



**ECONOMIC AND SOCIAL RESEARCH FOUNDATION  
(ESRF)**

**MEDIUM TERM  
STRATEGIC PLAN  
2008 - 2011**

November 2007

ECONOMIC AND SOCIAL RESEARCH FOUNDATION  
(ESRF)

**MEDIUM TERM STRATEGIC PLAN  
2008 - 2011**

Economic and Social Research Foundation  
51 Uporoto Street  
Off Ali Hassan Mwinyi Rd  
Ursino Estate  
P.O. Box 31226  
Dar es Salaam  
Tanzania  
Website: [www.esrftz.org](http://www.esrftz.org)  
Email: [info@esrf.or.tz](mailto:info@esrf.or.tz)  
Tel +255-22-2760260  
Fax +255-22-2760062

Preparation of this Medium Term Strategic Plan (MTSP) was jointly funded by the African Capacity Building Foundation (ACBF) and the Department for International Development (DfID).

ISBN Number 9987-610-631

©Copyright 2007, Economic and Social Research Foundation

# Acknowledgement

Since its inception in 1994, the Economic and Social Research Foundation (ESRF) has contributed tremendously to the Government's development priorities by taking an active role in spearheading various economic and social policy reform processes. ESRF was, for example, substantially involved in various stages of formulating the National Vision 2025; the Poverty Reduction Strategy Paper (PRSP); as well as the National Strategy for Growth and Reduction of Poverty (NSGRP), the Rural Development Policy (RDP), the Rural Development Strategy (RDS) and the East African Development Strategy, just to mention a few.

ESRF has so far implemented three phases of Strategic Plans, whose outputs have contributed to policy formulation and strategic thinking in Tanzania. We are now launching the 4th Strategic Plan, which will run from 2008 to 2011. This plan is a result of an Institutional Review that was done in 2006, whose recommendations provided guidance in developing the strategic priorities for ESRF's work in the forthcoming years.

The strategy, whose themes are drawn from MKUKUTA and MKUZA, will have as its main thrust an enhanced understanding of, among other things, social dimensions of growth, poverty and analysis of key economic drivers.

The Foundation would like to acknowledge the technical, logistical and financial support provided by various Development Partners, the Private Sector and Government especially from key Sector Ministries. We are especially grateful to:

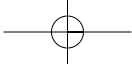
- The Government of Tanzania (GOT)
- The Development Gateway Foundation (DGF)
- The African Capacity Building Foundation (ACBF)
- The United Nations Development Programme (UNDP)
- The Department for International Development (DfID)
- The East African Community (EAC)
- The World Bank (WB)
- The African Development Bank (AfDB)
- The Ford Foundation (FF)
- The United Nations Children's Fund (UNICEF)
- The Danish International Development Agency (DANIDA)
- The Swedish International Development Agency (SIDA)
- The International Labour Organization (ILO)

We also wish to acknowledge other institutions and networks, with whom we have been collaborating, namely; the African Economic Research Consortium (AERC), the Formative Process Research on Integration in Southern Africa (FOPRISA), the Overseas Development Institute (ODI), the Namibian Economic Policy Research Unit (NEPRU), the Botswana Institute for Development Policy Analysis (BIDPA), the Southern and Eastern Africa Policy Research Network (SEAPREN), the Research on Poverty Alleviation (REPOA), and the Kenya Institute for Public Policy Research and Analysis (KIPPRA), among others. Lastly, the Foundation wishes to thank all individual consultants and private firms who worked with us over the past years.

The Foundation has also received support from Civil Society Organizations such as The Foundation for Civil Society (FCS) and Private Sector Organisations such as CRDB Bank, for which we are most grateful.

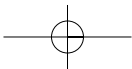


**Dr. H. Bohela Lunogelo**  
**Executive Director**



# Contents

ACKNOWLEDGEMENT .....	I
ABBREVIATIONS .....	V
PREFACE .....	VII
<b>1.0 Vision and Mission of ESRF .....</b>	<b>1</b>
1.1 Introduction .....	1
1.2 The mandate of ESRF .....	1
1.3 ESRF Vision and Mission .....	2
1.4 ESRF Objectives .....	3
1.5 Institutional Governance .....	4
1.6 Institutional Readiness .....	4
<b>2.0 Situation Analysis .....</b>	<b>5</b>
2.1 Relevance of ESRF'S mandate and objectives on National Goals .....	5
2.2 Analysis of Stakeholders .....	6
2.2.1 Government of Tanzania .....	6
2.2.2 Private Sector .....	6
2.2.3 Civil Society Organizations .....	7
2.2.4 Development Partners .....	7
2.3 Review of Internal environment .....	9
<b>3.0 Focus areas for Research and Associated Activities .....</b>	<b>12</b>
3.1 The Underlying principle .....	12
3.2 Short-term demand driven vs long-term supply driven research .....	12
3.3 Collaboration in Research .....	13
3.4 Research focus areas .....	14
3.4.1 Growth and Wealth Creation .....	14
3.4.2 Governance .....	16
3.4.3 Globalisation and Regional Integration .....	17
3.4.4 Social Services and the Quality of Life .....	18
3.5 Capacity Development and Policy Voice .....	19
3.6 Commissioned studies .....	21
3.6.1 The ESRF Commissioned Studies Goals and Objectives .....	21
3.6.2 Commissioned Studies Outputs .....	22



<b>4.0</b>	<b>Collaborative Programmes</b>	23
4.1	Post-Graduate diploma in Poverty Analysis	23
4.2	Ford Foundation International Fellowships Programme- Tanzania	24
<b>5.0</b>	<b>Institutional Strengthening</b>	26
5.1	Knowledge Management ICT and Library	26
5.2	Publications and Quality control	28
5.2.1	Publications	28
5.2.2	Quality Control	30
5.2.3	Dissemination of Publications	30
5.3	Human Resources	31
5.3.1	Staff Retention Strategies	32
5.4	ICT Hardware Base	32
<b>6.0</b>	<b>Monitoring and Evaluation (M &amp; E)</b>	34
<b>7.0</b>	<b>Risk and Assumptions</b>	35
<b>8.0</b>	<b>Resource Requirements</b>	36
8.1	The Budget	36
8.1.1	Budget Estimates	37
8.1.2	Summary of the Strategic Plan	38

**LIST OF TABLES AND FIGURES**

Table 1: Strengths, Challenges, Opportunities and Uncertainties	9
Table 2: Growth and Wealth Creation	15
Table 3: Governance	16
Table 4: Globalisation and Regional Integration	17
Table 5: Social Services and the Quality of Life	18
Table 6: Knowledge Management: ICT and Library	27
Table 7: Computers and Other accessories	33
Table 8: ESRF Project Phase IV Budget Estimates 2008-2011	37
Table 9: Summary of the Strategic Plan 2008-2011 -	38
Figure 1: Organization Structure	4
Figure 2: Stakeholder Interaction with ESRF	8

# Abbreviations

ACBF	African Capacity Building Foundation
AERC	African Economic Research Consortium
AGOA	African Growth and Opportunity Act
APIF	African Policy Institutions Forum
ARRF	Africa Research and Resource Foundation
BIDPA	Botswana Institute for Development Policy Analysis
CMI	Chr. Michelsen Institute
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DGF	Development Gateway Foundation
DPs	Development Partners
DfID	Department for International Development
EAC	East African Community
ERB	Economic Research Bureau
ESRF	Economic and Social Research Foundation
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FCS	Foundation for Civil Society
FF	Ford Foundation
FOPRISA	Formative Process Research on Integration in Southern Africa
GDNET	Global Development Network
GoT	Government of Tanzania
HRM	Human Resource Management
ICT	Information Communication Technology
ISS	Institute of Social Studies
IFP	International Fellowships Programme
KIPPRRA	Kenya Institute for Public Policy Research and Analysis
KMC	Knowledge Management Centre
MKUKUTA	Mkakati wa Kukuza Uchumi na Kuondoa Umasikini Tanzania
MKUZAZ	Mkakati wa Kuondoa Umasikini Zanzibar
MDGs	Millennium Development Goals
MTSP	Medium Term Strategy Plan

NSGRP	National Strategy for Growth and Reduction of Poverty
NEPRU	Namibian Economic Policy Research Unit
NGOs	Non Governmental Organizations
ODI	Overseas Development Institute
PGD	Post Graduate Diploma Programme
PRSP	Poverty Reduction Strategy Paper
REPOA	Research on Poverty Alleviation
RDP	Rural Development Policy
RDS	Rural Development Strategy
SADC	Southern Africa Development Community
SIDA	Swedish International Development Agency
SEAPREN	Southern Eastern Africa Policy Research and Analysis Network
SWOPNET	Sharing With Other People Network
UNICEF	United Nations Children's Fund
UNDP	United Nations Development



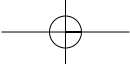
## Preface

For the last 13 years the Economic and Social Research Foundation has contributed immensely to the development of institutional capacity for policy analysis. This has been achieved hand in hand with various stakeholders in different sectors of the economy. It has strengthened capability for policy analysis and decision-making for articulation and enhancement of policy options for the Government, the donor community, civil society, the private sector and the general public. This has been done through various channels including Research, Capacity Development, Policy Dialogues, Commissioned Studies and Knowledge Dissemination.

Institutional Review of the Foundation's previous strategic plans covering the first phase (1994-1997), second phase (1998-2001) and third phase (2002-2006) led to the re-focus of the institution's vision, which has informed the formulation of the Mid Term Strategic Plan for 2008-2011. The strategy will guide the Foundation to its goal of becoming a regional and international centre of excellence in capacity development for policy analysis, development management policy research and policy dialogue in the year 2015.

The year 2007, has been a year of review and reflection for the institution. After undertaking an institutional review by an independent group of consultants, a closer look was taken into the organization's progress and strategies for reaching out to our stakeholders in a more sustainable manner in tune with the economic growth challenges. Focusing on the ESRF's mandate and the growing need for research, capacity building, policy dialogue and information dissemination, the assessment justified the validity of ESRF's objectives which adds to the National Strategy for Growth and Poverty Reduction in Tanzania.

The Strategic Plan for 2008 - 2011 focuses on key thematic areas in line with MKUKUTA and MKUZA. Through research, the Foundation will focus on growth and wealth creation, governance, regional integration, social services and the quality of life. The Foundation will put a higher thrust on capacity development both for its staff and stakeholders through training and exchanges. It will also include the general public, private sector and civil society organisations in its training initiatives. Additionally, the strategy aims to improve and broaden dissemination outreach by capacitating the media to disseminate information to the grass roots stakeholder thereby giving them a voice. ESRF will continue to publish various research outputs and circulate them widely for information outreach through print and electronic media. It will continue to better its services in the Information Centre and network with other institutions in Africa and the



world in ensuring that resource material for general knowledge and research is available to its stakeholders.

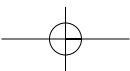
The Foundation seeks to increase its human resource base in order to sufficiently attend to the increasing need for its services as a result of the opportunities that are at hand in Tanzania and the region. In order to strengthen the quality of its human resource capacity the Foundation aims to improve its recruitment policies and practices, learning and development, planning and visioning approaches.

With the improvement of technology, the Foundation has been successful in utilizing ICT through the TzOnline and TzGateway programmes. However with an increase in demand and a re-focus in strategy, an overhaul of the system is necessary to ensure efficiency in performance and delivery, for both in-house and field research activities.

Finally in the implementation of the fourth strategic plan 2008-2011, quality control of all activities in research will be key in all the outputs. The monitoring and evaluation process will use performance indicators including outputs, outcomes and impacts of ESRF's activities in totality which will be communicated to our stakeholders.

ESRF's vision and its track record proves that the goals and objectives are attainable. Guided by the Executive Committee of the Board of Trustees, who act in an advisory capacity, our stakeholders including the Government, the Development Partners, the Private and Public Sectors and the Civil Society, we will ensure that our goals and objectives are geared towards advancing knowledge to the public and private sector entities through sound policy research findings, capacity development and advocacy of good development management practices.

Backed with 13 years of experience, a good foundation in research and capacity building, high levels of professionalism, and with support from our stakeholders, we look forward to achieving our goal of building a centre of excellence as a think tank in policy analysis and capacity building by the year 2015.



# 1.0 VISION AND MISSION OF ESRF

## 1.1 Introduction

The Economic and Social Research Foundation (ESRF) is an independent policy research institution based in Dar es Salaam, Tanzania. It was established in 1994 after two years of analysis, planning and development in response to the need for development of institutional capacity for policy analysis. The primary objectives of the Foundation are to strengthen capabilities in policy analysis and decision making, to articulate and enhance understanding of policy options in Government, the public sector, the donor community, and the growing private sector and civil society.

ESRF played a catalytic role in the country's socio-economic reforms in the late 1980s and early 1990s. Since then ESRF has evolved through four phases, more along the lines of the financial phases of the key founder trustees, i.e. The African Capacity Building Foundation (ACBF) and the Government of Tanzania (GoT). The first phase of ESRF (ESRF I - 1994-1997) focused on four programme areas: (i) ESRF institutional development, (ii) core research, (iii) commissioned studies and (iv) policy dialogue and dissemination. The second phase (ESRF II - 1998-2001) had five components, namely: institutional capacity building; capacity strengthening of Tanzanian institutions involved in the development agenda; core research in issues concerning development; policy dialogue; and publication and dissemination of outputs. The third phase (ESRF III - 2002-2006), more or less continued with activities started in the second phase. Nonetheless, one could say that short-term research, in the form of commissioned studies and consultancies, pre-occupied ESRF more than long term, internally articulated supply-led research.

Like the third phase, the fourth phase (ESRF IV - 2008-2011), will continue to build on the activities initiated during the last phase. In addition, the fourth phase will strive to ensure that there is a balance between research and commissioned studies/consultancies so as to reduce the dominance of consultancies.

There are still many issues that will continue to dominate the research agenda for informing policy formulation and development planning. These include understanding of economic growth drivers and linkages to employment and social protection and equity dimensions of growth.

## 1.2 The Mandate of ESRF

Whereas the ESRF has achieved much in terms of contributing towards existing policies and major reforms implemented, there is still a broad range of challenges that require

policy analysis, policy dialogue and critical questioning and thinking. The mandate of the ESRF is therefore still valid, and the need for research, capacity building, policy dialogue, and information dissemination is still in great demand. The ESRF's own institutional requirements have also changed from a need to build an institution to one of augmenting its strengths by sharpening its focus and enhancing delivery in terms of quantities and quality. Thus, the fourth phase (ESRF IV - 2008-2011) will strive to implement the following components: short and long term research programmes, capacity development (training, outreach programmes and policy dialogue), commissioned studies, publication and dissemination of outputs.

### 1.3 ESRF Vision and Mission

**Vision:** To become a regional and international centre of excellence in capacity development for policy analysis and development management, policy research, and policy dialogue by year 2015.

**Mission:** Advancing knowledge and analysis to public and private sector entities through sound policy research findings, capacity development and by advocating good development management practices.

#### ESRF Values and Philosophy:

In achieving its vision and fulfilling its mission, ESRF shall value a high level of professional excellence, integrity and freedom; foster good governance and participatory management, produce excellent quality policy research outputs and uphold social responsibility and high ethical standards. ESRF will adhere to the following values:

- (i) **Development responsibility**, by ensuring that most of the research, policy dialogue and training have positive immediate and long term impact on the economies of Tanzania and East Africa.
- (ii) **Professional excellence and integrity**, by ensuring that the pursuit of excellence in research and services to the public is well recognized and is an integral part of the ESRF institutional life; and that all research and related capacity strengthening outputs are prepared at acceptable international standards. This will be buttressed by applying quality control mechanisms from the Foundation.

- (iii) **Academic freedom**, by upholding the spirit of free and critical thinking and enquiry, while conducting research and subjecting findings to peer review and dialogue. This will be done while tolerating the rich and diverse sets of beliefs and understanding in the Tanzanian and East African communities.
- (iv) **Professional and ethical standards**, by upholding high levels of professional standards and ethical behaviors through honesty, sincerity and respect.
- (v) **Accountability**, by adhering to contractual obligations, meeting high levels of financial management standards; and taking full charge and responsibility of the results.
- (vi) **Participatory management**, by overseeing and supervising the Foundation's activities in a participatory style and inclusiveness in planning, involving internal and external stakeholders in crucial decisions, working in teams to increase efficiency and effectiveness and enhancing overall transparency.

## 1.4 ESRF Objectives

The overall objective of ESRF is to develop capacity in economic and social policy analysis and development management by conducting and disseminating results from social and economic policy research, facilitating policy dialogue and conducting training on policy analysis and development management.

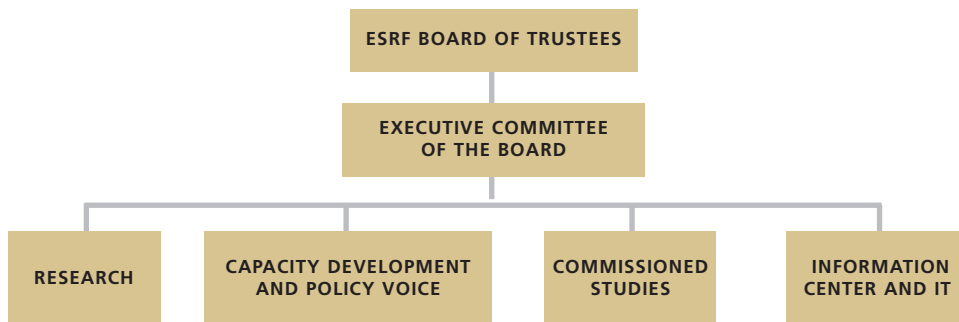
### Specific Objectives

- (i) To undertake policy research and analysis to increase stakeholders' knowledge on major issues affecting society.
- (ii) To strengthen capacity for policy research analysis and mainstream democratic governance through innovative capacity development initiatives such as training, outreach programmes, policy dialogue.
- (iii) To increase the awareness of national decision-makers on specific policy issues that affect communities.
- (iv) To facilitate debate and discourse on issues pertinent to the national development agenda.
- (v) To encourage national, regional and international networking and the creation of social capital around policy issues.
- (vi) To host national, regional and international policy research professionals and programmes.

## 1.5 Institutional Governance

The ESRF Institutional Governance is under the Board of Trustees, as mandated by the constitution of the organisation. The board is composed of members from different broadly recognised sectors of society: the Government, Private Sector, Civil Society and Academia. Board members are appointed for a maximum of two terms comprising three years respectively. Under the Board there is an Executive Committee, comprising of selected members of the Board. The third layer organ is the Management Team led by the Executive Director. The Executive Director is appointed by the Board for a maximum of two terms of four years. The Management Team consisting of senior members of staff mostly heading departments, units and programmes at the Foundation.

Figure 1: Organization Structure



## 1.6 Institutional Readiness

The achievement of the above objectives is necessary for ESRF to fulfill its roles and mandate. For these objectives to be attained, and given the changing external environment in which the Foundation operates, ESRF has positioned itself to ensure improved quality and timely delivery of research outputs to the satisfaction of its clients. ESRF is therefore determined to take supportive measures such as sharpening the focus of its core research areas; strike an optimal balance between medium and long-term research vis-à-vis consultancy work; increase its outreach; improve human resource development and management, and enhance the individual capacity and motivation of personnel; improve and broaden the use of up to date ESRF infrastructure (ICT, library and publications unit); increase financial capacity and sustainability through broadening sources of funding; and enhanced cost effectiveness by running various departments as cost centres.

## 2.0 SITUATION ANALYSIS

### 2.1 Relevance of ESRF's Mandate and Objectives regarding National Goals

As noted earlier, ESRF has made a significant contribution in the past in terms of policy analysis and social and economic reforms. Nevertheless, there are still a number of fresh challenges that need to be resolved through public policies and strategies. These challenges are consistent with the national development priorities and goals, which are spelt out in the Tanzania National Development Vision 2025 as well as the poverty reduction frameworks; namely the National Strategy for Growth and Reduction of Poverty (NSGRP) (or MKUKUTA) and the Zanzibar Poverty Reduction Plan (ZPRP) (or MKUZA). The primary goal of Vision 2025 is to improve the quality of life of the people of Tanzania through a strong, diversified, resilient and competitive economy with the capacity to adapt to changing markets and technological conditions. Tanzania of 2025 is envisaged as a middle income country with a high level of human development free from abject poverty. The key principles of the Development Vision 2025 are: high and shared growth, competitiveness, increased productivity and high quality of life and social well being.

MKUKUTA and MKUZA are building on the broad objectives enshrined in the Tanzania Development Vision 2025 and building on lessons learnt from previous Poverty Reduction Strategies and Plans. The strategies place more emphasis on growth and poverty reduction, sectoral linkages, collaboration and synergies and are aligned with Millennium Development Goals (MDGs) and other international and regional commitments.

There are several challenges whose features have changed over time. For example, there is widespread frustration with regard to the low level of business acumen in the country. Partly, this is a manifestation of the nascent level of the private sector. There is a need for a 'think tank' and development research processes that would spur the emergence of a vibrant private sector in Tanzania. There is evidence that, on the one hand the country has abundant potential in natural resources and strategic comparative advantages, and on the other, there are untapped markets ready for their exploitation. In between there is a vacuum in terms of investors and the business community turning these opportunities into viable products and services for potential markets. The failure by Tanzania to tap into preferential trade agreements such as the AGOA is a demonstration of such a vacuum. ESRF can play a role in resolving such challenges and narrowing the gap- and many more of the like.

There is a stated desire by the Fourth Phase Government to attain equitable distribution of resources so that the majority of the population benefit from growth, enhanced security, and an overall improved well-being with new vigour, rigor and at higher a rate of delivery. This poses social and economic policy challenges warranting inputs from 'think-tanks' such as ESRF. Other trends that need attention include globalisation, trade and regional integration (with particular reference to the case of the East African Community), governance challenges (especially related to domestic decentralisation and devolution) and a general enhancement of aid effectiveness, just to mention a few.

## 2.2 Analysis of Stakeholders

### 2.2.1 Government of Tanzania

The Government of Tanzania has been among the major beneficiaries of ESRF's outputs during the last thirteen years. It has valued the policy reviews, analysis and facilitation provided by ESRF towards developing new policies and strategies. The Government also acknowledges the value of having a neutral and honest broker during participatory policy reviews, and during policy and strategy development processes. It has relied on ESRF to provide high quality human resource personnel during negotiations with Development Partners. It has vociferously ensured that Tanzanian experts, outsourced by Government through ESRF, join international organizations and Development Partner missions with the aim of building local capacity. The Government has been funding ESRF since 2002. In view of the Foundation's mandate, objectives and mission, there is need for continued Government support.

### 2.2.2 Private Sector

Despite deliberate efforts by Government to promote a private sector-led economic growth, there are still challenges requiring both policy and strategic interventions. The role of the private sector in exploiting natural resources, adding value and taking advantage of growing international and regional markets is still sub-optimal. Public-private partnerships have not developed to the desired levels needed to stimulate sustainable economic growth. The emergence of private sector-owned financial institutions was expected to spearhead the much needed financing of investments, especially in agriculture and agro-processing. However this has not taken place at the speed and depth envisaged. ESRF will therefore continue to play its role in research and policy analysis and provide advice on best options for enhancing the role of private sector in economic growth.



### **2.2.3 Civil Society Organizations**

Civil Society Organisations (CSOs) in Tanzania also appreciate the role of ESRF and have benefited from recommendations provided through the policy dialogue component. In addition, CSOs have benefited from short-term commissioned studies undertaken by ESRF. There is a good collegial relationship that has built up between ESRF and many CSOs. However, there is still room for improvement in the area of dissemination of research results. One practical improvement is to translate and disseminate ESRF research materials into easy and accessible reading materials for CSOs and targeted communities. CSOs are on the ground and are in a better position to lobby for favorable and popular courses of action. They are useful in exerting pressure for change, but tend to lack empirical evidence to prove their case. ESRF role and activities could fill that gap. It is therefore desirable for CSOs to forge working relationships with ESRF and acquire knowledge and translate it into easy comprehensible reading material. Another benefit on the part of ESRF is the possibility of joint proposals prepared with CSOs that will generate resources for further research by the Foundation.

### **2.2.4 Development Partners**

Development Partners (DPs) also appreciate the role and importance of Policy Think Tanks in any country including Tanzania. DPs believe the key role for such organizations is to advise the Government and Private Sector. Donors are of the view that ESRF has a significant role to play in the broad policy frameworks, e.g. MKUKUTA, and particularly in interpreting and translating them into implementation interventions. Development Partners are willing, ready and eager to make more use of ESRF in certain tasks. For example, ESRF could play a greater role when the various bilateral aid agencies design and articulate their support programmes for Tanzania, including the development of country strategy papers for aid agencies. ESRF will forge stronger relationships with Development Partners through programmes such as induction and orientation courses for DPs' staff who are newly deployed to work in Tanzania. The ESRF would have to package and market this product. It could be in the form of (i) a set of seminars regarding key social and economic development trends in Tanzania; and (ii) one or two day attachment at the ESRF premises where an individual could enjoy access to as much research material as possible. During the attachment period, the staff would have time to acquaint themselves with other sources of useful information pertaining to their tasks and duties in Tanzania. Figure 2 presents a synopsis of the stakeholder analysis. As seen during ESRF Institutional Review in 2006.

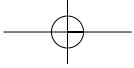
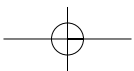


Figure 2: Stakeholder Interaction with ESRF



### 2.3 Review of the Internal Environment

Some analysis was undertaken to understand the Foundation's strengths upon which it could pursue its evolving mandate. The results showed that internal challenges remained in addressing; untapped opportunities in the Tanzanian, East African economies and other parts of the world; and in the resulting uncertainties that these opportunities would throw up. In the review of the ESRF programme performance, the Foundation claimed many achievements. Research, policy dialogue, and training activities conducted by ESRF have had profound impacts on economic policy formulation and development management in Tanzania. Nonetheless, the ESRF currently finds itself in a significantly different economic and socio-political environment compared to the initial years of its formation. ESRF has also grown from a lean team of 8 staff members tasked to network and interact with researchers to a fully fledged multipurpose research-cum-training institution with at times over 40 personnel. Currently The Foundation employs 20 people. In reaching here, the ESRF has had its fair share of ups and downs, shortfalls, and genuine challenges that warrant an objective identification of the underlying weaknesses which need to be addressed in order to improve performance. The strength, challenges, opportunities and uncertainties are presented in Table 1.

Table 1: Strengths, Challenges, Opportunities and Uncertainties

Strength	Challenges
<ul style="list-style-type: none"> <li>• Qualified and skilled researchers and supporting staff</li> <li>• Good research infrastructure - buildings and ICT</li> <li>• High confidence level among its stakeholders</li> <li>• Good institutional track record</li> <li>• High ranking as a solid social and economic policy think-tank in Tanzania</li> <li>• Good networking facilities with regional and international think-tanks</li> </ul>	<ul style="list-style-type: none"> <li>• Supply of research services lagging behind demand</li> <li>• Low quality assurance</li> <li>• Financial instability (lack of core funding for the institution)</li> <li>• Competition</li> <li>• High staff turnover</li> </ul>

Opportunities	Uncertainties
<ul style="list-style-type: none"> <li>• Expanding market opportunities (regarding developments in East Africa, Africa, and at the global level)</li> <li>• New intellectual and policy research challenges (following local government reform programmes in Tanzania which have increased the demand for capacity building in policy and economic management at the level of local communities)</li> <li>• Social and economic research challenges posed by the 4th Phase Government of Tanzania (equitable distribution of wealth from achieved economic growth, national security, need for enhanced civil service performance, and governance in general)</li> <li>• Untapped potential sources of finance (from Private sector and CSOs)</li> </ul>	<ul style="list-style-type: none"> <li>• Harnessing the required level of financial resources</li> <li>• Growing competition for resources by emerging institutions</li> <li>• Changes in funding policies within country strategies and hence changes in funding priorities by donors and Government</li> </ul>

The Foundation has a good research infrastructure - buildings and ICT - which enables researchers to work in a favorable environment. The Foundation's good performance has generated confidence among its stakeholders. ESRF also derives pride and experience from the instrumental role it has played in putting in place the base-rock policy instruments in Tanzania such as the Vision 2025, Tanzania Island's Vision 2020, the PRSP, MKUKUTA, and several sector policies and strategies including those for agriculture and mining. This track record enables ESRF to be ranked highly as a solid social and economic policy think-tank in Tanzania. However, ESRF has been facing several challenges that have to be addressed. For example, less research has been conducted in relation to the emerging demand. Financial instability and staff turnover have sometimes disrupted quality of outputs.

The market which ESRF is serving has been growing rapidly. In addition to its historically assigned mandate - which is still valid - developments in East Africa, and Africa as a whole, and even at the global level, continue to bolster the relevance of ESRF's mission. These developments include regional and sub-regional economic integration, particularly the East African Community, SADC and the NEPAD initiative at the Africa level.

Three main sources of uncertainty may still hinder the ESRF's capacity to fulfill its mission. Firstly, the effectiveness and relevance of the ESRF might be jeopardized if it fails to harness the required level of financial resources and minimize variability through better diversification of funding sources. Secondly, there is growing competition for resources with many institutions seeking resources from the same bilateral sponsors of ESRF. Lastly, any negative changes in DP country strategies could affect funding priorities; including Government policy regarding NGOs (such as increased taxes) which are likely to impact on the Foundation's performance. The fact that there will be an increased use of the budget support programme by DPs implies that ESRF will have to step up its partnerships with key sector ministries for public funding of policy research.

## 3.0

## FOCUS AREAS FOR RESEARCH AND ASSOCIATED ACTIVITIES

### 3.1 The Underlying Principle

The underlying principle of the ESRF operations is that research is the core function. Capacity development (training, outreach programmes and policy dialogue) and consultancy services are supposed to be subsidiary to the major function. This does not necessarily underrate the importance of the latter, rather the intention is to identify and establish which activities determine the direction of the ESRF. The latter activities are part of a package that is crucially necessary for the fulfillment of ESRF's role. To articulate the niche area for ESRF, one has to ask a single question: what research themes have to be at the heart of ESRF activities? The Foundation has therefore to identify research themes around which activities will be undertaken.

### 3.2 Short-Term Demand Driven Vs Long Term Supply Driven Research

It is recognized that whether through supply-led or demand-driven initiatives, ESRF research agenda will inevitably be challenged by the evolution of economic policy and advancements in political pluralism. These challenges, in principle, call for policy research to respond to resultant ruling regime policy priorities. Policies of the first phase Government of Tanzania responded to the need to consolidate political independence, build a national identity, social cohesion and unity (including “The Union”); the Second Phase Government oversaw the transition to a liberalised economy and political pluralism; the Third Phase Government worked to enhance economic management, articulate interventions to trigger private sector led growth and responded to globalisation and regional integration challenges. The Fourth Phase Government is committed to enhancing equitable access to increased growth, the pursuit of a better life for every citizen and an improved public service delivery. Decisions regarding the exact policy options to adopt in order to achieve such political ambitions have to be informed by results from well articulated research. In other words, synonymous to the switch of focus from poverty (as enshrined in the PRSP) to growth (a key element that differentiates the NSGRP from the PRSP), ESRF shall pursue research in line with the latter which is also a focus of NSGRP.

An additional apparent challenge is the heightened importance of regional integration, especially within the East African Community. ESRF contributed positively during the initial stages of the process, including facilitating the fast tracking exercise. There is a broad range of policy research and policy dialogue facilitation required in this area, and the ESRF has a comparative advantage to capitalize on this area of research. A key role that ESRF ought to play is that of raising “awareness” and triggering “preparedness”

regarding the social and economic implications of East African Cooperation, including implications of Rwanda and Burundi joining the community. From a slightly different perspective, ESRF has to address two dimensions of its relatively broad mandate of economic and social policy analysis. While the past activities have focused more on the economic dimensions, challenges ahead of ESRF could be characterized by the need to address a wide range of the social dimensions - "a better life for every Tanzanian". Apparently, social aspects have received disproportionately lesser attention by ESRF in the last 10 years. It is therefore the intention of ESRF to include the social component in its research programmes, thus capturing the NSGRP's cluster two concerns of improving the quality of life and social well being of every Tanzanian.

Likewise, the issue of governance has increasingly gained attention in the debate about economic growth and development. Governance is identified as one of the missing links in economic development. Although the concept goes beyond the actions of government, the public sector plays a crucial role. A reform of this sector is seen as inevitable in order to enhance the quality and efficiency of service delivery. That, in turn, will lead to a more enabling environment for the private sector, higher economic growth and the reduction of poverty. Elements of governance include, the management of a country's resources for development, the actions of government and other players such as employers' associations, trade unions, civil society, and institutional and implementation aspects of policy. This is another niche area which ESRF intends to focus.

In view of the above, it is apparent that the four pillars of the ESRF research agenda are still valid: Growth; Globalization and Regional Integration; Governance; and Social Service and Quality of Life. What is required is a sharpened focus of the challenges ahead, and also a need to define these challenges in terms of long, medium or short term strategies. Instead of duplicating initiatives, ESRF will rather complement efforts made by other organisations whose mandates, objectives and activities overlap.

### 3.3 Collaboration in Research

Collaboration with other networks - regionally and internationally - including universities, research organizations, government agencies, civil society, the private sector, and others is critical to the understanding of ESRF. Collaboration range from shared staff appointments, out-posting of staff with collaborator organisations, joint research projects, capacity strengthening, provision of technical assistance, conferences and seminars, sub-grants, and consulting arrangements. Currently ESRF has collaboration in research with the following

institutions and networks; the Southern Eastern Africa Policy Research and Analysis Network (SEAPREAN), the Food Agriculture and Natural Resources Policy Analysis Network (FARNPAN), the Sharing with other People Network (SWOPNET), the Global Development Network (GDNET), the Formative Process Research on Integration in Southern Africa (FOPRISA), the African Resource and Research Foundation (ARRF), the African Policy Institute Forum (APIF), Chr Michelsen Institute (CMI), the Overseas Development Institute (ODI), the African Economic Research Consortium (AERC) and the Development Gateway Foundation.

### **3.4 Research Focus Areas**

The broad research agenda will focus on the four research themes namely; Growth and Wealth Creation; Governance; Social Services and the Quality of Life; and Globalization and Regional Integration. Under each broad theme several sub-themes have been developed. It should be emphasized that, all research themes and the sub themes proposed are geared towards achieving specific objectives and building on the broad ESRF objective spelt out in section 1.4.

#### **3.4.1 Growth and Wealth Creation**

The achievement of Tanzania's long-term development objectives requires a sustained acceleration in the rate and pattern of growth that ensures a strong impact on poverty alleviation through employment creation and income generation. This will require continuing effective macroeconomic management, selective policy interventions to accelerate growth, provision of public services that enhance human capabilities (education, health, water and sanitation), and efforts to ensure that growth increases economic choice and livelihood opportunities for poor households, and a fair gender balance. This research area will include initiatives at the community level, to monitor how development in the economy and public policy impinge on poor households, and at the macroeconomic level to analyze the constraints on growth and the impact of growth on differing sectors and social groups.



Table 2: Growth and Wealth Creation

## Sn The Research Sub Themes under “Growth and Wealth Creation”

- 1 Sub Theme 1: Raising Productivity and Competitiveness of Small and Medium Scale Enterprises (SMEs)**

The SMEs have been given special attention through the SME Policy of 2003. The SME policy has a vision to realize a vibrant and dynamic SME sector that utilizes domestic resources with a view to attaining accelerated and sustainable growth. The policy had a mission of stimulating SME growth and development and achieving competitiveness. The objective of the SME policy is to create jobs, generate incomes and attain competitiveness. The policy envisages removing discrimination against SMEs, enhancing the growth of SMEs, facilitating the provision of services, promoting the development and institutionalization of public-private partnerships and clarifying the roles of various key actors. Consistent with the spirit of promoting broad based growth the Small and Medium Enterprise (SME) Development Policy provides for an enabling environment for private sector development focusing on the SME's and as a basis for creation of sustainable income for households.
- 2 Sub Theme 2: Business Promotion and Creation of a Competitive Environment**

In response to concerns over the business environment, the government aims to reduce the cost of doing business by easing controls and administrative constraints on private sector operations and improving public service delivery to the private sector. This initiative has three main objectives: to create an enabling environment; to increase the competitiveness of Tanzania's products and services in the international markets; and to fight poverty by increasing Tanzania's Gross Domestic Product (GDP). Major constraints to the business community in Tanzania include the quality of basic infrastructure services; access to finance; quality of human resources; access to land and business premises (business zoning); and improving the business environment.
- 3 Sub Theme 3: Investment Climate (IC)**

A country's economic growth in the global environment depends to a large extent on its levels of productivity and competitiveness, derived from harnessing and adding value to natural and human resources. Many countries in sub-Saharan Africa continue to be dependent on primary commodities, resulting in a situation where Africa accounts for less than 1% of global gross domestic product and about 2% of world trade. Its share of global manufactured exports is almost zero. Reversing this situation will require a number of actions, including economic and export diversification, reducing the high costs of transacting business, improving the policy and operating environments, strengthening institutions, maintaining competitive and stable real exchange rates and investment in human capital.

### 3.4.2 Governance

The issue of governance has increasingly gained attention in the debate about economic growth and development. Governance is identified as one of the missing links in economic development. Elements of governance include, the management of a country's resources for development, the actions of both central and local government and other players such as employers associations, trade unions, civil society, and institutional and implementation aspects of policy. The current socio-political scenario requires governance matters to be articulated in a broader sense. It has to go beyond the most popular issue of corruption to encompass the overall effectiveness of the government in managing its role, functions and responsibilities. The ESRF will therefore continue to address governance issues including improvement of both public and corporate service delivery.

Table 3: Governance

Sn	The Research Sub Themes under "Governance"
1	<p><b>Sub Theme 1: Government Effectiveness on Aid Management and Service Delivery</b></p> <p>With its facilitative role, improving government's effectiveness in supporting the development agenda will be critical. Aid effectiveness for example is also linked to the government's role. ESRF has been coordinating the Independent Monitoring Group (IMG), which mainly deals with aid effectiveness and government - donor relationship. ESRF intends to extend this role beyond the current boundaries to engage in quality of public services at national and local levels. Having established itself as a neutral broker, ESRF intends to carry its brand of "Independent Monitoring" beyond aid effectiveness and relations, to include citizen scorecards on the quality of public services at national and local level. This will entail working with the Public Service Commission to follow through with independent service delivery feedback surveys and implementation of client charter. This service will complement efforts by other stakeholders in the area.</p>
2	<p><b>Sub Theme 2: Citizen Scorecards on the Quality of Public and Independent Service Delivery</b></p> <p>Closer scrutiny of citizen's perceptions of delivery and quality of the public and independent service delivery, governance and government accountability. This is also a wide area which requires joint and complementary interventions by research institutions.</p>
3	<p><b>Sub Theme 3: Governance issues and Private Sector Development</b></p> <p>Corruption and cheating are the widespread misplaced values practiced by some citizens that pose a serious threat to the well-being of the nation. This harmful, immoral standard, characterized by some civil servants making quick moneys through corrupt means, and some entrepreneurs gaining quick riches through tax avoidance, smuggling and illegal trade is worrying. If not checked quickly, the commercial, private and society at large will degenerate into an unmanageable and unregulated entity.</p>

### 3.4.3 Globalisation and Regional Integration

The shape and pace of regional integration in East Africa and SADC will be determined by the interweaving of a complex web of economic circumstances that are both global and regional in character. The overarching objective of research in this area is to provide data and analysis on these issues that can assist the East African community (EAC) in its efforts to advance regional integration. This could be done through a “formative process research” approach, which actively involves the principal stakeholders in mutually agreed research, feedback and organisational learning processes. The formative research approach could be appropriate in studying the EAC integration process, and collaboration with the EAC Secretariat and its active involvement in the feedback process could be sought and will form the backbone of the research.

Table 4: Globalisation and Regional Integration

Sn	The Research Sub Themes under “Globalization and Regional Integration”
1	<p><b>Sub Theme 1: Regional Trade and its Relations to the International Trade System</b></p> <p>Research would focus on linkages between trade policy and poverty reduction - how the two impact on each other in order to increase understanding as well as the possibilities of designing policies to assist the poor take advantage of trade opportunities during the transitional phase. The importance of this is central to EAC, which is strongly geared towards trade integration with an overriding aim of poverty reduction. The fact that various stages of trade liberalization will produce winners and losers means that the possible effects on poverty will have to be taken into account as EAC promotes regional trade integration and assists the region in international trade negotiations.</p>
2	<p><b>Sub Theme 2: Harmonization of Economic, Finance and Investment Policies</b></p> <p>Another area, which has hitherto been less formally developed, but should be strongly focused, is macroeconomic convergence, finance and investment. Macro-economic convergence, monetary cooperation and unification and financial and capital market development are essential for accelerated and effective integration in East Africa. Progress must occur rapidly to provide an enabling environment for increased trade and investment, two key factors for sustainable growth and poverty reduction in the region. The overriding objective is to provide data and analysis for organizational learning and improvement of EAC's performance as a promoter of economic growth and poverty reduction.</p>

### 3 Sub Theme 3: Monitoring Regional Economic Integration within EAC

The 'monitoring of regional integration within EAC aims to assist EAC, and other institutions, by providing regular and systematic information on the progress of regional integration. Related objectives are to provide feedback to other components of research. The outputs will be made available to decision makers at the EAC and its member countries. These include identified officials in regional institutions and national governments, the private sector, and civil society organizations. In addition, the outputs will be sent out to an existing and constantly expanding e-mail list of contacts interested in regional integration.

### 3.4.4 Social Services and the Quality of Life

Social Services and the Quality of Life research will address issues of human capability in terms of survival and access to social services. Improvement in social services resulting in the wellbeing of the people is a paramount factor to achieving poverty reduction. A healthy and educated population, for example, ensures adequate supply of skilled labour and therefore high productivity, better income distribution and improved quality of life in the society.

Table 5: Social Services and the Quality of Life

#### **Sn The Research Sub Themes under "Social Services and the Quality of Life"**

##### **1 Sub Theme 1: Human Capabilities**

Tanzania's future lies in its people. Investing in people is therefore important. Economic growth will depend less on natural resources, which are being depleted and are subject to long-run price fluctuations, and more on its skilled labour force and its ability to accelerate transition. Growth in today's knowledge-based world economy depends on a flexible, educated and healthy workforce to take advantage of economic openness. Investing in people promotes their individual development and gives them the ability to escape poverty. This again requires good education and health care. It is therefore important to research and understand the dynamics needed to create a knowledge-based human capital.

##### **2 Sub Theme 2: Youth and Children**

Tanzania's future lies with its youth and child population. However, an issue that needs to be addressed is that of increased marginalization of this group. While the youth population is increasing, their role in socio-economic development remains unclear and the majority of them

remain on the margin of the development spectrum. Tanzania has been unable to fully utilize its youth population. Youth unemployment and lack of clear opportunities to engage in meaningful productive activity is a clear indication of this problem. The challenge is thus to nurture and harness the youth potential so as to transform it into a dynamic force for socio-economic development. The struggle against poverty reduction can only be won if the youth population is given a definitive role in the development process.

### 3 Sub Theme 3: Gender Issues

Tanzania's population is estimated at 33 million. Women are about 52%. About 90% of the women are engaged in productive activities in agriculture, livestock, fisheries, mining and small-scale industries. Over 44% of the women in urban areas deal with petty trade and services, mainly as self-employees. Formal employment of women in government and the private sector covers only about 20% of the total employees. In the civil service, women comprise only about 32% of the work force and only 19% of middle and senior-level posts in government. The condition for women in Tanzania has improved in recent years but it is still unfavorable because they are simultaneously oppressed by poverty and by traditional cultural practices that are still segregationist and unjust. Women still occupy a disadvantaged position. They together with children and the old form a genuine vulnerable group that is subject to vicious cycles of poverty.

## 3.5 Capacity Development and Policy Voice

ESRF is widely acknowledged by its stakeholders as an instrumental institution in capacity building for policy analysis. ESRF earned this recognition because it defines and implements capacity building in a broader context, beyond conventional training. ESRF's approach aims at enhancing both the strength of institutions and that of human capacity. Initiatives and approaches adopted by ESRF to undertake capacity building programmes include joint research and short-term assignments implemented in collaboration with public servants; work attachments provided for both junior and senior researchers; hosting visiting scholars; and running short courses and seminars. Beneficiaries cut across a broad public sector spectrum, NGO community, civil society and private sector organizations.

The activities coordinated by the capacity building unit include, short term trainings, policy dialogue seminars, hosting visiting scholars and designing and conducting post graduate programmes in collaboration with REPOA and the Institute of Social Studies (ISS). In this plan, the training themes will be drawn from the training needs assessments and research outputs from the major themes of Growth and Wealth Creation; Governance;

Globalization and Regional Integration; and Social Services and the Quality of Life. Policy dialogue sessions shall also be based on internally generated research findings. However, ESRF will also give room to demand driven topics emanating from emerging policy issues. All the capacity development programmes are designed in such a way that they meet the ESRF broad and specific objectives spelt out earlier.

There is a general consensus and recognition that research must generate results that meet stakeholders' expectations and that stakeholders must have access to these results. It is therefore critical that ESRF, like any other research institution, be responsive to stakeholders. To achieve its primary objective ESRF will continue speaking out to ensure that there exist adequate link between research and policy. Like in the past, ESRF will encourage stakeholders (e.g. CSOs and private sector actors) to use the various research outputs meaningfully as instruments to influence policy as well as decision-making.

The capacity building programmes will therefore be designed in such a way as to ensure that CSOs and private sector actors are enabled to access research based evidence and inform the policy processes. Likewise the training programmes will be tailored towards building the capacity of the government executives on policy analysis and economic management. Recognizing their role in dissemination, the media is another targeted stakeholder within the Foundation's capacity building programmes. In addition, the internship and staff exchange programme is another approach to be adopted. There will be organized secondment and staff attachment programmes between ESRF staff and Government officials to learn and tap experience on policy processes and policy analysis.

Stakeholders' dissemination workshops will be organized to coincide with the completion of a research project when the findings are ready for dissemination. These workshops include the Biennial Development Forum - an event organized in collaboration with 3 other collaborating institutions namely, the Ministry of Planning, Economy and Empowerment, Economic Research Bureau (ERB), and Research on Poverty Alleviation (REPOA).

## 3.6 Commissioned Studies

Commissioned studies call for consultancy services by addressing specific issues of interest to a variety of clients. Consultancies undertaken by ESRF have been related to economic and social policy and have been linked to the Foundation's research agenda. Studies have addressed policy related issues for Government Ministries, Development Partners, CSOs and the Private Sector. The Commissioned Studies Unit uses expertise available in other units of the Foundation. However, since it is not possible for the ESRF to maintain the number of personnel and required mix of skills and experts, these professionals are externally sourced, either privately or through local and international firms.

The main challenge historically faced by the unit has been its reliance on unplanned demand driven consultancy assignments. During 2008 - 2011 the Foundation intends to reduce the impact of ad-hoc studies by developing proposals for consultancy studies which will also be utilized by the Capacity Development Unit in policy dialogues. Like in the case of research and capacity development programmes, the proposed consultancy topics under commissioned studies unit will also be geared towards the attainment of the general as well as specific ESRF objectives. The quality assurance capacity of ESRF, as a whole, will be strengthened to ensure that all work produced reaches acceptable standards, and time commitments are met, which is critical in policy work.

### 3.6.1 The ESRF Commissioned Studies Goals and Objectives

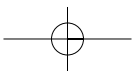
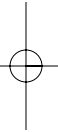
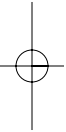
Overall, commissioned studies programmes aim at providing support to the public and private sector institutions through professional consultancy services. Specifically, these commissioned studies programmes are meant to:

- i. To provide quality fee-based advisory services to the public and private institutions.
- ii. To generate income for the Foundation.



### **3.6.2 Commissioned Studies Outputs**

- i. Demonstrated deployment of the findings towards addressing policy, strategy and development management challenges experienced by public and private sector institutions.
- ii. Enhanced ability of private and public based policy analysis professionals, and others, linked to ESRF to undertake consultancy services.
- iii. Meeting budgeted and planned income generation through consultancy services.
- iv. Enhanced quality of services provided.





## 4.0

**COLLABORATIVE PROGRAMME****4.1 Post-Graduate Diploma in Poverty Analysis**

The Post Graduate Diploma programme (PGD) is jointly delivered and managed by the three institutions: The Economic and Social Research Foundation (ESRF), Research on Poverty Alleviation (REPOA) and the Institute of Social Studies (ISS) based in The Hague, the Netherlands. ISS is the postgraduate diploma awarding institution. The programme was officially launched in 2003 with the support from the United Nations Development Programme (UNDP).

The main objective of the programme is to train policy analysts and researchers who are actively involved in research on poverty, vulnerability and socio-economic security and development and/or in the design, implementation and evaluation of programmes aimed at reducing poverty and universalizing socio-economic security for the protection of the poor. The programme mainly targets mid career professionals from the Central Government, Local Government, Private Sector, Academic/Research Institutions, Local and International NGO's. In the first two intakes of the programme 2004-2006, a total of 43 officials have benefited from the programme.

The experience with the first two cohorts allowed the diploma programme to establish a good reputation for quality in content and effectiveness of delivery. Students displayed great enthusiasm for the programme as shown by the exceptionally low dropout rates notwithstanding the high study load and the demanding nature of the assessments required for satisfactory completion of the course.

The programme has prepared a comprehensive Medium Term Strategy 2007-2010, in which the programme medium term framework and sustainability issues have been elaborated. This document articulates the following main strategic issues:

- a. **Recruitment:** Maintenance and improvement of the current system of open competition.
- b. **Course Development:** it is imperative that the programme continuously updates itself, corrects for perceived/revealed gaps, and is adaptable to new demands: in particular, to the new challenges arising from the changing policy context in Tanzania.

- c. **Course Delivery:** To make continuous improvements in the tutorial system and in the running of the intensive workshops. It is also planned to increase the number of students to 27 persons (with three tutorial groups, 9 students each).
- d. **Finance and Sustainability:** UNDP and UNICEF have committed to finance the delivery and the course development component for the medium term period. However, the programme will continue to explore and implement other financing options including co-funding arrangements with other institutions and development partners, thereby diversifying the funding basis of the programme, in order to ensure financial sustainability in the long-term.

## 4.2 Ford Foundation International Fellowships Programme - Tanzania

IFP Tanzania is being hosted by the Economic and Social Research Foundation (ESRF). In this regard ESRF is an International Partner for IFP with the mandate of overseeing the programme in the country.

The IFP-Tanzania programme's main objective, centres on providing opportunity to potential community leaders and exceptional individuals who lack access to higher education. It is also noteworthy to mention that the programme now shows a significant increase of selected Fellows being supported by IFP coming from different regions of the country.

### Programme focus from 2008- 2011

**Outreach Programme :** The IFP will target a special group of people for its scholarship programme. These special groups have no access to higher education and lack access to other basic necessities like information.

- **Recruitment and Selection Process:** The Programme will recruit an additional 35 Masters Candidates and 10 PhD candidates to undertake studies anywhere in the world.
- **The Target Groups:** This includes examining the nature of educational access and exclusion in each setting and the process used to identify IFP targets individuals.

- **Fellows Needs Assessment:** IFP Tanzania will continue to support 45 selected fellows on proper articulation of study objectives, formulation of university dossiers submission plan and assessment of academic skills.
- **Joint Cohort /Pre Departure Meeting:** This will continue to be a major tool for cohort building activities, bonding and networking among the new fellows and alumni in the country and in East Africa region.
- **Fellows Placement:** Successful placement of selected fellows depends on the collaboration of IFP Tanzania with International Placement Partners like British Council- UK, The Institute of International Education IIE - USA and NUFFIC in the Netherlands. We anticipate placing 45 selected candidates in reputable Universities.
- **Fellows Monitoring and Evaluation:** We are expecting the number of fellows to grow as from 2008 to 2011 period. In collaboration with our placement partners in UK, USA and Continental Europe, 60 fellows will be well monitored in various universities worldwide.
- **Alumni Support:** IFP Tanzania expects the number of IFP Alumni to grow from the current 40 candidates to 80 successful fellows. IFP Tanzania will continue to facilitate re-entry and orientation of returning Alumni.
- **Programme Review and Evaluation:** IFP Tanzania will participate in country and in regional programme review activities to be able to share the Tanzania experiences with other countries in East Africa, the African region and at the global level.

## 5.0

**INSTITUTIONAL STRENGTHENING**

In order for the Foundation to fulfill its mandate, as shown in previous sections on Research programmes, Capacity Development programmes and Commissioned Studies programmes, four critical support services need to be in place. These are the Knowledge Management (ICT and Library), Publication and Quality Control, Human Resources, and ICT Hardware. It is therefore imperative that the support services are in place if ESRF is to accomplish its mandate and mission.

**5.1 Knowledge Management: ICT and Library**

A key strategic element and activity for ESRF in the forthcoming medium term is to become a knowledge management hub . The Foundation has been providing a very important service in the form of information and knowledge management in the past. Beneficiaries have not only been ESRF researchers, and other internal staffs, but also a broad range of policy analysis stakeholders. Nonetheless, this service has evolved from a modest conventional library, gradually to a strong IT-based hub of information. The library, together with information technology, provides an adequate backbone for a stronger national and regional Knowledge Management Centre (KMC) in the areas of policy analysis and development management. ESRF will therefore endeavor to pursue courses of action that will ultimately ensure that it does not only do research, but also effectively disseminates its own, and other knowledge generated by collaborating institutions, to the broader community. Currently, beyond the mentioned backbone entities, ESRF is the manager of the Tanzania Development Gateway - an internet portal that provides online networking, and Tanzania Online - a gateway to information on development issues. It is also hosting regional networks such as SEAPREN and country node for FANRPAN.

Knowledge management can play a key role in enhancing service delivery and competitiveness. Governments are now realizing the importance of knowledge management and e-government as a key component to its policy process, service delivery, enhancement of transparency and relationship building between citizens and the government, Access to government information and knowledge is an important aspect in decision making and the process of policy formulation, as well as ensuring the avoidance of duplications, increase innovation, reduce operational costs and improve the service to citizens. The management of knowledge is of increasing importance to governments in dealing with the challenges created by the knowledge economy. However, a wider approach to knowledge management is necessary that will include the capacity of

governments to evolve towards “learning organizations” or rather learning governments. This approach encompasses the creation and collection of information, the conversion of information into institutional knowledge, and governmental decision-making based on that knowledge.

Table 6: Knowledge management : ICT and Library

## Sn **Activities\_The Sub Themes under “Knowledge Management: ICT and the Library”**

### 1 **Sub Theme 1: Knowledge Management**

In this global knowledge economy where knowledge, learning communities and ICT are engines for social and economic development, the knowledge revolution reduces the importance of traditional geographical boundaries and provides an opportunity to participate in global economy through competitiveness, economic growth, jobs and access to services. Knowledge has always been at the core of any country development process. In Tanzania the knowledge readiness is still at low levels, this includes education, business, research, innovation and the ability to create access, share and apply knowledge within different sectors. It is important for Tanzania to strengthen its four pillars of the Knowledge Economy if it is to accelerate its economic growth and sustainability. These are the Economic and Institutional regime (efficient creation, dissemination and use of new and existing knowledge); the Information Infrastructure (effective communication, dissemination and processing of information); Education (skilled population that can use and share knowledge effectively) and Innovation (organizations that can tap into the stock of global knowledge, assimilate and adapt it and create local knowledge).

- 1.1 Maintenance and Expansion of Tanzania Online.
- 1.2 Maintenance and Expansion of Tanzania Development Gateway.
- 1.3 Establishment of East African Portal in partnership with East African Community; There has been a gap in sharing information with the region. This portal will make information available to all stakeholders.
- 1.4 Establishment of Africa policy analysis portal in partnership with Institute of Development Studies; Sussex University

## **2 Sub Theme 2: E-Government and Information Communication for Development (ICT4D)**

ICT plays a major role in enhancing delivery of Government services by bringing the Government closer to the citizen through e-Government; e-Business and e-Education.

- 2.1 Establishment of e-Citizen Portal. The aim is to build an inclusive Tanzania information and knowledgeable society through the use of ICTs; to increase access to publicly owned information.
- 2.2 Establishment of e-Education Resource Center. The Center intends to offer educational content on teaching, learning and research resources that reside in the public domain or have been released under an intellectual property license that permits their free use.
- 2.3 Establishment of Information Public Kiosks; This will act as a one stop center for access of public information which will be implemented in Local Government at District Level linked to the central Government.
- 2.4 Research on ICT For Development and Knowledge Management.  
Title; Access to information and knowledge as a key factor for development.

## **3 Strategic Sub Theme 3: Library**

The Library plays a major role for in-house researchers and other stakeholders. It is also a channel for dissemination of ESRF research outputs to the community.

- 3.1 Maintenance and expansion of Library databases, subscriptions to online database and journals.

## **5.2 Publications and Quality Control**

### **5.2.1 Publications**

Most of the work undertaken by ESRF is largely accessed through various publications that are produced by the Foundation. In view of the fact that publications are central to the Foundation's output, emphasis will be placed on improving the existing publications and introducing new ones, as a result of new (or more specific) research themes, and activities. The main publications will include both technical Publications and Institutional Publications.

**(i) Discussion Paper Series (DPS)**

These will result mainly from research projects. They will constitute a shorter version of a research report or part thereof, with sound policy analysis based on relevant theoretical and empirical evidence. In essence, these will be technical papers with a slight improvement of the rigor compared to the past Discussion Papers Series. They will have a clear value added in that particular policy debate. They will be authored by independent researchers internally and externally and will be subject to review prior to publication.

**(ii) Working Paper Series (WPS)**

The Working Paper Series will comprise of a specific series based on a project that does not centrally evolve from ESRF core research programme. In this case, authorship will be limited to project staff and its guidelines.

**(iii) Research Report Series (RRS)**

These will be excellent avenues to publish research outputs. The research report series will inform about the process and output of a particular research projects. The research report series will be less rigorous compared to discussion paper series and working paper series. Several discussion paper series could be generated from a particular research report but with an additional work on reviewing the theoretical and empirical context.

**(vi) Policy Briefs Series (PBS)**

These will essentially be an output of a substantive policy dialogue (By the Capacity Building Unit). If a discussion paper series or a working paper series will be subjected to policy dialogue (a workshop or seminar), then a policy brief series and discussion paper series/working paper series could be published on the same topic. The resulting policy brief series will include stakeholders' views and will be written in a language that is accessible (simply put non-technical language).

**(v) Quarterly Economic Review (QER)**

This will be published quarterly to review the major economic developments in the country, looking at the current trends.

**(vi) Newsletters**

These will be published BImonthly to enlighten the public about the various issues and events - at national and international level. The publication will also highlight major developments at the Foundation.

**(vii) Books**

The aim will be to publish one book in every two years, based on the research projects that will be carried out.

**(viii) Annual Reports**

These will be published annually.

**5.2.2 Quality Control**

Quality control will be a top priority in ESRF publications and capacity building activities (including training, policy dialogue series, and forums). An institutionalised mechanism will be put in place to ensure that ESRF produces publication of high quality, and delivers capacity building programmes of high standards. With regard to publications, the Foundation will use a two-stage approach to ensure quality in all publications: First, use of quality internal control expert, and; second, use of peer reviewers for all publication and technical work.

**Quality Control Expert:** The expert will be formally employed by the Foundation, and will be responsible for ensuring quality for all the ESRF publications.

**Peer Review Mechanism:** All ESRF publications and technical work will be reviewed by internal reviewers and external reviewers. Internal reviews will be done by the respective technical staffs, while external reviews will be done by the external experts that will be identified by the Foundation. The Foundation will establish a reliable database of Reviewers, at least 3 for each research theme. Also, the Foundation will establish and maintain a database of editors, who will be responsible for editing the publications.

**5.2.3 Dissemination of Publications**

The Foundation will use the strong linkages it has with a wide range of stakeholders - Government Ministries, Departments and Agencies; Development Partners; Civil Society Organizations; Research and Academic Institutions; and the Private Sector - to ensure a smooth dissemination of its publications. Where necessary, ESRF will consider collaborating with NGOs that can translate and present relevant ESRF's research results in a reader and user-friendly manner for this group of stakeholders. Proper marketing of the publications is another important aspect that will be considered for better dissemination of ESRF publications. Marketing of ESRF products will be done through the use of newsletters and brochures; use of internet - especially via the popular Tanzania Online, housed by ESRF; and events - such as forums, workshops, seminars and dialogue series.



The Foundation will continue with its efforts to enhance subscription, distribution, and sales of ESRF publications through more aggressive marketing. Also, ESRF will continue to foster a stronger network of various experts who could help the Foundation's core staff to produce and disseminate envisaged outputs.

### 5.3 Human Resources

Human resource is a critical component for the success of ESRF. It is the most important factor for translating the vision and mission of ESRF into practical implementation programmes that will see ESRF becoming a centre of excellence in the region. The Medium Term Strategy will therefore address key HRM components that are critical for the ESRF to execute its mandate. Human Resources will focus on supporting the strategies and goals of the Foundation, by aligning the required skill based to fulfill the Foundations vision and mission. The Human Resource Management (HRM) unit will ensure that ESRF recruits and retains high quality human resources.

The current number of staff is 20. According to the proposed organization structure, the Foundation requires a total of 49 employees. The proposed positions and staffing levels are optimal under an ideal situation where all research programmes; training and policy work are at their highest level. There is however a crucial aspect regarding the cost of bringing on board the new staff. Ideally, for each year, the Research Unit will require a total of 6 Senior Researchers (1,320 person-days) and 12 researchers, (2,640 person-days) and the rest of the Units will require 2,200 person-days to accomplish their strategic goals for each year for the period 2008-2011.

The strategic direction of Human Resource for the period 2008-2011 shall focus on recruiting and retaining qualified staff, building capacity for young professionals through training, and ensuring that the manpower retention scheme is in place. This will ensure a minimum staff turnover, increase productivity and maintain the integrity and credibility of the Foundation.

The Human Resource Unit will liaise with management to recruit competent staff with the right skills, education and experience to work together towards attaining the objectives of ESRF.

Staff development is considered important, and shall entail building capacity for young professionals through training as well as enhancing staff capacities through mentorship programmes, short term training and exchange programmes and partnerships with other

research institutions and centres of excellence, and policy analysis networks e.g. the Food Agriculture and Natural Resources Policy Analysis Network (FANRPAN), the African Policy Institute Forum (APIF) and the Southern Eastern Africa Policy Research and Analysis Network (SEAPREN). Exchange programmes will enhance skills on research, capacity to undertake quality policy analysis, and advice for formulating, advocating and implementing effective policies in the country and the region

### **5.3.1 Staff Retention Strategies**

Given that the core of any organization is its staff, the ESRF retention strategy focuses on ensuring that staff are highly motivated by ensuring that compensation and other welfare issues remain competitive. ESRF recognises that competitive compensation does not reflect on the benefits alone but it also includes improving on non-financial elements of a job, like the work environment, facilities, opportunities for advancement and room for staff participation in designing, and implementing various research projects.

The HRM Unit shall improve on human resource planning and visioning, improve performance management systems and human resource policies and practices. Staff development is considered to be one of the retention strategies. The unit shall solicit funds for staff training and development programmes. This will enhance staff opportunities to climb career ladders and hence increase retention. Training shall focus on general leadership that will help managers enhance staff performance and minimize staff turnover. Strategies are developed for staff capacity building in research and policy skills at Masters and PhD levels. The Unit shall ensure that staff are retained by recognizing and rewarding their performance. A salary review shall be conducted to enable the provision of better staff benefits based on industry benchmark.

## **5.4 ICT Hardware Base**

In the wake of the 'digital world', ESRF has to be at the forefront in the battle to ensure Tanzania and East Africa is less impacted by the north-south 'digital divide' phenomena. By doing so, the Foundation will strengthen its position in the market. Successes achieved by managing TZ-Online and TZ-Gateway ought to lay a foundation for a broader range of ESRF's ICT based products. Strategic actions in this area will include the following.

- i. Improving the ICT hardware base to support the Vision and Mission of ESRF by ensuring there is a reliable technology to support the business; minimal downtime due to hardware failure, and availability of expansion capabilities for more operations.

- ii. Improve software range and ensure that there is a reliable software base to support the operations of ESRF; raised productivity and efficiency due to simplification of tasks; increase in knowledge base and information processing, communication and development of ESRF ICT based products.
- iii. Improve network and communication backbone for efficient and fast communication internally, and also for efficient and speedy communication with the outside World.

Computers and other accessories were bought in 2001 to facilitate activities of researchers and support staff. The equipments have exceeded the useful lifespan of 4-5 years which is a maximum for computers to function well. Computers as the primary working tool for researchers and support staff need to be running optimally. During the last five years, ESRF has struggled to upgrade various computer parts to improve performance, but currently maintenance costs are becoming high compared to the improvements obtained.

Desktop Computers and other accessories shown in the table below are recommended. Internet access has been added on the budget since most of the research work depends on information available on the internet. The computer server shall also facilitate sharing of knowledge and information within and outside of ESRF. Laptop computers have been budgeted to facilitate field research work and for various dissemination workshops.

Table 7: Computers and Other accessories

Item	Quantity	Item	Quantity
Desktop Computers	20	Computer Chairs/Table	10
UPS-KVA 1000-1500	20	White Board	2
Laptop Computer	5	Pointer/Beamer	2
Computer Server	1	Internet Access	-
Network Printer	1	LCD Projector	1
Photocopier	1	UPS for Servers	1

## 6.0 MONITORING AND EVALUATION (M&E)

Monitoring and Evaluation of the ESRF programmes is a routine activity which is conducted quarterly, semi - annually and annually. A number of instruments have been developed to conduct Monitoring and Evaluation of the programmes. These instruments also form a major part of the Foundation's reporting system. They include official meetings (ESRF Board of Trustees, Board Executive Committee, ESRF Management, ESRF Management Sub Committee Meetings, and ESRF Staff Meetings); Annual Reports; Semi Annual Reports; Annual Reports; and Supervision Missions (External Evaluation) by grant providers such as ACBF.

Monitoring and Evaluation will be part and parcel of the entire ESRF implementation of the 2008-2011 strategic plan. Each proposal submitted for funding will have clear indicators for measuring results as well as Monitoring and Evaluation mechanisms. The key strategic objectives, strategic actions and their indicators are shown in table 8.

Thus, during the implementation of the 2008 - 2011 Strategic Plan, monitoring and evaluation process will use performance indicators including outputs (such as number of research projects implemented, and number of research reports produced), outcomes (number of training) designed and undertaken based on the research outputs, number of research outputs used for training, number of participants trained etc), and impacts e.g. number of policy recommendations implemented; improvements in governance of institutions studied, etc.

In essence each of the individual programmes to be implemented during the period will have an approved logframe and clearly defined outputs and monitorable indicators. A summary of the strategic objectives and related activities and their respective indicators are shown in section 8.1.2.

**7.0****RISK AND ASSUMPTIONS**

The main assumption underlying ESRF's success in reaching its objectives is that, the Tanzania Government, NGO's, CSO's, and other stakeholders will continue to maintain their interest in ESRF's products. In addition to securing the commitment of policymakers in continuing to work with ESRF, professional staff at ESRF are to be motivated to remain committed to their work and achieve the Foundation's objectives. A key aspect that will contribute to ESRF's success will be the ability to accomplish planned activities within agreed timeframes and ensuring the outputs are translated to effective policy voice through partnership with other CSOs.

It is also assumed that the ESRF will secure funding from Development Partners, other private sectors organisations and the Government of Tanzania will continue to work closely with ESRF in capacity building for policy analysis through mentorship programmes with other professionals working with almost similar background in policy analysis. This will include ESRF staff working in Government departments to gain more hands on approach on policy formulation as well as civil servants being seconded to ESRF for field practices.

It is also assumed that ESRF will receive funding for capacity development in research skills for staff to pursue Masters and PhD Levels.

## 8.0 RESOURCE REQUIREMENTS

Currently, the ESRF receives most of its funding from Development Partners, Government of Tanzania, Commissioned Research and Consultancy. Key contributors are the Government and Development Partners mainly African Capacity Building Foundation (ACBF), UK's Department for International Development (DFID), UNICEF and UNDP. So far, this strategic plan has commitment for funding from ACBF, the Government of Tanzania (Institutional support) and UNDP (PGD programmeme). ESRF has also been able to attract potential funding from key partners such as Hewlett Foundation through IDRC Canada, AERC and APIF. There is also some commitment of funding on collaborative regional research through SEAPREN (with funds provided by NORAD).

The estimate of staff and financial resource requirements is based on the estimate that the expansion of the ESRF in the coming four years will be contained within a financial and staff envelope of 6% growth per annum. The Foundation will start its marketing campaign to maintain existing funding partners and lobby government for additional and timely funding for institutional support. The concern here is, of course, uncertainty as to whether financing will become available at the required level; if not, activities will have to be curtailed. There may be, on the other hand, request for services, which demand a response, which may push expansion of the programme to a higher rate. However, for planning purposes and in light of the detailed proposals contained in this document a 6% growth rate seems to provide a realistic basis for planning.

### 8.1 The Budget

The total budget requirement for the four years period is estimated at US\$ 14,578,579 an increase of 11.9% compared to the Strategic Planning Phase III 2003-2006, which had a total budget of U\$13,016,946.

Planned expenditure in research will take 39.6% of the total budget. Informing the Policy Process and Dissemination will use 16% of the total budget, Capacity building and Policy Voice will take 12.5% of the total budget. Administration and Operating Costs will use 17% of the total budget.

### 8.1.1 Budget Estimates

Table 8: ESRF Project Phase IV Budget Estimates 2008-2011

Cost element	2008 USD	2009 USD	2010 USD	2011 USD	TOTAL USD	% BUDGET
<b>1. Programme Costs</b>						
a) Research Agenda	1,242,160	1,366,376	1,503,014	1,661,452	5,773,002	39.60
b) Informing the Policy Process and Dissemination	642,000	492,560	680,370	532,061	2,346,991	16.10
c) Quality Control and Assurance	86,500	86,500	86,500	86,500	346,000	2.37
d) Capacity Development and Policy Voice	455,920	455,920	455,920	455,920	1,823,680	12.51
e) Networking and Knowledge Management	243,000	243,000	243,000	243,000	972,000	6.67
f) Human Resource Management	114,500	114,500	114,500	114,500	458,000	3.14
Sub Total Programme Costs	2,784,080	2,758,856	3,083,304	3,093,433	11,719,673	
<b>2. Infrastructure</b>						
a) Renovation of offices	24,000	10,000	10,000	10,000	54,000	0.37
b) Office furniture and equipment	85,000	30,000	20,000	20,000	155,000	1.06
c) Books and Periodicals & Online resources	30,000	30,000	20,000	20,000	100,000	0.69
Sub Total Infrastructure	139,000	70,000	50,000	50,000	309,000	
<b>3. Administration</b>						
a) Administration- Salaries	272,311	295,898	319,486	343,255	1,230,950	8.44
b) Office Operating Expenses	284,197	312,616	343,878	378,266	1,318,957	9.05
Sub Total Administration	556,508	608,515	663,364	721,521	2,549,907	
<b>TOTALS</b>	<b>3,479,588</b>	<b>3,437,371</b>	<b>3,796,667</b>	<b>3,864,954</b>	<b>14,578,579</b>	<b>100.0</b>

## 8.1.2 Summary of the Strategic Plan

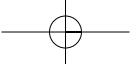
Table 9: Summary of the Strategic Plan 2008-2011

### OVERALL OBJECTIVE:

To develop capacity in economic and social policy analysis and development management by conducting and disseminating results from social and economic policy research, facilitating policy dialogue and conducting training on policy analysis and development management

Strategic Objectives (SO)	Strategic Actions (SA)	Indicators
<b>SO-1. RESEARCH</b>		
1.1 Undertake policy research and analysis to increase stakeholders' knowledge on major issues that affect the society	SA-1 Undertake regular consultations with local and international stakeholders to identify research issues	<ul style="list-style-type: none"> <li>Number and quality of research activities undertaken.</li> <li>Number of policies reviewed/formulated.</li> </ul>
	SA-2 Undertake research and share results	<ul style="list-style-type: none"> <li>Number of dissemination sessions.</li> </ul>
	SA-3 Undertake demand driven commissioned consultancies	<ul style="list-style-type: none"> <li>Number of studies undertaken.</li> </ul>
<b>SO-2. CAPACITY DEVELOPMENT AND POLICY VOICE</b>		
2.1 Strengthen capacity for policy research analysis and mainstream democratic governance through innovative capacity development initiatives such as training, outreach programmes, policy dialogue.	SA-1 Undertake needs assessment studies.	<ul style="list-style-type: none"> <li>Increased number of good, effective and capable policy makers in the country.</li> <li>Formulation of viable policies.</li> </ul>
	SA-2 Provide short-term training programmes.	
	SA-3 Provide backstopping technical support for policy analysis.	
2.2 Host national, regional and international policy researchers and programmes.		





### SO-3. POLICY WORK AND DISSEMINATION

<p>3.1 Increase the awareness of national decision makers on specific policy issues that affect communities</p> <p>3.2 Facilitate debate and discourse on issues pertinent to the national development priorities</p> <p>3.3 Encourage national, regional and international networking and creation of social capital around policy issues</p>	<p>SA-1 Identify key policy issues</p> <p>SA-2 Conduct awareness raising programmes</p> <p>SA-3 Expand knowledge management and information dissemination Channels</p>	<ul style="list-style-type: none"> <li>• Number of dissemination sessions</li> <li>• Number of Quarterly Economic Reviews</li> <li>• Number of Policy Dialogue Series published and distributed.</li> <li>• Number of policies reviewed or formulated.</li> <li>• Number of people involved in policy dialogue</li> <li>• Number of policy documents distributed</li> <li>• Number of considered policy interventions</li> <li>• Number of dissemination channels established</li> </ul>
--	--	--

### SO-4. INSTITUTIONAL CAPACITY STRENGTHENING

<p>4.1 Increase human resource capacity to undertake research and training</p> <p>4.2 Establish sustainable funding mechanism</p> <p>4.3 Upgrade infrastructural facilities and services</p>	<p>SA-1 Prepare Human Resources Development Strategy</p> <p>SA-2 Prepare Communication Strategy</p> <p>SA-3 Procure hardware and software</p> <p>SA-4 Prepare funding proposals</p> <p>SA-5 Establish an endowment.</p>	<ul style="list-style-type: none"> <li>• Operational Human Resource Development Strategy</li> <li>• Operational Communication strategy</li> <li>• Number of Equipment and Software</li> <li>• Number of Fundable Proposals</li> <li>• Endowment Fund established</li> </ul>
--	---	---

### SO-5. BUDGET: 2008 - 2011

SO 1: Research	USD	6,119,002
SO 2: Capacity Development and Policy Voice	USD	1,823,680
SO 3: Policy Work and Dissemination	USD	3,318,991
SO 4: Institutional Capacity Strengthening	USD	3,316,907
<b>TOTAL</b>	<b>USD</b>	<b>14,578,580</b>

