



Economic and Social Research Foundation (ESRF)

ANNUAL REPORT 2018



RESEARCH



CAPACITY BUILDING



KNOWLEDGE MANAGEMENT & INNOVATION



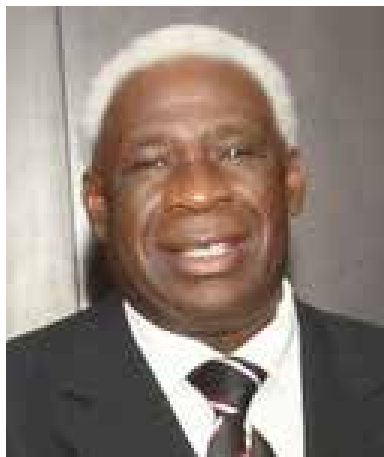
**ECONOMIC AND SOCIAL
RESEARCH FOUNDATION
(ESRF)**

Annual Report 2018

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Acknowledgement from the Board Chairperson



Phillemon Luhango
Chairperson,
ESRF Board of Trustees

This is the 24th year of the Foundation in implementing its research mandate in the economic and social arena as ESRF continues to be among the premier think tanks to engage and influence policy actors in the country and beyond. The Foundation has for over two decades undertaken research policy for domestic and international use, and in 2018 has continued to fulfil its mandate by executing a significant number of studies for development. On behalf of the Economic and Social Research Foundation (ESRF) and the Board of Trustees, I would like to acknowledge the technical and financial support by numerous national and international organizations during the year 2018. In particular, the Foundation would like to acknowledge the support and partnership with

the Government of the United Republic of Tanzania, United Nations Development Programme (UNDP), and International Development Research Centre (IDRC). Their support has been instrumental in ESRF's effort to provide policy actors with empirical policy options to various challenges.

The Board of Trustees would like to extend its gratitude to other entities that have been showing support to ESRF. In particular we wish to acknowledge the support from the following institutions and networks: Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), Department of Economics (DoE) of the University of Dar es Salaam, REPOA, The Bank of Tanzania (BoT), Open University of London, University of Edinburgh, People's Defense Forces of Tanzania (National Service wing), Ministry of Finance as well as the President's Office-Regional Administration and Local Government (PO-RALG).

The Foundation continues to be dedicated to fulfilling its mandate and is indebted to all the stakeholders for their confidence in ESRF in providing remedial policy options in mitigating social and economic ills, as well as providing policy guiding in trying to reach the national goals.

Phillemon Luhango
Chairperson,

Note from the Executive Director



Tausi Mbagi Kida (PhD)
Executive Director

The Economic and Social Research Foundation is as well into the third year of implementing its sixth Medium Term Strategic Plan (MSTP VI) for the period 2016-2020 in undertaking Research, Capacity Building and Knowledge Management. The Strategic Plan has taken into account the priority issues in research and capacity building highlighted in the Nation's First Five Year Development Plan (FYDP I) and Second Five Year Development Plan (FYDP II). The MSTP-VI focuses on seven core research themes, namely (i) Inclusive Growth, Employment and Industrialization; (ii) Governance and Accountability; (iii) Globalization and Regional Integration; (iv) Social Service Delivery and Social Protection; (v) Natural Resources and Environmental Management; (vi) Knowledge Management and Social Innovation; and, (vii) Implementing Sustainable Development Goals (SGD 2030).

With the focus outlined in the Strategic Plan, the Foundation has sought to foster and nurture relationships with Academic Institutions, Development Partners, Private Sector, Non-Government Organizations and Civil Social Organizations. The Foundation has also worked closely with the National and Regional Government Authorities in informing the policy process where possible.

It has been a year marked with great output as a result of the dedicated research team and support staff, as well as our associate researchers. The milestones that ESRF continues to make in Policy Research, Capacity Building, Knowledge Management and Innovation are quite profound. In 2018 the Foundation had hosted its 7th National Annual Conference themed "Equitable Growth and Human Development in Resource Based Economy: Dialogue on Stockholm Statement for Tanzania", which brought together policy actors and economists. The conference was necessary in bringing policy actors and economists to ponder on the developmental trajectory and conjure a set of statements that would provide impetus to the development agenda of the country. The Foundation is grateful to the Embassy of Sweden in Tanzania for the support in financing the conference. I would also like to extend my gratitude to the Diplomatic Corp, and would like to single out the Royal Norwegian Embassy in supporting the undertaking of the *Girl Economic Empowerment* study and dissemination effort.

The Foundation continues to work on Investment Guides for the different regions in the country to identify investment priority areas with the financial support of UNDP. ESRF, the Government of Tanzania and UNDP launched the Tanzania Human Development Report (THDR) in 2017 with the theme “Social Policy in the Context of Economic Transformation”. The Foundation has continued to foster more partnership with international entities in undertaking multi-year research such as with the Open University of London, GRADE, Edinburgh University, and Global Challenge Research Fund.

In light of the milestone that the Foundation, we are grateful to the Government for the support and confidence it has placed on the Foundation since its inception. Some major works undertaken by ESRF include the revision of the Tourism Policy, Mapping of Economic Empowerment Actors commissioned by NEEC, the East Africa Youth Inclusion Program with Heifer and Mastercard as well as PACT EAC Project with CUTS.

As part of knowledge sharing and capacity development the Foundation was able to organize seminars on: *“Understanding and Supporting Sustained Pathways out of Extreme Poverty and Deprivation”* in collaboration with Chronic Poverty Advisory Network (CPAN) and Overseas Development Institute (ODI); The Use of Drones for Social Good and Research; The Fifth National Reference Group Meeting of the PACT EAC Project; The Sixth National Reference Group Meeting of the PACT EAC Project; and Meetings of Tanzania Urbanization Laboratory.

Our uttermost appreciation goes to all our stakeholders whose tireless moral, technical and material supports have enabled our flag to continue flying up high for another year. We recognize and appreciate the support extended to us from the Government and various national and international institutions during the year 2018.



Tausi Mbaga Kida (PhD)
Executive Director

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1.0 Introduction

1.1 About the Economic and Social Research Foundation

The Economic and Social Research Foundation (ESRF) is an independent policy research institution based in Dar es Salaam, Tanzania. ESRF was established in 1994 to respond to the growing need for a research think tank with a mandate to conduct research for policy analysis and capacity building. The Foundation's primary objectives are, therefore, to undertake policy enhancing research, strengthen capabilities in policy analysis and decision making, as well as to articulate and improve the understanding of policy options in the government, the public sector, the donor community, the growing private sector, and civil society. ESRF has played a catalytic role in the country's socio-economic reforms and policy development since its establishment. Since then the Foundation has evolved through five planning phases.

ESRF has from inception successfully implemented five phases of the Medium Term Strategic Plans. The first phase (MTSP-I 1994-1997) focused on four programme areas, namely: (i) ESRF institutional development, (ii) core research, (iii) commissioned studies, and (iv) policy dialogue and dissemination. The second phase (MTSP-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, the publication and dissemination of the outputs. The third phase (MTSP-III - 2002-2006). The third phase (MTSP-III - 2002-2006), the fourth phase (MTSP IV - 2008– 2011) and the fifth phase (MTSP-V 2012-2015) had focused on strategic research; commissioned research; collaborative research capacity development for economic management; and policy dialogue and policy voice. Each successive phase primarily continued with the activities started in the preceding phases, but in addition strived to ensure that there was a balance between strategic research and commissioned studies so as to reduce the high proportion of consultancies.

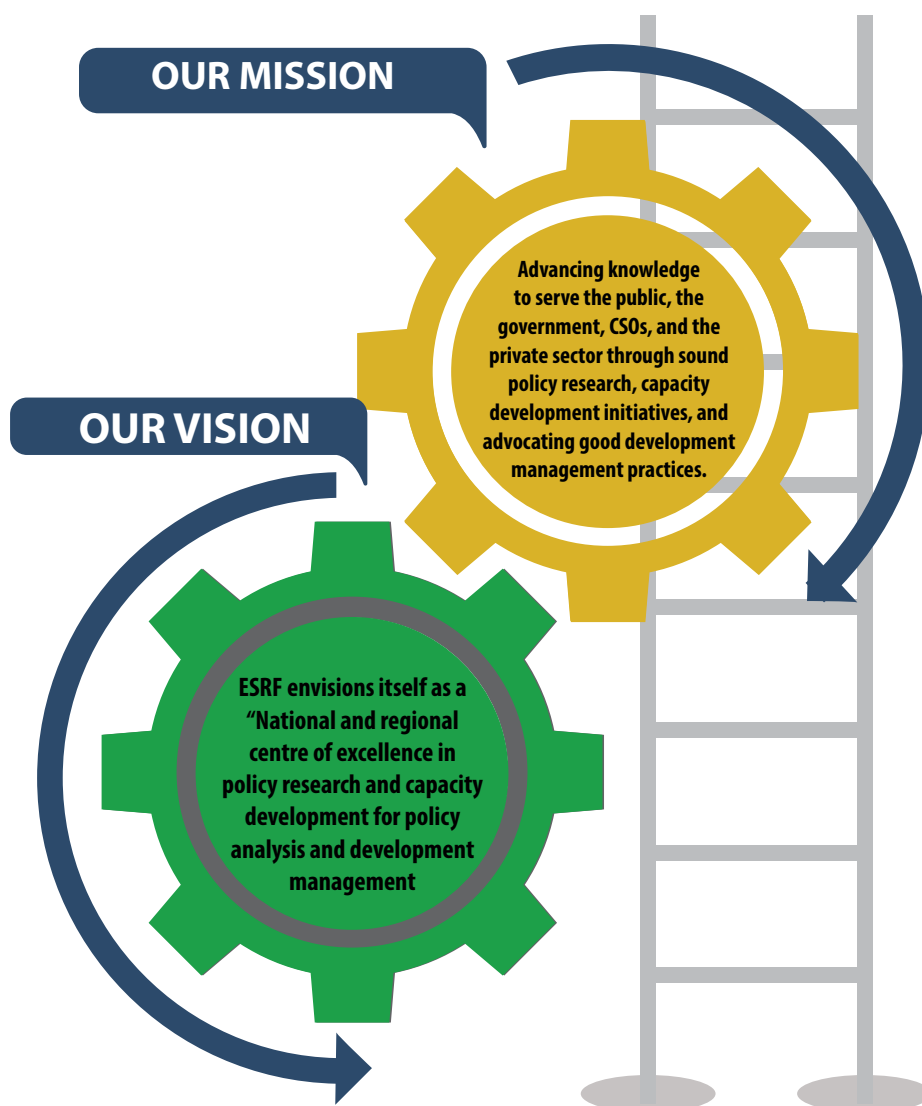
The current sixth Medium Term Strategic Plan (MTSP VI) 2016-2020 is informed by the prevailing national policy priorities as well as global policy dynamics; and continue to play a key role in the country's socio-economic transformation and policy development by providing research evidence that will inform policy nationally, regionally and globally.

1.2 The Mandate of ESRF

The Foundation is mandated to: (i) undertake research in public policy and in sector-oriented issues, (ii) facilitate capacity development for government and other stakeholders for economic development, (iii) act as a focal point for dialogue and the exchange of knowledge on pertinent economic and social issues, and (iv) disseminate policy and ESRF researched information so as to widen the understanding of the public and dedicated groups of policy makers and researchers.

Whereas ESRF has historically played a positive role in the policy formulation and economic reforms in Tanzania, there are emerging national and regional priorities, global policy and development changes as well as a broad range of on-going and new challenges that require solid policy analysis, enhanced policy dialogue, and critical questioning and thinking.

1.3 Our Mission and Vision



1.4 ESRF Strategic Objectives

The overall objective of ESRF is to conduct research in economic and social policy areas and development management, and use its research outcomes to facilitate the country's capacity for economic development and social advancement.

Specific Objectives:

1

Undertake policy research and analysis to increase stakeholders' knowledge on major issues that affect the society;

2

Strengthen capacity for policy analysis through innovative capacity development initiatives such as training, outreach programmes, and policy dialogue;

3

Increase the awareness of national decision makers on specific policy issues and options that affect the nation and the communities;

4

Facilitate debate and discourse on issues pertinent to the national and regional development priorities;

5

Encourage national, regional and international networking around policy issues.

2.0 The Medium Term Strategic Plan 2016-2020

The Foundation's contributions include analytical work in search of options for Tanzania's effective and productive participation in regional and global relationships. The Foundation's responsiveness to demand driven strategic research and capacity development enhances the significance of ESRF for government, and at least three other categories of development stakeholders (the private sector, the civil society and development partners).

This orientation also sharpens ESRF capacity to analyze sector priorities as well as economic and sector drivers and inter-sectoral linkages. In addition, the ability to respond to the country's strategic needs, also allows the Foundation to remain abreast and conversant with new international and regional processes and commitments, such as the Sustainable Development Goals (SDGs).

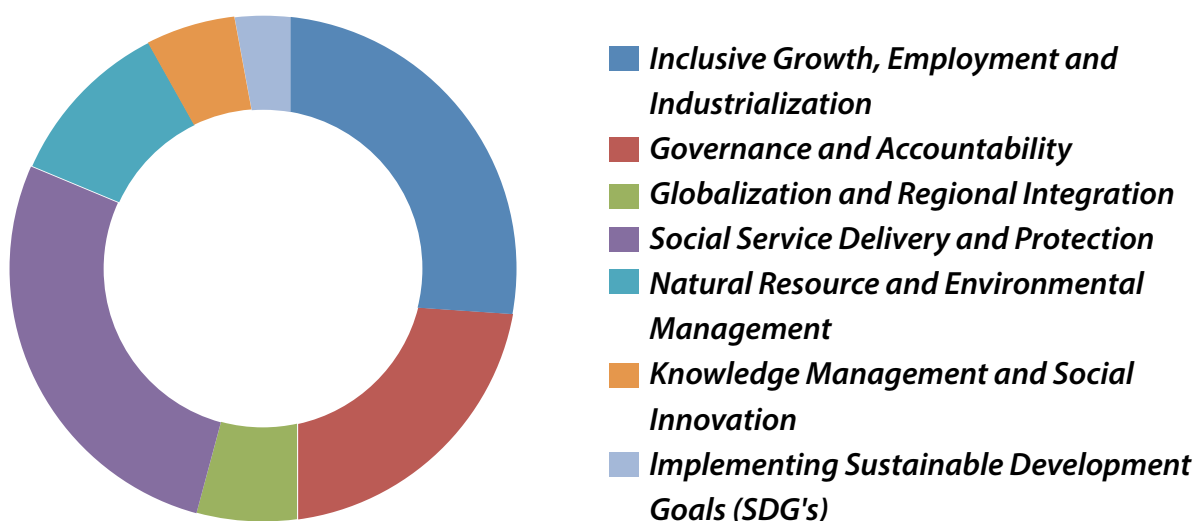
The MTSP 2016-2020 choice of research focus has been influenced by eight national issues that are topical in the country's economic and social development process. These are: (i) Overarching National Development Frameworks; (ii) The need to consolidate the development attained through MDGs which are now taken up by Sustainable Development Goals; (iii) The need for efficient exploitation of the natural resources endowment; (iv) Vigorous domestic resource mobilization efforts; (v) Giving proper place of Local Government and Communities in the development process; (vi) Trying to inculcate a culture of responsibility in peoples' mind sets; (vii) pursuing a realistic regional integration process and agenda; and (viii) good governance.

ESRF Core Research Themes and Sub-Themes

The Core Research Themes (CRTs)	Sub-Themes
1. Inclusive Growth, Employment and Industrialization	1. Macro-Economic Fundamentals 2. Employment Generation and Unemployment Issues 3. Enhancing Industrialization and Economic Infrastructures 4. Enhancing Business Environment, Investment Climate and Financial Inclusion 5. Agriculture, Food and Nutrition Security 6. Private Sector Development
2. Governance and Accountability	1. System and Structure of Governance and Management of Resources 2. Government Effectiveness in Service Delivery 3. Corruption and Good Governance

3. Globalization and Regional Integration	<ol style="list-style-type: none"> 1. Regional and International Trade 2. The Dynamics of Regional and Global Economy 3. Monitoring and Evaluation of Regional Economic Integration within EAC, SADC and COMESA
4. Social Service Delivery and Social Protection	<ol style="list-style-type: none"> 1. Enhancing Social Service Availability and Delivery in Health, Education and Water 2. Social Protection 3. Population Dynamics and Urbanization 4. Gender, Children, Elderly and Youth
5. Natural Resource and Environmental Management	<ol style="list-style-type: none"> 1. Climate change and Environmental Management 2. Management of Natural Resources and Tourism 3. Management of Natural Gas
6. Knowledge Management and Social Innovation	<ol style="list-style-type: none"> 1. Social Innovation and Knowledge Transfer 2. Support of ICT for Development 3 Data and Knowledge Management
7. Implementing Sustainable Development Goals (SDGs)	<ol style="list-style-type: none"> 1. Localization and Community Awareness of SDGs 2. Local Economic Development (LED) and Capacity Development 3. Innovative SDGs Financing 4. Monitoring and Evaluation of SDGs

Implementation of the Medium Term Strategic Plan by themes for 2018



Theme 1: Inclusive Growth, Employment and Industrialization



The achievement of the long term development objectives in Tanzania as spelt out in the Tanzania Development Vision (TDV 2025) requires a sustained acceleration of the rate of economic growth, and a pattern of growth that ensures a robust and inclusive national wealth creation, with a strong impact on poverty reduction, particularly through the creation of employment, income generation and social protection measures. Among the key studies undertaken under this theme have been outlined below:

Development of Comprehensive Action Plan, M&E Framework, and Communication Strategy for Improvement of Business Environment and Investment Climate in Tanzania

The Prime Minister's Office (PMO) under the financial support from the World Bank, commissioned ESRF to implement this assignment. The study emanates from challenges encountered when implementing the Roadmap for Improvement of Business Environment and Investment Climate Framework (The Roadmap). Hence, establishing a monitoring and evaluation system, building capacity of MDAs and private sector to use it, and linking such a monitoring and evaluation framework into national poverty reduction reporting framework and doing business indicators is of paramount importance.

The objective of this assignment was to provide advisory services in developing the monitoring and evaluation framework of the government Roadmap to improve business environment and investment climate in Tanzania. In a more specific way, this assignment is aiming at: aligning regulatory reforms recommended under the Blueprint with the Comprehensive Action Plan (CAP); developing Monitoring and Evaluation Framework; and developing Comprehensive Communication Strategy for the Roadmap to improve business environment and investment climate in Tanzania.

Towards the end of this assignment, it is expected that a supporting framework for monitoring and evaluation that links into the national poverty reduction reporting framework and doing business indicators be put in place.

East Africa Youth Programme (EAYIP)



Mr. Patrick Kihenzile (Assistant Research Fellow, ESRF with white cap) consulting one of EAYIP's youth group in Southern Highlands EAYIP Publication

EAYIP's overarching program goal is to improve the livelihoods of 25,000 youth in Uganda and Tanzania by increasing their income through youth employment and enterprise development. Providing youth with a direct pathway to sustainable livelihood is an integral part of the program strategy. ESRF is part of the local implementing partners for this multiyear study (2016-2019) and has already published a number of reports that identified and recommended required reforms in national policies, laws and institutions in order to catalyze youth participation and inclusion in economic activities, particularly in agriculture and related value chains. The report was used to prepare numerous types of Policy Briefs targeting policy makers and office bearers at national-level, regional/district and community-level. The community level publications were also translated in Kiswahili. This is done in appreciation that it's vitally important to have conducive, enabling environment for the youth to succeed in agribusiness. In 2018, the Foundation managed to undertake a mapping of CSOs in the four regions, and built their capacity to advocate for the challenges identified.

Agriculture and Food-System Resilience: Increasing Capacity and Advising Policy (AFRICAP)

ESRF in collaboration with Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), University of Leeds, UK Met Office, University of Aberdeen and

Chatham House is undertaking the 4 year programme on “Agricultural and Food-system Resilience: Increasing Capacity and Advising Policy (AFRICAP)”. The programme was officially launched on September 19, 2018 in Dar es Salaam by the then Minister for Agriculture, Dr. Charles Tizeba. The programme is implemented in four African countries namely Tanzania, South Africa, Malawi and Zambia under FANRPAN node hosting Institutions.

The programme aims at achieving sustainable and resilient transformation of agriculture and food systems in Tanzania, establish academic partnerships between United Kingdom (UK) and African research and policy institutions, and develop capacity across these partnerships in the field of climate smart agriculture and food systems. The main objectives and key motivation of the programme are linked to:

- i. Building the evidence base for Climate-Smart Agri-Food Systems;
- ii. Developing Climate Smart Agri-Food System Pathways;
- iii. Building capacity for pathway implementation through policy design and evaluation; and
- iv. Cross-Cutting Training and Capacity Building.

The AFRICAP is expected to build capacity for research and knowledge exchange to underpin policy and practice through co-designed activities and research training across UK and African institutions, and co-develop and demonstrate, nationally-owned Sustainable Development Goal (SDG)-compliant agri-food development pathways that can be productive, sustainable and climate-smart.



AFRICAP Project launch by Hon. Dr. Charles Tizeba a Former Minister for Agriculture September 19, 2018.

Strengthening Food Security and Export Trade in Tanzania (SFSETT)

This research project was commissioned to ESRF by AGRA and officially launched on November 07, 2018 in Dodoma by the then Minister for Agriculture, Dr. Charles Tizeba. The project was designed to contribute to the national economic growth and improved food security through efficient and effective management of food crop trade.

Several objectives are entailed in this research project. Such objectives include: ensuring strategic interventions towards better post-harvest management and hence reduce post-harvest losses; having in place a legal institutional framework that will support contract farming; strengthening the existing food assessment procedures/practices to improve projections based on an improved Food Security Index; improving generation of data and information in order to promote informed decision making on restriction/ban or otherwise of food crops exports and simplify procedures of export permits; having in place a strategy to enhance farmers adaptive capacity to reduce vulnerability to adverse weather conditions, as well as the safety-net strategy for targeting the most vulnerable households; and improve operational linkages between key institutions with key roles on food security and food trade in the country.

Upon successful implementation of this assignment, a number of expected outcomes are anticipated, include among others: Enhanced export trade for Tanzania food crops; improved operational linkages between key institutions in food security and food trade; strengthened existing assessment procedures/practices for improved food security projections; enhanced adaptive capacity of farmers to mitigate against climatic shocks and improved interventions on food safety nets; improved post-harvest loss management at all levels; Enacted contract farming law.

Identifying and prioritizing policies for engaging African smallholder farmers in agricultural trade with China: A Case Study of Tanzania

The China Centre for Agricultural Policy from Beijing University, with financial support from Bill and Melinda Gates Foundation (BMFG) established a sub-contract with ESRF to undertake this study.

The main objective of this study is to identify and prioritize available policies that facilitate engagement of African smallholder farmers in agricultural trade with China, and make use of Tanzania as a case study country. This is a multi-country study that involves Tanzania and Ethiopia.

Expected outputs from implementation of this research project are to provide and distribute a research report on policy and public investment recommendations for

driving trade between Tanzania and China. Such a report will concisely package and present policy and public investment recommendations aimed at engaging more smallholder farmers in agricultural trade with China.

Scaling up Seeds & Technologies (SSTP) Adoption Survey in Tanzania Phase II

The Mendez England and Associates (ME&A), a US based consulting firm sub-contracted the Economic and Social Research Foundation (ESRF) to undertake the second round of “Scaling Seeds and Technologies Adoption Partnership (SSTP)” farmers’ midterm evaluation study. The survey targeted three focal crops namely: maize, beans and Irish potatoes grown in Manyara, Arusha, and Njombe regions respectively.

The purpose of the assignment among others, was to conduct smallholder farmers’ survey in the same regions and focal crops to assess an increase in use of quality inputs and related technologies by smallholder farmers. Particular emphasis was on: better understanding of the role of private sector in generating, promoting and scaling in-depth knowledge of adoption processes by both direct and indirect beneficiary smallholder farmers.



The left picture Ongoing small holder farmer’s interview in one of villages in Njombe, July 2018, the right picture is a farm planted improved seeds

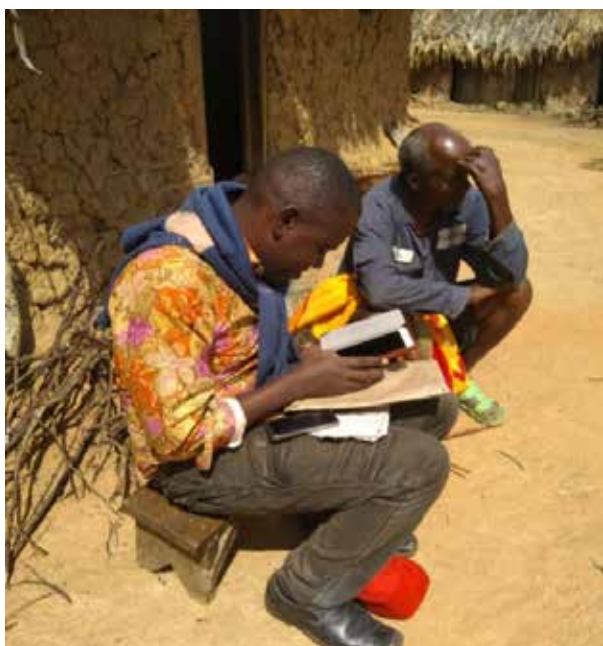
Towards the end of the survey, the SSTP II midterm evaluation was provided with information on: improved capacity of public and private sector groups to deliver quality seeds and other technologies to smallholder farmers; increased use of quality seeds and other technologies by smallholder farmers; and improved regional

and country level policy and regulatory mechanisms for the production and delivery of quality seeds and technologies to smallholder farmers.

The Baseline Survey to Measure the Impact of FtMA and WINnERS Projects on Food Consumption and Food Security Indicators

The Economic and Social Research Foundation (ESRF) was commissioned by the World Bank, IFC/GAFSP to undertake an additional baseline data collection on smallholder farmers' household food consumption and food security for Farm to Market Alliance (FtMA) impact evaluation in eight regions namely: Mbeya, Songwe, Njombe, Ruvuma, Manyara, Arusha and Kilimanjaro.

The main objective of the assignment was to track and identify 1,661 households visited in 2016 baseline survey and collect household food consumption, food security and gender data. Furthermore, in the course of data collection, the survey team collected data on gender related topic from smallholder farmers' households in the identified regions.



Smallholder farmers' data collection June, 2018

Farm to Market Alliance (FtMA) focuses on improving the livelihoods of maize farmers' as part of a local farmer organization by providing farmers with access to: structured market through forward delivery contracts; quality inputs such as improved seeds, fertilizers, herbicides, and pesticides, and practical training; agricultural counseling; and credit.



Prof. Adolf Mkenda moderating a panel discussion with Nobel Laureate Prof. Joseph Stiglitz, Professor Sabina Alkire and Professor Kaushik Basu.

ESRF's 7th Annual National Conference: "Equitable Growth and Human Development in Resource Based Economy: Dialogue on Stockholm Statement for Tanzania"

ESRF's 7th Annual Conference in collaboration with Swedish International Cooperation Agency (SIDA) through Embassy of Sweden in Tanzania. The theme of this conference was *"Equitable Growth and Human Development in Resource Based Economy: Dialogue on Stockholm Statement for Tanzania"*. For many years Tanzania has relied on agriculture as the backbone of its economy. Over the past twenty years, however, the impulse of economic reforms and transformation has led to increased role of natural resources especially mining in the economy. More recently, a new episode in Tanzania's natural resource based transformation is emerging with the identification of extensive on-shore and off-shore gas reserves.

This greater role of natural resources in the economy of Tanzania provides the country with another opportunity of building an industrial economy in a drive to realize equitable growth and human development. Hence, the conference aimed at augmenting national efforts of maximizing benefits from natural resources for inclusive growth and human development. The thrust was to discuss the Stockholm Statement and the way it informs design of development policies in resource rich economies of Africa like Tanzania. This ESRF's 7th national conference was accompanied by three side events namely Public lecture at the University of Dar es

Salaam on 28th April 2018, field visits to some selected enterprises and business entities on 1st May 2018 and a High Level Roundtable Policy Dialogue between Government Officials and Development partners on 3rd May 2018. The conference brought together world class economists including:-

- (i) Nobel Laureate Professor Joseph Stiglitz, Columbia University
- (ii) Professor Sabina Alkire, Director of the Oxford Poverty and Human Development Initiative (OPHI), Oxford University
- (iii) Professor Kaushik Basu, Cornell University, Ithaca and Former Chief Economist of the World Bank;

One of the major outputs of the conference includes Dar es Salaam statement which is a consensus statement outlining applicability of Stockholm Statement in low income countries like Tanzania.

The conference, named “Equitable Growth and Human Development in a Resource-Based Economy: Dialogue on Stockholm Statement for Tanzania”, was attended by more than 300 persons from Government, civil society, private sector, academia, researchers and the international community and was widely appreciated by participants and visitors. Framing the conference was Stockholm Statement, the 8 principles on inclusive economic development that were the result of a meeting hosted by SIDA in Stockholm 2016, attended by 13 leading development economists under the leadership of Prof. Joseph Stiglitz and Prof. Kaushik Basu. That was Nobel Laureate professor Joseph Stiglitz contributions to a Dar es Salaam Declaration on Tanzania’s path-way towards deepened inclusive growth. Together with professors Sabina Alkire and Kaushik Basu, he was in Tanzania to discuss the way forward for the economic policies with Government of Tanzania and the research community. All based on the Stockholm Statement.

Recommendations given to Tanzania by Professors Stiglitz, Alkire and Basu:

Developing countries should take the lead in formulating the policy agenda! There is a vacuum in global leadership that Tanzania and developing countries could fill. The Arusha Declaration from 1967 inspired Amartya Sen in his broader approach to poverty and the Declaration has many similarities with the Stockholm Statement regarding emphasis on inclusiveness, participation and dialogue.

Use a multi-pronged approach to development and inclusiveness. Do not put all the eggs in the manufacturing basket! The multi-pronged approach includes manufacturing based industry but also high priority to the services sector and to agriculture.

This follows on technology development, implying an increasingly capital and technology intensive manufacturing sector with much fewer job opportunities, the new job-opportunities in the services sector and the fundamental role of the agriculture sector.

Ensure balance between market, state and the community. Recognize the importance of the market and support its productivity, but do not leave it unregulated. Recognize the central role of the state in development and the role of community in the development process through dialogue and participation. The media and civil society play pivotal roles.

Measure development broader than growth operating profit and income, the proposition is to use a multidimensional approach to poverty and development in policy and in measurement.

Manage natural resources well. Ensuring competition in the natural resource market and renegotiate contracts to ensure maximum revenues to the country while keeping the interest from the market. Organize the labor market and use social protection systems to protect workers and support transition.



Prof. Joseph Stiglitz (right), Dr. Tausi Kida (middle) receive briefing from local producer on the processing and packaging of honey products

Theme 2: Governance and Accountability



Good governance has increasingly gained attention in the debate on economic growth and development in Tanzania, and it is one of the main concerns taken seriously by the Fifth Government. ESRF research agenda has therefore continued its focus on governance and accountability to support the government's efforts in this context.

The feasibility study on governance and resource leakages in pharmaceutical procurements in Tanzania

The Foundation in collaboration with SOAS-University of London is carrying out a research study seeking to inform the effort to prevent resource leakages behavior interventions in procurement of pharmaceuticals in health sector in Tanzania. In this view, this project will analyze performance of pharmaceutical industry in Tanzania; a critical link in the health system as emphasized in various policy framework including Health Policy (2007); National Medicines Policy (2008); Tanzania's National Five Year Development Plan (FYDP II) 2016/17-2020/21; and, Health Sector Reforms and the Health Sector Strategic Plan IV (HSSP) (2015 – 2020). The industry has been accorded high priority on grounds of comparative advantage; growing world demand', improving health care, and enhancing access of medicines' led to macroeconomic gains especially foreign exchange.

Pharmaceutical industry deals with complex processes that start with Research and Development (R&D) through manufacturing to marketing the pharmaceutical industry is one of the most established in the country, with the first firm, Mansoor Daya Chemicals Limited being established in 1962 (and still operating).

By 2018 there were seven licensed pharmaceutical industries; producing only ten products out of a potential of 800 products. However, in recent years, performance of the sector has been declining with market share falling from over 35% in 2009 to under 20% by 2015 and to a further 12% by 2018 (MITI, 2018). The factors which account for this decline include operating environment leading to high operating costs; poor state of infrastructure, uncompetitive prices or imports or products; Good Manufacturing Practice (GMP) certification (World Health Organization); and so forth. Hence, the major objective of this assignment is to undertake an in-depth feasibility study on improving governance through reducing resource leakages in procurement of Pharmaceutical in Tanzania.

Practical Norms in Education and Health Sectors

As health and education are key public services with particular importance for national development, the study sought to explore ways to improve service delivery and levels of integrity by drawing on empirical evidence practical informal norms in key government departments (health and education). The research examined the extent to which official rules are being applied and to what degree everyday practices in hospitals, schools, district offices and ministerial headquarters are governed by practical norms.

The research findings show that civil servants in the education and health sectors in Tanzania have developed a range of practical norms to get their job done, especially due to overwhelming demands from poorer sections of the population, complicated bureaucratic procedures and interference of political leaders. However, practical norms are ambivalent. They are often employed to get the job done but they also lend themselves to corrupt practices. Using in depth interviews with government employees in the two sectors diverse issues such as work challenges and coping mechanisms, management of resources, interactions between officials at front line service points, local governments and ministries, official rules and regulations and recent sectoral changes imposed by the government in the two sectors.

The study finds that shortages and the erratic supply of resources, low integrity of leaders and staff, and weak enforcement of formal regulations spawn practical norms. The research also showed civil servants are not informed about new policies such as the fee free education policy, other charges, task shifting and promotion fuel practical norms. Individually, the mentality of business as usual, the fear of superiors due to bullying and intimidation and overwhelmed staff also spawn practical norms on the frontline. The new government certainly has shaken the civil service but at the time of writing it was not clear whether increased oversight is sustainable.

Theme 3: Globalization and Regional Integration

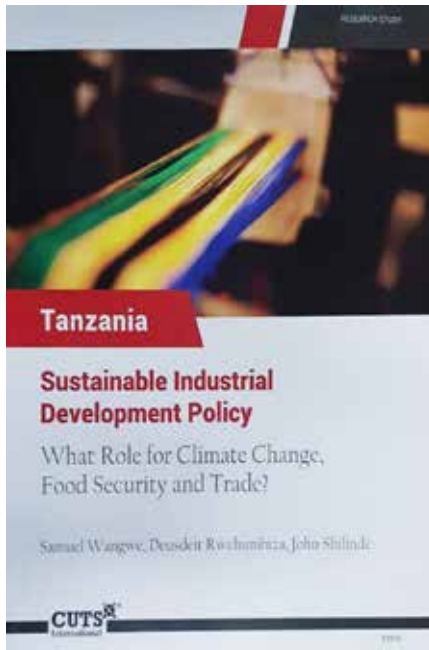


The overarching objective of ESRF research in this area is to provide data and analysis on these issues that can assist Tanzania and the EAC to advance regional integration.

Promoting Agriculture, Climate and Trade Linkages (PACT)



Mr. Aristi de Mbwasia Acting Director Ministry of Industry, Trade and Investment (At the Middle) cutting a ribbon to mark the official launch of the book titled "Sustainable Industrial Development Policy: What Role for Climate Change Food Security and Trade? On his right is Dr. Tausi Kida- Executive Director ESRF and far right is Dr. Deusdeit Rwehumbiza. On his left are; Professor Wangwe (Principal Research Associate - ESRF) and far left Mr. John Shilinde (Research Fellow- ESRF).



The PACT EAC2 project, led by CUTS International Geneva and CUTS ARC, Nairobi, aims to build the capacity of individuals, networks and institutions to identify and promote appropriate policies for climate-aware, trade-oriented, food security-enhancing agro-value-addition in the EAC region. ESRF is the implementing partner of this project in Tanzania. The still infant agro-processing industry in East Africa has been earmarked as having huge potential for poverty reduction, growth and regional integration. The region's success in realizing this potential will partly depend on its ability to factor in the ever-increasing challenges posed by climate change, and work in synergy with its own trade agenda. In an ideal scenario, trade policies should ensure the availability of inputs despite climate change, markets for the processed products and access to cleaner technologies; while climate change policies support this effort through targeted adaptation and mitigation initiatives.

The role of international trade and climate negotiations in framing the policy space for such policies should not be overlooked. The Foundation thus undertakes perpetual analysis to highlight trade challenges and makes policy recommendations through publications in the form of policy briefs and reports throughout the year. With a number of policy papers published and report on Sustainable Industrial Development Policy, this study argues that the SIDP review set for 2020 should be seen as an opportunity to take up such synergies right from the design phase. In particular, it suggests concrete interventions in the areas of climate change, food security and trade which should be considered in the SIDP revision.

Theme 4: Social Service Delivery and Protection



Issues related to social services and social protections are very crucial in the process of economic transformation and the aftermath of the climate change; but also in view of growing inequality in the developing world.

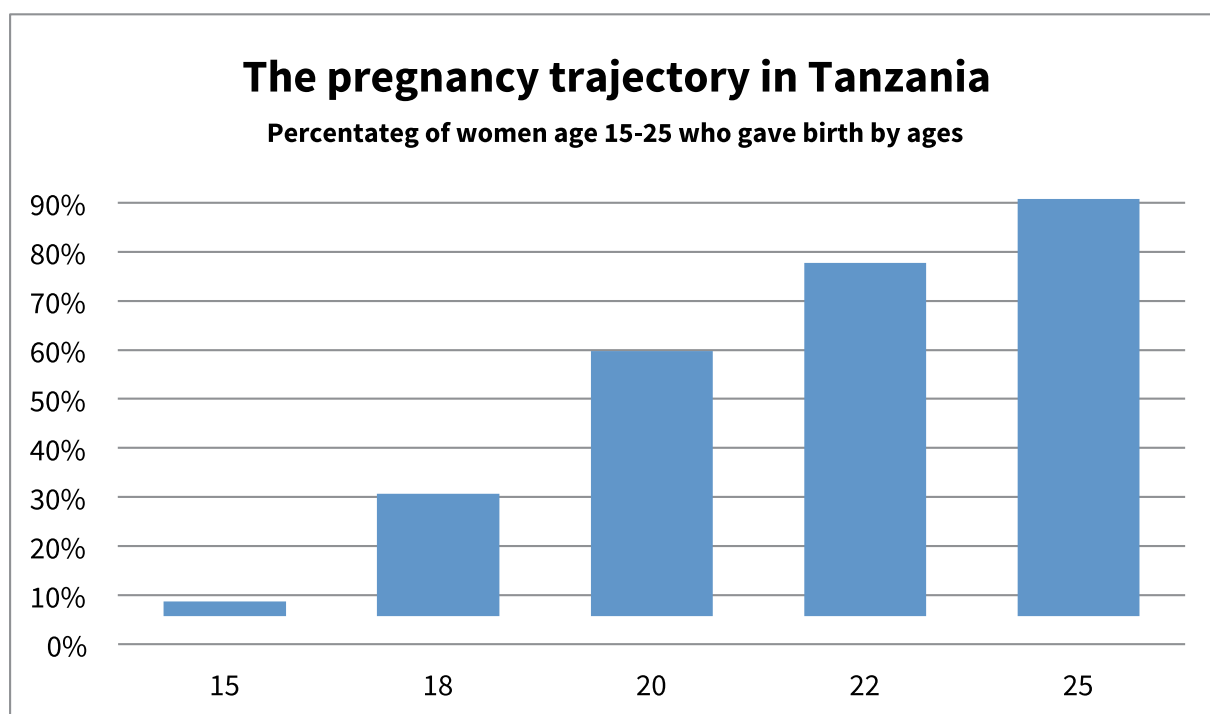
Girls' Economic Empowerment: The Best Contraceptive?

In 2013, ESRF with various local and international partners began implementing the Girl's Economic Empowerment project. This study investigates the impact of sexual and reproductive health (SRH) training and economic empowerment (EE) training to girls who are about to finish secondary school (Form IV). Taking place in four regions in Tanzania, it explored what girls do when leaving school, with a particular focus on childbearing, family and livelihood activities. The programme selected 3,500 girls from 80 secondary schools across Tanzania. The girls were randomly offered an entrepreneurship programme, a reproductive health programme, both programmes or no programme at all. The study, which lasted for five years from 2013 – 2018 was partly financed by the Norwegian Embassy in Dar es Salaam, and based on a programme designed and implemented by Femina Hip in 2018 ESRF and study partners undertook the dissemination of a study on how to empower adolescent girls in terms of their health, education and livelihoods.



A Cross section of participants deliberating on the findings from the study on Girls' Economic Empowerment the best contraceptive.

The highlight of the findings showed that targeting girls before marriage is very successful when it comes to enhancing their economic opportunities in the long-term. The reproductive health programme made girls seek more stable relationships and had some positive effects on their reproductive health, i.e. by reducing sexually transmitted diseases. The study also showed an increased fertility, whereby both programmes increases fertility - may suggest strong preferences for children or other barriers to control over fertility. Nevertheless, the trajectory for pregnancy in Tanzania increases significantly from the age of 18-25 as illustrated below.



Source: DHS 2015-2016

Time to teach: Causes and Motives of Teacher Absenteeism in Sub-Saharan Africa*Fieldwork at Kichiwa Primary School in Njombe region, November 19, 2018.*

This is a qualitative multi-country research project in Southern and East Africa contracted to ESRF by UNICEF Tanzania country office. The objective of this assignment was to develop a knowledge base on the issue of teacher attendance in the region and globally, and to provide country specific policy recommendations to improve teacher attendance and student achievement among countries under study. This is a multi-country study that involves Tanzania and other 5 countries namely Kenya, Rwanda, South Sudan, Mozambique, Comoros, Somalia (Puntland), and Uganda.

The study involved collection of primary data in forty (40) primary schools, covering twenty (20) in Tanzania Mainland and another twenty (20) in Zanzibar. Fieldwork commenced on 17th September, 2018 for Zanzibar and early November in Tanzania Mainland. Being qualitative in design, the research did not only serve to provide generalizations but also provide useful insights on how quality teaching time is reduced due to various types of teacher absenteeism including absence from school, absence from classroom, absence from teaching and absence of teaching pedagogy and content knowledge and what measures can be taken to address the challenges.

The final output of this multi-country project will lead to practical recommendations for systemic policy reform tailored to each of the participating countries, including strategies to make positive impacts on teacher-student interaction time and in-class learning as a means of boosting levels of school quality and student achievements.

Developing an Integrated Communications Strategy for the National Plan of Action to End Violence against Women and Children in Tanzania, 2017/18-2021/22

In 2018 the Foundation in collaboration with an organization called “Without Violence” based in Germany, and Ministry of Health, Community Development, Gender, Elderly and Children had embarked on the effort to develop an Integrated Communications Strategy for the National Plan of Action (NPA) to End Violence against Women and Children (VAWC) in Tanzania for 2017/18-2021/22 period. The main goal of this Communications and Outreach Strategy is to advise and direct communication and outreach carried out in support of and to promote the work of the NPA VAWC. The communications and outreach efforts have been designed to promote social norms and behavioural changes that challenge the stereotypes and discriminatory practices that allow the cycle of violence against women and children to continue.



School children and program staff pose for a photo during a consultation meeting on developing a communication strategy to support the NPA VAWC

Through focused messaging to key target audiences, the Strategy sought to inform and educate the public on the importance of the NPA VAWC, the impact of violence against women and children (VAWC) on Tanzanian society, and the opportunities for

ending this violence. Through developing partnerships and collaboration between Government, civil society organizations (CSOs), the business sector, religious leadership, and community and cultural influencers, the Strategy will empower champions of ending VAWC to share VAWC related messaging with their networks and communities. It is also the expectation that this Communications and Outreach Strategy will also empower NPA VAWC implementers to promote ending VAWC as a priority for influencers, policymakers, lawmakers, children and young people, and leaders at the national and sub-national level, and seek the necessary resources for making the NPA VAWC a success. The Foundation had trained stakeholders from the government emanating from numerous regions on the use of the communication toolkit in trying to solicit the desire change in harmful norms and practices.

The State of Non Communicable Diseases (NCDs) in Tanzania and Optimal Interventions

The main objective of this study is to assess the current state of NCDs (Diabetes and Cancer), and map the optimal preventive interventions to reduce NCDs prevalence in Tanzania. Extensive documentation of the NCDs optimal interventions will help the government and other key stakeholders in effective implementation of preventive measures for NCDs which will eventually minimize the disease burden. The main objective of this study is to assess the current state of NCDs (Hypertension, Diabetes and Cancer), and map the optimal preventive interventions to reduce NCDs prevalence in Tanzania. Specifically, the study will analyze the following: the current state of NCDs (Hypertension, Diabetes and Cancer) prevalence and its burden in Tanzania; NCDs (Hypertension, Diabetes and Cancer) preventive policies and initiatives are in place at the national and sub-national level; the optimal preventive interventions to reduce NCDs prevalence in Tanzania; and, the effectiveness of each preventive intervention. This project is funded by IDRC.

Other Studies:

Migrant Organization and Spontaneous Urban Planning: Key for a Rational Urbanization Process in the Absence of State.

A Study on the Impact of Sanitary Pads on Girls' School Attendance

Theme 5: Natural Resource and Environmental Management



National development goals underline sustainable utilization and management of the natural resources. Likewise, SDGs and the National Policy Frameworks underscore the vital role of natural resources in poverty reduction and the need to reflect on the perverse impact of climate change before and after it occurred.

National Tourism Policy Review 1999

The ESRF was contracted by the Ministry of Natural Resources and Tourism (MNRT) to review the National Tourism Policy of 1999. The review came up as a response to a number of issues, developments and challenges that face and impact tourism sector in Tanzania.



Review of the National Tourism Policy of 1999: Northern Zone (Arusha) workshop participants.

The main objective of the assignment was to review and update the existing National Tourism Policy of 1999 with the view of providing guiding framework for tourism development, operations and management to meet the government and tourism industry's short and long-term objectives. In doing so eight (08) zonal stakeholders' workshops were undertaken in the Northern Zone (Arusha), Lake Zone (Mwanza), Western Zone (Kigoma); Central Zone (Dodoma), Southern Zone (Mtwara), Coastal Zone (Dar es Salaam), round table meeting in Zanzibar (Unguja), and the Southern Highlands Zone (Iringa), bringing more than 1,000 participants in total to provide inputs on how best to craft the tourism policy.

In addition, the team has also implemented a rapid survey exercise by interviewing beneficiaries of tourism activities. These are communities found around and near tourism sites such as Wildlife Management Authorities (WMAs), national parks etc.

Therefore, this assignment brought about a number of outputs such as tourism sector situation analysis report; and an updated and reviewed National Tourism Policy, which is consistent with latest global developments, and needs of the Tanzania Tourism industry.



Review of the National Tourism Policy of 1999: Northern Zone (Arusha) workshop participants.

Exploring the linkages between energy, gender, and enterprise: Evidence from Tanzania

The productive use of electricity is essential for poverty reduction in electrified communities as well as for the financial sustainability of electricity suppliers. Because men and women assume different roles in the rural economy, the inclusion of gender concerns in interventions to promote productive uses of energy could improve development outcomes. ESRF was commissioned by IDS to collect data for this study, which provided new evidence about how men and women use energy in rural micro-enterprises in Tanzania, and which benefits they obtain from it. Some highlights from the study site (mainly rural), revealed that male-owned enterprises use electricity more frequently and intensely than female owned enterprises. The latter dominate the productive use of cooking fuels like charcoal and firewood. Electricity use is consistently associated with better business results, but the impact is only statistically significant for male-owned enterprises. Gender differences in energy use at the enterprise level stem from differences in formality, access to capital and skills, care responsibilities, motivations, and the types of acceptable occupations for men and women. As a result, interventions to promote productive uses of electricity are more likely to benefit men than women in the absence of a gender approach.

Other Study

Opportunities and Challenges for Private Sector Investments in Green and Inclusive Energy (GIE) Projects in Tanzania.

This multiyear study (2016-2021) is supported by Hivos International, with the objectives to undertake a baseline study which is oriented towards creating the 'ground' level for monitoring change and progress in a country, and contextualize achievement of outcomes against trends and developments in the country. A faster and more efficient shift towards renewable and decentralized energy is urgently needed, and the opportunities are especially large in low- and middle-income countries. The International Energy Agency (IEA) predicts that 80% of energy infrastructure in the 21st century will be built in developing countries, where millions still live in energy poverty. Tanzania's energy supply depends mainly on biomass. Since 85-90% of the population is not connected to the electricity grid, the overwhelming majority of households use wood and charcoal for cooking. This study had sought to identify opportunities and challenges for Private Sector Investments in Green and Inclusive Energy (GIE) projects in Tanzania.

Theme 6: Knowledge Management and Social Innovation



Overtime, managers have been overwhelmed by the amount of information or data that flows in their way. This overload of information is what makes Knowledge Management (KM) and Social Innovation increasingly more important. There are three major reasons why actively managing knowledge is important to success of an organization. These are: KM facilitates decision making; it builds capacities of learning organizations by making learning routine; and it stimulates cultural change and innovations.

Strengthening Community Knowledge and ICT for Development

In imparting knowledge, the Foundation in partnership with the TzFlying Labs/WeRobotics organized a policy dialogue on the use of drones in research activities and social aspects.



The policy dialogue identified opportunities and challenges in drone technology usage in Tanzania, recommendations were sent to the authority concerned for further action. The drone technology was used to map various villages in Meatu district for land management; the exercise was successful, since it served time and showed effectiveness.

Hon. Antony Mtaka, Simiyu Regional Commissioner inaugurating the drone technology



In collaboration with Prof. Jinsang Lee from the State University of New York (SUNY) South Korea, KMI organized Public Lecture to impart Tanzanians with new knowledge, perceptions and skills in different aspects of development at individual and national level. Prof. Presented *“the Korean Experience on Economic Transformation, Scientific and Technological Changes: Implications to Tanzania Industrialization Agenda”*. Prof. Lee narrated how South Korea developed saying proper implementation of set national strategies had been a key to the development of South Korea. Prof. disclosed that emphasis emphasis was put in education, science and technology.



In partnership with Prof. Louis Fourie, KMI organized another Public Lecture on *“Digital Transformation towards Industrialization: What are opportunities in Agriculture, Education, Business and Service delivery?”* The public Lecture provided new insights towards national development especially at this era of transforming our economy whereby, digital transformation is imperative.



Prof. Louis Fourie making presentation on Digital Transformation towards Industrialization: What are opportunities in Agriculture, Education, Business and Service delivery?

Following fast growing digital world, we need to re-think positively on how sustainable our current technologies are, when visualizing the future” Prof. Fourie told the participants

Enhancing Local Capabilities and Support Community Innovations and Best Practices

(i) Assisting Development at Community Levels

ESRF through its' Knowledge Management and Innovation (KMI) Department and in partnership with Social and Economic Development Initiatives of Tanzania (SEDI) supported the establishment of an eco-village at Kikore village in Kondoa District, whereby Wajasiriamali Farmers' Group was selected to implement the initiative.. The Farmers' Group are practicing irrigation farming, cultivating various crops in defined plots, crop cultivated included: tomatoes, onions.



Wajasiriamali Farmers' Group weeding their crops at the project area in Kikore.

KMI also supported NguvuKazi, Nyatwali, Kilolero Farmer's Groups in Bunda district in irrigation farming



The left picture is one of reserve tanks, the water flows by gravity to irrigate various plots. The right picture is one of the greenhouses which also receive water from reserve tanks.

The model of implementation of this project is linked to Savings Groups under Village Community Banks (VICOBA) whereby members' savings would be used to establish demonstration plots.



In fast-tracking development to community level irrigation, the KMI provided support to test some innovations and technologies to youth groups in Lake Zone with easy access to water and utilize solar technologies for irrigation, as part of innovative interventions for women and youth groups in the Central Corridor.



Left are solar panels for driving water pump. Right women planting rice in one of the fields.

(ii) Developing Regional Investment Guides

As emphasized by the Prime Minister of the United Republic of Tanzania, Hon. Majaliwa Kassim Majaliwa that regions should have their regional investment guides, the department with financial support from UNDP, conducted studies in Dodoma, Manyara, Tanga, Ruvuma, Geita, Kigoma, Pwani and Songwe to identify investment opportunities available in these regions. The information collected would help to develop investment guides which could provide investment information to prospective local and foreign firms, individuals, and attract them to exploit investment potentials in the regions to stimulate both business and enterprise development and growth.

(iii) Mapping of investment Opportunities at Village Level in Simiyu region.

In addition, the Department in partnership with Simiyu Region, identified investment opportunities at village/ward level aimed at Mapping of village resources, productive sectors and socio-economic infrastructure.



ESRF experts conducted training of trainers for mapping investment opportunities at village level in Simiyu region.

(iv) Supporting Youth Groups in Lake Zone to Test Innovations and irrigation Technologies

The Foundation in collaboration with Geita, Mwanza and Simiyu regional authorities supported youth groups to test rice husk briquettes making machines which would assist employment to youth as well as serving forests from cutting for charcoal, organic fertilizer boosters was also tested in Serengeti and Busega districts for conserving soil from artificial fertilizers.

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In Busega district: Left are experts and right farmers are being taught using fertilizer booster

(v) Developing Feasibility and Business Plans.

In implementing the Simiyu Regional Investment Guide, ESRF with some experts from reputable institutions conducted a number of feasibility studies and developed business plans. The conducted feasibility studies included: the establishment of Maswa Tanneries and Leather Products Factory (MTLP); feasibility study for establishment of Nalanja Salt Processing Factory in Meatu District, Simiyu Region; the development of a business plan and a feasibility study to transform Dar es Salaam Ferry Market (DFM) into a competitive and sustainable fish market, etc.

(vi) Information Sharing and Dissemination

Through Maendeleo Studio, the department translated different research findings into simpler formats – programmes/contents both in audio and visual and disseminated them via ESRF Knowledge TV (www.knowledgetv.esrf.or.tz) and community radios. The developed contents covered issues in educating development such as gender, environmental, climate change. Maendeleo Studio managed to produce 25 educative programmes. The department also produced a short clip covering projects activities, the clip was used to showcase the Foundation supported activities during the TTI exhibition in Vietnam.



Preparation of contents (both audio and visual) for community radios and Knowledge TV at Maendeleo Studio.

In recognising agriculture as one of the main foreign exchange earners, the department shared some knowledge and skills in smart farming during Nane Nane Exhibition in Simiyu Region. ESRF shared comprehensively information on Azolla as animal feed and organic fertilizer, hydroponic fodder as animal feeds, which cut down the cost of food for farmers, the knowledge of rearing fish by using Re-circulative Aquaculture System; cage culture and fish ponds, which increase income to households. Apart from sharing knowledge and skills, it also facilitated various agricultural training sessions to equip smallholder farmer groups and individuals with new knowledge in agriculture.

The Nane Nane Exhibition was inaugurated by Dr. Charles Tizeba- the Former Minister for Agriculture



Left: Mr. John Kajiba (ESRF) explaining to a visitor about the contribution of the Foundation to agriculture sector.

Other activities

In recognizing the contribution of Economic Empowerment Actors in the country, the National Economic Empowerment Council of Tanzania (NEEC) commissioned the Foundation through the KMI Department, to map various economic empowerment actors in Tanzania Mainland. This information will assist NEEC to have a baseline database of stakeholders who will support local citizens; and consequently, NEEC will effectively manage to implement its multi-sectoral Local Content Policy. Similarly, the department mapped and profiled youth networks and platforms in Tanzania Mainland to assist the council using the baseline database of youth groups and youth networks engaged in economic undertakings.

The objective of creating the database is to enable all stakeholders to have a clear understanding of the type of youth networks; where they can be found; and how the youth are organized.

In another development the department worked with NEEC to review its previous Strategic Plan 2013/14-2017/18 which will inform the new Strategic Plan 2019/20-2022/23. In this review phase, the ESRF team determined to what extent the previous plan was successfully implemented (including what, when, where, and how activities were accomplished) and finally formulated the new Strategic Plan 2019/20-2022/23.

The Foundation through KMI implemented various activities under Rapid Response Implementation Support (RARIS). The Project aimed at supporting the Ministry of Agriculture (MoA) and Agriculture Sector Lead Ministries (ASLM) to ensure effective and efficient delivery of the Agricultural Sector Development Programme (ASDP II). The support intended to complement other initiative to enable the system function smoothly. It intended to achieve; Policy coherency, Problem Solving and Analytics supported, Value Chain Agro-processing, Stocking and Logistics Management supported and Investment and Business Opportunities Identified; and Performance Management, Knowledge Management and Innovation, and Mind Set Change to Managers in the Ministries and Related Institutions Enhanced.

Communication and Information Services

The Department communicated evidence-based findings accrued by the Foundation and collaborating institutions to reach the broad range of stakeholders through online and offline channels.

Online Channels

- TzOnlineGateway (www.tzonline.org) – Supported sharing and dissemination of developmental issues in Tanzania (Analytical documents; Journal articles, researched papers, speeches). It served more than 39,000 subscribers.

- Knowledge TV (www.knowledgetv.esrf.or.tz)-Supported the dissemination of different research outputs and experiences from various experts in various sectors of development.
- E- Brief – It reached a larger number of our stakeholders with current issues happened at the Foundation. The channel served more than 5,700 stakeholders.
- TAKNET (www.taknet.or.tz) - The platform shared and discussed issues of national interests. In 2018, it hosted 3 discussion topics; i) What needs to be done to promote industrialization in Tanzania; ii)Work for Human Development and Linking research, innovation, knowledge transfer and industrialization; iii) Smart farming in Tanzania.
- Social Media (Twitter,WhatsApp and Facebook) shared, promoted and disseminated Foundation’s products and services. The number of Facebook followers grew from 3,458 to 3,573 while twitter registered 4,450 followers as compared to 3,681 followers in the previous year.
- Mobile Kilimo – An online platform assisted farmers, fishermen, breeders to advertize and seek markets for their products by connecting with markets.

Offline Channels

- Library- Provided references to in house cum visiting researchers, Master’s students from various institutions in Tanzania and individual researchers. The Library contains collections published by the Foundation, downloaded from various websites and those from donated by individual researchers and organizations.
- Maendeleo Studio translated and repackaged research programs into simple language and disseminated via Knowledge TV and Community radios. 28 programs were prepared and shared
- Media coverage- the Foundation worked closely with media houses to disseminate research finding and other products and services to reach our broad audiences. Foundation’s events were featured in over 65 media appearances including; Televisions, radios and newspapers.

Data Management and Processing

Served a broad range of users (staff and visiting researchers). 4 Capacity building sessions conducted to equip researchers and research assistants in data collection, analysis and interpretation.

3.0 ESRF Capacity Building Activities for 2018

Knowledge Sharing Workshops:

A total of 8 workshops on various topical issues were conducted between January and December, 2018. These included the “The South Korean Experience on Economic Transformation, Scientific and Technological Changes: Implications to Tanzania’s Industrialization Agenda”. The workshop aimed at promoting the role of public and private sectors in fostering the industrial development through science, research, technology and innovations. The main agenda of this workshop aligned with the current Tanzania policies which focus on the industrialized economy. It also acted as a platform for developing indicators for monitoring evaluation and accountability for private and public stakeholders’ participation in the industrial sector. Other workshops under which numerous participants from public, private and civil organisations attended, include;

- (a) The Use of Drones for Social Good and Research
- (b) The Fifth National Reference Group Meeting of the PACT EAC Project
- (c) The Sixth National Reference Group Meeting of the PACT EAC Project
- (d) The First Meeting of Tanzania Urbanization Laboratory
- (e) The Second Meeting of Tanzania Urbanization Laboratory
- (f) The Third Meeting of Tanzania Urbanization Laboratory
- (g) Dissemination Workshop for a Study on Girl’s Economic Empowerment: The Best Contraceptive?



Amabilis Batamula presenting on FEMA clubs used under the Girl’s Power Project.



Norwegian Embassy

The multi-year (i.e. 2013-2017) study was undertaken to understand adolescent fertility decision making. It was undertaken in collaboration with numerous partners more notably the Norwegian School of Economics (NHH) among other partners along with financial support from the Royal Norwegian Embassy in Tanzania. Findings show that targeting girls before marriage is very successful when it comes to enhancing their economic opportunities in the long-term. The reproductive health programme made girls seek more stable relationships and had some positive effects on their reproductive health, i.e. by reducing sexually transmitted diseases.



Cross Section of Participants



A group photo during the Launch of consultation process of the Urbanization Roadmap at Morena Hotel in Dodoma. The first seated row: Dr Khatibu Kazungu, Deputy Permanent Secretary - MOFP (center), Dr. Tausi Mbaga Kida Executive Director ESRF (The second left), Mr. Anton Cartwright, Researcher from African Centre for Cities (The first left), and Assistant Deputy Permanent Secretary - MOFP and Betha Mlonda, Assistant Director Physical Planning at the Ministry of Lands, Housing and Human Settlements (The first left).

Policy Dialogue Seminars: Platform to Inform Policy Making Processes:

In 2018, the department provided enough and free discussion fora to a wider stakeholder community. Subjective evidence suggested that participants in these forums have made a significant impact in policy making and management. One of the organised seminars was “*Understanding and Supporting Sustained Pathways out of Extreme Poverty and Deprivation*” in collaboration with Chronic Poverty Advisory Network (CPAN) and Overseas Development Institute (ODI). This policy dialogue aimed at discussing on several factors facilitating the failures of poverty reduction and how the political institutions and socio-economic policies can be initiated and implemented in order to support poverty reduction.

These dialogues brought together different stakeholders from the Government, Private Sector, Civil Society Organizations (CSO), Non-Government Organizations (NGOs), Academia, Research Institutions and Development Partners.

Other dialogues included;

- (a) Public Lecture at the University of Dar es Salaam as a side event for ESRF’s 7th Annual Research Conference.
- (b) National Policy Dialogue on Climate Smart Agriculture (CSA) in Tanzania.
- (c) High Level Policy Dialogue with Government Officials and Development Partners as a side event for ESRF’s 7th Annual Research Conference.
- (d) The Fourth Meeting of Tanzania Urbanization Laboratory.
- (e) The Sixth Meeting of Tanzania Urbanization Laboratory.
- (f) Action Planning Meeting for 2018, African Green Revolution Forum; and
- (g) The Launch of GCRF-AFRICAP Project.

Mentoring/Couching Young Policy Professionals – Internship Programme:

ESRF Mentoring/Internship programme gives students from various national and international universities an opportunity for field attachment at the foundation. Under this programme, students are imparted with practical knowledge related to social and economic research and policy analysis. Moreover, during the year, the department coordinated the mentoring program for university students and junior researchers as per ESRF policy. This was implemented through providing placements in terms of Field Practical Attachments to four (4) undergraduate students, four (4) Research Trainees and two (2) internship placements.

Hosted Programmes

ESRF's vision is to become a national, regional and international centre of excellence in capacity development for policy analysis and development management policy research, and policy dialogue by the year 2018. Therefore, it is very important for the foundation to continue establishing as well as maintaining hosted programmes and policy-research networks. For the year 2018, the department has continued to build its strong relationships with local, regional and international networks through research collaboration, capacity building and knowledge-sharing activities.

Hosted programmes included;

- (a) **Tanzania Urbanization Laboratory (TULab):** The Economic and Social Research Foundation in collaboration with Planning Commission established Tanzania Urbanization Laboratory (TULab) in August 2017. This initiative aims at supporting national efforts on urban policy making and implementation. The TULab brings stakeholders from public, private, civil society, and academic organizations together to identify problems, risk and opportunities facing cities in Tanzania. The TULab is a place for discussion and analysis of the day-to-day reality of urbanization in Tanzania. The Lab agrees on important issues to inform action oriented policy recommendations. Currently, the TULab is being funded by United Kingdom Agency for International Development Cooperation (DFID) through World Resources Institute and working in collaboration with a New Climate Economy through Coalition for Urban Transitions initiative (CUT), and the African Centre for Cities (ACC) at the University of Cape Town, Republic of South Africa. Some of the key activities for Tanzania Urbanization Laboratory (TULAB) implemented during the year include undertaking three research projects aiming at deepening our understanding of some of the challenges facing cities in Tanzania and provide recommendations for informing urban development policies. These studies are:-
- (i) Understanding the current extent of urban infrastructure and services finance in Tanzania;
 - (ii) The relationship between National and Local Government in Tanzania and its influence on the delivery of services and infrastructure;
 - (iii) Research piece providing missing urban data required to enhance investment in urban infrastructure in Tanzania;

These research pieces provide important material for the preparation of National Urbanisation Roadmap which will feed into the process of preparing urban development policy in Tanzania; launch of this policy is scheduled to take place in September 2019.



A Group photo of top three contesters whose proposals won and judges during the 6th TULAB Meeting on Review of National Urbanization Roadmap on 30th November 2018 at ESRF Conference Hall Dar es Salaam.

- (b) **Tanzania Human Development Report 2017 (THDR 2017):** In collaboration with UNDP the department via ESRF undertook launch of Tanzania Human Development Report 2017 with a theme “*Social Policy in the Context of Economic Transformation in Tanzania*”. Launch of this report took place on 29th November 2018 at Treasury Square Building in Dodoma. The Guest of Honour during the event was Hon. Dr. Phillip Mpango who was represented in the occasion by Dr. KhatibuKazungu, Deputy Permanent Secretary (Economic Management). It has been agreed that implementation of Tanzania Human Development Report project will start again in 2020 so that another report can be released in 2021. However, it has been also been agreed that during 2019, the ESRF in collaboration with UNDP and the Government of Tanzania shall implement a research and capacity development project on financing of development.



Dr. Tausi Mbaga Kida (The second from left) and Dr. Khatibu Kazungu, Deputy Permanent Secretary (MOFP) unveiling the ribbon to launch the THDR 2017. At his left side are some other THDR Team Members.

- (a) **USAID/IIE Participant Training Program:** Some of the notable activities implemented by Participant Training Programme (PTP) during the year include preparation launch and distribution of guidebooks and leaflets on Integrated Pest Management (IPM). In this regard, the department printed 10,000 copies of guidebooks for each of the following horticultural crops: - mangoes, water melon, Irish potatoes, tomatoes and bananas. Upon request from Ministry of Agriculture, during the year, the department reprinted and distributed additional 15,000 copies of the guidebooks. After a few months of using the guidebooks, Ministry of Agriculture has made a decision of using the guidebooks as one of the reference books in Agricultural Training Institutes in Tanzania.

Moreover, In PTP there were different activities undertaken for 2018. Such activities include;

- Training on statistical data collection, analysis and report writing for the East Africa Statistical Training Centre (EASTC)
- Designing of curriculum and other logistics for EASTC 2 training
- The team designed and produced the guidebooks and flier for Integrated Pests Management (IPM)
- Conducted capacity needs assessment for Benjamin William Mkapa Foundation (BMF) on Financial Management
- Project planning for Participant Training Programme (PTP) for the Five Year Plan (FY5): the work plan for a five year was finalized by the team.

4.0 Management and Institutional Infrastructure

ESRF Institutional Governance is under the Board of Trustees, as mandated by the amended Constitution of ESRF (1999). The Board is composed of members from four different broadly defined categories of stakeholders: government/public service, private sector, civil society and academia. The Management Team consists of the following members:

ESRF MANAGEMENT		
S/n.	Name	Designation
1.	Dr. Tausi Mbaga Kida	Executive Director
2.	Mrs. Margereth Nzuki	Head, Knowledge Management and Innovation
3.	Prof. Fortunata Songora Makene	Head, Strategic Research and Publications
4.	Mr. Ernest Chiwenda	Head, Finance and Resource Mobilization
5.	Mr. Deodatus Sagamiko	Head, Human Resources and Administration

Staff recruitment

The Human Resource Department continued to support the Foundation in ensuring that it meets its core functions. The department is duty bound to see that the human resource plans, policies, guidelines, procedures, industrial relations and development strategies are implemented fairly and equitably; and that the working environment is conducive enough for staff to unleash their potentials with focus on our new Medium Term Strategic Plan of 2016 – 2020.

The ESRF Staff strength as at 31st December, 2018 stood at 32 employees. The work force includes 19 Programme/Project Staff and 13 Operational Staff. In addition to the in house staff, the Foundation has a substantial network of consultants and research associates who work on projects together with in house staff. During the period under review, the department successfully undertook staff appraisals for twenty three (23) staff that were evaluated and awarded increments and promotion accordingly. It recruited employees while other employees left the institution's services upon end of employment contracts.

Training and Capacity Development

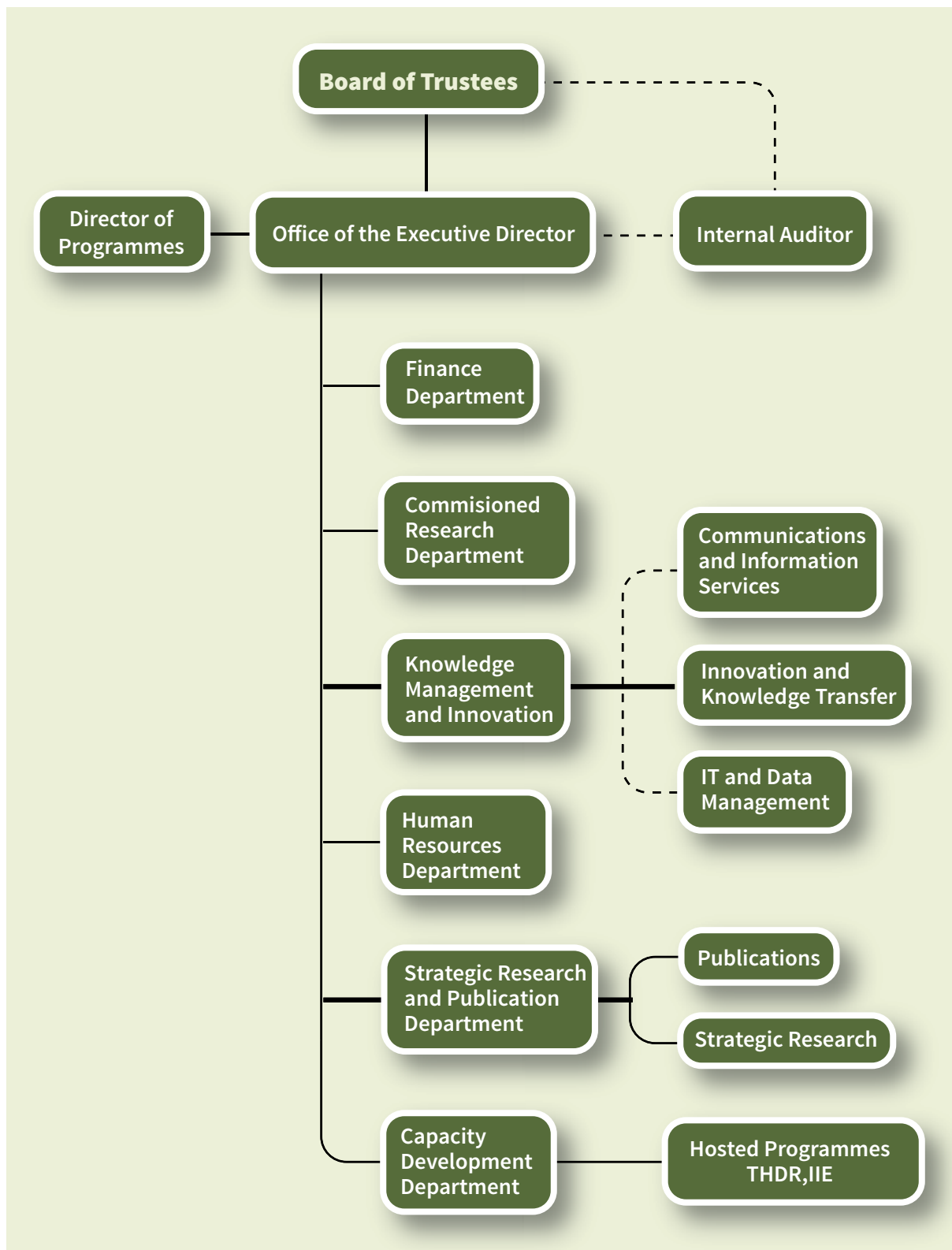
Management has been providing short-term training courses to its employees aimed at improving their capability, capacity, productivity and performance. More so, there is still a need to continue training our employees to maintain, upgrade and update

their skills from time to time. Management has resorted to short-term training because such trainings provide both soft and hard skills which can be quickly applied on the job.

During 2018, several staff were trained on various disciplines related to their areas of specialization as detailed below:

- a. Training on “Social Securities and Taxes in Tanzania”
- b. Training on “Micro-Economic Agricultural Modeling”
- c. Training on “National Training on Policy Analysts”
- d. Training of Trainers, Time to Teach “Teacher Absenteeism in Sub-Saharan Africa”
- e. Seminar on “Tax Amnesty”
- f. Training on “Core Methods of Impact Evaluation”
- g. Training on “Compliance and Capacity Development (CCD)”
- h. Seminar on “Accounting, Auditing and Tax issues”
- i. Training on “Fieldwork Design for Impact Evaluation”
- j. Training on “Data Analysis using STATA Software”

5.0 ESRF Organizational Chart



6.0 Financial Report 2018

9.1 INTRODUCTION

Pursuant to the Tanzania Financial Reporting standard No 1 on Directors' Report, the Chairperson of the Board of Trustees presents his report together with the audited financial statements for the financial year ended 31st December 2018, which discloses the state of affairs of the ESRF.

9.2 PERFORMANCE DURING THE YEAR

ESRF continued to play a strategic role in the policy formulation and economic reforms in Tanzania. The Foundation's mandate embraces: (i) to undertake research in public policy and in sector-oriented issues, (ii) to facilitate capacity development for Government and other stakeholders of economic development, (iii) to act as a focal point for dialogue and the exchange of knowledge on economic and social issues, and (iv) to disseminate policy and ESRF researched information so as to widen the understanding of the public, dedicated groups of policy makers and researchers.

9.3 PRINCIPLE RISKS AND UNCERTAINTIES

In 2018, the Foundation experienced declining institutional support and delays in disbursement of funds from some donors and clients.

FACTORS WHICH CONTRIBUTED TO ECONOMIC AND SOCIAL RESEARCH FOUNDATION'S PERFORMANCE

Dedicated, committed and loyal workforce

ESRF has a dedicated, committed and loyal workforce ready to provide ideal services to stakeholders and to public in general. The workforce has a team working culture that builds the synergy in achieving ESRF's objectives.

Good Governance Policies

ESRF is working under the good governance policies which are aimed at improving the services delivery to the public in general.

Good relationship with the Government of the United Republic of Tanzania and Development Partners

ESRF received funds from the Government of the United Republic of Tanzania and Development Partners and other clients in implementing the Foundation's activities. ESRF believes that a prevailing good relationship with our Government and Development Partners will continue to exist in the next financial year.

EMPLOYEES' WELFARE

Employment Policy

ESRF is an equal opportunity employer. It gives equal access to employment opportunities and ensures that the best available person is appointed to any given position free from discrimination of any kind and without regard to factors like gender, marital status, tribes, religion and disability which does not impair ability to discharge duties. During the year ESRF had 32 employees, out of which 13 were female and 19 were males.

STATEMENT OF MANAGEMENT RESPONSIBILITY

Pursuant to the Public Finance Act 2001 (Revised in 2004) section 25 (4) requires Trustees of an entity to prepare financial statements for each financial year, which give a true and fair view of receipts and payments of the reporting entity as at the end of the financial year. It also requires the trustees to ensure that the reporting entity keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of the reporting entity. They are also responsible for safeguarding the assets of the reporting.

Trustees confirms that suitable accounting policies have been used and applied consistently, and reasonable and prudent judgment and estimates have been made in the preparation of the financial statements for the year ended 2018. Trustees also confirms that the International Public Sector Accounting Standards (IPSAs) have been followed and that the financial statements have been prepared on the going concern basis.

Trustees accepts responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates in conformity with IPSAs. Trustees further accepts responsibility for the maintenance of accounting records that may be relied upon in preparation of financial statements, as well as adequate internal control system.

We accept responsibility for the integrity of the financial statements, the information it contains and its compliance with IPSAs. Nothing has come to the attention of the trustees to indicate that ESRF will not remain a going concern for at least the next twelve months from the date of this statement.



.....
Chairperson



.....
Trustee

13/06/ 2019
.....

Declaration of The Head of Finance

FOR THE YEAR ENDED 31 DECEMBER, 2018

The National Board of Accountants and Auditors (NBAA) according to the power conferred under the Auditors and Accountants (Registration) Act. No. 33 of 1972, as amended by Act No. 2 of 1995, requires financial statements to be accompanied with a declaration issued by the Head of Finance/Accounting responsible for the preparation of financial statements of the entity concerned.

It is the duty of a Professional Accountant to assist the Board of Directors/Governing Body/Management to discharge the responsibility of preparing financial statements of an entity showing true and fair view of the entity position and performance in accordance with applicable International Accounting Standards and statutory financial reporting requirements.

Full legal responsibility for the preparation of financial statements rests with the Board of Directors/Governing Body as under Directors Responsibility statement on an earlier page.

I, **Ernest Chiwenda**, being the Finance Manager of Economic and Social Research Foundation (ESRF) hereby acknowledge my responsibility of ensuring that financial statements for the year ended 31st December 2018 have been prepared in compliance with International Public Sector Accounting Standards (IPSAS) and statutory requirements.

I thus confirm that the financial statements give a true and fair view of the financial position of ESRF as on that date and its results of the operations and cashflows for the year then ended and that they have been prepared based on properly maintained financial records.

Signed by: 

Position: Finance Manager

NBAA Membership No.: ACPA 3040

Date: 10, 06, 2019

Report of the Independent Auditors

TO THE BOARD OF TRUSTEES OF THE ECONOMIC AND SOCIAL RESEARCH FOUNDATION

Unqualified Opinion

We have audited the financial statements of The Economic and Social Research Foundation, which comprise the Statement of financial position as at 31 December 2018, Statement of Comprehensive Income, Statement of Changes in Reserves and Statement of Cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes. We have obtained all the information and explanations, which, to the best of our knowledge and belief, were necessary for the purpose of our audit.

In our opinion, the financial statements give a true and fair view of the state of affairs of The Economic and Social Research Foundation as at 31 December 2018, and the results of its operations and cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (IPSAS).

Basis of our opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Foundation in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Tanzania, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

We have however determined that there are no key audit matters to communicate in our report.

Responsibilities of the Management and Those Charged with Governance for the Financial Statements

The Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSAS, and for such internal controls as management determines is necessary to enable the preparation of financial

statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

Report on other legal and regulatory requirements

This report, including the opinion, has been prepared for, and only for, the Foundation's Trustees as a body in accordance with the Non-Government Organisations (NGO) Act, 2002 and for no other purposes.

As required by the NGO Act, 2002, we report to you, based on our audit, that:

- i. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;
- ii. In our opinion, proper books of account have been kept by the Foundation, so far as it appears from our examination of those books;
- iii. The Report of the Board of Trustees is consistent with the financial statements;
- iv. Information specified by law regarding Trustees remuneration and transactions with the Foundation is disclosed; and
- v. The Foundation's financial statements are in agreement with the books of account.

GLOBE ACCOUNTANCY SERVICES 2013

CHARTERED CERTIFIED ACCOUNTANTS




**METHOD A. KASHONDA - (FCPA, FCCA, MBA)
MANAGING PARTNER
DAR ES SALAAM.**

DATE: 17.06. 2019

Statement of Financial Position

AS AT 31 DECEMBER 2018

	31.12.2018 USD	31.12.2017 USD	31.12.2018 TZS	31.12.2017 TZS
NON CURRENT ASSETS				
Property, Plant and Equipment	1,836,480	1,929,882	4,102,901,213	4,280,478,272
Intangible Assets	7,362	8,523	16,704,000	18,904,000
CURRENT ASSETS				
Accounts Receivable	74,399	37,396	168,809,385	82,944,469
Cash and Bank Balances	938,799	196,394	2,130,135,316	435,602,700
TOTAL CURRENT ASSETS	1,013,198	233,790	2,298,944,701	518,547,169
TOTAL ASSETS	2,857,040	2,172,195	6,418,549,914	4,817,929,441
EQUITY AND LIABILITIES				
GRANTS				
Capital Grants	-	29,310	-	65,009,241
RESERVES				
Revaluation Reserve	1,695,515	1,734,501	3,847,124,138	3,847,124,138
Accumulated Deficits	(951,102)	(1,169,619)	(2,210,739,685)	(2,594,214,098)
TOTAL GRANTS & RESERVES	744,413	594,193	1,636,384,453	1,091,423,136
Deferred Income	240,000	-	533,174,400	-
CURRENT LIABILITIES				
Accounts Payable and Accruals	1,872,627	1,578,003	4,248,991,061	3,500,010,161
TOTAL CURRENT LIABILITIES	1,872,627	1,578,003	4,248,991,061	3,500,010,161
TOTAL EQUITY AND LIABILITIES	2,857,040	2,172,195	6,418,549,914	4,817,929,441



Chairperson



Trustee

13/06/2019

Statement of Profit or Loss and Other Comprehensive Income

FOR THE YEAR ENDED 31 DECEMBER 2018

	31.12.2018	31.12.2017	31.12.2018	31.12.2017
	USD	USD	TZS	TZS
INCOME				
Revenue Grants	316,747	924,084	713,948,500	2,050,543,493
Research Income	543,015	194,705	1,223,955,887	432,049,816
Commissioned Studies	700,936	593,423	1,579,908,717	1,316,806,705
Capacity Building	665,381	432,402	1,499,769,122	959,499,499
Knowledge management	892,493	530,822	2,011,679,431	1,177,894,018
Other Income	55,039	333,915	158,410,578	740,957,098
Amortization of capital grant	29,310	32,864	66,064,740	72,925,555
TOTAL INCOME	3,202,921	3,042,215	7,353,736,975	6,750,676,185
EXPENDITURE				
Programme Activities	1,511,564	1,503,956	3,407,066,443	3,337,278,323
Personnel Emoluments	994,987	1,014,527	2,242,701,985	2,251,235,898
Administrative Expenses	87,602	116,744	197,451,604	259,054,633
Staff Welfare and Incentives	91,815	81,647	206,951,014	181,174,270
Repairs and Maintenance	43,533	42,601	98,126,144	94,530,832
Telephone, Fax and Postage	32,818	29,347	73,971,827	65,121,036
Electricity and Water	25,347	25,268	57,132,811	56,069,111
Audit Fees and Expenses	6,562	6,461	14,790,000	14,336,387
Bank Charges	5,262	6,066	11,860,803	13,460,416
Loss on disposal	11,470	-	25,853,667	-
Bad debt	-	13,183	-	29,253,366
Depreciation	94,517	92,076	313,039,616	204,316,822
TOTAL EXPENDITURE	2,905,477	2,931,875	6,648,945,914	6,505,831,092
SURPLUS FOR THE YEAR	297,444	110,340	704,791,061	244,845,092

Statement of Cash Flow

FOR THE YEAR ENDED 31 DECEMBER 2018

	31.12.2018	31.12.2017	31.12.2018	31.12.2017
	USD	USD	TZS	TZS
CASH FLOW FROM OPERATING ACTIVITIES				
Surplus for the Year	297,444	110,340	704,591,061	244,845,092
Adjustments for Non-Cash Items:				
Depreciation and adjustments	95,517	92,076	313,039,616	204,316,822
Deferred Income	240,000	-	544,560,000	-
Amortization of software	1,398	(8,521)	3,171,634	(18,899,578)
Impairment loss	-	13,183	-	29,253,366
Loss on disposal	11,470	-	26,025,719	-
Prior year adjustment	(62,385)	1,691	(141,552,675)	3,751,685
Amortization of capital grant	(29,310)	(32,864)	(66,504,390)	(72,925,555)
Currency translation (gains) / loss	(56,216)	(222,856)	(147,430,883)	(475,664,521)
CASH INFLOWS/(OUTFLOWS) BEFORE WORKING CAPITAL CHANGES	491,233	(46,951)	1,124,624,823	(85,322,689)
MOVEMENT IN WORKING CAPITAL				
(Increase)/Decrease in Accounts Receivables and Prepayments	(37,002)	114,239	(83,957,717)	253,496,200
Increase/(Decrease) in Accounts Payable and Accruals	294,624	(186,471)	668,502,770	(413,779,643)
NET CHANGES IN WORKING CAPITAL	257,622	(72,232)	584,545,053	(160,283,443)
TOTAL CASH INFLOWS/(OUTFLOWS) FROM	748,856	(119,183)	1,709,169,876	(245,606,132)
Purchase of Intangible Assets	-	-	-	-
Sale of fixed assets	866	-	1,964,650	-
Purchase of Property, Plant and Equipment	(7,317)	(13,003)	(16,601,910)	(28,854,709)
TOTAL CASH OUTFLOWS FROM INVESTING ACTIVITIES (B)	(6,451)	(13,003)	(14,637,260)	(28,854,709)
Capital Grant Received	-	-	-	-
TOTAL CASH OUTFLOWS FROM FINANCING ACTIVITIES (C)	-	-	-	-
TOTAL A+B+C	742,405	(132,187)	1,694,532,616	(274,460,841)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	196,394	328,581	435,602,700	710,063,541
CASH AND CASH EQUIVALENTS AS AT DECEMBER	938,799	196,394	2,130,135,316	435,602,700

Notes to The Financial Statements

FOR THE YEAR ENDED 31 DECEMBER, 2018

1.0 PRINCIPAL ACCOUNTING POLICIES

1.1 Foundation Information

ESRF is a trust incorporated and domiciled in the United Republic of Tanzania.

1.2 Basis of Accounting

The financial statements of the Foundation have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) as issued by the International Public Sector Accounting Standards Board (IPSASB).

1.3 Property, Plant and Equipment.

Property, Plant and equipment are stated at cost, net of accumulated depreciation and/or accumulated impairment losses, if any. Cost is determined as the value of asset given as consideration plus the cost incidental to the acquisition. All other repairs and maintenance costs are recognised in the income statement as incurred.

1.4 Depreciation

Depreciation is provided on a straight-line basis to write off the cost or fair value of the items of property, plant and equipment other than land over their estimated useful economic life and after taking into account their estimated residual value. Depreciation is charged by apportioning the chargeable annual amount to the time the assets have been in use during the year. The annual rates of depreciation applied, which are consistent with those of the previous years, are as follows: -

• Buildings	4.00%
• Motor Vehicles	25.00%
• Plant and Machinery	25.00%
• Computers	33.33%
• Furniture and Equipment	20.00%

Assets that are subject to depreciation are reviewed for impairment loss whenever events or changes in circumstances indicate that the carrying amount may not be recoverable i.e. carrying amount being higher than the recoverable amount.

1.5 Foreign currencies

Transactions denominated in Tanzania Shillings. The presentation currency for the time being is done at the rates of exchange ruling at the dates of transactions. Monetary assets and liabilities at the year-end expressed in other currencies other than the TZS are translated into the presentation currency at the rates of exchange ruling at the end of the financial year. The resultant gains/ (losses) on exchange rate translations are dealt with in the income statement. Non-monetary items that are measured in terms of historical cost in other currencies are translated using the exchange rates at the date of the initial transactions.

1.6 Cash and Cash Equivalents

Cash and short-term deposits in the statement of financial position comprise cash at banks and on hand and short-term deposits with a maturity of three months or less. Cash and cash equivalents are carried in the financial position at face value.

1.7 Accruals

Provisions are recognized and presented in the financial statements when the Foundation has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made.

1.8 Income Recognition

Income, other than grants/donations, is recognized on accrual basis of accounting. Income is recognized only when it is probable that the economic benefits associated with the transaction through signing of MoU or contract will flow to the Foundation.

1.9 Short Term Benefits

The cost of all short-term employee benefits such as salaries, employees' entitlements to leave pay, medical welfare, incentives, other contributions etc. are recognized during the year in which the employees render the related services.

1.10 Terminal Benefits

Terminal Benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange of these benefits.

The Foundation recognizes terminal benefits when it is constructively obliged to either terminate the employment of the current employee according to detailed formal plan without any possibility of withdrawal or to provide terminal benefits as a result of an offer made to encourage voluntary redundancy.

1.11 Accounting for Government Grants

Grants are received in the form of cash or in kind for capital or/and recurrent expenditure. Grants received in the form of fixed assets (grants in kind) are credited to the Capital Fund Account (or Deferred Income Account) and debited to respective asset account. Grants in the form of non-current assets are amortized and credited to income in amounts equal to annual depreciation charges in respect of such non-current assets. When the asset is disposed of the Capital Fund is debited with the amount received from sale. Grants received for other charges (recurrent expenditure) are directly credited to income account as recurrent revenue for the year in which they are received.

7.0 Staff List 2018

S/N	NAME	DESIGNATION
1.	Dr. Tausi Mbaga Kida	Executive Director
2.	Prof. Fortunata Songora Makene	Head, Strategic Research and Publication Department
3.	Mrs. Margareth Nzuki	Head, Knowledge Management and Innovation Department
4.	Ms. Vivian Kazi	Head, Commissioned Research Department
5.	Mr. Danford Sango	Head, Governance and Capacity Development Department
6.	Mr. Deodatus Sagamiko	Head, Human Resource and Administration
7.	Mr. Ernest Chiwenda	Head, Finance Department
8.	Mr. Moja Mapunda	Internal Auditor
9.	Mr. John Kajiba	Principal Information and Technology Expert
10.	Ms. Aldegunda Ngowi	Principal Accountant
11.	Mr. Patrick Kihenzile	Assistant Research Fellow
12.	Mr. John Shilinde	Assistant Research Fellow
13.	Dr. Jane Mpapalika	Research Fellow
14.	Mr. Richard Ngilangwa	Research Assistant
15.	Ms. Hossana P. Mpango	Research Assistant
16.	Mr. Abel Lawrence Songole	Research Assistant
17.	Mr. Mussa Martine	Research Assistant
18.	Mr. Hafidhi Kabanda	Research Assistant
19.	Mr. Zakayo Zakaria	Research Assistant
20.	Mr. Yasser Manu	Administrative and Procurement Officer
21.	Mr. Seniorine Libena	Senior Publication and Publicity Officer
22.	Mr. James Kasindi	Information Technology Expert (Systems Administrator)
23.	Mr. Selemani Haji	Assistant Accountant
24.	Ms. Margareth Kasembe	USAID/IIE Project Director
25.	Ms. Goreth Kashasha	USAID/IIE Training Coordinator
26.	Ms. Swafia Juma	Assistant Workshop Coordinator
27.	Ms. Jacqueline Mwijage	Personal Assistant to the Executive Director
28.	Ms. Doris Lyimo	Customer Relations Officer
29.	Mr. Theo Mtega	Office Assistant
30.	Mr. Peter Mhono	Senior Driver
31.	Mr. Francis John	Senior Driver
32.	Ms. Prisca Mghamba	Senior Office Attendant

8.0 ESRF Publications

Some key publications that were published internationally and regionally can be seen below.

ESRF in collaboration with the Government of Tanzania and UNDP launched the Tanzania Human Development Report (THDR) 2017 with the theme “Social Policy in the Context of Economic Transformation”.

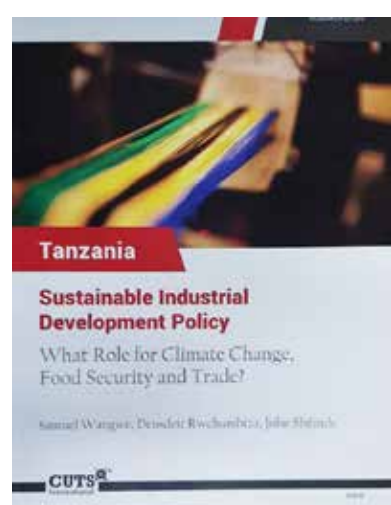
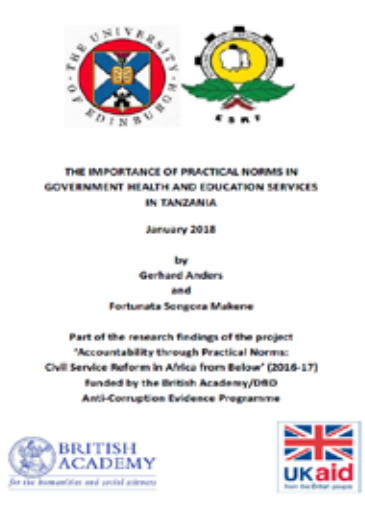


Synopsis: The report assesses the challenges that need to be confronted and opportunities to be tapped by Tanzania’s Government to make social policy not only an end but a means for achieving sustained economic transformation with human development. The report cogently argues that to achieve Tanzania’s ambitious development goal to become a semi-industrialized, middle-income country by 2025 will require the strategic integration of economic and social policies.

Health-industry linkages for local health: reframing policies for African health system strengthening (2018) By Maureen Mackintosh, Julius Mugwagwa, Geoffrey Banda, Paula Tibandebaga, Jires Tunguhole (ESRF), Samuel Wangwe (ESRF) and Mercy Karimi Njeru

The Importance of Practical Norms in Government Health and Education Services (2018) in Tanzania By Gerhard Anders and Fortunata Songora Makene (ESRF)

Sustainable Industrial Development Policy: What role for climate change, food security and trade? (2018) By Samwel Wangwe (ESRF), Deusdeit Rwehumbiza and John Shilinde (ESRF)



- i. Accountability through Practical Norms: Civil Service Reform in Africa from Below; by Gerhard Anders Fortunata Songora Makene and Hossana Mpango¹ <https://www.britac.ac.uk/project-blog-accountability-through-practical-norms-civil-service-reform-africa-below>
- ii. Challenges in Accessing Primary Education System: Assessment from Out of School Children Study in Mara; by Richard Ngilangwa and Fortunata Songora Makene
- iii. Health-industry linkages for local health: reframing policies for African health system strengthening; by Maureen Mackintosh and Jires Tunguhole² <https://academic.oup.com/heapol/advance-article/doi/10.1093/heapol/czy022/4942503?guestAccessKey=38fc351a-cff7-4695-abf1-1dbad23b4521>

Policy Briefs:

- i. Managing Urbanization Process towards Better Livable Neighbourhoods in Tanzania: The Case of Dar es Salaam; by Fortunata Songora Makene and Jires Tunguhole
- ii. Accountability through Practical Norms: Civil Service Reform in Africa from Below; by Fortunata Songora Makene, Hossana Mpango and Gerhard Anders
- iii. Leveraging UNFCCC Agriculture Support Mechanisms to Tackle Climate Change; by ESRF
- iv. WTO Work Programme on Electronic Commerce: What Issues for the East African Community (EAC) Member's? Stakeholders' Perspectives"; by ESRF
- v. Beyond The 11th Wto Ministerial Conference: Issues And Interests Of The East African Community Members" Stakeholders' Perspectives On Fisheries Subsidies; by ESRF
- vi. Climate Smart Agriculture Policy Advocacy; by ESRF
- vii. Issues of Interest to the East African Community (EAC):Stakeholders Perspectives in Tanzania; by ESRF
- viii.Tamko la Sera za Kuwasaidia Vijana Kwenye Kilimo Biashara, Wajibu na Mchango wa Halmashauri za Wilaya; by H.Bohela Lunogelo, Fortunata Makene, Patrick Tuni Kihenzile na Richard Ngilangwa
- ix. Tourism Services in Tanzania : State Of Play And Opportunities For Service Providers; by ESRF
- x. Technical Barriers to Trade: What Challenges do EAC Exporters Face?; by ESRF

¹ Published in the British Academy Website

² Published in the Health Policy and Planning Journal- Oxford University Press

Other Publications:

- i. Investment guide for Simiyu Region;
- ii. Investment guide for Kilimanjaro Region; and,
- iii. Investment guide for Mwanza Region; i. Action Alert: Tanzania Sustainable Industrial Development Policy: Call to Include Climate Change, Food Security, and Trade Concerns; by ESRF
- iv. Briefing paper: time for a new sustainable industrial development policy in Tanzania by ESRF
- v. Urban Plot Planning Manual/Mwongozo wa Mipango Miji, GRADE Lima and ESRF, Tanzania
- vi. Mapping industrialization Potentials in Tanzania in the regions of Simiyu, Mwanza, Mara and Kilimanjaro

Quarterly Economic Reviews (QERs):

- (i) QER Volume 14, Issue 3 for Jul – Sep, 2018
- (ii) QER Volume 14 Issue 2 for Apr – Jun, 2018
- (iii) QER Volume 14 Issue 1 for Jan – Mar, 2018
- (iv) QER Volume 13, Issue 4 for Oct – Dec, 2017

Newsletters:

- (i) Newsletter Volume 17 – Issue 2, 2018
- (ii) Newsletter Volume 17 – Issue 1, 2018
- (iii) Newsletter Volume 16 – Issue 2, 2017
- (iv) Newsletter Volume 16 – Issue 1, 2017
- (v) Newsletter Volume 15 – Issue 2, 2016
- (vi) Newsletter Volume 15 – Issue 1, 2016

Annual Reports:

- (i) ESRF Annual Report, 2017
- (ii) ESRF Annual Report, 2016
- (iii) ESRF Annual; Report, 2015
- (iv) ESRF Annual Report, 2014
- (v) ESRF Annual Report, 2013



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ESRF Managed Websites:

(Tanzania Online): www.tzonline.org

Tanzania Development Gateway: www.tanzaniagateway.org

Tanzania Knowledge Network (TAKNET): www.taknet.ortz



RESEARCH



CAPACITY BUILDING



KNOWLEDGE MANAGEMENT & INNOVATION