



ECONOMIC AND SOCIAL RESEARCH
FOUNDATION - ESRF

A N N U A L R E P O R T

2011

THE ECONOMIC AND SOCIAL RESEARCH FOUNDATION



ANNUAL REPORT 2011

Published By:

The Economic and Social Research Foundation (ESRF)
 51 Uporoto Street (Off Ali Hassan Mwinyi Road), Ursino Estate
 P.O. Box 31226
 Dar es Salaam, Tanzania.
 Tel: (+255) 22 2760 260, 2760 751/2
 Mobile: (+255) 754 280 133
 Fax: (+255) 22 2760 062
 Email: esrf@esrf.or.tz
 Website: www.esrftz.org

ESRF Managed Websites:

Tanzania Online (TzOnline): www.tzonline.org
 Tanzania Development Gateway: www.tanzaniagateway.org
 Tanzania Knowledge Network (TAKNET): www.taknet.or.tz
 ESRF/REPOA/ISS Post-graduate Diploma Programme (PGD): www.esrf.or.tz/ma

This publication was supported by The Government of the United Republic of Tanzania, The African Capacity Building Foundation (ACBF) and The International Development Research Centre (IDRC).



TABLE OF CONTENTS

List of abbreviations.....	iv
Acknowledgement.....	vi
Note from the Executive Director	vii
1.0 Introduction.....	1
1.1 About the Economic and Social Research Foundation.....	1
1.2 Country context in 2011.....	2
2.0 Strategic plan 2008 - 2011	3
3.0 Governance structure.....	5
3.1 Board of trustees:.....	5
3.2 ESRF management:.....	5
4.0 Research for policy influence:.....	6
4.1 Research projects:.....	6
4.2 Publication:.....	7
4.2.1 <i>Esrif working papers:</i>	8
4.2.2 <i>Other working papers, which can also be obtained from esrf's library:</i>	8
4.2.3 <i>Esrif policy briefs (from research-based evidence):</i>	8
5.0 Capacity development for policy research, analysis and management	9
5.1 Capacity building trainings:.....	9
5.2 Dissemination – workshops and policy dialogue seminars:.....	10
5.2.1 <i>Knowledge sharing workshops:</i>	10
5.2.2 <i>Policy dialogue seminars: platform to inform policy making processes:</i>	11
5.3 Mentoring/coaching young policy professionals – internship programme:.....	12
6.0 Information and knowledge management	13
6.1 Library.....	14
6.2 Tanzania Online Gateway (TzOnline).....	14
6.3 Tanzania Development Gateway (TzDG).....	14
6.4 Tanzania Knowledge Network (TAKNET).....	14
6.5 Communication unit:.....	15
6.6 It unit:.....	15

7.0	Regional and international programmes and networks hosted at esrf:	16
7.1	Regional and international programmes:	16
7.1.1	<i>Istanbul Plan of Action (IPOA2):</i>	16
7.1.2	<i>Ford Foundation - International Fellowships Program (IFP Tanzania):</i>	17
7.1.3	<i>Post Graduate Diploma (PGD) in poverty analysis:</i>	20
7.2	ESRF strategic network partners:	22
8.0	Institutional infrastructure	24
8.1	ESRF staff recruitment:	24
8.2	Staff training and capacity development:	25
9.0	Financial report 2011	27
9.1	Introduction	27
9.2	Statement of the Board of Trustees' responsibilities in respect of the financial statements	27
9.3	Results	27
9.4	Auditors	27
9.5	Statement of the Board of Trustees' responsibility	27
9.6	Auditors Report	28
	Income statement for the year ended 31st December, 2011	29
	Financial position as at 31st December, 2011	29
	Statement of cash flows for the year ended 31st December, 2011	30
	Statement of changes in equity and accumulated deficit for the financial year ended 31st December, 2010	30
	Notes to the financial statements for the year ended 31st december, 2011	31
10.0	Esrif publications	33
10.3	Quarterly Economic Reviews (QER's):	33
10.4	Annual Reports:	34
10.5	Newsletters:	34
10.6	Policy Brief Series:	34
10.7	TAKNET Policy Brief Series:	34
11.0	Esrif staff list 2011	35
11.1	Directorate of Programmes	35
11.1.1	<i>Core team</i>	35
11.1.2	<i>Associate researchers</i>	35
11.2	Directorate of Finance and Management Services	36
11.3	Collaborative Programmes' Staff	36

LIST OF ABBREVIATIONS

ACBF	African Capacity Building Foundation
ACP/EU	African Caribbean and Pacific/European Union
AERC	African Economic Research Consortium
AfDB	African Development Bank
APIF	African Policy Institutes Forum
BIDPA	Botswana Institute for Development Policy Analysis
BLDS	British Library for Development Studies
BoT	Bank of Tanzania
CAADP	Comprehensive Africa Agriculture Development
COMESA	Common Market for Eastern and Southern Africa
COSTECH	Tanzania Commission for Science and Technology
CSE	Civil Society Exhibition
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
CTI	Confederation of Tanzania Industries
CUTS	Consumer Unity & Trust Society
EAC	East African Community
EALA	East African Legislative Assembly
EBPDN	Evidence Based Policy Development Network
EPRC	Economic Policy Research Centre
ESRF	Economic and Social Research Foundation
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FCS	Foundation for Civil Society
FEAD	Fostering Equitable Agricultural Development
FES	Friedrich-Ebert-Stiftung
GDN	Global Development Network
GoT	Government of Tanzania
HIV/AIDS	Human Immune Virus/ Acquired Immune Deficiency Syndrome
IDRC	International Development Research Centre
IFP	International Fellowship Program
IHI	Ifakara Health Institute
IOM	International Organization for Migration
ISS	Institute of Social Studies
IT	Information Technology
ITU	Information Technology Unit
KMC	Knowledge Management Centre
LAN	Local Area Network
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MKUZA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Zanzibar
MoAFSC	Ministry of Agriculture Food Security and Cooperatives
MTEF	Medium Term Expenditure Framework

NGO	Non Governmental Organisation
NPA	Norwegian People's Aid
NSGRP	National Strategy for Growth and Reduction of Poverty
NTBs	Non-Tariff Barriers
ODI	Overseas Development Institute
PERI	Programme for the Enhancement of Research Information
PgD	Postgraduate Diploma
PP	Placement Partners
RAPID	Research and Policy in Development
REPOA	Research on Poverty Alleviation
SADC	Southern African Development Community
SWF	Social Welfare Fund
TAKNET	Tanzania Knowledge Network
TDV	Tanzania Development Vision 2025
TGNP	Tanzania Gender Network Programme
TRIPS	Trade-Related Aspects of Intellectual Property Rights
TTI	Think- Tank Initiative
UDSM	University of Dar es Salaam
UN	United Nations
UN/JIP4	United Nations Joint Programme on Capacity Building for Development Management
UNDP	United Nations Development Programme
UNDAP	United Nations Development Assistance Plan
UNICEF	United Nations Children's Fund
UPU	United Postal Union
WB	World Bank
WWF	World Wildlife Fund
DPs	Development Partners
EALA	East African Legislative Assembly
GFC	Global Financial Crisis
IFM	Independent Forest Monitoring
MoHSW	Ministry of Health and Social Welfare
PER	Public Expenditure Review
EPRC	Economic Policy Research Centre
QER	Quarterly Economic Review
ICT	Information and Communication Technology

Acknowledgement

The foundation would like to acknowledge the technical, logistical and financial support provided by the various national and international institutions during the year 2011:

1. The Government of Tanzania (GoT)
2. The African Capacity Building Foundation (ACBF)
3. The International Development Research Centre (IDRC)
4. The United Nations Development Programme (UNDP)
5. The Foundation for Civil Society (FCS)

We also wish to acknowledge the support from other institutions and networks, with whom we collaborated with during this period namely: The Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN); The African Policy Institutes Forum (APIF); The Ford Foundation- International Fellowships Program in Tanzania (IFP); The International Institute of Social Studies of Erasmus University Rotterdam (ISS); Research on Poverty Alleviation (REPOA); The Economics Department of the University of Dar es Salaam (UDSM); The African Economic Research Consortium (AERC); The Istanbul Plan of Action (IPOA²) Network for the Least Developed Countries LDCs IV; and The Bank of Tanzania (BoT).

NOTE FROM THE EXECUTIVE DIRECTOR

The year 2011 marked the end of our fourth Medium Term Strategic Plan 2008 – 2011. Looking back on the four years of its implementation, it is encouraging to see our contribution in informing regional and national policies and building policy and management capacities among our stakeholders being increasingly and widely recognized. Through research-based evidence, ESRF has continued to inform and influence a number of both social and economic policies within the East African Community (EAC) especially on issues related to Integration, Trade and Agriculture development among the EAC member countries. At the national level, ESRF's role has remained critical in responding to the national capacity needs for policy research, analysis and management. Moral and material support from our stakeholders has made our role even more remarkable.



During 2011, ESRF took part in informing two high profile national development plans namely; the review of the Tanzania Development Vision 2025 (TDV 2025) and the development of the Five-Year National Development Plan (FYDP 2011/12 – 2015/16) and the long term planning perspective (2011 – 2015). The FYDP is a formal implementation tool for the country's development agenda articulated in the Tanzania Development Vision 2025. Our participation towards these plans has made ESRF the centre piece of attention in providing policy advice to realign and direct government efforts towards social and economic development for the next 15 years. Moreover, in increasing our visibility at international level, ESRF in 2011 partnered with the Chronic Poverty Research Centre (CPRC) from the Overseas Development Institute (ODI) in the United Kingdom for a one-year project on Chronic Poverty Development. This resulted in a series of working papers on chronic poverty being produced.

Capacity strengthening for policy research and management has continued to remain a pivotal factor within ESRF's scope of work. This year our capacity building activities were specifically tailored to support the national efforts established in implementing regional and national development frameworks. This includes the country compact for the Comprehensive African Agriculture Development Plan (CAADP) was signed in July 2010 and the Monitoring African Food and Agricultural Policy (MAFAP). Moreover knowledge has been spread through our various dissemination vehicles. This included knowledge sharing workshops, seven of them in 2011 were conducted on various social and economic issues; and policy dialogue seminars which provided viable discussion fora for a number of national and regional policy issues. Again during 2011, ESRF conducted nine policy dialogue seminars out of which, policy briefs have been produced.

Knowledge management and information sharing capacity has continued to be strengthened through routine on-line discussions via the Tanzania Knowledge Network (TaKNET) portal, the hosted websites i.e. Tanzania Online, Tanzania Gateway and various dissemination workshops.

Of importance is our milestone achievement in preparing our new Institutional Medium Term Strategic Plan 2012 – 2015. This Plan is expected to be our roadmap for the next four years and is due to be launched in early 2012.

With these and many other achievements, reached through excellent and vibrant human resources, the future looks bright for ESRF as we move towards implementing our new Strategic Plan 2012 – 2015. Tanzania and Africa in general, needs a conducive policy environment and capacity for the attainment of various development goals, including the Millennium Development Goals (MDGs). Therefore our mandate as a policy think - tank is still valid. ESRF is here to answer this call.

Heartfelt appreciation goes to our stakeholders whose moral, material and technical support has helped us victoriously fly our flag for another year of success. We therefore recognise the support we received from the Government of Tanzania, the International Development Research Centre through its Think-Tank Initiative program (IDRC - TTI), the United National Development Programme (UNDP), The African Capacity Building Foundation (ACBF), The Global Development Network (GDN), The African Economic Research Consortium (AERC); and the Foundation for Civil Society (FCS) to mention a few.



H. Bohela Lunogelo. (PhD)
Executive Director.

1.0 INTRODUCTION

1.1 About the Economic and Social Research Foundation

The Economic and Social Research Foundation (ESRF) was established in April 1994, as an independent, non-government and not for profit organisation, aiming at informing policy making decisions and processes as well as developing capacity for policy analysis and economic management. The primary objectives of the Foundation are to strengthen capabilities in policy analysis and decision making, to articulate and enhance understanding of policy options in government, the public sector, the donor community, and the growing private sector and civil society.

Since its establishment, ESRF has played a central role in Tanzanian's socio-economic reforms that occurred in the late 1980s and early 1990s. Since then, ESRF has evolved through four phases, along the lines of the financial phases of the key founder trustees, i.e. The African Capacity Building Foundation (ACBF) and the Government of Tanzania (GoT).

The first phase of ESRF (ESRF I: 1994-1997) focused on four programme areas namely: (i) ESRF institutional development, (ii) core research, (iii) commissioned studies and (iv) policy dialogue and dissemination. The second phase (ESRF II: 1998-2001) had five components: (i) Institutional capacity building, (ii) Capacity strengthening of Tanzanian institutions involved in the development agenda (iii) Core research in issues concerning development (iv) Policy dialogue; and (v) Publication and dissemination of outputs.

ESRF's third phase (ESRF III: 2002- 2006), more or less continued with activities started in the second phase with short-term research, in the form of commissioned studies and consultancies, dominating more than long term internally articulated supply-led research. Like the third phase, the fourth phase (ESRF IV: 2008-2011), has continued to build on the activities initiated during the last phase. In addition, the fourth phase has been striving to ensure a balance between research and commissioned studies/consultancies so as to reduce the dominance of consultancies. During this phase, many issues have continued to dominate ESRF's research agenda for informing policy formulation and development planning. These include the understanding of economic growth drivers and linkages to employment and social protection and equity, and dimensions of growth.

Vision

The vision of ESRF is to become a national, regional and international centre of excellence in capacity development for policy analysis, development management and policy research by the year 2015.

Mission

ESRF has a mission of building capacities in economic and social policy research, analysis and development management.

Objectives:

The Foundation's objectives are to build and strengthen human and institutional capabilities in economic and social policy analysis and sustainable development management. ESRF also aims at enhancing the understanding of policy options within the government, public sector, business sector, development partners, and in the growing non-governmental sector, mainly in Tanzania and the other East African countries.

ESRF's Mandate:

During the implementation of the completed strategic plan (2008 – 2011), ESRF has achieved much in terms of contributing towards existing policies and major reforms implemented. However there is still a broad range of challenges that require policy analysis, policy dialogue and critical questioning and thinking. With this need ESRF's mandate is increasingly valid since the need for research, capacity building, policy dialogue, and information dissemination is still in great demand.

Moreover, ESRF's own institutional requirements have continued to be strengthened from a need to build an institution to one of augmenting its strengths by sharpening its focus and enhancing delivery in terms of quantities and quality. Thus, with the completion of the ESRF fourth phase strategic plan, the fifth one (2012 – 2015) will strive to implement the following components: strategic and commissioned research programmes, capacity development (training and outreach programmes), publication and dissemination of outputs through policy dialogues and on-line discussion forums.

1.2 Country Context in 2011

Between 1993 and 2009, Tanzania has radically changed its growth path and its sectorial contribution to the national income (GDP). While the economy was growing at rates below 4% until 1996, the growth rate steadily increased up to 2008 reading above 7%, before slowing down in 2009, mainly due to the effects of the global financial crisis according to recent reports.

On average, the Tanzanian economy has been growing at around 5.5% per year over the last 15 years, but it has been growing around 7% on average per year during the last 10 years (URT, 2011a). The relatively high growth rate enjoyed over the last ten years was the result of economic and financial reforms and prudent monetary and fiscal policies, all of which promoted domestic and foreign investment. However, this achievement (of GDP growth rate averaging 7% during the last decade) is likely to be eroded by the ongoing power crisis, current drought and the crisis which has been fueled by political instability in the major oil producing countries.

Four major sectors that have been important in terms of the GDP share and growth rate in Tanzania include agriculture; services; industry and manufacturing. The service sector contributes the largest share of total GDP, contributing an average of 46% since 1999 per annum between 1998 and 2009. These four sectors are important in transforming the country's economy, of which their growth rates need to increase in the next 15 years as stipulated in the National Vision 2025, for Tanzania to be a Middle Income Country by 2025.

One of the major concerns has been the failure of economic growth recorded so far, to generate enough employment opportunities and jobs for the growing population of youth entering the job market. To make things worse, there has been a rapid flow of youth from rural areas to urban centres, where there are neither jobs nor an adequate social infrastructure (e.g water and housing) for decent living.

2.0 THE STRATEGIC PLAN 2008 - 2011

Bearing in mind the country's social, political and economic developments, the design of ESRF's research agenda during the Medium Term Strategic Plan for 2008-2011 had to take into account the need to inform economic management decisions to improve the realisation of the Vision 2025 goals. This strategy was the product of the institutional review that was conducted in the year 2007. The Strategic Plan for 2008 – 2011 focused on key thematic areas in line with the National Strategy for Growth and Reduction of Poverty (NSGRP) -MKUKUTA I & II. Under the strategic research, the strategic plan focused on the following themes and sub themes:

Theme I: Growth and Wealth Creation:

The Institution gave high priority to ensuring the country's policies and economic management decisions saw sustainable economic growth. This occurred by generating wealth as a result of efficient allocation of human and financial resources. Our research therefore focused on Raising Productivity and Competitiveness of Small and Medium Enterprises; Business Promotion and Creation of a Competitive Business Environment; and; Promotion of a favourable Investment Climate.

Theme II: Governance:

The country has over the most recent years invested heavily in building institutions, designing policies and strategies, and formulating laws and regulations aimed at ensuring proper management of people and resources. ESRF will therefore continue undertaking both research and capacity building activities aimed at improving governance in the country and the region as a whole. This has included: Government Effectiveness on Aid Management and Service Delivery; Monitoring Quality of Public and Independent Service Delivery; and Governance Issues and Private Sector Development.

Theme III: Globalisation and Regional Integration:

Among the key pillars of Tanzania's Development Vision 2025 is the realisation of a strong and competitive semi-industrialised economy based on its comparative advantage in the region and internationally. The country has already committed to being part of the EAC Customs and Monetary Union, and has been participating in the World Trade Organization (WTO) negotiations seeking for better terms of trade. ESRF has therefore conducted studies and policy dialogue sessions on Monitoring Regional Economic Integration within the EAC; Harmonisation of Economic, Finance and Investment Policies within EAC; and the Regional Trade and its Relationship with the Integration of Trading Systems.

Theme IV: Social Services and the Quality of Life:

Tanzania is committed to fully realising the set universally agreed Millennium Development Goals (MDG's) by

2015. ESRF therefore continued to undertake research and policy dialogue sessions related to security, health, education and social well-being in general under the following sub-themes:

- Human Capabilities;
- Youth, Children and the Vulnerable; and;
- HIV/Gender Issues – as cross-cutting issues.

Theme V: Natural Resources Management

In 2010 the foundation introduced a new thematic area on “Natural Resources Management” under its newly established unit, the Natural Resources Unit. The unit has proactively responded to calls for studies and initiatives dealing with environmental concerns. For example, the Reduction of Emission Deforestation and Depredation (RESS); corporate responsibilities in balanced and sustainable exploitation, and the management of minerals and natural gas. ESRF has also highlighted mitigation measures being adopted in the agricultural sector as a consequence of climate change.

3.0 GOVERNANCE STRUCTURE

3.1 Board of Trustees:

Institutional Governance is under the Board of Trustees, as mandated by the constitution of ESRF (1994). The Board is composed of members from different, broadly recognised stakeholders of the society, namely the government/public service, the private sector, civil society and academia. The Board also has an Executive Committee that deals with ad hoc operational matters that require their approval. Board Members are appointed for a maximum of two terms of three years each. The current Board is composed of the following members:

Ms. Ruth H. Mollel	-	Chairperson - former, Permanent Secretary, Vice President's Office.
Prof. Andrew Temu	-	Vice Chairperson - Senior Lecturer, Sokoine University of Agriculture.
Mr. Ramadhani Khijjah	-	Member - Permanent Secretary, Ministry of Finance.
Mr. Maduka Kessy	-	Member - Deputy Executive Secretary, President's Office - Planning Commission.
Dr. Charles Kimei	-	Member - Managing Director, CRDB Bank Limited.
Amb. Ami Mpungwe	-	Member - Chief Executive Officer, Tanzania One Limited.
Ms. Usu Mallya	-	Member - Executive Director, Tanzania Gender Networking Programme (TGNP).
Mr. Kajubi Mukajanga	-	Member - Executive Secretary – Media Council of Tanzania.
Dr. Marcellina Chijoriga	-	Member - Dean, College of Commerce and Management UDSM.
Prof. Sifuni Mchome	-	Member - Executive Secretary, Tanzania Commission for Universities (TCU)
Dr. H. Bohela Lunogelo	-	Secretary - Executive Director, ESRF.

3.2 ESRF Management:

The Management Team consists of the following members:

- Dr. H. Bohela Lunogelo - Executive Director
- Dr. Tausi Kida - Director of Programmes
- Dr. Donatilla Kaino - Head - Research and Publications Department
- Mr. Ernest Chiwenda - Head - Finance and Resource Mobilization
- Mr. Deodatus Sagamiko - Head - Human Resources Department

4.0 RESEARCH FOR POLICY INFLUENCE

4.1 Research Projects:

Overall, the underlying aspiration of the Tanzanian Development Vision 2025 (TDV 2025) is to ensure that Tanzania becomes a middle income country (MIC), with a per capita income of USD 3,000 by the year 2025. This is based on a competitive, dynamic and highly productive economy, whose well educated citizens are enjoying high quality livelihoods, peace, national unity and good governance (URT 1999). Heightening economic growth and the inclusion of the broader segment of the society in the process are paramount. This will require attracting investments, particularly in areas where the poor are more involved such as agriculture and social sectors, as well as sustaining macroeconomic stability. The indication is that there is still a broad range of challenges that require solid policy analysis, enhanced policy dialogue, and critical questioning and thinking. These include, among other things, low level private sector investments, massive youth unemployment, which impacts upon the educated youth and; the changing environment due to regional development processes, such as the onset of the EAC.

Utilising its expertise and competence in policy analysis, ESRF through its Research and Publication Department works very closely with the Planning Commission, a think - tank under the President's Office. ESRF's role is in monitoring; analysing and providing advice on the big picture and long term sectoral policies and socioeconomic developmental issues in order to meet the country's expectations. Policy researches and analyses undertaken also help to increase stakeholders' knowledge on major issues that affect society as well as facilitating debate and discourse on issues pertinent to the national and regional development priorities.

During the period January-December 2011, ESRF through its Research and Publication Unit managed to complete seven projects which were carried forward from 2010; and ten new research projects were adopted which saw five of them completed.

- 1. The Use of Research Evidence in the East African Countries Policy Development Processes:** This desk-based review study fell under Research Theme III, stipulated in the ESRF strategic plan 2008-2011: the Globalization and Regional Integration theme. It was a study covering Uganda and Tanzania, two countries within the East African Community (EAC). The study objectives was to assess the levels of using research-based information generated by research/academic organisations in informing policies and policy processes. The recommendations drawn from this study are expected to have a relevant and positive impact on policy making processes within these and other EAC Countries.
- 2. Demand for and Barriers to Accessing Financial Services in Tanzania:** In this study, the Financial Sector Deepening Trust (FSDT) invited ESRF to analyse data on the approach proposed to sell already analyzed information (from the database) to different stakeholders. These stakeholders, preferably Government and Higher Learning Institutions were first visited to learn what they needed and fill in information gaps. These included students from higher learning institutions doing their theses, and

university scholars who needed the information to write papers. The analysed information in this category was to be sold to generate part of the institution's income. The FINSCOPE survey data dissemination was done through Quarterly Economic Reviews (QER) financed by the Foundation for Civil Societies (FCS) and the International Development Research Centre (IDRC) through their Think-Tank Initiative (TTI) of which ESRF is one of the beneficiaries.

3. **Facilitating Equitable Agricultural Development (FEAD) in the EAC Countries: The Case of Tanzania:** In this study it was argued that Tanzania will be successful in attaining economic growth and eliminating poverty only if policies which are currently in place, transform the agricultural sector. Productivity-enhancing initiatives would improve the 'endowment set' of a farmer-household, but in order to make use of that and to improve the corresponding 'entitlement set', "positive terms of trade between the farmers, investors and traders" need to be improved.
4. **The Economic Transformation in Africa: The Case of Tanzania:** This study is aimed at addressing the entire economic transformation so as to create a smooth path for all sectors for an even growth boost. This can be achieved by raising the country's per capita income levels through sustained economic growth based on higher levels of investment; faster productivity growth; mastery over a widening range of technologies and production processes; and increasing international competitiveness. With this hindsight the study focussed on both the economic growth aspect and the required structural transformation since the two aspects complement each other. Growth without structural transformation is not sustainable. Transformation enhances the scientific and technological capabilities of an economy to continually innovate and upgrade itself to seek solutions to new economic problems, and to respond effectively to market signals particularly from external markets.
5. **Towards Vision 2025:** ESRF also managed to implement and complete two high-profile commissioned projects which worked well in branding the institution. These projects were:
 1. The review of the Tanzania Development Vision 2025 (TDV 2025), which drew lessons from the experience in the first 10 years since its formulation in 2010, to guide strategic planning for the revived 5 year planning process. The study can be obtained from the Executive Secretary President's Office Planning Commission.
 2. The Development of the Five-Year National Development Plan (2011 – 2015) and Long Term Planning Perspective (2011 – 2025); benefited from technical inputs provided by ESRF, which joined a multi-stakeholder Task Force Convened by the PO - PC to make concrete initial plans drafted by a consultant.

One of ESRF's objectives is to influence policy processes in Tanzania. As a result, in 2011, ESRF in collaboration with the Chronic Poverty Research Centre, which is part of the Overseas Development Institute (ODI), carried out a one-year project on Chronic Poverty Development Policy. In implementing this study, quantitative and qualitative data from three regions within Tanzania: Mwanza, Mtwara and Rukwa were utilised.

4.2 Publication:

ESRF performed well as it managed to revive a number of publications which were stopped following a fund shortage experienced since 2008. In 2011 under the coordination of the Director of Programmes ESRF was able to produce the following publications whose reports were successfully produced by the Directorate of Research and Publications during the year. The Directorate managed to clear all the backlog of pending research and proceeded to produce reports ready for publication on time.

4.2.1 ESRF Working Papers:

These include eight papers from the Chronic Poverty Development Policy project and other papers. The CPD papers include;

1. *CPRC Working Paper 202: Exploring Resilience Avenues for Managing Covariant and Idiosyncratic Poverty Related Shocks: Evidence from Three Districts in Tanzania, 2011;*
2. *CPRC Working Paper 203: Evolution of Gender and Poverty Dynamics in Tanzania, 2011;*
3. *CPRC Working Paper 204: Escaping Poverty in Tanzania: What Can We Learn from Cases of Success?, 2011*
4. *CPRC Working Paper 205: Hidden Hunger in Rural Tanzania: What Can Qualitative Research tell us about what to do about Chronic Food Insecurity?, 2011;*
5. *CPRC Working Paper 206: Poverty Mobility in Tanzania and Linkages with Governance, 2011;*
6. *CPRC Working Paper 207: Growth Without Poverty Reduction in Tanzania: Reasons for the Mismatch, 2011;*
7. *CPRC Working Paper 208: Agricultural Growth and Poverty Reduction in Tanzania 2000 – 2010: Where has Agriculture Worked for the Poor and What can we Learn from this?, 2011; and*
8. *CPRC Working Paper 209: Addressing Chronic Poverty and Vulnerability through Social Assistance in Tanzania: Assessing the Options 2011*

4.2.2 Other Working Papers, which can also be obtained from ESRF's library include:

1. *Improving Public Private Partnership (PPP) in Health Services Delivery in Tanzania: Successes and Constraints*
2. *Poverty Escape Routes in Central Tanzania: The Case of Villages from Dodoma and Singida Regions (Vol.1&2)*
3. *The Role of Mobile Phones on Sustainable Livelihoods in Tanzania: The Case of Zanzibar and Arusha Rural.*
4. *Private Income Transfers and Poverty in Tanzania.*
5. *Aligning and Harmonising the Livestock and Land Policies in Tanzania.*
6. *The Gender Impact of the Global Economic Crisis on Financing and Access to Health Care in Tanzania.*

4.2.3 ESRF Policy Briefs (From Research-Based Evidence):

Out of this Chronic Poverty assignment, ESRF's Research and Publication Department has managed to publish the following Policy Briefs:

- 4.2.3(a). *CPRC Policy Brief 21: Growth and Poverty Reduction Policy Implications from Qualitative Research in Tanzania, 2011;*
- 4.2.3(b). *CPRC Policy Brief 17: Agricultural Growth and Poverty Reduction in Tanzania, 2011.*

Following efforts to revive its publications for the year 2011, ESRF managed to perform better in this area. This indicates a positive outcome for the last year of the fourth Medium Term Strategic Plan (2008 – 2011) as compared to the publications which were completed in previous years.

5.0 CAPACITY DEVELOPMENT FOR POLICY RESEARCH, ANALYSIS AND MANAGEMENT

The Government of Tanzania recognises the importance of capacity development as it is embodied in the country's Development Vision (Vision 2025); the National Strategy for Growth and Reduction of Poverty (NSGRP II), popularly known as "MKUKUTA II", and the Five Year Development Plan (FYDP 2011 – 2016/17). For instance Vision 2025, highly recognises the importance of capacity development through its three pillars with an emphasis on (i) high quality livelihood through capacity building interventions that targets raising awareness on the existing growth potentials and building capabilities in tapping the existing wealth creating opportunities; (ii) Governance and Rule of Law which among other things, stresses the need to create an enlightened and well educated society; and (iii) creating a society that has a strong and competitive economy.

Based on the above national priorities, capacity development for policy analysis and economic management was one of the issues given high priority within ESRF's 2011 work plan. The aim was to implement activities which in one way or another lent support to the existing national efforts established for capacity development at both national and regional levels. Being one of the main institutional core activities; capacity development activities conducted in 2011 aimed at building and strengthening capabilities in specific areas as follows: *policy formulation, analysis and decision making, articulating and enhancing the understanding of policy options in government, public, private and civil society (and donors) as well as monitoring policy implementation and evaluating their social and economic impact.* The activities included training, knowledge sharing workshops and dialogue seminars. In addition the foundation continued with the implementation of its mentoring/ internship and staff attachment programmes.

5.1 Capacity Building Training:

In 2011, ESRF's capacity development activities involved both formal and informal training for government officials and other stakeholders with the aim of enhancing their capacity to formulate and implement policies and absorbing research-based policy advice in policy making processes. The attention was also extended to the private sector so that they too understand policy processes and can lobby for implementation of policies appealing to their development. Among the training conducted in 2011 "*Monitoring African Food and Agricultural Policy (MAFAP)*" was conducted by ESRF who partnered with the Food Agricultural Organization (FAO). Through this training, a total of 34 officials were trained on how to implement and monitor policies for improving food and agricultural development. With their awarded certificates it is expected that they will make a significant impact in agricultural development in Tanzania and the region in general. By formulating effective policies as well as effectively implementing and monitoring their impact on agricultural development.



Participants in the Monitoring African Food and Agriculture Policies (MAFAP) training in Dar Es Salaam.

5.2 Dissemination – Workshops and Policy Dialogue Seminars:

Seminars and workshops at ESRF are essentially aimed at improving knowledge sharing through providing forums for interaction with stakeholders within the various sectors. The intention is to discuss policy research work with the aim of influencing policy processes as well as strengthening the foundation's networks. In 2011, ESRF conducted the following dissemination forums:

5.2.1 Knowledge Sharing Workshops:

A total of nine workshops on various topical issues were conducted between January and December, 2011. These included the *Comprehensive Africa Agricultural Development Programme (CAADP) - Non State Actors (NSA) Workshop* which involved more than 40 stakeholders from various non state organisations dealing with agriculture in Tanzania. The workshop aimed at engaging the actors in the CAADP processes and actions by enhancing their engagement by strengthening their communication and consultation for greater linkages and collaboration. It also acted as a platform for developing indicators for monitoring evaluation and accountability for NSA participation in the Programme.

Participants of the CAADP - NSA Workshop held in Dar Es Salaam.



Other workshops under which about 300 peoples from public, private and civil organisations attended, include;

- (a) ***Re-Investing in the Social Sector in Tanzania. A critical Review of the Budget 2011/12. ESRF/UNICEF.***
- (b) *Monitoring African Food and Agricultural Policies Project (MAFAP). Project launching workshop. ESRF in collaboration with the Food and Agricultural Organization (FAO).*

- (c) *Agriculture and Growth in Tanzania. ESRF in collaboration with the International Growth Centre (IGC).*
- (d) *Social Pensions in Tanzania: The case of Old People. ESRF in collaboration with the HelpAge International.*
- (e) *Access and Barriers to Financial services in Tanzania: The Case of the Dar es Salaam Region, and,*
- (f) *Access and Barriers to Financial services in Tanzania: The Case of Northern Tanzania. The Arusha Hotel, Arusha.*

5.2.2 Policy Dialogue Seminars: Platform to Inform Policy Making Processes:

In 2011 ESRF provided enough and free discussion fora to a wider stakeholder community. Anecdotal evidence suggested that participants in these forums have made a significant impact in policy making and management. One of the organised seminars was on the Natural Resources Management and Biodiversity Conservation in the Drylands of Eastern and Central Africa. The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA).



Participants in the Natural Resource Management and Biodiversity Conservation in the Drylands of Eastern and Central Africa, ASARECA Project. A Briefing Seminar, one of ESRF's policy dialogue seminars held in Arusha, 2011.

Other dialogues included;

- (i) Africa- China Poverty Reduction and Development: What can Tanzania learn from China? Some Lessons from Africa-China Poverty Reduction and Development Conference.
- (ii) Governance Breakdown in the Urban Malaria Control: Policy Reflections in the Outburst of Msimbazi Valley Mosquitoes, Dar es Salaam.
- (iii) Private Income Transfers and Poverty Reduction in Tanzania
- (iv) The Use of Indigenous Climate/weather forecast on Food Production: the Case of Same Scheme.
- (v) Building Climate Change Resilience in Africa's Agricultural Research Programmes.
- (vi) The Use of Research-Based Evidence to Inform Policy Processes in the EAC: The case of Tanzania and Uganda
- (vii) Value Chain Analysis and Assessment of the Grapes Sub-Sector
- (viii) The National Budget 2011/2012 in the context of the General Budget Guideline for the FYDP and its implication on Gender, Children and Maternal Health Issues in Tanzania; and
- (ix) Facilitating Equitable Agriculture Development in Sub-Saharan Africa Project (FEAD) national validation dialogue.

5.3 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. In 2011, a total of 21 (20 local and 1 international interns) were mentored under various areas including knowledge management, IT, research and administration issues. They were also provided with opportunities to attend various national workshops related to social and economic policies.

The interns came from various higher learning institutions including, the University of Dar es Salaam, Saint Augustine University of Tanzania (Mwanza), Mzumbe University (Dar Campus); Moshi University College of Co-operative and Business Studies (MuCCoBS); Sokoine University of Agriculture (SUA); and Tumaini University. The international student came from the University of Copenhagen, Denmark.

6.0 INFORMATION AND KNOWLEDGE MANAGEMENT

Tanzania is now rolling out E-government initiatives, which rely on mobile and internet technology, which will transform public services delivery and provide better services to the public. Developments in the mobile sector have been able to change the ICT landscape. The number of mobile phone subscriptions has risen from 1.4 million in 2003 to over 22 million in 2011. Mobile phone penetration has opened up new opportunities and enhanced citizen-related services like mobile banking (M-pesa). The national optical fibre and the deployment of national backbone networks expect to lower the connectivity cost and spearhead the use of the internet in the Government, private sector and academic institutions.

In line with Vision 2025, the 2003 ICT policy, MKUKUTA II and FYP, The Government recognises the importance of knowledge management and ICT as a key component in its policy process, service delivery, and enhancement of transparency and building the relationship between citizens and the government. Access to government information and knowledge is an important aspect in decision making in avoidance of duplications, increasing innovation, reduction of operational costs and improving services to citizens. Knowledge management is a process of creating, acquiring, capturing, sharing, transferring and using knowledge to enhance learning and performance in organisations.

Tanzania is facing challenges on knowledge management and research evidence policy process engagement and practices. Evidence-based approaches have become prominent and critical in improving policy process and development. A lot of research relevant to policy and practices have been carried out, but many of them are underutilised and they don't inform policy-making, practice or influence decisions. The utilisation of evidence-based research in policy-making can contribute to policies that may eventually lead to desired outcomes and promote change.

The core activity of ESRF's Knowledge Management Department is to support and facilitate research, capacity building and consultancy activities by providing fast and timely information through physical and online resources to both staff and the general public. The department hosts an automated library and three other online initiatives: Tanzania Online (TZOnline), Tanzania Development Gateway and Tanzania Knowledge Network (TAKNET). The Communication and IT units are also under this department.

In 2011, ESRF Knowledge Management together with Information Technology and the Communication unit provided services and effectively disseminated its own and other knowledge generated by collaborating institutions, to the broader community. Research communication was enhanced and engaged different stakeholders through multimedia: newspaper, radio, television, internet and social networking tools such as facebook, Twitter, blogs and YouTube.

The department updated the automated library along with its other online initiatives. It also initiated the on-line discussion to broaden participation during the review of the Tanzania Development Vision 2025.

6.1 Library

The library offers services to Economic and Social Research Foundation staff and researchers and academics from outside. The users are privileged to use the computers provided to search the library's catalogue and other online resources. In the year 2011, the library continued to improve and expand its service to its users. In 2011 the library subscribed to 11 titles of online and hard copy journals utilising IDRC funds; subscribed to the Consortium of Tanzania Universities and Research Libraries (COTUL) for the access of 45 electronic database journal resources. These journal resources were provided by the International Network for the Availability of Scientific Publications/Programme for the Enhancement of Research Information (INASP/PERI). It continued to receive online documents from different institutions including The British Library for Development Studies (BLDS).

The department also hosted a study visit to students from the School of Library Archives and Documentation Studies (SLADS), Bagamoyo.

6.2 Tanzania Online Gateway (Tzonline)

The Tanzania Online Gateway www.tzonline.org continued to provide free and current information about development issues in Tanzania. By December 2011, the initiative had 850 documents posted in its database. These were links and scanned documents collected from different sources. About 250 newspaper-clippings were processed and entered into the newspaper-clipping database. 970 jobseekers profiles were posted into the job seeker database. The average visits to our website were 27,655 per day and more than 35,000 online subscribers received our monthly current awareness list.

Documents collection and marketing were done in different Universities and Institutions of higher learning in Mbeya, Iringa, Tabora, Mwanza, Kilimanjaro and Arusha, where promotion materials were also distributed.

6.3 Tanzania Development Gateway (TzDG)

The initiative facilitates exchange and dissemination of ideas, knowledge and information on development issues. In 2011 the Tanzania Development Gateway had about 7,500 online documents and registers, with an average of 6,000 hits every day. The Knowledge Management Department continued to upload articles, reports, presentations, and links onto the Gateway databases. Promotional materials were distributed during exhibitions and other events.

6.4 Tanzania Knowledge Network (TAKNET)

The Tanzania Knowledge Network (TAKNET) serves as a tool for generating discussions on development issues and promotes the sharing of experiences and research for effective utilization of knowledge, thus managing the development of the country. TAKNET continued to provide a platform for exchange and sharing of information on various aspects of social and economic development.

In 2011, a total of six topics were moderated, synthesised and printed into policy briefs. The moderated topics were;

- (a) *What Benefits exist for Tanzania within the East African Common Market Arrangement?*
- (b) *A review of the Tanzania Development Vision 2025 (TDV 2025);*
- (c) *Improving Public Service Delivery and Citizens Engagement through E-Government;*
- (d) *The Time has come for Universal Social Pensions in Tanzania: What is the Way Forward?*

- (e) *2011/12 - Government Budget: What impact should be expected?; and*
- (f) *Promoting Change through Research: The Impact of Research on Evidence-based Policy Process and Practice.*

6.5 Communication Unit:

In 2011, the Communication Unit worked with various stakeholders to brand, promote, and communicate messages to relevant beneficiaries. This was achieved through six exhibitions namely; The Pan African Workshop, held at the University of Dar es Salaam; the Inter Universities Exhibition held at Ubungo Plaza; ELearning Africa, the sixth International Conference on ICT for Development, Education and Training, held at Mlimani City Conference Hall; The Book Week Festival held at TLSB grounds and 50th years of Independence of the Tanzania Mainland, held at Mwalimu Nyerere grounds in Dar es Salaam.

Apart from exhibitions the unit also communicated through different media coverage. In 2011, a total of 17 hard news and eight feature stories were covered in newspapers and nine interviews were reported. It also staged one press conference and circulated two press releases to different media houses. Lastly, the unit facilitated preparations and production of various ESRF's publications such as the annual report 2010, newsletters, e-briefs, ESRF discussion papers, a policy dialogue series, and preparation of the ESRF communication strategy.

6.6 IT Unit:

The IT Unit continued to improve ICT operational and administrative services by ensuring that systems were maintained and running. The IT Unit gives support to researchers and other staff in using ICT resources effectively. It also supports ESRF's intranet, maintains the foundation's infrastructure and creates data capture tools and data analysis.

Other activities conducted by the IT Unit included four consultancies, namely: the installation and support of ICT infrastructure for the Uongozi Institute; data backup and storage for the Presidential Trust Fund (PTF); database maintenance for USAID Tanzania and to train Project Implementers in Tanzania.

7.0 REGIONAL AND INTERNATIONAL PROGRAMMES AND NETWORKS HOSTED AT ESRF

7.1 Regional and International Programmes:

In strengthening its collaboration with other networks, ESRF has been hosting a number of national, regional and international programmes. Among the hosted programmes include, the Istanbul Plan of Action (IPOA²) and two training programmes, namely the Post-Graduate Diploma in poverty Analysis (PgD) and the International Fellowship Programme (IFP - Tanzania).

7.1.1 Istanbul Plan of Action (IPOA²):

The Least Developed Countries - LDC IV Monitor is an independent partnership established in September 2011 by eight think-tanks and academic institutions from LCDs and partner countries. These are: ESRF, Centre for Policy Dialogue (CPD) Bangladesh, FERDI (Senegal), Galatasaray University, Turkey, the Commonwealth Secretariat, London, the Rural Energy Agency, Tanzania (REA), the OECD, Development Centre, Paris, and the International Centre for Trade and Sustainable Development, (ICTSD) Geneva. Through monitoring and assessing the implementation of the Istanbul Programme of Action for the Least Developed



Countries (IPoA) adopted by the fourth United Nations Conference on the Least Developed Countries (LDC IV), it aims at contributing to an improved delivery of commitments made to the LDCs. This is achieved by drawing its strength from the expertise and capacity of its members. The consortium undertakes policy research, organises dialogues and carries out outreach activities covering the key issues laid out in the IPoA.



ESRF is one of the member organisations in this network and will carry out two research studies which both have a goal of producing new frontier ideas for development cooperation in favour of LDCs. These include examining the impact of the value added through the agricultural sector in Tanzania; as well as examining the impact of migration within the country. The website for the network is www ldc4monitor.org. Contact the Secretariat at coordinator@ ldc4monitor.org



Dr. Lunogelo and other members listen to the proceedings

7.1.2 Ford Foundation - International Fellowships Program (IFP Tanzania):

The Ford Foundation International Fellowships program (IFP Tanzania) is being hosted and supervised by ESRF as the International Partner of IFP New York. It aims to provide scholarships to Tanzanians to enable them to further their studies abroad. IFP Tanzania is a unique programme, which is different from other international fellowship programmes in several key ways including: Fellows are recruited and selected on the basis of their leadership record and commitment to their country or community as well as the strength of their academic achievement, those coming from disadvantaged groups that have limited access to higher education, and allowing the selected fellows to pursue their graduate studies at IFP Strategic University Partners anywhere in the world.

IFP Tanzania implemented the following activities in its final phase of the programme in Tanzania.

7.1.2 (a) University placement of the IFP Tanzania last cohort 2011/2012:

In the process of winding up the International Fellowship Programme (IFT) in Tanzania, this year IFP Tanzania selected the last cohort of the fellows for the Masters scholarships for the year 2011/2012. A total of 19 Masters' Fellows were selected and placed in various universities in the United States, the United Kingdom and the Netherlands. IFP-Tanzania works very closely with the Placement Partners (PP) the British Council in the United Kingdom, NUFFIC in the Netherlands and the Institute of International Education in New York.

The selected fellows were also prepared for their fellowship through a one week training course on communication skills at the British Council which was followed by another one month course in research methodology and computers at the Tanzania Global Development Learning Centre (TGDL-IFM).



IFP Tanzania's last Cohort wearing the national flag in colourful attire. They posed for a group photo before leaving for the Masters Programmes in the USA, UK and the Netherlands.

7.1.2 (b) Attending the East Africa Pre-departure Meeting, Nairobi Kenya.

As part of the preparation for the selected IFP fellows before departing to their respective universities, a pre-departure meeting for all cohorts within the East African region was held at the Panafric Hotel in Nairobi, Kenya. Under this meeting, the selected IFP fellows got an opportunity to meet the IFP Executive Director, Dr. Joan Dassin and other IFP partners in East Africa. The meeting also provided a chance for the Tanzania's IFP selected fellows to orient themselves with their fellows from the East African IFP Cohort 2011/2012. IFP Alumni from all three countries were invited to give testimonies of their study experiences, and discoveries and lessons learned throughout the IFP scholarship period.

The Executive Directors for the IFP Programme and ESRF, Dr. Joan Dassin, Dr. H.B Lunogelo and the IFP Programme Coordinators for Tanzania and Kenya. The Pre-departure meeting at Panafric Hotel, Nairobi, Kenya.



7.1.2(c) IFP Africa/Middle East Meeting September 19-24, 2011, Nairobi and Lake Naivasha, Kenya

In September, 2011, two IFP Tanzania staff attended a three - day meeting convened at the Great Rift Valley Lodge, in Kenya. The meeting gathered all the IFP International Partners (IPs) from Africa and the Middle East to review the few outstanding placements and current Fellows' grants administration policies. It also provide an opportunity for the IFP Secretariat to discuss individually or in small groups with IPs from East and West Africa, South Africa, Mozambique, Egypt and Palestine on their pending institutional grant proposals and staffing arrangements. The meeting was also planned for strategising the Programme's sustainability, whereby discussion on new potential partnerships including university Vice-Chancellors, United Nations agencies (Tanzania), and bilateral donors was carried out.



Lastly, the workshop also offered an opportunity for participants to field visit the IFP Alumus, Sakuda Ole Nkitoria in Kajiado, where several community-based projects of Sakuda are located. These include women's income generation projects, schools and a shelter for Maasai girls fleeing from forced early marriages.

IFP Africa Partners' Regional Meeting at the Great Rift Valley Lodge, 18 – 23 September, 2011, Naivasha, Kenya.

7.1.2 (d) Policy Dialogue on Financing Higher Education in Tanzania:

The IFP in 2011 managed to conduct a policy dialogue on “*Financing Higher Education in Tanzania: It’s critical Contribution to Leadership for Social Justice and Sustainable Development*”. This dialogue which was held at ESRF’s Conference Hall aimed at discussing;

- The Status of Higher Education in Tanzania,
- Higher Education and Leadership for Social Justice and
- Sharing testimonials from the Tanzania IFP Alumni

The concluding statement provided by the IFO Tanzania Programme Coordinator, Mrs Magreth Kasembe pointed out that the IFP Alumni can be viewed as cited by the late first President of Tanzania, Dr Julius K. Nyerere;

“...Those who receive this privilege have a profound duty of bringing new hope and new light to their societies... they are indeed like someone who leaves his/her family and goes to the bush to look for foodWhen he/she comes back, the family expects something to eat...” The IFP Alumni are already achieving this!



Dr. H.B. Lunogelo, ESRF Executive Director welcoming the participants at the IFP dialogue seminar in October, 2011.

7.1.2(e) Other IFP implemented activities include;

1. Implementing alumni activities like designing and implementing legacy building activities and holding consultative meetings to promote collaboration and partnership of the Alumni Association with NGOs in Tanzania. During this period the Alumni Association was able to secure a civic education project on the formulation of a new Constitution Education Project, with a Phase One Grant.
2. Training on Communication Skills, Research Methodology and a computer course for 19 IFP fellows who were selected for the academic year 2011/2012. The training was a one week course on Communication Skills provided by the British Council and a one month Computer and Research Methodology training course at the Tanzania Global Development Learning Centre (TGDL- IFM).
3. Monitoring academic progress for the 2010/2011 cohort of 17 (15 Masters and 2 PhD) fellows by following up academic and independent reports, from their respective academic supervisors.

4. Facilitating students grant renewal and approval of other fellows' benefits like family fund, research funds and the professional enhancement fund.
5. Facilitating repatriation benefits, which included one way air travel and settling expenses to return to Tanzania and Zanzibar for the period between May and October 2011.
6. Updating the IFP Alumni Directory by adding new IFP fellows.

7.1.3 Post Graduate Diploma (PgD) in Poverty Analysis:

TANZANIA POST-GRADUATE DIPLOMA PROGRAMME IN POVERTY ANALYSIS



ESRF/REPOA/ISS POST-GRADUATE DIPLOMA IN POVERTY ANALYSIS

In 2011, ESRF continued to host the one - year Postgraduate Diploma in Poverty Analysis (PgD). This is an internationally – based standard programme aimed at imparting investigative skills and research capabilities for applied policy analysis. Its substantive focus concerns the study of issues of poverty, vulnerability and social protection. It is a policy oriented, skills-intensive and is interdisciplinary in nature. The programme targets young and mid-career professionals in Tanzania (and, potentially, also within the wider region), who are pursuing or seek to pursue a career in research and policy analysis, working for either ministries, other public institutions, NGOs, consultancy firms or donor agencies, and who seek to acquire investigative skills for both policy analysis on issues of poverty, vulnerability and social protection.

Delivered in a mix mode approach, the course combines distance learning and face-to-face intensive workshops. In this arrangement, the basic concept is that each module (course) has an intensive workshop at its core, supported by distance learning methods before and after. The distance learning is accompanied by tutorial support and involves web-based text-conferencing between students (and the teaching team). The diploma is assessed through exams (one per semester), essay/exercise writing, participation in discussion forums, and a short research project.

As a collaborative programme, the PgD is jointly delivered and managed by three institutions namely: Research on Poverty Alleviation (REPOA), The International Institute of Social Studies (ISS) of the Erasmus University, Rotterdam and ESRF. For the year 2011, the PgD programme implemented a number of activities related to course delivery for the sixth intake (2010/2011) students. Accomplishments included:

7.1.3(a) Conducting the second workshop focusing on Exploring Data on Inequality and Poverty

This was the second workshop for the students aimed at delivering a course on various topics, including the use of *Quantitative Data in Argumentation/Dealing with Change in Time; Thinking with Qualitative Data; Making a Point/tips to Research Paper Writing; Working with Literature in Research; and Figuratively Speaking/Making Sense with Numbers*. Moreover, the workshop provided a room for the students to be exposed to a number of units namely; *Competing Explanations in Evidence-based Argumentation and Assessing evidence and exploratory data analysis*. Resource persons included both international experts (from ISS) and local ones from the University of Dar Es Salaam, ESRF and REPOA.

7.1.3(b) Successful delivery of the Distance Learning component;

A total of ten units of the Policy Analysis for Poverty Reduction course were delivered. These units included, *The Relation between 'Economic' and 'Social' Policy in Poverty Reduction: Duality or Unity?*; *Context-Specific Poverty Reduction Strategies: The Productivity-Employment Nexus*; *Trade Policy and Poverty Reduction*; *Redistribution and Health Care*; *Assessing Your Evidence*; *Free Primary Education: Are We Postponing Exclusion?*; *Policy on Poverty in Tanzania: A Historical Perspective*; *The Poor, their Money and their Debts*; *Social Protection*; and *Children and Poverty: Notions of Childhood in Development Discourses and Policies*.

7.1.3(c) Conducting a third workshop focusing on Policy Analysis for Poverty Reduction

This was successfully conducted in May 2011 at REPOA's Conference Hall and covered topics including: *The Commercialisation of Health Care and Poverty: Challenges and Lessons from Tanzania*; *Measuring Impacts of Microcredit*; *Does Economic Growth Always Reduce Poverty?*; and *Monitoring and Evaluation Concepts*.

7.1.3(d) Other activities included:

- (i) Receiving the sixth intake final research papers, an activity which marked the end of the course delivery. The students worked on research papers in four main thematic areas: (1) *Health Care Services and Development* (2) *Agriculture and Food Security* (3) *Gender, Governance and Social Development* and (4) *Growth, Poverty and Microfinance*.
- (ii) Preparing applications for the seventh intake (2011/2012). The application for this intake was announced in local newspapers and a total of 311 applications were received by Mid June 2011.

The Programme Successfully held its sixth Graduation Ceremony for the sixth Cohort 2010/2011.

The ceremony which was held in August 2011 at the White Sands Hotel, Dar es Salaam was opened by the Guest of Honor, Prof. Tolly Mbwette, the Vice Chancellor at The Open University of Tanzania (OUT). A total of 26 students received certificates in the Postgraduate Diploma in Poverty Analysis before the special guests who included, Mr. Amon Manyama (UNDP), Prof. Marc Wuyts (ISS-The Hague), Dr. H.B. Lunogelo (ESRF) and Prof. Samuel Wangwe (REPOA).

A group Picture of the PgD sixth intake graduates, during their Graduation Ceremony on 27th August 2011.



In this year, the overall best student award for the sixth intake (2010/2011) went to Mr. Mwalingakana Chipopela, from the Planning Commission – The Prime Minister's Office.

7.1.4 Other implemented activities included:

1. Finalising the selection process for the seventh intake (2011/2012) whereby 27 candidates were selected: six from central government, seven from local government, nine from academic and research institutions, and five from international and local NGOs.
2. Commencing the course for the seventh intake, whereby the introductory workshop, on the Conceptualisation of Poverty, was successfully conducted from 22nd to 27th August 2011 at the ESRF Conference Hall. The courses taught during the workshop included, among others: *Conceptualisation of poverty; understanding empirical distribution; Reading academic text; Measuring incidence of poverty; Participatory approaches; Analyzing variables in time (absolute and relative change, growth rates & the concept of elasticity); and economic growth and inequality.*
3. Successfully conducting a Phase I of the Distance Learning programme whereby a total of nine units of the foundation course were delivered. These included *"Sorting Out" Conceptions of Poverty; Economic Growth, Inequality and Poverty; Trade Integration, Economic Growth and Poverty: Tanzania in the Global Economy; How Poverty Works?: Gender and the Market Divide; Vulnerability, Security and Impoverishment; Poverty and the Quality of Life: Capabilities and Livelihoods; Social Inequality, Redistribution and the 'New' Politics of Inclusion; Does Population Growth Matter? The Poor and Food in Economic Development; and Competing Explanation in Evidence Based-Argumentation.*
4. Preparing a new course component on "Monitoring and Evaluation" which is expected to be introduced during the first semester of the eighth intake (2012/2013). M & E expert Dr John Mduma (UDSM/ Ministry of Water) is working on this component.
5. In September 2011, the PgD programme received a UN Tanzania Joint Programme Four (JP) Evaluation Mission which aimed at carrying out an end of the programme evaluation to assess the achievements of the Joint Programme's development interventions, the factors that facilitated or hindered achievements, and to compile lessons learned to inform the development of possible future programmes and the next One UN general programme cycle (2011-2015). The PgD programme has been supported by the United Nations JP4 Capacity Building for Development Management, and it was a key component during this evaluation process. Among the areas assessed included the extent to which the achieved results are a consequence of joint programming, or whether the same results would have also been achieved under the implementation of capacity strengthening from individual United Nations agency projects. The evaluation report was released in October 2011 with positive remarks on the PgD performance.



Mr. Mwalingakana Chitopela, Planning Commission – Prime Minister's Office, receiving a bouquet in recognition of Best Student of the 2010/2011 intake.

7.2 ESRF Strategic Network Partners:

For the year 2011, the foundation strategically maintained its good professional relations with a number of networks including; the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) which

is among the regional networks working with ESRF. The organisation is a policy platform and network with a mission of coordinating, influencing and facilitating policy research, analysis and dialogue. This takes place at the national, regional and global level in order to develop the food, agriculture and natural resources sector. FANRPAN is mandated to work through country nodes within Southern Africa and currently has activities in Angola, Botswana, Lesotho, Swaziland, Mauritius, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia and Zimbabwe. ESRF is a node coordinator for Tanzania.

In 2011, as a FANRPAN Tanzanian node, ESRF implemented one project on “Building Climate Change Resilience in Africa’s Agricultural Research Programmes”. Several activities were conducted including a National Policy Dialogue on the above mentioned subject, and two papers were presented:

- (a) Building Climate Change Resilience In Africa’s Agricultural Research Programmes - Research Approaches In Propagating Climate Change Resilience In Tanzania’s Agricultural Sector – Dr Gratian Bamwenda.
- (b) Building Climate Change Resilience In Africa’s Agricultural Research Programmes - Weather Information Use For Risk Management, Vulnerability Reduction Agricultural Productivity Improvement In Tanzania: Dr Oswald Mashindano from the University of Dar es Salaam.

The node also facilitated the implementation of the “Youth and Agriculture” project and nominated local journalist Mr. Basil Msongo to attend a capacity building course on reporting issues on Food Agriculture and Natural Resource in Johannesburg, South Africa. It is expected that Tanzania will host a FANRPAN Annual General Meeting and Regional Policy Dialogue Conference in 2012. The regional policy dialogue conference is a high policy level conference in which high profile dignitaries from regional economic and political bodies and other continents will be invited. Several awards will be given to different groups which have been champions of food security, agriculture and natural resource activities in the country.

8.0 INSTITUTIONAL INFRASTRUCTURE

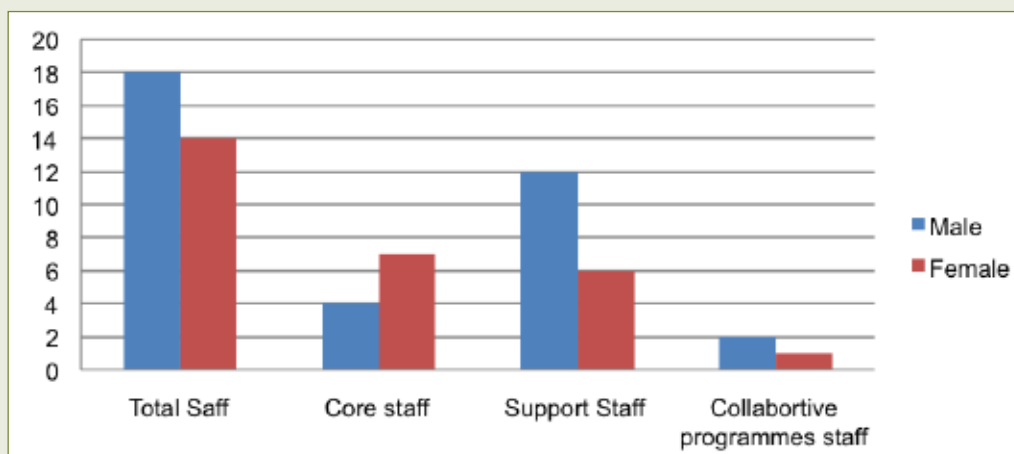
The ESRF Human Resource Department continued to play its active role in sourcing, managing and developing the talents of employees; together with promoting best human resource practices in order to enhance productivity and competitiveness. A key pillar of the foundation is to ensure the right combination of manpower and a conducive working environment for staff to unleash their utmost productivity as well as ensuring that human resource guidelines, plans, policies, procedures, industrial relations and development strategies are implemented fairly and equitably.

In 2011, the department undertook various activities, including staff recruitment, procurement of goods and services, developing staff work capacity as well as managing institutional administrative meetings. It also managed the arrangement of institutional visits and the implementation of the established performance – based management system.

8.1 ESRF Staff Recruitment:

ESRF is proud of having highly skilled core staff with both applied and policy related skills in different areas of competencies. This includes economic growth, agricultural development, environment and natural resources, socio-economic issues, governance and social services to mention a few. During the year under review, the department recruited a total of five new staff members which include one senior researcher, two IT technical personnel, one communication officer and one administrative employee. These new recruits add up to the number of staff to 32 of which 11 are researchers, 18 are support and administrative staff and three are collaborative programmes staff. The gender distribution by December 2011 was 18 males and 14 females. The foundation also has a substantial network of consultants and research associates who work on projects with ESRF staff on collaborative bases.

ESRF Staff Profile



ESRF Staff Profile by December, 2011.

8.2 Staff Training and Capacity Development:

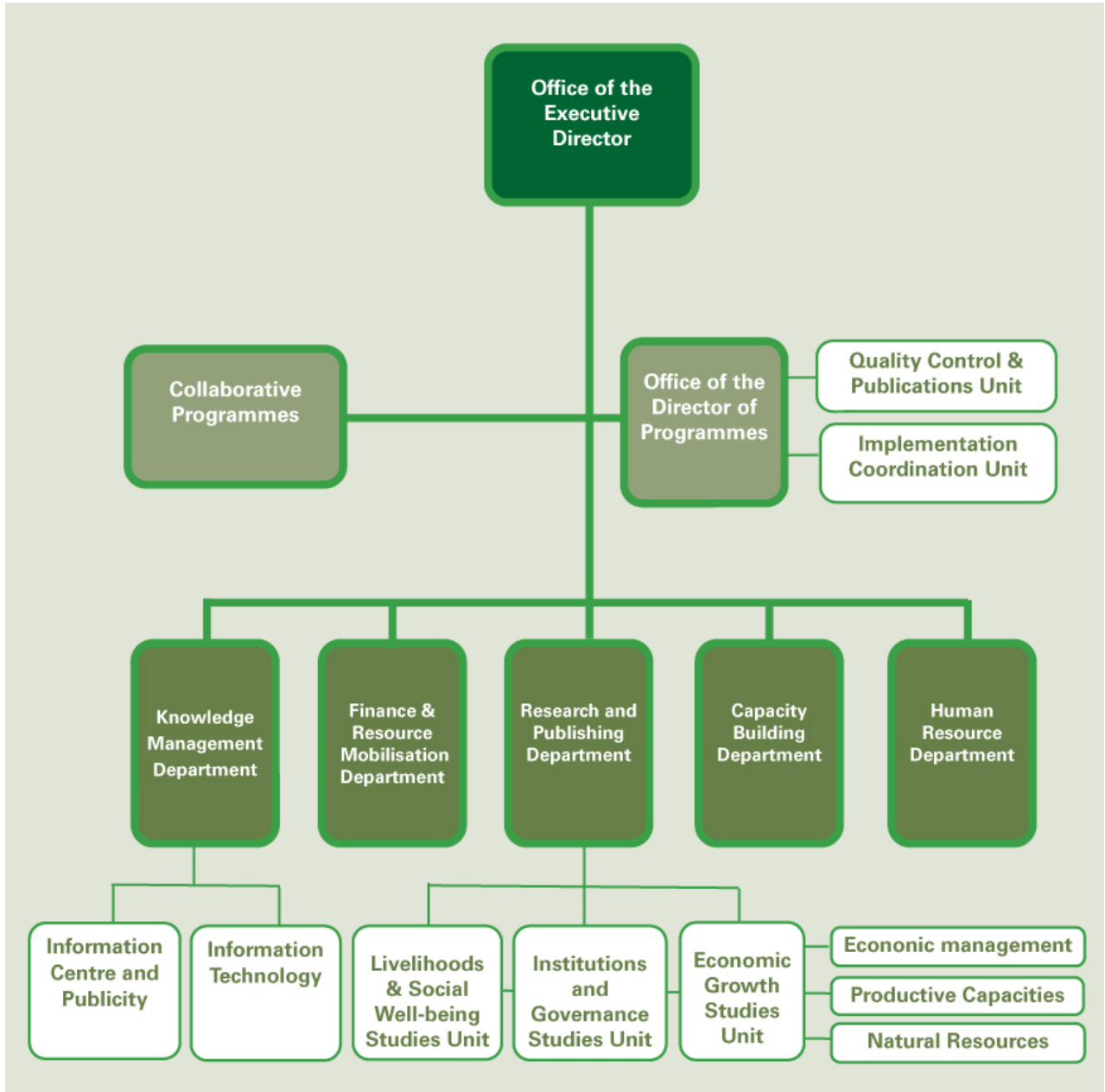
The role of ESRF in capacity development is not limited to its stakeholders only, but extended also to develop the capacity of its own staff members by providing them with training opportunities both local and abroad. The training opportunities availed to staff aims at upgrading the staff's professional skills. It is undeniable fact that continual learning, appropriate training and capacity building help the institution to maintain its quality and excellence and therefore sharpen the skills of staff through training and staff exchange programmes.

In 2011, a number of staff were trained in various areas of competencies including research methodology in both economic and social aspects and monitoring and evaluation skills, secretarial duties, accounting practices, and IT to name a few. In addition to these efforts, ESRF has made deliberate efforts to encourage or facilitate research staff to undertake various professional development courses. For example, two staff members at management level, got a chance to attend a short course on the Resource Mobilisation Strategy Development organised by the International Development Research Centre (IDRC) and a capacity development course organised by the United Nations Development Programme (UNDP). Other members of staff attended various continuous professional development courses in areas such as research methodology, network security and risk management, communication strategy skills, knowledge management skills & e-marketing and office management & administration skills.



ESRF Staff and Associates

ESRF ORGANISATION CHART:



9.0 FINANCIAL REPORT 2011

9.1 Introduction

The Board of Trustees submitted their report and the audited financial statements for the year ended 31st December, 2010 which discloses the affairs of the foundation for the reported financial year.

9.2 Statement of the Board of Trustees' Responsibilities in respect of the Financial Statements.

The Board of Trustees is responsible for safeguarding the assets of the foundation. It also ensures that ESRF keeps proper accounting records, which discloses with reasonable accuracy the financial position of the foundation.

The Board of Trustees also ensures that financial statements for each year, which give a true and fair view of the state of affairs and its operating results are prepared at the end of the financial year.

The Board of 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 the generally accepted accounting practices and in the manner required by the foundation's constitution.

9.3 Results

The results for the year are set out from page 40 onwards.

9.4 Auditors

Globe Accountancy Services has audited the financial statements herein reported upon and they have expressed their willingness to continue in office and are eligible for reappointment.

9.5 Statement of the Board of Trustees' Responsibility

Management 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 2011. Management also confirms that the International Financial Reporting Standard (IFRS) have been followed and that the financial statements have been prepared on the going concern basis.

Management 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 International Public Sector Accounting Standards. Management further accepts responsibility for the maintenance of accounting records that may be relied upon in preparation of financial statements, as well as an adequate internal control system. To the best of our knowledge, the internal control system has operated adequately throughout the reporting period and that the records and underlying accounts provide a reasonable basis for the preparation of the financial statements for the 2011 financial statements. We accept responsibility for the integrity of the financial statements, the information it contains and its compliance with international accounting standards. Nothing has come to the attention of the management to indicate that ESRF will not remain a going concern for at least the next twelve months from the date of this statement.

9.6 Auditors Report

We have examined the financial statements of ESRF for the year ended 31st December, 2011 as set out on pages 37 to 42. The financial statements are in agreement with the accounting records and we obtained all the information and explanations we considered necessary for the audit.

Respective Responsibilities of Trustees and Auditors

The Board of Trustees of the foundation is responsible for the preparation of the financial statements. It is our responsibility to express an independent opinion based on our audit of those statements and report our opinion to you.

Basis of Opinion

Our audit included examination on a test check basis, of evidence relevant to the amounts and disclosures in the financial statements. It also included an assessment of the significant estimates and judgments made by the management of the foundation in the preparation of the financial statements, and whether the accounting policies applied are appropriate to the foundation's circumstances, consistently applied and adequately disclosed. We planned and performed our audit so as to obtain all the information and explanations, which we considered necessary in order to obtain sufficient evidence to give us reasonable assurance that the financial statements were free from material misstatement. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion, the accompanying financial statements present fairly the financial position of ESRFas at 31st December, 2011 and the deficit and cash flows for the year ended on that date, in accordance with International Financial Reporting Standards and in compliance with the Constitution of the Foundation.

GLOBE ACCOUNTANCY SERVICES
CHARTERED CERTIFIED PUBLIC ACCOUNTANTS

Method A. Kashonda – FCCA, FCPA(T), MBA
SENIOR PARTNER

DAR ES SALAAM

DATE:

INCOME STATEMENT FOR THE YEAR ENDED 31ST DECEMBER, 2011

INCOME	NOTE	31.12.2011	31.12.2010
		USD	USD
Revenue Grants	10	1,401,992	1,927,829
Income From Commissioned Studies		536,536	641,028
Other Income	11	78,876	156,340
Amortisation of Capital grants		11,449	0
TOTAL INCOME		2,028,853	2,725,197
EXPENDITURE			
Programme Activities	12	857,854	1,039,605
Personnel Emoluments	13	894,549	768,464
Administrative Expenses	14	174,451	130,317
Staff Welfare and Incentives	15	58,379	63,879
Repairs and Maintenance	16	73,315	46,735
Telephone, Fax and Postage	17	35,229	34,334
Electricity and Water	18	22,437	18,266
Audit Fees and Expenses		11,800	6,608
Bank Charges		7,461	6,706
Amortisation – Intangible Assets		3,081	2,111
Depreciation		45,882	42,690
TOTAL EXPENDITURE		2,184,680	2,159,715
SURPLUS/(DEFICIT) FOR THE YEAR		(155,827)	565,482

FINANCIAL POSITION AS AT 31ST DECEMBER, 2011

NON CURRENT ASSETS	NOTE	31.12.2011	31.12.2010
		USD	USD
Property, Plant and Equipment	2	1,624,020	514,629
Intangible Assets	3	10,215	13,296
CURRENT ASSETS			
Accounts Receivable & Prepayments	4	161,802	133,624
Cash and Bank Balances	5	611,076	505,449
TOTAL CURRENT ASSETS		772,878	639,073
TOTAL ASSETS		2,407,113	1,166,998
EQUITY AND LIABILITIES			
GRANTS AND RESERVES			
Capital Grants	6	64,976	1,097,984
Capital Reserve		0	30,000
Revaluation Reserve	7	1,123,122	0
Accumulated Surplus (Deficit)		504,566	(394,426)
TOTAL GRANTS & RESERVES		1,692,664	733,558
DEFERRED REVENUE GRANT		322,189	0
CURRENT LIABILITIES			
Advance Payment	8	3,600	3,610
Accounts Payable and Accruals	9	388,660	429,830
TOTAL CURRENT LIABILITIES		392,260	433,440
TOTAL EQUITY AND LIABILITIES		2,407,113	1,166,998

STATEMENT OF CASH FLOW FOR THE YEAR ENDED 31ST DECEMBER, 2011

CASH FLOW / (OUTFLOW) FROM OPERATING ACTIVITIES	31.12.2011 USD	31.12.2010 USD
Surplus/(Deficit) for the Year	(155,827)	565,482
Adjustments for Non-Cash Items:		
- Depreciation	45,882	42,690
- Amortisation of Intangible Assets	3,081	2,111
- Adjustment for Under-depreciation of Assets	0	0
- Adjustment to Accumulated Fund	1,054,819	0
CASH INFLOW/(OUTFLOW) BEFORE WORKING CAPITAL CHANGES	947,955	610,283
MOVEMENT IN WORKING CAPITAL		
(Increase)/ Decrease in Accounts Receivable and Prepayments	(28,178)	(59,759)
Increase / (Decrease) in Accounts Payable and Accruals	(41,180)	(316,885)
NET CHANGES IN WORKING CAPITAL	(69,358)	(376,644)
TOTAL CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES (A)	878,597	233,639
CASH OUTFLOW TO INVESTING ACTIVITIES		
Purchase of Intangible Assets	0	(13,256)
Purchase of Property, Plant and Equipment	(32,151)	(102,403)
TOTAL CASH OUTFLOW TO INVESTING ACTIVITIES (B)	(32,151)	(115,659)
CASH FLOW/(OUTFLOW) FROM/ (TO) FINANCING ACTIVITIES		
Capital Reserve	(30,000)	0
Deferred Income	322,189	0
Capital Grants	(1,033,008)	38,285
TOTAL OUTFLOW FROM FINANCING ACTIVITIES (C)	(740,819)	38,285
NET INCREASE (DECREASE) OF CASH AND CASH EQUIVALENT	105,627	156,265
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	505,449	349,184
CASH AND CASH EQUIVALENTS AS AT DECEMBER	611,076	505,449

STATEMENT OF CHANGES IN EQUITY AND ACCUMULATED DEFICIT FOR THE FINANCIAL YEAR ENDED 31ST DECEMBER, 2010

Particulars	Capital Grants	Capital Reserve	Accumulated Surplus/ (Deficit)	Revaluation Reserve	Total
	USD	USD	USD	USD	USD
As At 01.01.2011	1,097,984	30,000	(394,426)	0	733,558
Adjustments-Capital Grants Transferred to Accumulated Surplus	(1,097,984)	(30,000)	1,054,819	0	(73,165)
Additions	81,069	0	(155,827)	1,123,122	1,048,364
Amortised	(16,903)	0	0	0	(16,093)
As At 31.12.2011	64,976	0	504,566	1,123,122	1,692,664

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER, 2011

9.7 NOTE 1.0 PRINCIPAL ACCOUNTING POLICIES

1.1 Basis of Accounting

These financial statements have been prepared on an accrual basis under the historical cost convention.

1.2 Property, Plant and Equipment.

The cost method is used for initial cost of all acquisition of assets controlled by the foundation. Cost is determined as the value of asset given as consideration plus the cost incidental to the acquisition. Assets acquired for no cost or nominal consideration are initially recognised as assets and revenue at their fair value which is the amount for which the assets could be exchanged between a knowledgeable and willing seller in an arm's length transaction at the date of acquisition.

Depreciation

Land was not depreciated. Depreciation on other assets (though on a class basis except for motor vehicles) was computed on a straight line basis to write-off the asset values over their estimated useful lives at given rates per annum as shown below:-

- | | |
|---------------------------|-------|
| • Land and Buildings | 4% |
| • Motor Vehicles | 25% |
| • Computers | 20% |
| • Furniture and Equipment | 12.5% |

Depreciation is charged on assets from the date when they are made available for use and stop on the date when the asset is derecognised or reclassified as available for sale by the foundation.

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. the carrying amount being higher than the recoverable amount.

1.3 Impairment of Receivables

Receivables are initially recognised at fair value and subsequently measured at value less allowance for bad and doubtful debts. A specific write-off is made in the financial statements against receivables considered uncollectible.

1.4 The Effect of Change in Foreign Exchange Rates

Transactions denominated in Tanzania Shillings are translated into USA dollars as the presentation currency for the time being, 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 USA dollar 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 on the income statement.

1.5 Cash and Cash Equivalents

Cash and cash equivalents are retained in the financial position at face value. For the purpose of statement of changes in the financial position, cash and cash equivalents comprise of cash and bank balances and other near cash items.

1.6 Grants/Donations

Grants related to capital expenditure are initially credited to equity in form of capital grants and the amount is correspondingly debited to the related non current assets. Grants related to depreciable assets are usually recognised as income over the periods and in the proportions in which depreciation on the related assets is charged. Grants related to revenue expenditure are credited to the income statement in the same financial year in which the revenue expenditure to which they relate is charged. Revenue grants received from donors to fund general operations are recognised in the income statement upon receipt. Funds received from donors to finance specific expenditure (in accordance with signed agreements between ESRF and Donors) are recognised initially in the Deferred Grant Account. Such deferred grants are released to income to match the specific expenditure incurred in accordance with the Grant Agreement during the year.

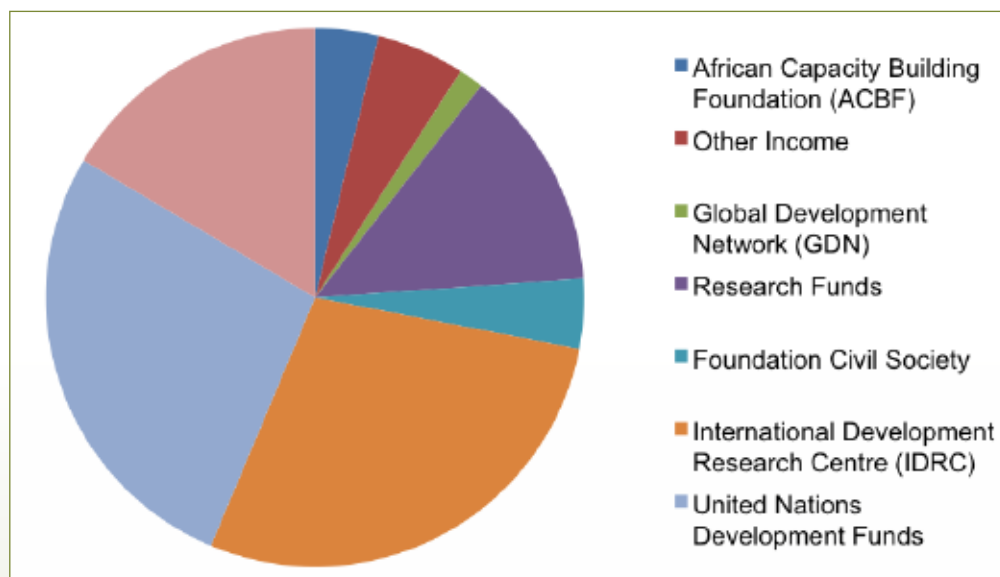
1.7 Accruals

Provisions are recognised 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. When the foundation expects a provision to be reimbursed, e.g. audit fees, the reimbursement is recognised as a separate asset only when the reimbursement is virtually certain.

1.8 Income Recognition

Income, other than grants/donations, is recognised on an accrual basis of accounting. Income is recognised only when it is probable that the economic benefits associated with the transaction through “arms-length-transactions between knowledgeable sellers and knowledgeable buyers” will flow to the association.

DONORS FOR THE YEAR 2012



10.0 ESRF PUBLICATIONS

Discussion Papers:

1. The Role of Mobile Phones on Sustainable Livelihood. A.K. Hassan and Dora Semkwiji, August 2011
2. Inter Household Private Income Transfers and Poverty in Tanzania. Nassoro Hussein and John Kajiba. September 2011
3. Improving Public Private Partnership (PPP) in Health Services Delivery in Tanzania: Successes and Constraints. Dr O. Mashindano, Dr. F Kessy and Josephat Itika, September 2011
4. Poverty Escape Routes in Central Tanzania: The Case of Villages from Dodoma and Singida Regions (Volume 1). Dr O. Mashindano; Dr F. Kessy; Prosper Charles and Dennis Rweyemamu, September 2011.
5. Poverty Escape Routes in Central Tanzania: The Case of Villages from Dodoma and Singida Regions (Volume 2). Dr O. Mashindano; Dr F. Kessy; Prosper Charles and Dennis Rweyemamu, September 2011.
6. Poverty Escape Routes in Central Tanzania: The Case of Villages from Dodoma and Singida Regions (Volume 2). Dr O. Mashindano; Dr F. Kessy; Prosper Charles and Dennis Rweyemamu, September 2011.
7. Aligning and Harmonising Livestock and Land Policies in Tanzania. Dr Furaha Lugoe, September 2011
8. The Impact of Globalisation on the Labour Market: A Case Study of Tanzania. Working Paper Series No. 18. Beatrice Kalinda Mkenda. September 2006.
9. Capital Markets: The Case of Tanzania. Working Paper Series No. 19. Allan Syril Mlulla. October 2006.
10. Globalisation and Rural Household Welfare in Tanzania. Working Paper Series No. 15. Beatrice Kalinda Mkenda. August 2005.
11. Agricultural Marketing and Supply Chain Management in Tanzania: A Case Study. Working Paper Series No. 16. Elina Eskola 2005.
12. Analysis of Factors Hindering FDI Flow into the Agricultural Sector in Tanzania. Working Paper Series No. 17. David A. Nyange. 2005.

Policy Dialogue Series:

1. Strengthening Microenterprises in Tanzania: The Case of Small Scale Vegetables in Arusha Dr O. Mashindano, Dr B. Mkenda and Vivian Kazi, September 2011
2. Experience of Tanzania and Uganda in the use of Research-based Evidence to Influence Policy Vivian Kazi, September 2011
3. Trade, Development and Poverty: The Case of the Textile Industry, by Josaphat Kweka and George Kabelwa (2006).
4. Measuring the Impact of HIV/AIDS on the Electoral Process in Tanzania, by Flora Kessy, Ernest Mallya and Oswald Mashindano (2006).

10.1 Quarterly Economic Reviews (QESRs):

1. QER Volume 10 Issue 3 for July – Sept, 2010
2. QER Volume 10 Issue 2 for Apr – Jun, 2010
3. QER Volume 10 Issue 1 for Jan – Mar, 2010
4. QER Volume 9 Issue 4 for Oct - Dec, 2009

10.2 Annual Reports:

1. ESRF Annual Report, 2010
2. ESRF Annual Report, 2009
3. ESRF Annual Report, 2008
4. ESRF Annual Report, 2007
5. ESRF Annual Report, 2006
6. ESRF Annual Report, 2005

10.3 Newsletters:

1. Newsletter Volume 10 – Issue 1, 2011
2. Newsletter Volume 9 – Issue 2, 2010
3. Newsletter Volume 9 – Issue 1, 2010
4. Newsletter Volume 8 – Issue 2, 2009
5. Newsletter Volume 8 – Issue 1, 2009

10.4 Policy Brief Series:

1. The Land Factor in Mining Gold Reserves in Tanzania. Dr Furaha Lugoe, September 2011
2. Governance Breakdown in the Urban Malaria Control: Policy Reflections in the Outbreak of the Msimbazi Valley Mosquito, Dar es Salaam. Dr Francis Mwaijande and Dora Semkwiji, September 2011
3. Value Chain Analysis of Grapes Sub-sector. Vivian Kazi and Dr O. Mashindano, September 2011.

10.5 TAKNET Policy Brief Series:

1. Importation of Counterfeit Products: What should be done? Moderated by Deogratias Kishombo, Synthesised by: Deogratias Mutalemwa
2. Msongamano wa Magari Jijini Dar es Salaam, Nini kifanyike? Moderated and Synthesised by Boniface Makene
3. Informal Sector Taxation in Tanzania: Moderated by Apronius Mbilinyi; Synthesised by: Deogratias Mutalemwa
4. Tanzania National Poverty Reduction Framework – MKUKUTA. What are the lessons?: Moderated by Dr. O. Mashindano and views synthesised by Apronius Mbilinyi
5. School Competition and Student Learning Rights: Moderated by Dr. Donatilla Kaino and views synthesised by Joseph Ibreck
6. Tanzanian Cultural Environment and Economic Development: Moderated by Festo Maro and Views summarised by Deogratias Mutalemwa
7. Social Welfare and Aging in Tanzania: Moderated by Festo Maro and Synthesised by Deogratias Mutalemwa
8. Growth and Poverty Reduction in Tanzania: Why such a mismatch? Moderated by Dr. Oswald Mashindano – 2009.
9. The Impact of Information and Communication Technology (ICT) on Rural Livelihoods. Moderated by Abdallah K. Hassan – 2009.
10. Foreign Direct Investment Incentive Package in Tanzania. Moderated by Festo Maro – 2009
11. Tatizo la Walemavu wa Ngozi (Albino) Tanzania: Nini Kifanyike? Synthesised by Dora Semkwiji, 2009
12. The Effect of the Global Financial crisis and the Way Forward for Tanzania. Moderated by Dr. Donatila Kaino, 2009
13. Petroleum Policy and Constitutional Paradox in the United Republic of Tanzania. Moderated by Festo Maro, 2009
14. What will be the Impact of the 2009/2010 Government Budget to Economic Growth and Poverty Reduction? Moderated by Dr. H. Bohela Lunogelo, 2009
15. Social Protection and Ageing in Tanzania. Moderated by Festo Maro, 2009

11.0 ESRF STAFF LIST 2011

11.1 DIRECTORATE OF PROGRAMMES

11.1.1 Core Team

1.	Dr. H. Bohela Lunogelo	The Executive Director
2.	Dr. Tausi Kida	Director of Programmes
3.	Dr. Donatilla Kaino	Senior Research Fellow
4.	Mrs. Margareth Nzuki	Principal Information Officer
5.	Mr. John Kajiba	Senior Information Technology Expert
6.	Mr. James Kasindi	Information Technology Expert
7.	Ms. Vivian Kazi	Assistant Research Fellow
8.	Ms. Dora Semkwiji	Assistant Research Fellow
9.	Mr. Apronius Mbilinyi	Assistant Research Fellow
10.	Ms. Irene Alenga	Research assistant
11.	Ms. Monica Hangi	Research Assistant
12.	Mr. Festo Maro	Research Assistant

11.1.2 Associate Researchers:

13.	Prof. Haidary Amani	DAIMA Associates
14.	Dr. Haji. H. Semboja	UDSM
15.	Dr. Oswald Mashindano	UDSM
16.	Dr. Damiel Gabagambi	SUA Morogoro
17.	Dr. Furaha Lugoe	DILAPS
18.	Dr. Flora Kessy	Mzumbe University, Dar Es Salaam Branch
19.	Mr. Arthur Mwakapugi	
20.	Mr. Deogratius Mutalemwa	
21.	Dr. Dalenne Mutalemwa	

11.2 DIRECTORATE OF FINANCE AND MANAGEMENT SERVICES

22.	Mr. Ernest Chiwenda	Finance Manager
23.	Mr. Deodatus Sagamiko	Human Resource Manager
24.	Ms. Aldegunda Ngowi	Accountant
25.	Mr. Japheth Maginga	Account's Assistant
26.	Mrs. Goreth Kashasha	Office Management Secretary
27.	Ms. Consolatha Mkoba	Office Management Secretary
28.	Ms. Jennifer Badi	Personal Secretary/ Receptionist
29.	Mr. Raphael Chibindu	Office Management Secretary
30.	Mr. Peter Mhono	Office Driver
31.	Mr. Francis J.E Kaaya	Office Driver
32.	Mr. Theo Mtega	Office Assistant
33.	Ms. Prisca Mghamba	Office Attendant
34.	Mr. Said Abdallah	Office Attendant

11.3 COLLABORATIVE PROGRAMMES' STAFF

35.	Dr. Tausi M. Kida	PGD Programme Coordinator
36.	Mr. Abdallah Hassan	Senior Information Officer
37.	Mr. Senorine Libena	Communication Officer/Content Editor (TzOnline)
38.	Ms. Jacqueline Mwijage	Secretary/Tanzania Online
39.	Mr. Yasser Manu	Course Administrator/PgD
40.	Ms. Margreth Kasembe	IFP Programme Coordinator
41.	Mr. Ernest Mufuruki	Assistant Programme Coordinator - IFP

The Economic and Social Research Foundation (ESRF)

51 Uporoto Street (Off Ali Hassan Mwinyi Road), Ursino Estate

P.O. Box 31226, Dar es Salaam - Tanzania.

Tel: (+255) 22 2760 260, 2760 751/2

Mobile: (+255) 754 280 133 • Fax: (+255) 22 2760 062

Email: esrf@esrf.or.tz • Website: www.esrftz.org