8.3 Self-administered questionnaire

Smedts (2009) asserts that a self-administered questionnaire (SAQ) refers to a questionnaire that has been designed specifically to be completed by a respondent without intervention of the researchers. The questionnaire comprised of statements requiring the respondents to opt for one out of the five opinions using the 5-point Likert scale with strongly disagree 1. disagreed, not sure =3, agree = 4 and strongly agree = 5. The questionnaires were distributed to all 101 respondents from monitoring team, evaluation team and management team because they are assumed to have prior knowledge about the practice of CSR and how it contributes to community relations. The questionnaire approach was self-administered

# 3.8.4 Validity of the instrument

Cresswell (1997) states that validity is used to determine whether research instruments measure what it intended to measure and to approximate the truthfulness of the results. A pre-test of the research instrument to establish its validity was done. With the aim of completing the research in time, the instrument was given to only 10 experts who gave their opinions on the relevance of the questions using a 5- point scale of relevant to not relevant. Items that were found not to be relevant were eliminated and those found not to be understood were adjusted for clarity. The validity of the research instruments was determined using the content validity ratio because the method can evaluate whether test items assess defined content of the study.

**Content relevance scale**

I: Irrelevant item, 2: Somewhat relevant, 3: Mostly relevant, 4: Extremely relevant

**For item 1 (Charitable CSR): Three experts rated the item "2" and seven experts rated it "3"**

CVR= Proportion of experts who rated item as content valid (a rating of 3 or 4)/ Total number of experts who rated it

CVRr- 7/10, this means that the content validity ratio is 0.70

**For item 2 (Environmental CSR): Two experts rated the item "2" and eight experts rated it “4”.**

CVR= Proportion of experts who rated item as content valid (a rating of 3 or 4)/ Total number of experts who rated it.

CVR= 8/10, this means that the content validity ratio is 0.80

**For item 3 (Ethical CSR): Three experts rated the item "1" and Nine experts rated it "3"**

CVR= Proportion of experts who rated item as content valid (a rating of 3 or 4)/ Total number of experts who rated it

CVR: = 9/10, this means that the content validity ratio is 0.90

Overall CVR= (0.70+0.80+0.90)/3= 0.80

It can be concluded that, basing on the content validity ratio results of the variables above, leads to an overall CVR of 0.80.

# 3.8.5 Reliability of the instrument

Reliability is the degree to which an assessment tool produces stable and consistent results (Fraser, 2004). This is important because it enabled the researcher to make meaningful conclusions of the study. Reliability of the questionnaire items was tested using the Cronbach's alpha coefficient test. Only factors that loaded above 0.7 were considered in the final questionnaire for data collection. The reliability of the instruments was tested using Cronbach's Alpha under SPSS; the results are presented in the table below;

Table 3.6: Reliability Statistics for Charitable CSR

|  |  |
| --- | --- |
| Cronbach's Alpha | N of Items |
| .885 | 10 |

**Source: Primary data**

Table 3.7: Reliability Statistics for Environmental CSR

|  |  |
| --- | --- |
| Cronbach's Alpha | N of Items |
| .884 | 10 |

**Source: Primary data**

Table 3.8: Reliability Statistics for Ethical CSR

|  |  |
| --- | --- |
| Cronbach's Alpha | N of Items |
| .885 | 10 |

**Source: Primary data**

**Overall Reliability results**

Table 3.9: Reliability Statistics

|  |  |
| --- | --- |
| Cronbach's Alpha | N of Items |
| .906 | 29 |

**Source: Primary data**

The researcher established the reliability results for charitable CSR, which comprised of 10 items was .885 as indicated in table 3.6

The researcher established the reliability (results for environmental CSR, which comprised of 10 items was .884 as indicated in table 3.7

The researcher established the reliability results for ethical CSR, which comprised of 10 items was .885 as indicated in table 3.8.

The overall reliability test results was represented by r<0.906 which is above average as recommended by Selkar (2003)

# 3.9 Data processing

The collected data was edited, coded and cross checked for completeness using Ms Excel and exported to Statistical Package for Social Sciences version 25 for analysis.

# 3.9.1 Data analysis

After processing, the cleaned data was analysed using both descriptive and inferential statistics with the help of the SPSS software version 25. Will (2018) defines descriptive statistics as brief descriptive coefficients that summarise a given data set, which can be either a representation of the entire or a sample of a population. The expected results under descriptive statistics are broken down into central tendency and measures of variability such as standard deviation, variance, and the minimum and maximum variables. On the other hand, Will (2018) defines inferential statistics as one of the two main branches of statistics. Inferential statistics use a random sample of data taken from a population to describe and make inferences about the population.

# 3.9.2 Limitation of the study

Low-response: The researcher faced a problem of non-response from the respondents about particular questions especially through interview sessions probably because they were too busy.

The researcher overcame this limitation by administering many questionnaires as possible so as to eliminate higher likelihood of low response.

# 3.9.3 Ethical considerations

The researcher ensured voluntary participation of the respondents and avoided the use of offensive, discriminatory, or other unacceptable language in the formulation of data collection instruments. In addition, the researcher maintained the highest level of objectivity in discussions and analysis throughout the research.

# CHAPTER FOUR

# CHARITABLE CSR ACTIVITIES AND COMMUNITY RELATIONS AT KARUMA DAM PROJECT

# 4.0 Introduction

Chapter four presents the findings on charitable corporate social responsibility activities and community relations at Karuma dam project. The chapter begins with the descriptive statistical results and ends with inferential statistics testing for hypothesis.

# 4.1 Descriptive statistics on the effect of charitable CSR activities on community relations at Karuma dam project.

Descriptive statistics is a term given to the analysis of data with the intention of helping to describe or summarise data in a meaningful way such that desired patterns might emerge from the data. In relation to objective one, the descriptive data was presented in form of frequencies and percentages of the collected data.

# 4.1.1 Karuma dam participates in restoration of destroyed homes in host communities

Respondents were asked whether Karuma dam participates in restoration of destroyed homes in host communities. Responses to the question are presented in table 4-1

Table 4.1 Karuma dam participates in restoration of destroyed homes in host communities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Strongly disagree | 7 | 6.9 | 6.9  | 6.9 |
| Disagree | 8 | 7.9 | 7.9 | 14.9 |
| Not sure | 12 | 11.9 | 11.9 | 26.7 |
| Agree | 31 | 30.7 | 30.7 | 57.4 |
| Strongly agree | 43 | 42.6 | 42.6 | 100.0 |
| **Total** | 101 | 100.0 | 1 00.0 |  |

**Source: Primary data**

The results in table 4.1 indicate the 6.9% of the respondents strongly disagreed, 7.9% disagreed, 11.9% were not sure, 30.7% agreed while 42.6% strongly agreed. The results show that there was a combined percentage of 73.3% who generally agreed to the statement, this can be interpreted to mean that a large number of destroyed homes in host communities were restored. Respondents noted that destroyed homes of several local community members have been fully paid; this was done to mitigate the negative effects of the construction of the dam. However 14.8% of the respondent argued some resident's homers have not yet been fully restored; during an interview session, one respondent noted that;

*"I was compensated Shs25m for the land, but 1 asked for Shs290m to relocate the shrine and spirit. Officials from Kagga and Partners and ministry of Energy promised to pay me so that I relocate but this money has not been paid to me,” she said.*

This means that the restoration of homes in the host communities of Masindi and Gulu have not yet been accomplished through charitable CSR.

# 4.1.2 Karuma dam participates in local projects like construction of boreholes for clean water

Respondents were asked whether Karuma dam participates in local projects like construction of boreholes clean water.

Table 4.2 Karuma dam participates in local projects like construction of boreholes for clean water

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent** | **Cumulative Percent** |
| Valid Strongly disagree  | 11 | 10.9 | 10.9 | 10.9 |
| Disagree | 10 | 9.9 | 9.9 | 20.8 |
| Not sure | 7, | 6.9 | 6.9 | 27.7 |
| Agree | 27 | 26.7 | 26.7 | 54.5 |
| Strongly agree | 46 | 45.5 | 45.5 | 100.0 |
| **Total** | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

According to results in table 4.2, it is indicated that 10.9% of the respondents strongly disagreed, 9.9% disagreed, 6.9% were not sure, 26.7% agreed while 45.5% strongly agreed respectively. Since majority of the respondents 72.2% generally agreed, it can be implied to mean; that there is increased access to clean water in the host communities. It was also indicated that the dam management achieved this by providing low cost manually constructed boreholes and hand dug wells with pumps. This means the dam's CSR is providing a better quality life for residents in host communities. However, 10.9% and 9.9% generally disagreed to the statement arguing that the construction of the dams is not developed in all parts of the district. This has come with challenge of many people living in the two districts still get water from shallow wells and streams that dry out in the dry season, which leads to water borne diseases.

# 4.1.3 Karuma dam participates in improving education in the host communities

Respondents were also asked whether Karuma dam participates in improving education in the host communities. Responses to the question are highlighted in table 4.3

Table 4.3: Karuma dam participates in improving education in the host communities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Valid Strongly disagree | 15 | 14.9 | 14.9 | 14.9 |
| Disagree- | 26 | 25.7 | 25.7 | 40.6 |
| Not sure | 9 | 8.9 | 8.9 | 49.5 |
| Agree | 22 | 21.8 | 21.8 | 71.3 |
| Strongly agree | 29 | 28.7 | 28.7 | 100.0 |
| **Total** | 101 | 100.0 | 100.0  |  |

**Source: Primary data**

The results in table 4.3 indicate that 14.9% of the respondents strongly disagreed, 25.7% disagreed, 8.9% were not sure, 21.8% agreed while 28.7% strongly agreed respectively. Since majority of the respondents generally agreed to the statement, it can be implied to mean that literacy levels in the host communities are improving. It was noted that the government aims at mitigating social challenges in the two districts that arose from the construction of the 183MW Karuma Hydropower Dam; this is done under the Community Development Action Plan with much emphasis on construction and upgrading of schools. Some of the beneficiaries in the two districts include Karuma Primary School, Karuma Parents Sec School, Busaana Sec School, Anyeke Health Centre IV and AWOO Health Centre. These schools have been given funds to construct school libraries and school pit latrines.

# 4.1.4 Karuma dam participates in monetary donations to support the poor in the host communities

Respondents were asked whether the dam also participates in monetary donations to support the poor in the host communities. Responses to the question are obtained in table 4.4

Table 4.4: Karuma dam participates in monetary donations to support the poor in the host communities

|  |  |  |  |
| --- | --- | --- | --- |
|  **Frequency** | **percent** | **Valid Percent** | **Cumulative Percent** |
| Valid Strongly disagree 30 | 29.7 | 29.7 | 29.7 |
| Disagree 39 | 38.6 | 38.6 | 68.3 |
| Not sure 11 | 10.9 | 10.9 | 79.2 |
| Agree 14 | 13.9 | 13.9 | 93.1 |
| Strongly agree 7 | 6.9 | 6.9 | 100.0 |
| Total 101 | 100.0 | 100.0 |  |

**Source: Primary data**

The results in table 4.4 indicate that 29.7% strongly disagreed, 38.6% disagreed, 10.9% were not sure, 13.9% agreed while 6.9% strongly agreed respectively. 'The results also indicate that there was a combined percentage of 68.3% who generally disagreed to the statement. 'This can be used to conclude that the dam does not take much initiative in giving out money to host communities. During an interview session, one key respondent expressed that;

"Monetary donations at this stage of the project are not yet considered, this is because there is a need for government to consider undertaking processes to set aside this interpretation. Otherwise government infrastructure projects will, become expensive as compensation has to be done not only for land but far rocks, murram and sand found on the land. This factor alone is a contributing factor to limiting Karuma dam to give out money donations ".

# 4.1.5 Karuma dam participates in local projects like sports development in the host communities

Here the researcher sought to determine whether the dam participates in local projects like sports development in the host communities. Responses to the question are captured in table 4.5

Table 4.5 Karuma dam participates in local projects like sports development in the host communities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 29 | 28.7 | 28.7 | 28.7 |
|  Disagree | 33 | 32.7 | 32.7 | 61.4 |
|  Not sure | 8 | 7.9 | 7.9 | 69.3 |
|  Agree | 12 | 1 1.9 | 1 1.9 | 81.2 |
|  Strongly agree | 19 | 18.8 | 18.8  | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

According to results in table 4.5, it is seen that 28.7% of the respondents strongly disagreed, 32.7% disagreed, 7.9% were not sure, 11.9% agreed while 18.8% strongly agreed respectively. A combined percentage of 61.4% generally disagreed to the statement. This can be interpreted to mean that the dam does not make efforts in bridging the gap between its operation and host communities through sports. It was noted that sports events need funding, yet the objectives and financial goals of Karuma dam do not involve participation in sports. However, a combined percentage of 30.7% mentioned that the villages in the host communities on several instances has organised sports events and issued invites to the management of Karuma dam, though these are always rejected.

# 4.1.6 Karuma dam participates in the restoration of the destroyed cultural sites in the host communities

The respondents were also asked whether the dam participates in the restoration of the destroyed cultural sites in the host communities. The responses to the question are presented in table 4.6

Table 4.6 Karuma dam participates in the restoration of the destroyed cultural sites in the host communities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Not sure | 11 | 10.9 | 10.9 | 10.9 |
|  Agree | 36 | 35.6 | 35.6 | 46.5 |
|  Strongly agree | 54 | 53.5 | 53.5 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

The results in table 4.6 show that 10.9% of the respondents were not sure to the statement, 35.6% agreed while 53.5% strongly agreed respectively. The results show a combined percentage of 89.1% generally agreed to the statement respectively. Respondents stated that the dam destroyed and restored the shrine of Karuka landing site and Karuma Falls Mutunda found at Karuma. It was stated that if the spirit was not relocated, it would have killed a number of people and affect Karuma dam construction works. The cultural sites have been one of Buganda's kingdom's fascinating tourism sites; it was among the major priorities in reclaiming the glory communities of the host communities.

# 4.1.7 Karuma dam participates in improving health standards provision in host communities

Respondents were also asked whether the dam participates in improving health standards provision in host communities. Responses to the question are captured in table 4.7

Table 4.7: Karuma dam participates in improving health standards provision in host communities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 17 | 16.8 | 16.8 | 16.8 |
|  Disagree | 13 | 12.9 | 12.9 | 29.7 |
|  Not sure | 11 | 10.9 | 10.9 | 40.6 |
|  Agree | 29 | 28.7 | 28.7 | 69.3 |
|  Strongly agree | 31 | 30.7 | 30.7 | 100.0 |
|  Total | 101 | 100.0 | 100.0  |  |

**Source: Primary data**

The results in table 4.7 indicate that 16.8% of the respondents strongly disagreed, 12.9% disagreed, 10.9% were not sure, 28.7% agreed while 30.7% strongly agreed respectively. Since majority of the respondents generally a agreed, it can be implied to mean that the management of Karuma dam has improved on access to health services. Respondents noted that the scope of charitable CSR has been inclusive of the provision of health care services particularly Anyeke Health Centre IV in Masindi district which revealed that it has been tough for them to access various health services especially those that required specialized treatment. In response to this, the management of Karuma dam purchased medical supplies such as beds, a standby ease the provision of health services.

# 4.1.8 Karuma dam participates in the restoration of drowned fishing sites

The researcher sought to examine whether Karuma dam participates in the restoration of drowned fishing sites. The responses are captured in table 4.8

Table 4.8: Karuma dam participates in the restoration of drowned fishing sites

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 20 | 19.8 | 19.8 | 19.8 |
|  Disagree | 16 | 15.8 | 15.8 | 35.6 |
|  Not sure | 12 | 11.9 | 11.9 | 47.5 |
|  Agree | 24 | 23.8 | 23.8 | 71.3 |
|  Strongly agree | 29 | 28.7 | 28.7 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in table 4.8 it is revealed that 19.8% strongly disagreed, 15.8% disagreed, 1 1.9% were not sure, and 23.8% agreed while 28.7% strongly agreed respectively. The results show that there is a combined percentage of 52.5% who generally agreed, this means that the drowned fishing sites were restored to serve as a generating source of income. It was revealed that the construction of the dam did not only destroy property but also a drowned fishing site in the host communities, several species of fish was destroyed. However restoration of the fishing sites are ill due process and construction started though not yet completed. It was also noted that the poor local community members are still in bad terms with Karuma dam management over delayed restoration programmes initially communicated.

# 4.1.9 Karuma dam participates in restoration of destroyed rafting areas for tourists

Respondents were also asked whether the dam participates in restoration of destroyed rafting areas for tourists. Responses to the question are summarized in table 4.9

Table 4.9: Karuma dam participates in restoration of destroyed rafting areas for tourists

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 26 | 25.71 | 25.7 | 25.7 |
|  Disagree | 34 | 33.7 | 33.7 | 59.4 |
|  Not sure | 7 | 6.9 | 6.9 | 66.3 |
|  Agree | 14 | 13.9 | 13.9 | 80.2 |
|  Strongly agree | 20 | 19.8 | 19.8 | 100.0 |
|  Total | 101 | 100.0  | 100.0 |  |

**Source: Primary data**

The results in table 4.9 show that 25.7% strongly disagreed, 33.7% disagreed, 6.9% were not sure, 13.9% agreed while 19.8% strongly agreed respectively. The results show that there is a combined percentage of 59.4% of the respondents who generally disagreed to the statement. Since this was the majority it can be interpreted to mean that tourism in the area suffers since the rafting areas were a major adventure for tourism industry. It was revealed that the clam has not shown any intension in restoring the rafting areas, it was noted that this is because the dam site is used by companies running river kayaking trips. According to the people operating1 on the affected section of the Nile, there has been very little consultation on the impacts of the Karuma dam and where it was done; many of the companies were not involved.

# 4.2 Inferential Statistics testing for the effect of charitable CSR activities on community relations at Karuma dam project.

Dodge (2003) defines inferential statistics as random samples of data taken from a population to describe and make inferences about the study population. For purposes of this study, the hypothesis was subjected to correlation analysis and multiple regression analysis.

# 4.2.1 Correlation analysis for the effect of charitable CSR activities on community relations at Karuma dam project.

Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured variables. Correlation analysis is important because it helps the researcher establish if there are possible connections between the study variables (charitable CSR and community relations).

In an attempt of determining the relationship between charitable CSR activities and community relations at Karuma dam project, the study was subjected to Pearson's correlation analysis and results presented in table 4.10 .

**Table 4.10: Correlations**

|  |  |  |
| --- | --- | --- |
|  | Charitable CSR activities | Community Relations at Karuma dam |
| Charitable CSR activities | Pearson Correlation | 1 | -.651\*\* |
| Sig. (2-tailed)  |  | .000 |
| N | 101 | 101 |
| Community Relations Pearson at Karuma dam  | Pearson Correlation | -.65 1\*\* | .000 |
| Sig. (2-tailed)  |  |  |
| N | 101 | 101 |

\*\*. Correlation is significant at the 0.01 level (2-tailed).

As shown in table 4.10, the test revealed that there is a significant negative relationship between charitable CSR activities and community relations at Karuma dam, this was represented by (r

(101) = -.651, PO.OOl). This can be interpreted to mean that if charitable CSR activities at Karuma dam are held at a constant zero, community relations would reduce by a mean of -.651. This means that charitable CSR activities alone are not effective in improving on community relations at Karuma dam.

# 4.2.2 Regression Analysis for the effect of charitable CSR activities on community relations at Karuma dam project.

Regression analysis is a set of statistical processes for estimating the relationships among study variables (Freedman 2009). This type of analysis is important because it involves many techniques for modeling and analyzing several variables.

In order to determine whether there is no significant relationship between charitable CSR and community relations at Karuma dam, the researcher ran regression analysis and the results are obtained in table 4.11.

Table 14.11: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square  | Adjusted R Square  | Std. Hrror of the Kstimate |
| 1 | .651 | .424 | .418 | .93298 |

a. Predictors: (Constant), Charitable CSR activities

Adjusted R squared is coefficient of determination which tells the variation in the dependent variable due to changes in the independent variable, from the findings in table 4.1 1 the value of adjusted R squared was 0.418 an indication that there was variation of 41.8% on community relations at Karuma dam due to changes in Charitable CSR activities at 95% confidence interval. This shows that 41.8% changes on community relations at Karuma dam could be accounted for by Charitable CSR activities. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a moderate relationship between the study variables as shown by 0.651 or 65.1%.

# 4.2.3 ANOVA Tests for the effect of charitable CSR activities on community relations at Karuma dam project.

Bailey (2008) explains that Analysis of Variance (ANOVA) is a collection of statistical models and their associated estimation procedures used to analyse the differences among group means in a sample. ANOVA is important because) it provides a statistical test of whether two or more population means are equal.

Table 4.12: ANOVA" for charitable CSR and community relations

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | df | Mean Square | F | Sig- |
| 1 Regression | 63.470 | 1 | 63.470 | 72.916 | .000b |
|  Residual | 86.174 | 99 | .870 |  |  |
|  Total | 49.644 | 100 |  |  |  |

a. Dependent Variable: Community Relations at Karuma dam

b. Predictors: (Constant), Charitable CSR activities

Analysis of variance (ANOVA) was used to test the null hypothesis in table 4.12 and results indicated F= 72.916, p<000, in addition, the processed data, which is the population parameters, had a significance level of 0.001 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The results indicated that Charitable CSR activities significantly influence community relations at Karuma dam; this is because the significance value was less than 0.05, an indication that the model was statistically significant.

# 4.2.4 Coefficient Test for the effect of charitable CSR activities on community relations at Karuma dam project.

Steven (1994) explains that a coefficient is a multiplicative factor in some term of any expression where the variables appearing in the coefficients are often called parameters and must be clearly distinguished from other variables. Coefficients are important because they isolate the role of one variable from all the others in the model.

Table4.13: Coefficients

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | B | Unstandardized CoefficientsStd. Error | Standardized CoefficientsBeta | t | Sig. |
| 1 (Constant) | 6.172 | .277  |  | 22.255 | .000 |
| Charitable CSR activities | -.578  | .068  | -.651  | -8.539  | .000 |

a. Dependent Variable: Community Relations at Karuma dam

From the data in the table, the established regression equation was Y==6.172 K578Xi From the above regression equation it was revealed that holding charitable CSR activities to a constant zero, community relations would be 6.172, a unit increase in charitable CSR would lead to a decrease in community Relations at Karuma dam by a factor of-.578. In addition the results show that; charitable CSR activities represented by [P=-0.651, p<0.05, t-statistic=-8.539, p<0.05] influences community relation as the dependent variable. The independent variable is significant because its Beta is twice larger than the corresponding standard errors and its t-statistic is greater than two. Any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable. This therefore means that despite the negative correlation between the two variables, the significance level is still below the alpha 0.05, hence indicating a statistically significant negative relationship.

# CHAPTER FIVE

# ENVIRONMENTAL CSR ACTIVITIES AND COMMUNITY RELATIONS AT KARUMA DAM PROJECT

# 5.0 Introduction

Chapter five presents the findings on environmental corporate social responsibility activities performed at Karuma Dam. This chapter aims at examining effect of environmental CSR activities on community relations at Karuma dam project and how management of the project has endeavored to achieve improved community relations.

# 5.1 Descriptive statistics on the effect of environmental CSR activities on community relations at Karuma dam project

In relation to objective two, the descriptive data was presented in form of frequencies and percentages of the collected data.

In an attempt to explore the effects of environmental CSR activities on community relations at Karuma dam, respondents were asked the following questions and responses are captured in this chapter.

# 5.1.1 Karuma dam emphasises on reduction of energy consumption to avoid health effects that can affect host communities

Respondents were asked whether the dam emphasises on reduction of energy consumption to avoid health effects that can affect host communities. Responses to the question are presented in table 5.1

Table 5.1: Karuma dam emphasises on reduction of energy consumption to avoid health effects that can affect host communities.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 13 | 12.9 | 12.9 | 12.9 |
|  Disagree | 14 | 13.9 | 13.9 | 26.7 |
|  Not sure | 10 | 9.9 | 9.9 | 36.6 |
|  Agree | 31 | 30.7 | 30.7 | 67.3 |
|  Strongly agree | 33 | 32.7 | 32.7 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in table 5.1, results indicate that 12.9% of respondents strongly disagreed, 13.9% disagreed, 9.9% were not sure, 30.7% agreed while 32.7% strongly agreed respectively. The results also show that there is a combined percentage of 63.4% who generally agreed to the statement, this can be interpreted to mean that the dam is energy efficient which is a cost effective way to avoid pollution from the plant. During an interview session, a key respondent mentioned that;

"*The huge potential of improved efficiency of power plant assets at Karuma dam is never underestimated in pursuing this objective. This process is associated with upgrading the performance of combustion and steam processes, but another prime candidate for efficiency improvement is the plant's electrical systems, better known as the electrical balance of plant".*

# 5.1.2 Karuma dam emphasises proper waste generation to avoid on environmental damage

Respondents were asked whether the dam emphasises proper waste generation to avoid on environmental damage. Responses to the question are presented in table 5.2.

Table 25.2: Karuma dam emphasises proper waste generation to avoid on environmental damage

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 11 | 10.9 | 10.9 | 10.9 |
|  Disagree | 13 | 12.9 | 12.9 | 26.9 |
|  Not sure | 15 | 9.9 | 9.9 | 38.6 |
|  Agree | 31 | 30.7 | 30.7 | 67.3 |
|  Strongly agree | 33 | 32.7 | 32.7 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

The results in table 5.2 show that 10.9% of the respondent strongly disagreed, 12.9% disagreed, while 14.9% were not sure, 24.8% agreed while 36.6% strongly agreed respectively. Since majority of the respondents generally agreed, it can be implied to mean that there lis collection and segregation of power waste at Karuma dam. It was observed that the common waste are coal ash which are discharged from the hydropower plant boiler and these are collected by "electrostatic precipitator" or in lay man's terms a bag filter. The transportation of this waste is done by road to the disposal sites, which are isolation from human reach. 'This reduces on the environmental damage which could have been caused by the dam.

# 5.1.3 Karuma dam emphasises pollution control methods during operation

The respondents were asked whether the dam emphasises pollution control methods during operation. The responses to the question are obtained in table 5.3

Table 5.3: Karuma dam emphasises pollution control methods during operation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 17 | 16.8 | 16.8 | 16.8 |
|  Disagree | 20 | 19.8 | 19.8 | 36.6 |
|  Not sure | 9 | 8.9 | 8.9 | 45.5 |
|  Agree | 28 | 27.7 | 27.7 | 73.3 |
|  Strongly agree | 27 | 26.7 | 26.7 | 100.0 |
|  Total  | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in table 5.3, it is revealed that majority of the respondents generally agreed to the statement, this was presented by 26.7% who agreed and strongly agreed respectively. It was also seen that 16.8% strongly disagreed, and 19.8% disagreed to the statement. One key respondent, who disagreed, mentioned that;

"*Karuma dam does not have of 100% clean energy, you see, even to harvest solar energy for example one needs panels and electronics and in manufacturing these, because chances of polluting the environment are high. So of course, there is a certain level of pollution in both districts of' Karuma though the project cannot come out to confirm this claim ".*

However, respondents who agreed to the statement noted that since Karuma dam is a hydro power plant, it is not responsible for pollution. It does not produce any pollution material at all. It only converts water power into electricity.

# 5.1.4 Karuma dam project embraces environmental protection through activities such as re-afforestation

Here the researcher sought to determine whether the dam project embraces environmental protection through activities such as re-afforestation. The responses to the question are presented in table 5.4.

Table 5.4: Karuma dam project embraces environmental protection through activities such as re-afforestation.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 28 | 27.7 | 27.7 | 27.7 |
|  Disagree | 32 | 31.7 | 31.7 | 59.4 |
|  Not sure | 10 | 9.9 | 9.9 | 69.3 |
|  Agree | 13 | 12.9 | 12.9 | 82.2 |
|  Strongly agree | 18 | 17.8 | 17.8 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

According to results in table 5.4, it is indicated that 27.7% of the respondents strongly disagreed, 31.7% disagreed, 9.9% were not sure, 12.9% agreed while 17.8% strongly agreed respectively. The results show that there was a combined percentage of 59.4% of respondents who generally disagreed; since this is the majority response it can be interpreted to mean that Karuma dam has concern for the environment. It was noted that the Karuma dam project entails provisions for safeguard and conservation of forests so as to ensure sufficient supplies of forest products, protect water resources, soils, fauna and flora. Respondents stated that this provision is adopted under forest policy of 1999 and mandates government and all its projects with the responsibility to control unsustainable forest exploitation activities. However, it has been observed that project has never been entirely active in practicing re-afforestation in the neighboring communities of Masindi district. This means that the management of the Karuma dam does not see the importance of protecting forest and water resources such as soils, fauna and flora.

# 5.1.5 Karuma dam has engaged in water use projects in the community

Respondents were also asked whether the project has engaged in water use projects in the community. Responses to the question are summarized in table 5.5.

Table 5.5: Karuma dam has engaged in water use projects in the community

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent** | **Cumulative Percent** |
| Strongly disagree | 10 | 9.9 | 9.9 | 9.9 |
| Disagree | 13 | 12.9 | 12.9 | 22.8 |
| Not sure | 5 | 5.0 | 5.0 | 27.7 |
| Agree | 33 | 32.7 | 32.7 | 60.4 |
| Strongly agree | 40 | 39.6 | 39.6 | 100.0 |
| Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

The results in table 5.5 indicate that 9.9% of the respondents strongly disagreed, 12.9% disagreed, 5.0% were not sure, 32.7% agreed while 39.6% strongly agreed respectively. It is seen that majority of the respondents generally agreed to the statement, this could mean that Karuma dam project has played an active role in providing clean water to the residents in the host communities. Respondents noted that prior to implementation of this project, a section of people near the dam depended on fetching water in River Nile. Now they cannot do that because after embankment, it looks less like a lake and people can't fetch water from there, so the management of Karuma dam thought the best alternative was for it to drill for them boreholes. 12.9% and 9.9% who disagreed based this argument on the fact that not all affects areas have constructed boreholes for provision of safe clean water.

# 5.1.6 The project is consistent in implementing a sustainable environmental approach which has environmental concerns.

The respondents were also asked whether there is consistent implementation of' sustainable environmental approach that has environmental concerns. The responses to the question are summarised in table 5.6.

Table5.6: The project is consistent in implementing a sustainable environmental approach which has environmental concerns

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** |  **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 14 | 13.9 | 13.9 | 13.9 |
| Disagree | 13 | 12.9 | 12.9 | 26.7 |
| Not sure | 16 | 15.8 | 15.8 | 42.6 |
| Agree | 27 | 26.7 | 26.7 | 69.3 |
| Strongly agree | 31 | 30.7 | 30.7 | 100.0 |
| Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

According to results in table 5.6 it is seen that 13.9% of the respondents strongly disagreed, 12.9% disagreed, 15.8% were not sure, and 26.7% agreed while 30.7% strongly agreed respectively. There was a combined percentage of 57.4% of respondents who generally agreed, this can be implied to mean that Karuma dam has a holistic approach to environmental issues. Management at Karuma dam explained that there is an integrated way the project approaches the diverse issues that confront the host communities; this is done by welcoming community member's consultation in almost every aspect of the environment. It was added Karuma dam considers local people through leadership representatives in drawing up policy document. This means that the local people together with Karuma dam are easily committed in making sure the integrity of the environment is maintained.

# 5.1.7 Efforts are made to reduce emissions through installation of project equipment and systems.

Under this question, the researcher sought to establish whether efforts are being made to reduce on emissions through installation of project equipment and systems. The responses to the question are highlighted in table 5.7

Table 5.7: Efforts are made to reduce emissions through installation of project equipment and systems

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 17 | 16.8 | 16.8 | 16.8 |
| Disagree | 14 | 13.9 | 13.9 | 30.7 |
| Not sure | 15 | 14.9 | 14.9 | 45.5 |
| Agree | 22 | 21.8 | 21.8 | 67.3 |
| Strongly agree  | 33 | 32.7 | 32.7 | 100.0 |
| Total | 101 | 100.0 | 100.0  |  |

**Source: Primary data**

The results in table 5.7 show that majority of the respondents generally agreed to the statement, this was presented by 32.7% who strongly agreed and 21.8% who agreed respectively. Also 16.8% strongly disagreed, 13.9% disagreed, while 14.9% were not sure. Since majority of the respondents generally agreed, it can be implied that the levels of emission are low to not have diverse effects on communities. During an interview session, one key respondent expressed that;

*"Karuma dam generates more than 183.2 terawatt hours of electricity, this would lead emissions from fossil fuels to always be higher, and however, we try to keep this level down by creating a reservoir which releases gases due to the decomposition of flooded organic material. And in other cases this reservoir acts as a carbon sink which absorbs more emissions than it emits".*

This means that dam has readily available equipment and methods of reducing on emissions.

# 5.1.8 Karuma dam operates in an eco-friendly office to reduce harm on environment

Respondents were asked whether the dam operates in an eco-friendly office to reduce harm on environment. Responses to the question are summarised in table 5.8

Table 5.8: Karuma dam operates in an eco-friendly office to reduce harm on environment

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative percent** |
| Valid Not sure  | 17 | 16.8 | 16.8 | 16.8 |
| Agree | 28 | 27.7 | 27.7  | 44.6 |
| Strongly agree | 56 | 55.4 | 55.1 | 100.0 |
| Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in table 5.8, results indicate that 16.8% of the respondents were not sure, these mentioned that their connection to the dam does not ensure them with access to such information. 27.7% agreed while 55.4% strongly agreed respectively. Since this is the majority response it can be interpreted to mean that the dam operates in an eco-friendly office. It was noted that Karuma dam works in collaboration with Ministry of Energy to ensure that the hydropower technologies are more efficient and environmentally friendly. It was also revealed that Karuma dam has a sustainability team which raises awareness throughout the host communities and this accomplishes more benefits; the sustainability has ensured a recycling program which has so far seemed successful.

# 5.1.9 Karuma dam works with environmentally conscious partners under project implementation

The respondents were also asked whether Karuma dam works with environmentally conscious partners under project implementation. The responses to the question are captured in table 5.9

Table 5.9: Karuma dam works with environmentally conscious partners under project implementation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Valid Strongly disagree | 14 | 13.9 | 13.9 | 13.9 |
|  Disagree | 12 | 11.9 | 11.9 | 25.7 |
|  Not sure | 11 | 10.9 | 10.9 | 36.6 |
|  Agree | 24 | 23.8 | 23.8 | 60.4 |
|  Strongly agree | 40 | 39.6 | 39.6 | 100.0 |
|  Total | 101 | 100.0 | 100.0  |  |

The results in table 5.9 show that 13.9% of the respondents strongly disagreed, 1 1.9% disagreed, 10.9% were not sure, 23.8% agreed while 39.6% strongly agreed respectively. The results show that majority of the respondents generally agreed and this can be used to conclude that project has consciously reliable partners in environmental conservation. It was stated that the project partners are not only for the financial part but also technical support received in preservation of the environment, in this endeavor; there are stipulated guidelines which are followed during the building and operation of the power plant and many other development projects in the country.

# 5.1.10 Karuma dam ensures environmental preservation and safety as high priority issues

Respondents were asked whether the dam ensures environmental preservation and safety as high priority issues. Responses are obtained in table 5.10

Table 5.10: Karuma dam ensures environmental preservation and safety as high priority issues

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 12 | 11.9 | 11.9 | 11.9 |
|  Disagree | 7 | 6.9 | 6.9 | 18.8 |
|  Not sure | 20 | 19.8 | 19.8 | 38.6 |
|  Agree | 26 | 25.7 | 25.7 | 64.4 |
|  Strongly agree  | 36 | 35.6 | 35.6 | 100.0 |
|  Total  | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

The results in table 5.10 show that 1 1.9% of the respondents strongly disagreed, 6.9% disagreed, 19.8% were not sure, 25.7% agreed while 35.6% strongly agreed. The results show that majority of the respondents generally agreed, this can be interpreted to mean that the project creates a useful form of energy. It was revealed that management had a plan where the, benefits and drawbacks were weighed before, the dam is a sustainable and nonpolluting source of electricity that can help decrease dependence on fossil fuels and reduce the threat of global warming. It was also noted that the construction of the dam ensured safety of people living in host communities to ensure their safety; this was done by relocating them in new safe areas and re-constructing their destroyed homes.

# 5.2 Inferential statistics testing for the effect of environmental CSR activities on community relations at Karuma dam project.

The hypothesis was subjected to correlation analysis and multiple regression analysis to establish the relationship between environmental CSR activities and community relations at Karuma dam project.

# 5.2.1 Correlation analysis for the effect of environmental CSR activities and community relations at Karuma dam project

In an attempt of determining the relationship between environmental CSR and community relations at Karuma dam project, the study was subjected to Pearson's correlation analysis and results presented in table 5.11

Table 5.11: Correlations

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **Environmental CSR Activities** | **Community Relations at Karuma dam** |
| Environmental CSR Activities | Pearson Correlation | 1 | .845 |
|  | Sig. (2-tailed) | 101 | .000 |
|  | N |  |  |
| Community Relations  | Pearson |  |  |
| at Karuma dam | Correlation |  |  |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 101 | 101 |

\*\*. Correlation is significant at the 0.01 level (2-tailed).

As shown in table 5.11 the test revealed that there is a significant relationship environmental CSR activities and community relations at Karuma dam project, this was represented by (r, (101) -.845. P<0.01). This can be interpreted to mean that there is a statistically significant positive correlation between the two variables, meaning that if environmental CSR activities at Karuma dam is held at a constant zero, community relations would increase by a mean value of .845. This means that in order to improve on community relations at Karuma dam, environmental CSR activities should be increased or improved.

# 5.2.2 Regression Analysis for the effect of environmental CSR activities and community relations at Karuma dam project

In order to determine whether there is no significant relationship between environmental CSR and community relations at Karuma dam, the researcher ran regression analysis and the results are obtained in table 5.12

The results are obtained in table 5.12

Table 5.12: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square Std** | **Error of the Estimate** |
| **1** | .845a | .715 | **.712** | 72152 |

a. Predictors: (Constant), Environmental CSR activities

From the findings in table 5.12 the value of adjusted R squared was .712, an indication that there was variation of 71.2% on community relations at Karuma dam due to changes in environmental CSR activities at 95% confidence interval. This shows that 71.2% changes on community relations at Karuma dam could be accounted for by environmental CSR activities. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a strong relationship between the study variables as shown by 0.845 or 84.5%.

# 5.2.3 ANOVA Tests for the effect of environmental CSR activities on community relations at Karuma dam project.

ANOVA analysis was performed to test the equivalent hypothesis that there is no relationship between environmental CSR activities and community relations at Karuma dam project. The results are summarized in table 5.13

Table 5.13: ANOVA a for environmental CSR and community relations

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model |  |  |  |  |  |
| 1 Regression  | 129.016 | 1 | 129.016 | 247.825 | .000b |
|  Residual  | 51.539 | 99 | .521 |  |  |
|  Total | 180.554 | 100 |  |  |  |

a. Dependent Variable: Community relations at Karuma dam project

b. Predictors: (Constant), Environmental CSR activities

Analysis of variance (ANOVA) was used to test the null hypothesis in table 5.13 and results indicated F= 247.825, p<000, in addition, the processed data, which is the population parameters, had a significance level of 0.001 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The results indicated that environmental CSR activities significantly influences community relations at Karuma dam, this is because the significance value was less than 0.05, an indication that the model was statistically significant.

Table 5.14: Coefficients"

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | **Unstandardized Coefficients** | **standardized Coefficients****Beta** | **t** | **Sig.** |
| Model |  | B | Std. Error |  |  |  |
| 1 | (Constant) | 6.263 | .180 |  | 34.781 | .000 |
|  | Environmental CSR activities | .766 | .049 | .845 | 15.742 | .000 |

a. Dependent Variable: Community relations at Karuma dam project

From the data in the table, the established regression equation was Y=6.263+.766Xi From the above regression equation it was revealed that holding environmental CSR activities to a constant zero, community relations would be 6.263, a unit increase in environmental CSR would lead to an increase in community relations at Karuma dam by a factor of .766. The regression matrix table 5.14 tests how the independent variable is important to the dependent variable. The results show that; environmental CSR activities [0=0.845, p<0.05, t-statistic-15.742, p<0.05] influences community relation as the dependent variable. This means that environmental CSR significantly influences community relations; this is because its Beta value is twice larger than the corresponding standard errors and its t-statistic is greater than two. Any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

In conclusion, it can be noted that there is a statistically significant positive relationship between environmental CSR activities and community relations at Karuma dam project; hence the study rejects the null hypothesis.

# CHAPTER SIX

# ETHICAL CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES AT KARUMA DAM PROJECT.

# 6.0 Introduction

Chapter six presents the findings on ethical corporate social responsibility activities performed at Karuma Dam. This chapter aims at examining effect of ethical CSR activities on community relations at Karuma dam project and how management of the project has endeavored to achieve improved community relations.

# 6.1 Descriptive statistics on the effect of ethical CSR activities on community relations at Karuma dam project

In relation to objective two, the descriptive data was presented in form of frequencies and percentages of the collected data.

In an attempt to explore the effects of ethical CSR activities on community relations at Karuma dam, respondents were asked the following questions and responses are captured in this chapter.

**6.1.1 Karuma dam is transparent in all its operations to the host community**

Respondents were also asked whether Karuma dam CSR activities are conducted under a transparent ways to host communities. Responses to the question are summarised in table 6.1

Table 6.1: Karuma dam is transparent in all its operations to the host community

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Strongly disagree | 29 | 28.7 | 28.7 | 28.7 |
| Disagree | 30 | 29.7 | 29.7 | 58.4 |
| Not sure | 14 | 13.9 | 13.9 | 72.3 |
| Agree | 18 | 17.8 | 17.8 | 90.1 |
| Strongly agree | 10 | 9.9 | 9.9 | 100.0 |
| Total | 101 | 100.0 | 100.0  |  |

**Source: Primary data**

The results in table 6.1 highlight that 28.9% of the respondents strongly disagreed, 29.7% disagreed, 13.9% were not sure, 17.8% agreed while 9.9% strongly agreed respectively. Since a combined majority percentage of 58.4% generally disagreed to the statement, this means that Karuma dam does not provides information to stakeholders involved which leads them to be caught off guard about several decisions and events. During one of the interview session, one respondent from management team expressed that;

*"Management of the Karuma dam project acknowledges the fact that transparency is a crucial condition to implement a CSR policy based on the reputation mechanism. However, most of the information is confidential, especially about the operation of the dam. But this does not leave the project blindsided on the fact that \the core of transparency is that government aided projects take responsibility and consider themselves accountable for the economic, social and ecological consequences of operations".*

# 6.1.2 Karuma dam does not engage in activities that are abusive to host communities

In regard to this question, the respondents were asked whether the dam project does not engage in activities that are abusive to host communities. Responses to the question are presented in table 6.2.

Table 6.2: Karuma dam does not engage in activities that are abusive to host communities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree | 9 | 8.9 | 8.9 | 8.9 |
|  Disagree | 10 | 9.9 | 9.9 | 18.8 |
|  Not sure | 18 | 17.8 | 17.8 | 36.6 |
|  Agree | 31 | 30.7 | 30.7 | 67.3 |
|  Strongly agree | 33 | 32.7 | 32.7 | 100.0 |
|  Total  | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in table 6.2, results indicate that 8.9% of the respondents strongly disagreed,'9.9% disagreed, 17.8% were not sure, 30.7% agreed while 32.7% strongly agreed to the statement. Since majority of the respondents represented by 63.4% generally agreed, it can be interpreted to mean that the project does not get involved in abusive activities. Respondents noted that the project ensures the multiple use of waters despite the need to prioritise it for electric generation, instead the water is utilised in such a manner that it can be used for other possible uses which are ultimately in beneficial to host communities, these include water for irrigation, leisure, fishing among others. However, 18.8% of the respondents stated that there is a small level of abusive activities which has led to which has led to low quality of waters, due to the still water character of the reservoir, this has made decay of the waste and liquid waste more difficult.

# 6.1.3 Karuma dam emphasises safety and health of host communities

Respondents were asked whether Karuma dam emphasises safety and health of host communities. Responses are summarised in table 6.3

Table 6.3: Karuma dam emphasises safety and health of host communities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Valid Percent**  | **Cumulative Percent** |
| Valid Agree | 45 | 44.6 | 44.6 | 44.6 |
| Strongly agree | 56 | 55.4 | 55.4 | 100.0 |
| Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

According to results in table 6.3, it is indicated that 44.6% agreed and 55.4% strongly agreed. The results also showed that majority of respondents generally agreed to the statement which implies that occupational safety and health issues are included in the companies' CSR to a varying degree. Respondents stated that regulations on safety and health concerns cover issues related to social, mental and physical wellbeing of both workers and community members. It was also noted that since the projects inception, the issues of safety and health have been recognised as main aspects of corporate social responsibility which is based on voluntary integration of social and environmental concerns into project implementation's decision making.

# 6.1.4 Karuma dam has precaution measures that reduce harmful effects caused by electricity generation from host communities

Here the respondents were asked whether Karuma dam has precaution measures that reduce harmful effects caused by electricity generation from host communities. Responses to the question are highlighted in table 6.4

Table 6.4: Karuma dam has precaution measures that reduce harmful effects caused by electricity generation from host communities.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree  | 8 | 7.9 | 7.9 | 7.9 |
|  Disagree | 12 | 1 1.9 | 1 1.9 | 19.8 |
|  Not sure | 21 | 20.8 | 20.8 | 40.6 |
|  Agree | 29 | 28.7 | 28.7 | 69.3 |
|  Strongly agree | 31 | 30.7 | 30.7 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in table 6.4, results indicate that 7.9% of the respondents strongly disagreed, 11.9% disagreed, 20.8% were not sure, 28.7% agreed while 30.7% strongly agreed to the statement. Since majority of the respondents represented by 59.4% generally agreed, it can be interpreted to mean that the community is does not face a lot of harmful effects from the plant operations. During an interview session, one key respondent mentioned that;

*"The Karuma dam management has preventative steps which we apply to reduce on effects caused by electricity generation. First we ensure to inspect wiring of equipment before each use and we also use safe work activities every time electrical equipment is used and this is mainly because the major hazards associated with electricity are electrical shocks and fire, in a nutshell, the harm is actually avoided".*

# 6.1.5 Karuma dam has not been engaged in activities that are prohibited by societal members

Respondents were also asked whether the project has not been engaged in activities prohibited by societal members, responses to the question are captured in table 6.5

Table 6.5: Karuma dam has not been engaged in activities that are prohibited by societal members

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree  | 28 | 27.7 | 27.7 | 27.7 |
|  Disagree | 33 | 32.7 | 32.7 | 60.4 |
|  Not sure | 8 | 7.9 | 7.9 | 68.3 |
|  Agree | 10 | 9.9 | 9.9 | 78.2 |
|  Strongly agree | 22 | 21.8 | 21.8 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

According to results in table 6.5, it is revealed that 27.7% of respondents strongly disagreed, 32.7% disagreed, 7.9% were not sure, 9.9% agreed while 21.8% strongly agreed respectively. This can be interpreted to mean that majority of respondents were in disagreement to the statement, which means that the project performs prohibited activities, it was revealed that the plant increased the water volume in the area, with the resultant overpressure on the soil and subsoil due to the weight of the water mass penned up, in areas with unfavorable geological conditions (for example, Masindi district), leading to possible induced earthquakes.

# 6.1.6 Karuma dam adheres to activities the community regards as fair

Respondents were asked whether the dam adheres to activities the community regards as fair. Responses to the question are summarised in table 6.6.

Table 6.6: Karuma dam adheres to activities the community regards as affair

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree  | 18 | 17.8 | 17.8 | 17.8 |
|  Disagree | 13 | 12.9 | 12.9 | 30.7 |
|  Not sure | 8 | 7.9 | 7.9 | 38.6 |
|  Agree | 24 | 23.8 | 23.8 | 62.4 |
|  Strongly agree | 38 | 37.6 | 37.6 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in table 6.6, results indicate that 17.8% of the respondents strongly disagreed, 12.9% disagreed, 7.9% were not sure, 23.8% agreed while 37.6% strongly agreed. There was a combined percentage of 61.4% of respondents who generally agreed to the statement which can be interpreted to mean that there are terms that the project adheres what is seen as fair by community members. Respondents stated that CSR activities at Karuma dam have their genesis on restoration of what was destroyed during construction of the dam, and this is performed in a manner that relates to guidelines, principles and other instruments that outline social reforms. It was also noted that the Karuma dam project is required to pursue their CSR activities more professionally in a way that CSR activities are linked with project implementation. Respondents stated that the nature and terms of the CSR activities calls for no harm, dignity and respect, appropriateness, and accountability and transparency in a manner that positively reflects to community relations.

# 6.1.7 Karuma dam operates on a basis of compliance with legislation and regulations

Respondents were also asked whether the dam operates on a basis of compliance with legislation and regulations. Responses to the question are summarised in table 6.7

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid Not sure | 23 | 22.8 | 22.8 | 22.8 |
|  Agree | 29 | 28.7 | 28.7 | 51.5 |
|  Strongly agree | 49 | 48.5 | 48.5 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

Results in table 6.7 show that 22.8% of the respondents were not sure, 28.7% strongly agreed to the statement while 48.5% strongly agreed respectively. Since majority of the respondents generally agreed, this means that Karuma dam exercises responsibility beyond their core business processes for example through constructive collaboration with the public authorities on development of laws and standards or rigorous measures. It was also noted that strategic consideration of societal role of companies can facilitate and simply the necessary enhancements to core business process. Respondents also revealed that the project's corporate responsibility approach ensures full compliance with the social environmental and economic laws already in place.

# 6.1.8 Karuma dam ensures no conflicts emerge with the host community during project implementation

Respondents were also asked whether the dam ensures no conflicts emerge with the host community during project implementation. The responses to the question are summarised in table 6.8.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree  | 15 | 14.9 | 14.9 | 14.9 |
|  Disagree | 20 | 19.8 | 19.8 | 34.7 |
|  Not sure | 17 | 16.8 | 16.8 | 51.5 |
|  Agree | 26 | 25.7 | 25.7 | 77.2 |
|  Strongly agree |  23 | 22.8 | 22.8 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

The results in table 6.8 show that 14.9% strongly disagreed, 19.8% disagreed, 16.8% were not sure, 25.7% agreed while 22.8% strongly agreed. The results also show that a 4)8.5% of the respondents generally agreed to the statement; this means that CSR activities have been effective in reducing conflict throughout project implementation. Respondents stated that though the construction of the hydro power plant led to destruction of several sites and infrastructure, this was rectified by restoration of all that was initially destroyed. However, it was stated that the drowning of fishing sites is one of the leading causes of conflict as community members greatly relied on it not only as a source of income but also a source of food, yet this has not yet been replaced. The settlements (homes) destroyed for all people have not yet been fully re-established and as such led to on and off conflicts as local members demand full compensations! This means that CSR alone is not sufficient to reduce on conflict among community members.

# 6.1.9 Karuma dam takes in account the values and norms of the host communities

Respondents were also asked whether the dam takes into account the values and norms of the host communities. Responses to the question are summarised in table 6.9

Table 6.9: Karuma dam lakes in account the values and norms of the host immunities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree  | 27 | 26.7 | 26.7 | 26.7 |
|  Disagree | 29 | 28.7 | 28.7 | 55.4 |
|  Not sure | 14 | 13.9 | 13.9 | 69.3 |
|  Agree | 19 | 18.8 | 18.8 | 88.1 |
|  Strongly agree | 12 | 1 1.9 | 11.9 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

The results in table 6.9 show that 26.7% of the respondents strongly disagreed, 28.7% disagreed, S.9% were not sure, 18.8% agreed while 1 1.9% strongly agreed respectively. The results also lowed that 55.4% of the respondents generally disagreed; this can be interpreted to mean that management of the dam takes great concern about the views and interests of the community embers. The respondents noted that there are cultural sites and shrines as local tradition for members of the society, these were compensated for, and however, the caretaker of the shrine mentioned that they still demand more money for the damages. In addition, CSR reflects the expectations of the host community members and these are to be upheld by the management f the dam.

# 6.1.10 Karuma dam ensures involvement of and respect for community relations

Respondents were also asked whether the dam ensures involvement of and respect of community relations. Responses to the question are summarised in table 6.10

Table 6.10: Karuma dam ensures involvement of and respect for community relations

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Frequency** | **Percent**  | **Valid Percent**  | **Cumulative Percent** |
| Valid Strongly disagree  | 15 | 14.9 | 14.9 | 14.9 |
|  Disagree | 17 | 16.8 | 16.8 | 31.7 |
|  Not sure | 14 | 13.9 | 13.9 | 45.5 |
|  Agree | 23 | 22.8 | 22.8 | 68.3 |
|  Strongly agree | 32 | 31.7 | 31.7 | 100.0 |
|  Total | 101 | 100.0 | 100.0 |  |

**Source: Primary data**

The results in table 6.10 indicate that 14.9% of the respondents strongly disagreed to the statement, 16.8% disagreed, 13.9% were not sure, 22.8% agreed, 31.7% strongly agreed. Since 54.5% was the majority, it can be concluded to mean that community members feel empowered in taking part of strategic solution for implementation of the dam. During an interview session, one key respondent expressed that;

*"Community members are ideally allowed to take part in decision making process where it necessary, however, due to large numbers of people in the host communities of Masindi district the authority, our views and opinions through decision making process are passed on to management through appointed representatives. These representatives are community heads such as Local District Council, chairpersons and youth leaders ".*

This means that both the management of Karuma dam and community members collaborates on decision making.

# 6.2 Inferential statistics testing for the effect of ethical CSR activities on community relations at Karuma dam project.

The hypothesis was subjected to correlation analysis and multiple regression analysis to establish the relationship between ethical CSR activities and community relations.

# 6.2.1 Correlation analysis for the effect of ethical CSR activities and community relations at Karuma dam project

In an attempt of determining the relationship between ethical CSR activities and community relations at Karuma dam project, the study was subjected to Pearson's correlation analysis and results presented in table 6.11

Table 6.11: Correlations

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **Ethical CSR activities** | **Community relations at Karuma dam project** |
| Ethical CSR activities | Pearson Correlation | 1 | .844\*\* |
| Sig. (2-tailed)  |  | .000 |
| N | 101 | 101 |
| Community relations at Karuma dam project | Pearson Correlation | .844\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 101 | 101 |

Correlation is significant at the 0.01 level (2-tailed).

As shown in table 5.11, the test revealed that there is a significant relationship ethical CSR activities and community relations at Karuma dam project, this was represented by (r (101) = .844, P<0.01). This can be interpreted to mean that there is a statistically strong significant positive correlation between the two variables, meaning that if ethical CSR activities at Karuma dam is held at a constant zero, community relations would increase by a mean value of .844. This means that in order to improve on community relations at Karuma dam, the project management should always adhere to ethical CSR activities which are acceptable to by community members.

# 6.2.2 Regression analysis for the effect of ethical CSR and community relations at Karuma project

In order to determine whether there is no significant relationship between ethical CSR and mmunity relations at Karuma dam, the researcher ran regression analysis and the results are obtained in table 6.12

Table 6.12: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square**  | **Std. Error of the Estimate** |
| **1** | .844a | .713 | .710 | .79604 |

Predictors: (Constant), Ethical CSR activities

Results in table 6.12 shows that the adjusted R square, which is the variability in the dependent variable (community relations), explained by the regression, is 0.710 or 71.0%; this means that 71.0% the variability in community relations is explained by the independent ethical CSR activities. The remaining 29.0% is explained by other factors that were not in the scope of this study. The R value m the summary model is 0.844 which is the correlation coefficient.

# 6.2.3 ANOVA Tests for the effect of ethical CSR activities on community relations at Karuma dam project.

NOVA analysis was performed to test the equivalent hypothesis that there is no significant relationship between ethical CSR activities and community relations. The results are summarized able 6.13

Table 6.13: ANOVA" for ethical CSR and community relations

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model**  | **Sum of Squares** | **Df** | **Mean Square** | **F** | **Sig.** |
|  Regression | 155.562 | 1 | 155.562 | 245.489  | .000b |
|  Residual | 62.735 | 99 | .634 |  |  |
|  Total | 218.297 | 100 |  |  |  |

1. Dependent Variable: Community relations
2. Predictors: (Constant), Ethical CSR activities

From the ANOVA test in table 6.13, the processed data which is the population parameters, had a significance level of 0.01 which indicates that the value of significance (p-value) is less than 0.05. This is an indication that Karuma dam's ethical CSR practices significantly influence community relations.

# 6.2.4 Coefficient Test for the effect of ethical CSR activities on community relations at Karuma dam project.

Coefficients model technique was performed in order to establish the extent to which ethical CSR activities explained the degree of variance in community relations at Karuma dam project.

Table 6.14: Coefficientsa

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **Unstandardize Coefficients** | **Standardized Coefficients Beta** | **t** | **Sig.** |
|  | B | Std Error |  | 27.034 | .000 |
| 1 (Constant) | 7.255 | .268 |  |  |  |
|  Ethical CSR activities | 1.020 | .065 | .844 | 15.668 | .000 |

a. Dependent Variable: Community relations

The regression matrix table 6.13 tests which independent variable is more important to the dependent variable. The results show that; Charitable CSR, environmental CSR, ethical CSR [|3=0.844, p<0.05, t-statistic=15.668, p<0.05] influences community relations at Karuma dam. This means that ethical CSR significantly influences community relations; again this is because its Beta value is twice larger than the corresponding standard errors and its t-statistic is greater than two. Results also revealed that holding corporate social responsibility at a constant zero, would lead to an increase in community relations by a factor of 1.020.

Basing on the results in the above tests, it can be stated that ethical CSR activities at Karuma dam have significantly influenced community relations.

# CHAPTER SEVEN

# TOWARDS HARMONISING CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY RELATIONS

# 7.1 Introduction

This chapter sets out to link study findings to the literature review by discussing the findings in relationship with literature review, and then suggest a way forward. Implications are, deduced, from the findings, discussed and interpreted basing on the research hypotheses of thp study.

# 7.2 Charitable CSR activities and community relations

On the question of effects of charitable CSR on community relations, there was a combined percentage of 73.3% who generally agreed to the statement that Karuma dam participates in restoration of destroyed homes in host communities. In addition, 72.2% generally agreed to the statement that Karuma dam participates in local projects like construction of boreholes for clean water. Majority of the respondents generally agreed to the statement that Karuma dam participates in improving education in the host communities. The results also indicate that there was a combined percentage of 68.3% who generally disagreed to the statement that Karuma dam participates in monetary donations to support the poor in the host communities. A combined percentage of 61.4% generally disagreed to the statement that Karuma dam participates in local projects like sports development in the host communities. The results show a combined percentage of 89.1% generally agreed to the statement respectively that Karuma dam participates in the restoration of the destroyed cultural sites in the host communities. The results show that there is a combined percentage of 52.5% who generally agreed that Karuma dam participates in the restoration of drowned fishing sites. It was also revealed that there is a combined percentage of 59.4% of the respondents who generally disagreed to the statement that Karuma dam participates in restoration of destroyed rafting areas for tourists.

Waddock, (2006) explains that many companies have now introduced an internal corporate social responsibility policy to their business activities, with the aim of improving their business operations to limit negative consequences to the environment and the planet as a whole. This has obvious advantages to the company, and even to the employees who participate in these programme. Having a corporate social responsibility strategy can also have a knock on effect to encourage others to act responsibly too in other areas of their life. It can help improve overall environmental responsibility, educate people to make greener choices and encourage personal growth and development in an area which could become a new passion for someone.

Zadek (2004) points out by defining CSR through the lens of a company's strategies and operating activities, a practice-based stakeholder view of the corporation is taken, broadening understanding of the stakeholder to whom a firm is accountable. She talks about "Responsibility management which has taken its inspiration from quality management (TQM), but has a stakeholder perspective instead of only looking at employees and community members. Values-based thinking not only includes the economic, ecological and social perspectives, but also a stakeholder view of leadership, responsibility, and ethics.

CSR is a complex concept, and it happens at a number of different levels. In many cases, the consequences of doing business are unintentional, and are dealt with after the fact. These would be the project cleanup and community health programs. Corporate responsibility however involves the processes and technologies used by the company directly. One form of' CSR is providing the proper equipment and resources to ensure their work has the least impact possible.

CSR involves a hands-on approach to solving social and environmental in which the corporation is involved. The concept is transformative, and has the ability to generate positive effects through entire industries.

CSR does happen on a number of different levels. The local, grassroots level is common but national and international programs are also applicable. It all depends on how the company operates and the footprint they have. In the case of hydro power plants, it's often very localized around each individual site. Other multinational corporations have a much wider footprint that affects multiple countries on a large scale. In these instances, their corporate responsibility happens on a much larger scale and requires a significant platform to communicate and effect any viable change (Cramer, 2006).

# 7.2 Environmental CSR and community relations

On the question of the effects of environmental CSR on community relations, results showed that there is a combined percentage of 63.4% who generally agreed to the statement that Karuma dam emphasises on reduction of energy consumption to avoid health effects that can affect host communities. It was noted that majority of the respondents generally agreed that Karuma dam emphasises proper waste generation to avoid on environmental damage. It was also seen that 16.8% strongly disagreed, and 19.8% disagreed to the statement that Karuma dam emphasises pollution control methods during operation. The results show that there was a combined percentage of 59.4% of respondents who generally disagreed that Karuma dam project embraces environmental protection through activities such as re-afforestation. It is seen that majority of the respondents generally agreed to the statement that Karuma dam has engaged in water use projects in the community. In addition, the results showed that there was a combined percentage of 57.4% of respondents who generally agreed the project is consistent in implementing a sustainable environmental approach which has environmental concerns. The results show that majority of the respondents generally agreed that Karuma dam works with environmentally conscious partners under project implementation. The results show that majority of the respondents generally agreed that Karuma dam ensures environmental preservation and safety as high priority issues.

A general overview behind the motivation of firms to invest in ECSR programs comes from the stakeholder theory. Stakeholder theory suggests that organisational survival and success is contingent on satisfying both its economic (profit maximisation) and noneconomic (corporate social performance) objectives by meeting the needs of the company's various stakeholders (Pirsch, Gupta, & Grau, 2007). Stakeholder theory suggests that firms are motivated to broaden their objectives to include other goals in addition to profit maximisation. Based on this theory, companies that embraced the ECSR program as a way to promote socially responsible actions and policies are in a better position to respond effectively to the stakeholder demands (Maignan & Farrell, 2004).

According to the organizational identification theory, a person who the noble efforts undertook by an organization will feel prouder about his or her organizational membership, which in turn increases their organizational identification and promotes the associated responses (Jones, 2010). Hong, Yang and Rim (2010) provides further empirical evidence in supporting this theory and concluded that when community members perceive a company to be socially responsible, they are more likely to engage in positive behavior with that company. This result complements another earlier study on corporate social responsibility that suggests when companies are socially responsible, community members would engage in relational behaviors that are helpful and supportive of these companies.

When companies engage in corporate social responsibility initiatives, community members are likely to assume that these companies have desirable characteristics that "resonate with their sense of self which form the basis of identification (Lichtenstein, 2004). Furthermore, community members are more likely to appreciate companies that are socially responsible and attend to the needs of the community and the society, and as a consequence, a feeling of connection may emerge which fosters customer-company identification.

The systems theory approach to management is based on the assumptions and ideas that\* an organization needs to functions as a system consisting of an interrelated set of elements functioning as a whole. The implication of systems theory for managers is that understanding the nature of the organization begins with knowledge of the various factors that impinge on organizational life. Workers, technology, leaders, values, goals, and motivations do not exist in a vacuum; all these factors are integrated and affect each other (Katz & Kahn, 1978).

# 7.3 Ethical CSR and community relations

On the question about the effects of ethical CSR on community relation, there was a combined majority percentage of 58.4% who generally disagreed to the statement that Karuma dam is transparent in all its operations to the host community. Majority of the respondents represented by 63.4% generally agreed to the statement that Karuma dam does not engage in activities that are abusive to host communities. The results also showed that majority of respondents generally agreed to the statement that Karuma dam emphasises safety and health of host communities. It was also seen that majority of the respondents represented by 59.4% generally agreed to the statement that Karuma dam has precaution measures that reduce harmful effects caused by electricity generation from host communities. This can be interpreted to mean that majority of respondents were in disagreement to the statement that Karuma dam has not been! engaged in activities that are prohibited by societal members. There was a combined percentage of 61.4% of respondents who generally agreed to the statement that Karuma dam adheres to activities the community regards as affair. The results also show that a 48.5% of the respondents generally agreed to the statement that Karuma dam ensures no conflicts emerge with the host community during project implementation. The results also showed that 55.4% of the respondents generally disagreed to the statement that Karuma dam takes in account the values and norms of the host communities.

Some people become very disillusioned with CSR when they discover that the company which has conferred a benefit upon their community is doing so only, or primarily, to enhance its own image. There is no doubt that improved image is, if not the usual reason for corporate benevolence at least a very common one.

As opposed to when CSR first emerged, companies now often speak of obtaining a "social license" to operate and would say that CSR is not for enhancement of image but part of what they need to do to obtain the necessary community support for their operations. It may be that the notion of "social license" is ethically more elevated than pure public relations. But in getting its social license or community permission to operate, the company is still obtaining something it needs. Their CSR is still self-serving, but as already noted, that doesn't mean the benefits they confer upon communities are not of real help or value.

The distinction between motives and outcomes is one thing, but also important is what the recipient community actually knows of the company's motives. There is a real danger where community members think the company is acting from altruism and only later find out that wasn't the driving force at all.

If companies are transparent from the outset about why they are offering to confer certain benefits upon the community for example, that they want to have good relationships with the community and know they need a social license to operate then disillusionment will be less likely. Companies need something from the community social license to operate and in exchange they are prepared to do certain things for it. With complete transparency, communities can understand that there is only so much they can demand or expect from the company. If costs become too high then the project won't go ahead and no benefits will flow, although it is sometimes true that the community's interests are best served by the project not going ahead.

# CHAPTER EIGHT

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

# 8.0 Introduction

This chapter comprises of the summary of findings, conclusion and recommendation of the study according to the study objectives. The study is about corporate social responsibility and community relations. The recommendations are on a basis of the findings and relates to advice and the interventions that the researcher feels should be brought to the attention of Karuma dam to improve community relations. The study ends by presenting the areas that the researcher considers vital for further studies.

# 8.1 Summary of the Findings

# 8.1.1 Charitable CSR and community relations

Results in table 4.1 revealed that destroyed homes of several local community members have been fully paid. It was also indicated that there is increased access to clean water in the host communities. It was noted that the government aims at mitigating social challenges in the two districts that arose from the construction of the 183MW Karuma hydropower Dam. It was noted that sports events need funding, yet the objectives and financial goals of Karuma dam do not involve participation in sports. It was stated that if the spirit was not relocated, it would have killed a number of people and affect Karuma dam construction works. It was revealed that the construction of the dam did not only destroy property but also a drowned fishing site in the host communities, several species of fish was destroyed. In addition, it was revealed that the dam has not shown any intension in restoring the rafting areas, it was noted that this is because the dam site is used by companies running river kayaking trips.

# 8.1.2 Environmental CSR activities and community relations

Results revealed that the dam is energy efficient which is a cost effective way to avoid pollution from the plant. It was observed that the common waste are coal ash which are discharged from the hydropower plant boiler and these are collected by "electrostatic precipitator" or in lay man's terms a bag filter. It was noted that the Karuma dam project entails provisions for safeguard and conservation of forests so as to ensure sufficient supplies of forest products, protect water resources, soils, fauna and flora. Respondents noted that prior to implementation of this project, a section of people near the dam depended on fetching water in River Nile. It was also indicated that Karuma dam considers local people through leadership representatives in drawing up policy document. It was noted that Karuma dam works in collaboration with Ministry of Energy to ensure that the hydropower technologies are more efficient and environmentally friendly. . It was stated that the project partners are not only for the financial part but also technical support received in preservation of the environment. It was revealed that management had a plan where the benefits and drawbacks were weighed before, the dam is a sustainable and nonpolluting source of electricity that can help decrease dependence on fossil fuels and reduce the threat of global warming.

# 8.1.3 Ethical CSR activities and community relations

The results in this section revealed that Karuma dam does not provides information to stakeholders involved which leads them to be caught off guard about several decisions and events. Respondents noted that the project ensures the multiple use of waters despite the need to prioritise it for electric generation, instead the water is utilised in such a manner that it can be used for other possible uses which arc ultimately in beneficial to host communities. It was also noted that since the projects inception, the issues of safety and health have been recognised as main aspects of corporate social responsibility. Furthermore, it was noted that the community is does not face a lot of harmful effects from the plant operations. It was revealed that the plant increased the water volume in the area, with the resultant overpressure on the soil and subsoil due to the weight of the water mass penned up. It was also noted that the Karuma dam project is required to pursue their CSR activities more professionally in a way that CSR activities are linked with project implementation. It was also noted that strategic consideration of societal role of companies can facilitate and simply the necessary enhancements to core business process. It was also showed that the settlements (homes) destroyed for all people have not yet been fully reestablished and as such led to on and off conflicts as local members demand full compensations. In addition, CSR reflects the expectations of the host community members and these are to be upheld by the management of the dam.

# 8.2 Conclusions

This study endeavored to answer three questions: (1) what is the effect of charitable CSR activities on community relations at Karuma dam project? (2) What is the effect of environmental CSR activities on community relations at Karuma dam project? (3) What is the effect of ethical focused CSR activities on community relations at Karuma dam project? Based on the finding of the study, there are a few key points that can be used to conclude this research paper. The most frequent CSR activities among the Karuma dam hydro power plant are environmental CSR followed by ethical CSR. The least or most infrequent CSR practice initiated is charitable CSR suggesting that CSR activities engaged by the project are to a large extent involuntary.

This study concludes that improved CSR activities, especially ethical and charitable CSR activities improve community relations. Also improved CSR practice such as legal, ethical and charitable CSR would improve community relations. Similarly this study also concludes that increased community relations cause to improve the community member's intention to support project implementation process. The finding about CSR activities adds to the body of extant knowledge because no previous study has investigated the influences of these three dimensions for both community relations and government aided projects in Uganda.

Based on the findings, it is evident that improving CSR activities can maintain project sustainability through improved community relations. This means projects aided by the government can sustain implementation process through CSR activities and can be used as a tool of gathering community support.

# 8.3 Recommendations

The study suggests that Karuma dam should conduct further research into perception of wider stakeholders groups in terms of both internal and external factors regarding their perception of CSR activities rather than only focusing on effects of CSR dimensions.

It is suggested that a qualitative analysis or an interview should be done with some influential customers or those who have very frequent contacts with the project as they might have more personal experience with the project management to improve the credibility of the findings.

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# APPENDICES

# APPENDIX A: SELF ADMINISTERED QUESTIONNAIRE

Dear respondent,

You are kindly requested to fill in the following questions to enable the researcher accomplish the study about **the contribution of corporate social responsibility on community relations among government aided projects in Uganda with a case study of Karuma dam**, leading to the award of a Degree of Master of Human Resource Management of Nkumba University. Therefore the study is an academic work and thus the information given will confidentially be used for that purpose. You are kindly requested to give your own views, as no response is wrong, you may not disclose your name.

**SECTION A**

**BACKGROUND INFORMATION**

1. Gender

|  |  |
| --- | --- |
| Male | Female |
|  |  |

1. Age (in years)

|  |  |  |  |
| --- | --- | --- | --- |
| 20-30 | 31-40 | 41-50 | Above 50 |
|  |  |  |  |

1. Period of service at Karuma dam (in years)

|  |  |  |  |
| --- | --- | --- | --- |
| Below 2 years | 2-5 | 6-10 | Above 10 |
|  |  |  |  |

1. Highest level of education

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Certificate | Diploma | Bachelor's degree | Master's degree | If others, specify |
|  |  |  |  |  |

For section B, C, D, and E read the statement provided and indicate your most honest level of agreement to the statement using the scale of 1-5 where;

l=Strongly Disagree

2=Disagree

3= Neutral

4= Agree

5= Strongly Agree

**SECTION B: Charitable corporate social responsibility activities at Karuma dam project**

|  |  |  |
| --- | --- | --- |
| No.  | Statement | Scale |
|  | Karuma dam participates in restoration of destroyed homes in host community | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam participates in local projects like construction of boreholes for clean water | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam participates in improving education in the host communities | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam participates in monetary donations to support the poor in the host communities | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam participates in local projects like sports development in the host communities | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam participates in the restoration of the destroyed cultural sites in the host communities | 1 | 2 | 3 | 4 | 5 |
|  |  | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam participates in improving health standards provision in host communities | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam participates in the restoration of drowned fishing sites | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam participates in restoration of destroyed rafting areas for tourists  | 1 | 2 | 3 | 4 | 5 |

**SECTION C: Environmental Corporate social responsibility activities at Karuma dam**

|  |  |  |
| --- | --- | --- |
| No.  | Statement | Scale |
|  | Karuma dam emphasises on reduction of energy consumption to avoid health effects that can affect host communities | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam emphasises proper waste generation damage to avoid on environmental damage | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam emphasises pollution control methods during operation | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam project embraces environmental p such as re-afforestation protection through activities such as re-afforestation. | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam has engaged in water use projects in the community | 1 | 2 | 3 | 4 | 5 |
|  | The project is consistent in implementing a sustainable environmental approach which has environmental concerns | 1 | 2 | 3 | 4 | 5 |
|  | Efforts are made to reduce emissions through installation of project equipment and systems | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam operates in an eco-friendly office to reduce harm on environment | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam works with environmentally conscious partners under project implementation | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam ensures environmental preservation and safety as high priority issues | 1 | 2 | 3 | 4 | 5 |

**SECTION D: Ethical corporate social responsibility activities at Karuma dam project**

|  |  |  |
| --- | --- | --- |
| No.  | Statement | Scale |
|  | Karuma dam is transparent in all its operations to the host community | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam does not engage in activities communities that are abusive to host communities | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam emphasises safety and health of host communities | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam has precaution measures that reduce harmful effects caused by electricity generation from host communities | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam has not been engaged in activities that are prohibited by societal members | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam adheres to activities the community regards as affair | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam operates on a base of compliance with legislation and regulations | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam ensures no conflicts emerge with the host community during project implementation | 1 | 2 | 3 | 4 | 5 |
|  | Karuma dam works with environmentally preservation and safety as high priority issues | 1 | 2 | 3 | 4 | 5 |
|  | Efforts are made to reduce emissions through installation of project equipment and systems. | 1 | 2 | 3 | 4 | 5 |

**SECTION E: Community Relations at Karuma dam project.**

|  |  |  |
| --- | --- | --- |
| No.  | Statement | Scale |
|  | Karuma dam has improved on social relations with host communities | 1 | 2 | 3 | 4 | 5 |
|  | There is improved community collaboration in the host communities | 1 | 2 | 3 | 4 | 5 |
|  | Community members have created an environment that ensures sustainability of project | 1 | 2 | 3 | 4 | 5 |
|  | The project management works hand in hand authorities with community authorities. | 1 | 2 | 3 | 4 | 5 |
|  | Community members are to a small extent involved in decision making process for project implementation | 1 | 2 | 3 | 4 | 5 |
|  | Members of the community have been offered employment opportunities to feel part of the project | 1 | 2 | 3 | 4 | 5 |
|  | The community status has improved in terms of tourism operation | 1 | 2 | 3 | 4 | 5 |
|  | The level of infrastructure in host communities as improved | 1 | 2 | 3 | 4 | 5 |
|  | Compensated host community members support implementation of the project | 1 | 2 | 3 | 4 | 5 |

# APPENDIX B: INTERVIEW GUIDE

1. Interviewer self-introduction and purpose of the interview………………………………
2. Interviewee personal data……………………………………………………………….
3. What is the nature of relationship between Karuma dam project and the local community? …………………….and what factors may account for such a relationship?
4. Does Karuma dam project engage in any corporate social responsibility activities to benefit the local community?............... if Yes, which are those activities………………………………………………
5. What difficulties do you encounter in managing the above CSR activities? ……………..
6. Do you think such activities in anyway strengthen your relationship with the local community?....if yes how specifically…………………………………………………
7. What could be done to improve CSR activities at Karuma dam project?........................
8. In what other ways has Karuma dam tried to improve its relationship with the local community that is affected by her activities? ………………………………………………

# APPENDIX C: DOCUMENT REVIEW CHECKLIST

|  |
| --- |
| 2 Uganda Corporate Social Responsibility Conference 2016 |
| Corporate social responsibility management in Uganda: lessons, challenges, and policy implications |
| Philanthropic Corporate Social Responsibility: A Case Study NUSAFF 11 Project in Northern Uganda |
| Community Satisfaction, Community Attachment, Community Experience, Internet use and internet Access in Rural Utah Communities  |
| Corporate social responsibility: environmental aspects |
| Corporate Social Responsibility for Charity or for Service Business |
| Corporate social responsibility and community relations in cereals limited Nigeria: A case study of grand cereals limited |
| Environmental Corporate Social Responsibility (ECSR) as a Strategic Marketing Initiatives |

# APPENDIX D: BUDGET

|  |
| --- |
| Institutional Review Board PRESENTATION |
| **Activity** | **Item** | **Pages** | **Copies** | **Rate** | **Total** |
| Printing | Proposal, Summary, Application form | 50 | 1 | 200 | 10,000 |
| Photocopy | Proposal, Minutes, Summary | 50 | 12 | 100 | 60,000 |
| Binding | Proposal | 50 | 12 | 15,000 | 180,000 |
| Institutional Review Board fee |  |  |  |  | 102,500 |
| **Sub-total** | **352,500** |
| Questionnaires |  |  |  |  |  |
| Printing | Questionnaires | 4 | 1 | 200 | 800 |
| Photocopy |  | 4 | 400 | 100 | 160,000 |
| **Sub-total** | **160,800** |
| CONSENT FORMS |
| Printing | Consent & Assent forms | 4 | 1 | 200 | 800 |
| Photocopy |  | 4 | 400 | 100 | 160,000 |
| **Sub-total** | 160,800 |
| PERSONNEL |  |  |  |  |  |
| Item | personnel | Quantity | Rate |  | Total |
| Data Collection | Research Assistants | 1 |  | 1,000,000 | 1,000,000 |
| Data analysis | Statistician | 1 |  | 1,000,000 | 1,000,000 |
| **Sub-total** | **2,000,000** |
| TRAINING OF RESEARCH ASSISTANTS AND DATA PRETEST |
| Personnel/Item | Quantity |  | Person day | Rate | Total |
| Research Assistants | 2 |  | 2 | 40,000 | 160,000 |
| Markers | 1 pack |  |  | 25,000 | 25,000 |
| Flip charts | 1 |  |  | 25,000 | 25,000 |
| Note books | 3 |  |  | 2,000 | 2,000 |
| Photocopy | 40 |  |  | 100 | 4,000 |
| Masking tape | 2 |  |  | 5,000 | 5,000 |
| **Sub-total** | **230,000** |
| DATA COLLECTION SUMMARY |
| Stationary | Quantity |  |  | Rate |  |
| Notebooks | 6 |  |  | 2,000 | 12,000 |
| Box files | 8 |  |  | 10,000 | 80,000 |
| Sticker notes | 400 |  |  | 200 | 80,000 |
| Memory stick | 1 |  |  | 360,000 | 360,000 |
| Reams | 2 |  |  | 25,000 | 50,000 |
| **Sub-total** | **582,000** |
| PRESENTATION OF RESULTS |
| Activity |  | pages | Copies | Rate | Total |
| Printing book draft |  | 80 | 1 | 200 | 16,000 |
| Photocopying draft |  | 80 | 3 | 100 | 24,000 |
| Binding draft |  | 80 | 3 | 15,000 | 45,000 |
| **Sub-total** | **85,000** |
|  |  |  |  |  |  |
| **GRAND TOTAL** |  |  |  |  | **3,410,300** |

# APPENDIX E: WORK PLAN

|  |  |
| --- | --- |
|  | 2021 |
|  | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec  |
| Finish proposal preparation |  |  |  |  |  |  |  |  |  |  |  |  |
| Approval of the proposal |  |  |  |  |  |  |  |  |  |  |  |  |
| Ethical clearance & approvals |  |  |  |  |  |  |  |  |  |  |  |  |
| Administrative approvals in study sites |  |  |  |  |  |  |  |  |  |  |  |  |
| Reconnaissance visits to the study sites |  |  |  |  |  |  |  |  |  |  |  |  |
| Development of research study protocols |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop (adopt), pre-test & modify research tools |  |  |  |  |  |  |  |  |  |  |  |  |
| Miring and training of Research Assistants |  |  |  |  |  |  |  |  |  |  |  |  |
| Data Collection |  |  |  |  |  |  |  |  |  |  |  |  |
| Data management and analysis |  |  |  |  |  |  |  |  |  |  |  |  |
| Dissertation writing |  |  |  |  |  |  |  |  |  |  |  |  |
| Preparation of manuscripts for publication |  |  |  |  |  |  |  |  |  |  |  |  |