Corporate Social Responsibility in Tanzania: An Overview

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Introduction: Corporate Social Responsibility in Tanzania

Traditionally, in Tanzania, Corporate Social Responsibility (CSR) is widely understood as philanthropy (”doing good with part of the profit”) and thus refers to charitable community support projects in most cases.

In the contemporary global business environment, CSR generally refers to sustainable business performance, i.e. the principle to generate profit itself in a socially and environmentally responsible way. Community involvement and development is part of this, but other aspects, such as labor practices/human rights, environmentally-friendly production methods, and fair and transparent operating practices are equally important.

1. CSR Context and Challenges

1.1. Political context and Governance

Tanzania is one of the most stable and peaceful democracies in a region that is prone to conflict. Civil liberties and political rights are generally better off than in other East African countries. President Jakaya Kikwete was re-elected for another term of five years during the fourth multi-party general elections in 2010. Tanzania is a signatory to the UN Convention against Corruption, and various sector reforms and efforts to establish regulations, laws and oversight institutions have been established to prevent, investigate and sanction corrupt practices. Despite these efforts, both petty and grand corruption are rampant in the country’s political and administrative systems. According to surveys, such as the East African Bribery Index 2011, public institutions highest on the corruption scale are the police, the judiciary/courts, immigration, Tanzania Revenue Authority, Ports Authority, Local authorities, lands, National Social Security Fund and the health sector.

Over recent months, supported by the growing strength of opposition parties and catalyzed by the media, awareness in regards to the general lack of transparency and accountability in the country has increased. This growing consciousness, among other things, contributed to a major cabinet reshuffle by the President in May 2012.

1.2. Economic context

Tanzania’s economy is mostly based on traditional, rain-fed subsistence agriculture, employing the vast majority of the workforce. Cash crops, including coffee, tea, cotton, cashew nuts, tobacco, sisal, cloves and pyrethrum account for the majority of agricultural exports. Programmes to improve agricultural production have been established for both increased food security and income.

Economic diversification has increased, with particularly strong growth in service sub-sectors such as real estate, business services, communication (in particular mobile phone services) and tourism. The informal sector is growing rapidly, too, and an increasingly important source of employment. Tanzania’s industrial sector is one of the smallest in the region and dominated by small and medium-sized enterprises producing mostly consumer goods. Plans are
underway to revive agro-based industries, such as cashew nut and sugar and others, such as the textile sector.

The mineral and energy sector have great potential. Gold is a strong export industry, already, and gas reserves are very promising according to recent tests by several multinational companies, indicating that Tanzania may be one of the gas-richest countries in the world. Furthermore, there are significant repositories of oil, coal, uranium and rare earth.

While regulations, oversight institutions and regular exchange between the industry and the government have been established to a great extent for the mineral sector, this is yet to be achieved for the energy sector to fully benefit the country and its population in terms of revenue, employment and community development.

Despite ongoing investments, underdeveloped infrastructure with poor roads, ports and electricity supply remains a challenge for business in Tanzania. Education and skill levels of the local workforce as well as corruption and work ethics are additional concerns.

1.3. Social and development context

Despite macroeconomic achievements and sustained economic growth, poverty in Tanzania remains high, due to factors such as weak redistribution systems, poor linkages with rural areas where the majority of the population lives, and high population growth. Household poverty is highest among the elderly. In the UN Human Development Index for 2011, Tanzania ranks 152 out of 187 countries with comparable data.

Tanzania’s poverty reduction efforts are guided by various policy frameworks and strategies, including the Tanzania Development Vision 2025, the National Strategy for Growth and Reduction of Poverty (MKUKUTA) and the Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA), which are in their second generation. They are results-oriented and based on the Millennium Development Goals (MDGs). The country is on track in achieving the MDGs related to primary education, gender equality, HIV/AIDS and access to sanitation. But it is lacking behind in other MDGs, such as the improvement of maternal mortality, eradication of extreme poverty and hunger, and environmental sustainability (including increased land coverage by forest and access of people to sustainable water sources).

Girls in specific regions continue to face difficulties in completing primary education. Despite continuing early marriage practices and early childbirth, domestic violence and other gender-based discrimination, overall gender parity in Tanzania is generally better than in comparable countries due to the country’s efforts to advance women’s empowerment.

Health

While infant and under-five mortality have improved significantly and are on track to reach the MDG target, maternal mortality has only slightly declined over recent years and is still far from meeting the MDG goal. Malaria incidence has declined, but the disease remains a leading cause of death for children under five.

HIV/AIDS prevalence in the adult population is still very high and a significant problem in Tanzania. But it has declined among pregnant women attending antenatal
clinics and young people.

Access to clean and affordable water remains limited for the vast majority of Tanzanians and accounts for numerous health challenges and diseases. Other major constraints are weak health financing systems, insufficient collaboration between public and private providers, shortage of skilled personnel, work ethics and corruption.

**Education**

Approximately a quarter of adult Tanzanians – more women than men - have no education and are illiterate. Nowadays, the primary school enrollment rate has increased significantly, but overall education quality is low, particularly at secondary and higher level. While the number of university graduates continues to grow, tertiary education is very limited. Drop-out rates are high, especially for girls.

Investments have been made to improve school facilities all over the country. The low education quality is a result of factors such as underinvestment in teacher education and remuneration, insufficient and inappropriate learning materials and curriculum development. Facilities also lack specific equipment, such as science laboratories. Efforts to correct this are on the way.

Traditionally, Kiswahili has enjoyed higher priority in the Tanzanian education system than English. These factors presently result in a comparatively poorly skilled human resource base, particularly in regards to English language.

**Human Rights and Labour practices**

Despite improvements, human rights continue to be violated in Tanzania according to the *Amnesty International report 2010*. There is use of excessive force by military personnel, police, and prison guards. Societal violence and discrimination exist particularly against women, children, and persons with disabilities. Female genital mutilation remains widely practiced. Killings of people with albinism for superstitious reasons have received a lot of media coverage.

Land disputes are common in Tanzania as a British-inspired legal system for properties co-exists with customary land rights. Particularly widows are affected by their in-laws’ land-grabbing after the loss of their husbands.

While the Tanzanian Constitution guarantees freedom of expression, it does not explicitly provide for freedom of the press. Till date, however, media in the country have experienced little direct control or discrimination.

Tanzania has ratified the ILO’s core conventions to cover fundamental principles and rights at work. But labour rights continue to be violated throughout the country. Child and forced labour as well as discrimination are common. Despite the existence of the Trade Union Congress of Tanzania (TUCTA) trade union rights are often difficult to exercise.
1.4. Environmental context

Deforestation is rampant in Tanzania due to practices such as logging for timber, charcoal production for domestic use and shifting cultivation. Additionally, soil erosion, overgrazing, loss of biodiversity and abuse of water resources have lead to significant land degradation. Poor agricultural practices aggravate the problem. Poaching of wildlife occurs regularly in parks and game reserves.

In urban areas, pollution is a major problem, particularly with improper treatment and disposal of solid and liquid waste. The growing mining and energy sector is adding to these challenges by ways of practices and technologies that negatively impact the environment and local communities.

Due to human impact and climate change recurrent and severe droughts have increased with much of the country’s land facing desertification. Water levels in the lakes have dropped significantly, and the glacier on Mount Kilimanjaro is shrinking dramatically. While most Tanzanians are little aware or concerned about environmental challenges so far, the Government has established a national Climate Change Adaptation and Mitigation Plan, including measures to reduce deforestation, introduce carbon accounting and promote sustainable management of forest resources.

2. Key stakeholders

The CSR landscape in Tanzania is developing fast. At present it is mainly driven by

a) the international business sector, in particular the extractive industry, which has a special interest in following international standards for responsible/sustainable management and performance,

b) an “anti-corruption” movement in politics which reflects on the private sector,

c) local and regional business initiatives that wish to increase the visibility of CSR.

2.1. Business sector

CSR is based on the principle that corporate success, environmental sustainability and social welfare are interdependent. A business needs a healthy, educated workforce, sustainable resources and an adept government to compete effectively. For society to thrive, profitable and competitive companies are necessary to create employment, income and consumables.

At present, the motivation of local companies for CSR is mainly due to:

- the traditional culture of philanthropy/charity and African “Ubuntu” values.
- the desire to attract (international) investors which increasingly require sustainable performance.
- New supply chain norms by (international) clients and consumers requiring responsible performance.
- the anticipation of risks, including a change in the human resource market due to the formalization of the East African Community, new regulations in regards to carbon emissions and anti-corruption.

The CSR motivation for multi-national companies (especially in extractive industries) includes the above factors, but more importantly also:

- the company’s image/reputation and related risks
- safety concerns
- compliance with (international) regulations and standards

Over the last years in Tanzania, mostly foreign firms in the banking, telecommunications and mining sectors have been active in CSR. Particularly their charitable activities are covered by the media on a regular basis.

In 2010 and 2012, Bank M in collaboration with the East African Business Council (EABC) introduced and sponsored the East African CSR Awards to recognize companies excelling in various aspects of Corporate Social Responsibility. The initiative was designed and coordinated by Africapractice, an international consultancy firm. It generated a lot of publicity and contributed to higher awareness on CSR in Tanzania. Applicants for 2012 came from the following sectors: Banks, Food and Beverages, Transport, Telecommunications and Tourism (e.g. Exim Bank, Serengeti Breweries, Coca Cola, Swissport, Vodacom, Tigo, Kibo Palace Hotel,..)

Among other Tanzanian companies that have previously applied for the East African CSR Awards or have been traditionally active in CSR related aspects are: Airtel, Barclay’s and Standard Chartered Banks, Tanga Cement, Unilever Tea Tanzania and Sandali Wood Industries.

In the mining sector, some of the companies subscribing to CSR principles are Barrick Gold with its much publicized “responsible mining” approach, AngloGoldAshanti, Resolute Mining, and TanzaniteOne.

A growing number of companies in the oil and gas industry investing or looking to invest in Tanzania also have CSR aspects in their focus. They include Swala Energy/Australia, Maurel et Prom/France, Ndogu Resources/Australia, Pan African Energy/UK, Dominion Oil and Gas/UK, Petrodel Oil and Gas/UK, Latham, Afren/UK, Petrobras/Brazil, British Gas/UK, Statoil/Norway, Dadsal Resources/United Arab Emirates, Ophir/Australia, Beach Petroleum/Australia, Hydrotanz/Mauritius, Heritage/UK, Motherland Industries/India, Exxon/US, Schlumberger/US, and others.

International Audit, Tax, and Accounting firms such as Deloitte, KPMG, and PWC have CSR high on their agenda and provide or consider to provide services in this area in Tanzania.

A number of business organisations and networks show increasing interest in CSR, such as the CEO Roundtable which brings together over 60 leading companies in Tanzania in a forum for business-related and policy dialogue.

The Tanzania Responsible Business Network (TRBN) unites companies with a focus on sustainable and ethical business behavior, particularly to champion anti-corruption initiatives in the country’s private sector. Initial members are Deloitte, KPMG, Serengeti Breweries, Airtel, Twiga Cement, Export Trading, Coastal Travels, FINCA, Standard Chartered, Bank M and East Africa Speakers Bureau. More companies are expected to join the network. Many of them are members of the CEO Roundtable and TPSF at the same time, too.
The Tanzania Private Sector Foundation (TPSF) is an initiative by the private sector to promote private sector-led social and economic development in Tanzania with a focus on policy and capacity building. Supported by a number of international donors, TPSF works closely with the Tanzania National Business Council (TNBC).

A number of industry-based umbrella organisations exist in Tanzania, such as the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) which operates offices in most regions and districts in the country to provide business advice, development and intermediary services at a local level. TCCIA also supports dialogue and partnership between the private and the public sector, with media organisations and with civil society.

The Confederation of Tanzania Industries (CTI) operates from Dar es Salaam, Arusha/Moshi, Mwanza and Tanga and has over 280 small, medium and large enterprise members to lobby and advice the Government on an enabling industry environment in view of positive contributions to the country’s overall development.

The Tanzania Chamber of Minerals and Energy has close to 60 members which are active in the mining sector from exploration to production. It acts as a voice for the industry and a mediator between the mining investment community and key stakeholders, including the Government and the public.

Examples for business groups with a particular country focus are the American Chamber of Commerce and the British Business Group Tanzania. The latter works closely with the British High Commission, representative UK agencies and other stakeholders in order to improve the business environment and economic potential of Tanzania. The American Chamber of Commerce shares similar goals. Both also aim at strengthening the growing business ties between respective home countries and Tanzania.

Service clubs, such as the Rotary and Lions Clubs, bring together business and professional leaders in order to organize specific campaigns for community development and to support various charity projects.

The Association of Tanzania Employers (ATE) represents the interests of more than 800 members, including business associations and individual enterprises, large or small, both, in the private and parastatal sectors. It entails in dialogue with the Government, Trade Unions and national tripartite bodies, such as the National Social Security Fund, to bring about sustainable socio-economic development in Tanzania. To its members the ATE provides advisory and representation services in areas such as legal and human rights and human resources development.

2.2. Government

Various policies, acts and guidelines in CSR-relevant areas are in place, such as environmental conservation policies, regulations in regards to HIV/AIDS, an Act on public-private-partnership, etc. Tanzania has ratified a number of international agreements concerning Human Rights, Climate change, Anti-Corruption and other CSR-relevant areas. Explicit definitions and specific regulations in regards to Corporate Social Responsibility do not exist.

The Tanzania National Business Council (TNBC) is the formal forum for consultation between the public and the private sectors, chaired by the President of Tanzania. The council is made up of 40 representatives, 20 from the private sector and 20
from the Government and includes representatives of organized labour and academia. Its agenda is proposed by the Tanzania Private Sector Foundation (TPSF, see above).

The Tanzania National Business Council also established the Local and International Investors' Round Tables consisting of members from the Government, Tanzania private business and representatives of foreign investors, respectively, as well as the SMART partnership hub for dialogue from local to district, regional and national to international level, including small and informal sector players, too.

The Tanzania Investment Centre (TIC) is the primary agency of the Government to promote and facilitate investment in the country and to advise the Government on investment related matters. TIC is also assigned to coordinate projects within the scope of the Public-Private-Partnership Act, 2010, for the mainland, which encourages the business sector to be a “development partner” to the country, by following pro-poor business models on the one hand, and by supporting the country’s development goals, on the other. The Act includes rules and guidelines to promote private sector participation in the provision of public services through partnership projects that access investment capital, managerial skills and technology.

The Tanzania Mineral Audit Agency (TMAA) under the Ministry of Energy and Minerals has been established to facilitate the maximization of Government revenue from the mining industry through effective monitoring and auditing and to ensure sound environmental management in the mining areas.

Tanzania is a member of NEPAD, the technical body of the African Union, designed to promote sustainable development and growth in the continent through African partnerships and regional cooperation. It is supported by international organisations such as the African Development Bank, UN agencies, and development agencies of the UK and Germany.

The African Peer Review Mechanism, voluntarily adopted by the member states of the African Union, promotes and re-enforces high standards of democracy and political governance, economic governance, corporate governance and socio-economic development. It is a self-monitoring mechanism. Tanzania has undergone its first review, recently, and results are awaited.

Tanzania is also a member of the African Parliamentarians’ Network Against Corruption (APNAC) which seeks to strengthen parliamentary capacity to fight corruption and promote good governance.

2.3. International aid

Tanzania is perceived as a “donor darling”. According to the OECD Development Aid at a Glance 2012 report, the country ranks second in the world in the list of the top ten recipients of Official Development Assistance. Approximately one third of Tanzania’s budget is financed by donors.

Development agencies operating in Tanzania are numerous. A number of them have formed the Development Partners Group (DPG) to harmonize and coordinate policy dialogue in the management and administration of aid to Tanzania. The DPG has established a specific group for “Private Sector Development & Trade”.
Current members are:

- Canadian International Development Agency (CIDA)
- Danish International Development Agency (DANIDA)
- UK Department For International Development (DFID)
- The European Union Delegation
- The Netherlands
- Switzerland (SDC)
- Swedish International Development Cooperation Agency (SIDA)
- USAID
- International Labour Organization (ILO)
- United Nations Industrial Development Organization (UNIDO)
- World Bank

Further important aid and development partners are Norway, Finland, Germany, the US Millennium Challenge Corporation, other UN agencies and the African Development Bank. Many bilateral missions also have their own business support or partnership programmes promoting business and trade partnerships between their home country and Tanzania.

Most agencies actively support programmes in the health and education sector. Capacity building of government institutions and civil society (via umbrella organisations, such as the Foundation for Civil Society, see below) is also high on the agenda in view of better governance. In addition, a number of agencies contribute to environmental programmes (such as Norway and the UK in climate change). Certain agencies, such as the Danish, UK and German, show particular interest in supporting anti-corruption and ethical business initiatives. The Canadian International Development Agency is very engaged in supporting responsible mining, particularly in collaboration with African Barrick Gold, which developed from a Canadian corporation.

China, India, Japan, South Korea, Brazil and other partner countries represented in Tanzania focus more exclusively on trade relations and collaboration in infrastructure projects.

2.4. Civil Society

Tanzania has a large number of Civil Society Organisations, NGOs and Faith Based Organisations active in sectors such as health, education, environmental conservation, legal matters and advocacy. Civil society involvement in public private partnerships and dialogue is not widely established.

The Foundation for Civil Society is a grant-giving organization that aims to establish an intermediary support mechanism for civil society organisations in Tanzania to increase capacity and enable effective engagement in poverty reduction efforts of the country. It holds public policy dialogues to include different stakeholders in discussions on development.

The purpose of the National Council of NGOs (NACONGO) is to coordinate and (self-) regulate NGOs operating in Tanzania, while the Tanzania Council for Social Development (TACOSODE), a national umbrella NGO with UN consultation status, aims at improving the capacities of NGOs and Community Based Organisations to deliver quality services through training, networking, policy analysis, lobbying and advocacy.
The Tanzania Association of NGOs (TANGO) is an umbrella body that acts as a national representative for over 500 Civil Society Organisations across the country. Its programme includes capacity building for NGOs and policy engagement with other development partners at all levels. The association seeks to advance justice, peace, good governance, human rights, gender equality and equity, and sustainable human development in Tanzania.

While the quality of investigation and reporting remains generally weak, Tanzania’s media are quite free to report critically on politics and matters of common interest. Negative impact of the mining sector, environmental issues (such as poaching), side effects of agricultural reforms, social discrimination and abuse (such as the killing of people with albinism) are covered regularly. Concerns on the preparedness of the country for the rapid growth of the gas and oil industry are openly expressed, too. The media play a catalyzing and leading role in the current public debate around corruption in the public sector.

2.5. Academia

Academic programmes of training institutions such as the University of Dar es Salaam Business School (UDBS) include CSR-relevant topics such as HR management, occupational health and safety and business ethics. So far, there is no specific academic programme on CSR in the country.

The independent Dar es Salaam Institute for Sustainable Development was opened with support by the Finnish Government in order to train key government officials and organizational stakeholders in environmental, social and economic aspects of sustainable development. The institute promotes networking among regional actors, too, particularly with other East African Community members.

The independent Economic and Social Research Foundation (ESRF) was established to strengthen policy analysis and development management and to enhance the understanding of policy options in the government, the civil society, the donor community and the growing private sector. Research activities focus on subjects such as Inclusive Growth and Wealth Creation, Social Services and Social Protection, Natural Resources and Environment Management, and Governance and Accountability.

Another independent research institution which creates knowledge to facilitate socio-economic development is Research on Poverty Alleviation (REPOA). It produces research in the areas of Growth and Poverty, Vulnerability and Social Protection, and Governance and Service Provision. Furthermore, it facilitates knowledge sharing and the use of research results in policy development, and provides training courses on various aspects regarding poverty analysis.

2.6. Multi-stakeholder initiatives

Many initiatives involving Tanzanian authorities, international governments, aid agencies and – to some extent – civil society are multi-stakeholder collaborations. Increasingly, the private sector is solicited to assist the country in sustaining economic growth and reduction of poverty as per the national strategy and the Millennium Development Goals (MDG). At the same time, the private sector is taking initia-
tives on its own, too, because companies understand that for business to thrive, environmental sustainability, social development and good governance are beneficial. Following are some examples of existing multi-stakeholder initiatives that include aspects relevant to CSR.

The Tanzanian Government promotes Kilimo Kwanza (“agriculture first”), a private sector-led initiative to create a “greener revolution” in Tanzania within the framework of the multi-stakeholder Agricultural Sector Development Programme (ASDP). It is supported by large corporate agribusiness and includes the use of petrochemical fertilizers and insecticides, as well as genetically modified seeds. This has attracted some criticism by the civil society in regards to environmental effects, impact on human health and sustainable agricultural practices. Also critically assessed is the fact that Kilimo Kwanza – due to investment needs associated with new technologies – benefits large-scale farmers rather than providing food security or employment for small-scale farmers. Measures to address this are on the way.

The G8 Summit in May 2012, chaired by the US President, brought together representatives of the business sector, international and civil society organisations and African leaders to discuss the advancement of food security in the continent. Tanzania is among the first countries to benefit from this initiative and will receive support for projects under its Agricultural Sector Development Programme (ASDP) and the Southern Corridor Scheme. International organisations, such as the US based Millennium Challenge Corporation and corporates, such as Diageo plan to collaborate in this programme together with other stakeholders.

Tanzania Agriculture Partnership (TAP) is a Public-Private Partnership platform which uses a value chain approach to improve the production and marketing of agricultural goods, such as rice, maize, sunflowers and cassava, in 25 districts of the country. TAP is supported by the Norwegian Government, Yara International (a Norwegian agribusiness company), MS Tanzania ActionAid Denmark and the European Commission.

The AIDS Business Coalition in Tanzania (ABCT) was established to control and manage HIV/AIDS in the workplace and beyond. Over 70 companies are members. ABCT is supported by the Tanzanian Commission for AIDS (TACAIDS), The Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), EngenderHealth/United States President's Emergency Plan for AIDS Relief (PEPFAR), the Association of Tanzanian Employers (ATE), the Trade Union Council of Tanzania (TUCTA), Egmont Trust, USAID and the German Government/GIZ.

The Governments of the UK, Sweden, Denmark and the Netherlands fund an initiative called Business Environment Strengthening for Tanzania (BEST-AC) which provides capacity building services for the private sector to better voice concerns and create an improved business environment via dialogue with the Government in regards to policies, laws and regulations. BEST-AC works with private sector membership organisations (such as the Tanzania Private Sector Foundation, industry chambers, associations and councils) as well as academic and civil society organisations.

The Mining Interstakeholders’ Forum (MISF) was established with key corporate interests from the mining sector and in collaboration with the Ministry of Energy and Minerals. Jointly, they introduced the Presidential Award on the Extractive Industry Corporate Social Responsibility and Empowerment (CSRE) in 2012 to increase mutual benefits, including transparent tax revenue and productive relationships with local communities.
Tanzania has applied for membership of the Extractive Industries Transparency Initiative (EITI), a coalition of companies, governments, civil society groups, investors and international organisations that set a global standard for transparency in the oil, gas and mining sector. Tanzania’s first report in 2011 lead to the renewal of the country’s candidacy until 2013, and defined conditions for Tanzania’s full membership.

The aim of the UN Global Compact is to promote business performance aligned with universally accepted principles in the areas of human rights, labor, environment and anti-corruption. While a number of companies in Tanzania are members of the UN Global Compact, it is not coordinated by a particular UN agency or specifically promoted by the UN in Tanzania in general. The focus is on individual project collaboration between individual UN agencies and private companies, including the UNDP Growing Sustainable Business Partnership (GSBP) programme to alleviate poverty. Recent examples of GSBP projects are in the area of low-cost telecommunication structure for rural areas and solar lighting.

3. CSR advancement opportunities in Tanzania

Awareness and interest related to CSR are growing in Tanzania. On the basis of the context and stakeholder overview above, potential measures to further advance CSR in the country are summarized in the table below.

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<th>Stakeholder group</th>
<th>CSR advancement opportunities</th>
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| Business sector   | ● Plan for future events and further concept development of the East African CSR Awards, e.g. by including CSR capacity building for individual companies beyond marketing and by integrating additional stakeholders for broader support. Events to date have been driven by Bank M, the East African Business Council and the consultancy firm AfricapRACTICE.  
  ● Develop the Tanzania Responsible Business Network (TRBN) into a national CSR platform for private sector and multi-stakeholder dialogue on ethically, socially and environmentally responsible business performance. Consider the UN Global Compact principles as a general basis while focusing on anti-corruption and ethical business practices at first. Main drivers of the TRBN include Deloitte and Serengeti Breweries/Diageo.  
  ● Facilitate CSR roundtables for members of business organisations and industries, particularly to exchange knowhow and experience in regards to community support initiatives.  
  ● Generally promote CSR capacity building with companies wishing to develop their CSR, particularly with regards to specific international guidelines and standards (UN Global Compact). |
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<th><strong>Compact, ISO 26000, industry/sector specific standards,..)</strong></th>
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<tr>
<td>● Assist individual companies with <strong>sustainability reporting</strong>.</td>
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<tr>
<td>● Provide CSR guidance to the <strong>gas and oil industry</strong> regarding best practice. Facilitate the exchange of knowhow and experience with the mining sector.</td>
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<tr>
<td>● Provide CSR guidance to new stakeholders from <strong>BRIC countries</strong>.</td>
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<td>● Provide CSR guidance to companies and industries investing in the country within a special international framework, such as the new <strong>agriculture and food security alliance</strong> led by the US President and G8.</td>
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<tr>
<td>● Promote capacity building for the <strong>Association of Tanzania Employers</strong> (ATE) in additional CSR-relevant aspects to broaden their service portfolio.</td>
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<tr>
<th><strong>Government of Tanzania</strong></th>
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<tr>
<td>● Promote dialogue with private sector representatives on existing and planned <strong>laws, regulations and policies</strong> in regards to environmental, social and governance/anti-corruption matters, particularly in view of risk preparedness and compliance.</td>
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<tr>
<td>● Promote dialogue with private sector representatives to <strong>synchronize community support</strong> and infrastructure initiatives with national/regional plans and policies.</td>
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<tr>
<td>● Further develop and endorse the legal, institutional and regulatory framework concerning the <strong>gas and oil sectors</strong>.</td>
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<tr>
<td>● Promote and endorse CSR in government supply and <strong>procurement</strong>.</td>
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<tr>
<td>● Define CSR in relations to <strong>Public Private Partnership</strong> (as per PPP Act 2010)</td>
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<td>● Lend high-level support to private-sector initiatives mentioned above by involving policymakers in these programs.</td>
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<th><strong>International aid / Governments</strong></th>
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<td>● Endorse the focus on CSR in <strong>business partnerships</strong> and <strong>supply chains</strong>, and support CSR initiatives in general (e.g. CSR training for local entrepreneurs, local procurement policies,..).</td>
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<tr>
<td>● Assess the possibility to coordinate CSR related initiatives of donor countries via the <strong>Development Partner Group (DPG)</strong></td>
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<th><strong>Civil society</strong></th>
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<tr>
<td>● Promote the inclusion of civil society organisations such as the Foundation for Civil Society in <strong>public-private dialogue</strong> regarding CSR.</td>
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<tr>
<td>● Provide civil society’s <strong>expert advice</strong> on community support and infrastructure projects by the private sector.</td>
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| **Academia** | - Introduce and develop academic programmes with regards to CSR in Tanzanian institutions, such as the University of Dar es Salaam Business School (UDBS) and the Institute for Sustainable Development  
- Conduct specific research in regards to CSR at institutions such as the Economic and Social Research Foundation (ESRF) and Research on Poverty Alleviation (REPOA). |
| **Multi-stakeholder initiatives** | - See above: Generally promote dialogue with relevant stakeholders to exchange knowhow and experience in all relevant areas for mutual learning and coordination of initiatives (e.g. CSR roundtables and TRBN forums with representatives from TNBC, DPG, Foundation for Civil Society, ESRF...).  
- Include new players from similar areas in dialogue and coordination, such as Foundations and Microfinance institutions  
- Further support and develop existing initiatives, such as the AIDS Business Coalition Tanzania  
- Promote a specific framework, such as the UN Global Compact or ISO 26000, as an overall reference for CSR in Tanzania. |
| **International level** | - Promote Tanzanian leadership in CSR within the East African Community, e.g. via the East African CSR Awards.  
- Promote CSR dialogue and exchange of experience and knowhow within NEPAD (African Union) under Tanzanian leadership, e.g. along with the results of Tanzania’s first review under the African Peer Review Mechanism. |
Resources

With regards to the CSR context in Tanzania:

- CIA World Factbook 2012
- Economist Intelligence Unit, Country Report Tanzania, 2012
- UNDP, Basic Country Data and Country Overview Tanzania, 2009/10
- UNDP: UN Human Development Index for 2011
- Worldbank, Country Data Tanzania 2000 – 2010
- OECD, Development Aid at a Glance 2012
- Transparency International: East African Bribery Index 2011
- Tanzania – Amnesty International report 2010
- GIZ, Partnership Landscape, Country Profile Tanzania, 2011

With regards to key stakeholders in Tanzania:

- National Website of Tanzania: www.tanzania.go.tz
- Websites of various institutions and organisations mentioned in this overview
- Interviews with representatives of institutions and organisations mentioned in this overview
- Information collected during CSR-related events in Dar es Salaam
- Various press articles and publications in Tanzanian media

More details available on request.

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