



ECONOMIC AND SOCIAL RESEARCH FOUNDATION (ESRF)

Annual Report

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

***Annual Report 2012***

Economic and Social Research Foundation (ESRF)

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Tanzania Knowledge Network (TAKNET): [www.taknet.or.tz](http://www.taknet.or.tz)

ESRF/REPOA/ISS Post Graduate Diploma Programme (PGD): [www.esrf.or.tz/ma](http://www.esrf.or.tz/ma)

Tanzania Human Development Report: [www.thdr.or.tz](http://www.thdr.or.tz)

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## TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	ii
<b>LIST OF ABBREVIATIONS</b> .....	iv
<b>ACKNOWLEDGEMENT</b> .....	vi
<b>NOTE FROM THE EXECUTIVE DIRECTOR</b> .....	vii
<b>1.0 INTRODUCTION</b> .....	<b>1</b>
1.1 ABOUT THE ECONOMIC AND SOCIAL RESEARCH FOUNDATION .....	1
1.2 MANDATE OF THE ECONOMIC AND SOCIAL RESEARCH FOUNDATION .....	1
1.3 ECONOMIC AND SOCIAL RESEARCH FOUNDATION’S STRATEGIC OBJECTIVES.....	2
1.4 COUNTRY CONTEXT IN 2012.....	2
<b>2.0 THE MEDIUM TERM STRATEGIC PLAN 2012-2015</b> .....	<b>3</b>
2.1 RESEARCH AREA ONE: INCLUSIVE GROWTH AND WEALTH CREATION .....	3
2.2 RESEARCH AREA TWO: SOCIAL SERVICES, SOCIAL PROTECTION AND QUALITY OF LIFE.....	3
2.3 RESEARCH AREA THREE: NATURAL RESOURCES AND ENVIRONMENT MANAGEMENT.....	3
2.4 RESEARCH AREA FOUR: GOVERNANCE AND ACCOUNTABILITY.....	4
2.5 RESEARCH AREA FIVE: GLOBALISATION AND REGIONAL INTEGRATION.....	4
<b>3.0 GOVERNANCE STRUCTURE</b> .....	<b>5</b>
3.1 BOARD OF TRUSTEES.....	5
3.2 TECHNICAL ADVISORY COMMITTEE .....	5
3.3 ECONOMIC AND SOCIAL RESEARCH FOUNDATION MANAGEMENT.....	5
<b>4.0 STRATEGIC RESEARCH FOR POLICY AND INFLUENCE</b> .....	<b>6</b>
4.1 SUPPLY DRIVEN RESEARCH.....	6
<b>5.0 CAPACITY DEVELOPMENT FOR POLICY RESEARCH, ANALYSIS AND MANAGEMENT</b> .....	<b>10</b>
5.1 GOVERNANCE AND CAPACITY BUILDING .....	10
5.2 CAPACITY DEVELOPMENT ACTIVITIES.....	10
5.3 DISSEMINATION – WORKSHOPS AND POLICY DIALOGUE SEMINARS.....	11
5.3.1 <i>Knowledge Sharing Workshop</i> .....	11
5.3.2 <i>Policy Dialogue Seminars: Platform to Inform Policy Making Process</i> .....	12
5.3.3 <i>Mentoring/Coaching University Students</i> :.....	14



<b>6.0</b>	<b>INFORMATION AND KNOWLEDGE MANAGEMENT .....</b>	<b>15</b>
6.1	LIBRARY AND ONLINE RESOURCES .....	16
6.2	TANZANIA ONLINE .....	16
6.3	TANZANIA DEVELOPMENT GATEWAY .....	17
6.4	TANZANIA KNOWLEDGE NETWORK.....	17
<b>7.0</b>	<b>REGIONAL AND INTERNATIONAL PROGRAMME AND NETWORKS HOSTED AT ESRF .....</b>	<b>18</b>
7.1	POST-GRADUATE DIPLOMA IN POVERTY ANALYSIS .....	18
7.2	THE INTERNATIONAL FELLOWSHIP PROGRAMME .....	20
<b>8.0</b>	<b>INSTITUTIONAL INFRASTRUCTURE .....</b>	<b>22</b>
8.1	STAFF RECRUITMENT .....	22
8.2	TRAINING AND CAPACITY DEVELOPMENT.....	23
8.3	ORGANISATIONAL CHART .....	23
<b>9.0</b>	<b>FINANCIAL REPORT 2012.....</b>	<b>25</b>
9.1	INTRODUCTION .....	25
9.2	STATEMENT OF THE BOARD OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS.....	25
9.3	RESULTS .....	25
9.4	AUDITORS.....	25
9.5	STATEMENT OF THE BOARD OF TRUSTEES' RESPONSIBILITY.....	25
9.6	AUDITORS REPORT.....	26
<b>10.0</b>	<b>ESRF PUBLICATIONS .....</b>	<b>33</b>
<b>11.0</b>	<b>STAFF LIST 2012.....</b>	<b>35</b>

**LIST OF ABBREVIATIONS**

ARRF	African Research and Resource Forum
AAI	Afro - American Institute
AAU	Association for African Universities
ACBF	African Capacity Building Foundation
AES	Agrarian and Environment Studies
AERC	African Economic Research Consortium
AMEDEAST	American-Middle East Educational Training Services
APIF	African Policy Institute Forum
ASARECA	Association for Strengthening Agriculture Research in East and Central Africa
ASDP	Agriculture Sector Development Plan
BoT	Bank of Tanzania
BLDS	British Library for Development Studies
CAADP	Comprehensive African Agriculture Development Programme
CAADP	Comprehensive African Agriculture Development Programme
CDR	Capacity Development Report
COSTECH	Commission for Science and Technology
COMESA	Common Market for Eastern Southern Africa
CRDB	CRDB Bank
CSO	Civil Society Organization
CUTS	Consumer Unity and Trust Society
EAC	East African Community
ESA	Environment of Eastern and Southern Africa
ESRF	Economic and Social Research Foundation
EWURA	Energy and Water Utilities Regulatory Authority
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FCS	Foundation for Civil Society
GDP	Gross Domestic Product
GDN	Global Development Network
GISAMA	Guiding Initiatives for Strengthening Agriculture Markets
URT	United Republic of Tanzania
IT	Information Technology
ICT	Information and Communication Technology
IDRC	International Development Research Centre (Canada - Based)
IFP	International Fellowship Programme
IFRS	International Financial Reporting Standard
INASP	International Network for Availability of Scientific Publication
IPOA	Istanbul Plan of Action
ISS	International Institute of Social Studies (University of Erasmus, Netherlands)
KM	Knowledge Management



LDC	Least Developed Countries
MAFAP	Monitoring Africa Food and Agriculture Policies
MKUKUTA	Mpango wa Kupunguza na Kutokomeza Umasikini Tanzania
MKUZA	Mpango wa Kupunguzana Kutokomeza Umaskini Zanzibar
MoEVT	Ministry/Minister of Education and Vocational Training
MUCCOBS	Moshi University College of Co-operative and Business Studies
NEPAD	New Partnership for African Development
NSA	Nutritional Security Agency
NGO	Non-Government Organization
PERI	Public Entity Risk Institute.
PGD	Post Graduate Diploma Administered by ESRF
PACT EAC	Promoting Agriculture, Climate Change and Trade Linkages in East Africa
QER	Quarterly Economic Review
RPST	Research Paper Supervision Team
SADC	Southern Africa Development Countries
SPD	Social Policy Development
SUA	Sokoine University of Agriculture
TAC	Technical Advisory Committee
TAKNET	Tanzania Knowledge Network
TDV	Tanzania Development Vision
THDR	Tanzania Human Development Report
TIFPA	Tanzania International Fellowship Programme Alumni Association
TMA	Tutor Marked Assignment
TZDG	Tanzania Development Gateway
USAID	United States Agency for International Development
UNDP	United Nations Development Programme
URT	United Republic of Tanzania
UNLDC	United Nations Conference on Least Developed Countries
WARC	West African Research Center



## ACKNOWLEDGEMENT

The Foundation would like to acknowledge the technical, logistical and financial support provided by various national and international organizations during the year 2012. In particular, these include:

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

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



*H.E. Dr. Jakaya Mrisho Kikwete, President of United Republic of Tanzania, with Dr. H.B. Lunogelo, the Executive Director ESRF during the official opening of the 2012 FANRPAN High Level Regional Food Security Policy Dialogue.*





## NOTE FROM THE EXECUTIVE DIRECTOR



**H. B. Lunogelo (PhD) - Executive Director**

The launch of the new Strategic Plan 2012-2015 was one of the most significant achievements made by ESRF for the year 2012. Through this strategic plan, ESRF research agenda aims to address several emerging social and economic challenges, which emanate from dynamic changes in the country and the world at large.

Through research based evidence, ESRF will continue to inform and influence policies and strategies to address these emerging challenges.

During 2012, ESRF facilitated national multi-stakeholder consultations for Post-2015 Millennium Development Goals agenda at a sub-national level involving seven zones to stimulate debate on the configuration of future global and national development priorities and to produce a concrete report on the desired Post-2015 strategic development goals.

ESRF also undertook other important assignments for the government of the United Republic of Tanzania (URT) that included the review of the Agriculture Sector Development Strategy (ASDS II); the formulation of Agriculture Sector Development Plan II (ASDP II); institutional arrangement for industrial development; and a strategy for the development of infrastructure facilities for a modern and commercial agricultural sector. At regional level, ESRF undertook the task of Promoting Agriculture, Climate Change and Trade Linkages in the East African Community (PACT EAC) in collaboration with CUTS International. Internationally, ESRF is also involved in the "LDC IV Monitor Project", which is an independent consortium for the monitoring of the outcome of the fourth United Nations Conference on the Least Developed Countries (LDC IV) that comprises of eight groups of institutions including the Commonwealth Secretariat.

As a member of the monitoring group, ESRF has been involved in producing a paper on agriculture and rural development that aims to track commitments made by both the developed and developing countries after the adoption of the Istanbul Plan of Action (IPoA). The Commonwealth Secretariat on its part will support the preparation and publication of a book on Istanbul Plan of Action envisaged to come out during the last quarter of 2013.

Capacity building and strengthening towards policy research and management remained essential factors in ESRF's activities. During 2012, the Foundation organized nine policy dialogue forums and ten knowledge sharing workshops which aimed to support the country's efforts towards national and regional development frameworks. Among the most notable workshops organized by ESRF are "Unleashing Growth Potentials in Tanzania: Lessons and Way forward in Creating an Inclusive Growth" and the "2012 FANRPAN Regional Policy Dialogue" that involved several senior government officials within the country including the President of the United Republic of Tanzania, H.E. Dr. J. M. Kikwete, representatives of SADC, COMESA and NEPAD.

Several routine on-line discussions through the Tanzania Knowledge Network (TAKNET) portal, Tanzania Online, Tanzania Development Gateway and various dissemination workshops have all

contributed towards enhancing the Knowledge Management and Information sharing capacity in our organization.

The first year of the new Strategic Plan has made it clear that the targeted goals are well within ESRF's reach. Our country, the region and Africa as a whole need conducive policy environment and capacity for effective attainment of set development goals, with particular importance of Millennium Development Goals beyond 2015. As a policy think tank, it is still critical for ESRF to play its roles efficiently to address all emerging socio-political changes. Among these are inclusive growth, exploration of hydrocarbons potential, the Human Development Report; only to mention a few that will be the focus in 2013.

We are glad that the United Nations Development Programme (UNDP) has shown great interest to support us in producing a country specific report on human development -Tanzania Human Development Report whose first publication will be out in 2014.

Our uttermost appreciation goes to all our stakeholders whose tireless moral, technical and material supports have enabled our flag to continue flying up high for another year. We recognize and appreciate the support extended to us from the Government and various national and international institutions during the year 2012.



**H. B. Lunogelo (PhD)**

Executive Director



## 1.0 INTRODUCTION

### 1.1 About the Economic and Social Research Foundation

The Economic and Social Research Foundation (ESRF) is an independent, not-for-profit non-governmental research institute that was established in April 1993 and commenced its operations in 1994. Its primary objectives are to undertake policy-enhancing research, strengthen capabilities in policy analysis and decision making as well as to articulate and improve the understanding of policy options in the government, the public sector, the donor community, and the growing private sector and civil society.

From its inception in the 1990s, ESRF has played a catalytic role in the country's socio-economic reforms. Since then it has evolved through four planning 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.

The first phase (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, namely: institutional capacity building; capacity strengthening of Tanzanian institutions involved in the development agenda; core research in issues concerning development, policy dialogue, the publication and dissemination of the outputs.

The third phase (ESRF III: 2002-2006), and the fourth phase (ESRF IV: 2008-2011) primarily continued with the activities started in the preceding phases, but in addition strived to ensure that there was a balance

between research, commissioned studies and consultancies, so as to reduce the high proportion of consultancies.

Many issues will continue to dominate the research agenda for informing policy formulation and development planning in the country. New issues and challenges are likely to emerge and all will be pursued by ESRF under the new Strategic Plan (2012-2015).

### 1.2 Mandate of the Economic and Social Research Foundation

The Foundation's mandate embraces the following areas of work: (i) to undertake research in public policy and in sector-oriented issues, (ii) to facilitate capacity development for government and other stakeholders of economic development, (iii) to act as a focal point for dialogue and the exchange of knowledge on economic and social issues, and (iv) to disseminate policy and researched information so as to widen the understanding of the public and dedicated groups of policy makers and researchers. Whereas ESRF has historically played a positive role in the policy formulation and economic reforms in Tanzania, there is still a broad range of challenges requiring solid policy analysis, enhanced policy dialogue, and critical questioning and thinking.

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

**Mission:** Advancing knowledge to serve the public, the government, CSOs and the private sector through sound policy research, capacity development initiatives and advocating good development management practices.

### 1.3 Strategic Objectives

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

#### Specific Objectives:

- (i) Undertake policy research and analysis to increase stakeholders' knowledge on major issues that affect the society;
- (ii) Strengthen capacity for policy analysis through innovative capacity development initiatives such as training, outreach programmes and policy dialogue;
- (iii) Increase the awareness of national decision makers on specific policy issues and options that affect the nation and the communities;
- (iv) Facilitate debate and discourse on issues pertinent to the national and regional development priorities;
- (v) Encourage national, regional and international networking around policy issues.

### 1.4 Country Context in 2012

Over the past decade, Tanzania has experienced high and relatively stable growth rates. Growth accelerated from 3.5% on average in the 1990s to 7% on average in the 2000s and has been remarkably stable over the decade. Growth in gross domestic product (GDP) has been between 5% and 7% in recent years. Tanzania has proved to be resilient to international shocks over the recent past, with effective demand-side measures both on the fiscal and monetary sides during the global financial crisis in 2009. After a year of economic rebound from the global crisis, growth decelerated again in 2011 due to a massive domestic power shortage.

The economy has been in the recovery phase since early 2012. This positive trajectory appears to have accelerated between January and March 2012, the period captured by the latest official data available. Quarterly GDP growth reached 7.1% on an annual basis, up from 6.1% a year before.

Sources of growth are rather concentrated in a few sectors. The drivers of growth over the past decade have to a large extent constituted the growth in the mining sector, telecommunications, tourism, and construction. Furthermore, there are some signs of economic diversification. For example, manufacturing value-added grew at around 8.8% from 2005 to 2010, with exports having grown by 45% annually during the same period, driven by regional exports to the East African Community (EAC) and Southern Africa Development Community (SADC) countries. However, the size of the sector remains small. At the same time, agriculture faces stagnation in its productivity growth.

Growth has also become increasingly dependent on government spending rather than on private investment. The public sector grew from 15% of GDP to over 27% over the past 15 years. This is in contrast to the formal private sector, which remains small with private investment having grown only marginally from the level of 10% to 12% of GDP in the early 2000s to 14% to 18% over the past five years.

Despite the growth of the economy, poverty remains prevalent and stagnant. One of the major problems facing the country is creation of employment opportunities for the youth; the country needs competitive labor-intensive sectors to absorb the growing youthful labor force. The current small market share of new, labor-absorbing export-oriented industries, together with inadequate human capital development (skill shortage), creates a medium-term risk of high youth unemployment.



## 2.0 THE MEDIUM TERM STRATEGIC PLAN 2012-2015

The Foundation embarked on its fifth strategic plan, in 2002. It is recognized that whether through supply-led or demand-driven initiatives, ESRF research agenda will inevitably be shaped by the evolving economic policies, the dynamics of political governance and the emerging social economic challenges emanating from the changing economic environment in Tanzania, the EAC, and worldwide.

The determination of the research priorities cited in ESRF current strategic plan has, therefore, been influenced by formal and informal consultations with potential clients, an approach that also increases the chances of ESRF being invited to participate in the planned research assignments by those clients.

At the moment, it can safely be assumed that the government and all its stakeholders are committed to achieving increased growth under MKUKUTA-II and MKUZA-II, which are sufficiently inclusive to avoid the marginalization of sections of its citizens. The Government of Tanzania is committed to the pursuit of poverty reduction to afford a better life for every citizen and an improved public service delivery. Decisions regarding the exact policy options to adopt in order to achieve such political ambitions have to be informed by well-articulated research agenda. Under the strategic research, the strategic plan focused on the following research areas:

### 2.1 Research Area One: Inclusive Growth and Wealth Creation

Tanzania's long-term development objectives require a sustained acceleration of the rate of economic growth being paralleled with a pattern of growth that ensures a robust national wealth creation that is all-inclusive and possessing a strong

impact on poverty reduction, particularly through the creation of employment, income generation and social protection measures.

This area includes initiatives at the community level to monitor how development in the economy and public policy impinges on poor households and vulnerable groups, and at the more macroeconomic level to analyze constraints on growth and the impact of growth on different sectors and social groups. This is in support of Tanzania's long-term development objectives that require sustained acceleration of economic growth and a growth pattern that ensures a robust national wealth creation.

### 2.2 Research Area Two: Social Services, Social Protection and Quality of Life

This area addresses issues of human capital, education and health care. The foundation seeks to research and understand the dynamics needed to create knowledge-based human capital to facilitate policies that will lead to the development of individuals and provide people with the ability to escape poverty.

### 2.3 Research Area Three: Natural Resources and Environment Management

In the context of escalating climate change, resource scarcity and a lack of effective management of natural resources, ESRF's research focus on these subjects is justified for a major component of its strategy. It is vital that these resources be harnessed for sustained contribution to production, a fair-share of generated income through rent and taxation, consumption and investments to achieve good returns on capital.



#### **2.4 Research Area Four: Governance and Accountability**

Hereby, ESRF addresses various issues in including, the rule of law, accountability of leaders and public servants to the people, deepening democracy, political and social tolerance, self restraint and oversight of control in the use of public resources so as to facilitate strategic intervention aimed at achieving good governance in Tanzania.

#### **2.5 Research Area Five: Globalisation and Regional Integration**

Research in this area provides data and analysis of a complex web of economic circumstances that are both global and regional in character to assist Tanzania and other EAC countries in efforts to advance regional integration, as well as to better understand the dynamics of relations resulting from changing situations.



## 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 recognized stakeholders of 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 its approval. Board Members are appointed for a maximum of two terms of three years. 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, Deputy Chairman of Tanzanite One
Ms. Usu Mallya	-	Member, Executive Director – Tanzania Gender Networking Programme
Mr. Kajubi Mukajanga	-	Member, Executive Secretary – Media Council of Tanzania
Dr. Marcellina Chijoriga	-	Member, Dean – University of Dar es Salaam, Business School
Prof. Sifuni Mchome	-	Member, Executive Secretary – Tanzania Commission for Universities

### 3.2 Technical Advisory Committee

During the year 2012, the Management of ESRF proposed establishment of the Technical Advisory Committee (TAC) that will play a key role in providing technical advice in guiding and promoting research and capacity development initiative for the Foundation. The Technical Advisory Committee consists of the following members:

1. Mr. Amon Manyama	-	Chairperson
2. Dr. Hassan Mshinda	-	Vice Chairperson
3. Ambassador Johnny Flentø	-	Member
4. Prof. Adolf Mkenda	-	Member
5. Ms. Tonia Kandiero	-	Member
6. Mr. John Ulanga	-	Member
7. Dr. Hoseana B. Lunogelo	-	Ex Officio
8. Dr. Tausi Kida	-	Secretary

### 3.3 ESRF Management

The Management Team consists of the following members:

1. Dr. Hoseana B. Lunogelo	-	Executive Director
2. Dr. Tausi Kida	-	Director of Programmes
3. Dr. Donatilla Kaino	-	Head, Research and Publications Department
4. Mr. Ernest Chiwenda	-	Head, Finance and Resource Mobilization
5. Mr. Deodatus Sagamiko	-	Head, Human Resource Department



## 4.0 STRATEGIC RESEARCH FOR POLICY AND INFLUENCE

The role of ESRF has been to carry out rigorous and policy-oriented research that generates new insights and options for promoting policies that facilitate inclusive growth. This involves research on how to involve private sector in solving the problem of youth unemployment. Other areas that needed the attention of ESRF included macro-economic management issues; the processes of globalization and financial markets; trade and trade competition; regional integration, particularly the case of the East African Community; governance in general, but more particularly economic governance related to the management of natural resources, climate change and public revenues; as well as government decentralization.

### 4.1 Supply Driven Research

During the period of January to December 2012, ESRF through its Research and Publications Department, managed to complete 9 researches that were carried forward from 2011 and was also able to initiate and complete sixteen other research projects. Some of the prominent research projects included:

#### **(i) Monitoring African Food and Agricultural Policies (MAFAP) in Tanzania:**

This study was commissioned to ESRF by the Ministry of Agriculture and Food security through FAO support. The study is undertaken by FAO in 10 African countries including Tanzania with sole purpose of understanding how the country's agricultural, food and rural development policy has developed the country. In doing so, the study used three pillars of indicators namely incentives/disincentives through prices, incentives/ disincentives through public expenditure, and the development and performance indicators. As a result, the study has produced seven

technical notes on commodity analysis for maize, rice, wheat, coffee, cotton, cashew nuts and sugar (three more to be finalized in 2013: livestock, dairy and pulses), a country report, technical note on public expenditure and a country fact sheet.

#### **(ii) Food Price Trends Analysis and Policy Options for Enhancing Food Security in Eastern Africa:**

This project is funded by the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) and it aimed to monitor food price trend for selected major food crops produced and consumed in Tanzania, Uganda, Kenya, Rwanda and Ethiopia. In Tanzania, the study analyzed three major food crops in the country; maize, rice and beans and results were presented to several stakeholders for their contributions and inputs to the study findings. However, the preliminary findings revealed that Export ban leads to undesirable effects such as increase in consumer prices and costs for doing business (due to bribes, documentation and time loss at check points).

#### **(iii) The Promotion of Agriculture - Climate Change and Trade Linkages for Development in the EAC (PACT EAC):**

ESRF in collaboration with CUTS International conducted a study that focused on Trade-Climate Change-Food Security linkages on the one hand, and on WTO discussions and negotiations on the other hand. The overall expectations of the project was to increase knowledge on climate change-food security-trade linkages to enhance capacity of and interactions among stakeholders from the region in order to devise holistic policies to better deal with climate change and food security challenges by exploiting the potential of trade as an instrument of development.





**(iv) Taping Export Opportunities for Horticulture Products in Tanzania: Do We Have Supporting Policies and Institutional Frameworks?:**

Through the support of Trust Africa, ESRF conducted a study that focused on assessing the export potential for four major categories of horticultural crops namely fresh vegetables, flowers, fruits and spices. The main objective was to present a synopsis of the status of the export sub-sector of horticulture products (performance), and investigate on the determinants of horticulture exports in Tanzania in the perspective of policy and institutional frameworks. The findings from this study showed a glimpse of hope that the sector's performance is showing signs for improvement. Horticulture products have the potential for a strong industry in Tanzania, but the industry has been given less attention..

**(v) Cooperation and Competition in Kenya and Tanzania: A Comparative Experimental Study:**

This research project was carried out in collaboration with the Norwegian School of Economics (NHH), Norway. The overall objective was to study the role of cooperation and competition in a representative sample of Tanzanian society and make comparison to the findings of a similar research that had been undertaken in Kenya in hopes of determining the economic and social development factors. The study recruited about 600 respondents from low income areas of Kinondoni district, namely the wards of Manzese and Kinondoni Moscow as a representative sample. The research was undertaken from August to December 2012.

**4.2 Demand Driven Research**

Due to increased demand from ESRF stakeholders, the Commissioned Studies unit was re-established in October 2012 as an independent department.

The department concentrates in demand driven researches within focus areas of the ESRFs strategic plan of 2012- 2015. The department plays major role in broadening the institution's reach to our stakeholders in the use of evidence - based research, influencing policy change and implementation in the Country. The department has been adding value to the institution's strategic thematic areas by providing our clients with technical advisory services through undertaking tailored evidence-based research.

The Commissioned Studies department conducted a total of 17 consultancy/projects in 2012. Out of 17 Projects 4 were completed and 13 projects were carried over to 2013 work-plan. The completed projects included:

**1. Repeat of the Household Economic Status Study for Rufiji, Mafia, Kilwa Seascape Program Area**

RUMAKI is a conservation and rural development program which has been implemented in three districts of Rufiji, Mafia and Kilwa from June 2005 to December, 2011. The overall objective of RUMAKI project was to improve the social well being of the coastal communities in the three districts while striving to conserve and sustain the marine resources.

For sustainability purposes, the project was implemented by the World Wildlife Fund (WWF) in collaboration with selected district departments in the three districts. RUMAKI programme's overall goal was to improve social economic well being of coastal communities in Rufiji, Mafia and Kilwa Districts in Tanzania through sustainable, participatory and equitable use, management, and protection of marine resources. During the initial stages of the program, a household economic study was conducted. As the project closure date was due; a repeat of the Household Economic Status

Study was paramount. Hence this assignment was commissioned to ESRF in December 2011, to enable the programme to:

1. Establish data and information through which the impact of the RUMAKI collaborative fisheries management and livelihoods development initiatives can be measured;
2. To conduct an analysis of collected data and information to find out socio-economic changes and their impacts over time compared to situation before commencement of RUMAKI programme; and,
3. Conduct and evaluate the impact of livelihood activities within Mafia Island Marine Park against the baseline gathered in the year 2003.

## **2. Facilitating the Post -2015 Development Agenda Consultations in 7 zones in Tanzania**

The eight Millennium Development Goals (MDGs) which range from halving extreme poverty to stifling the spread of HIV/AIDS and providing universal primary education ends in 2015. As the 2015 MDG deadline approaches for achieving the “Millennium Development Goals” – the global benchmarks for tackling poverty are debatable and questions are growing louder about how far we have achieved and what next to be done.

In that context ESRF was appointed to lead the consultations at a sub-national (regional) level in 7 zones in Tanzania to stimulate the debate on the future global development agenda, and to produce a concrete report on the desired Post-2015 development goals. The consultation process had to



*Post MDG 2015 Consultation Workshop for LGAs and CSOs - Western Zone, Shinyanga Tanzania: Participants in a group discussion*



address the new and emerging issues, be inclusive, balanced, bottom-up and embrace a broader dialogue of stakeholders. The broader discussions should cover major issues in the country and also include real and emerging challenges in Tanzania. The consultations were to include in process of capturing the voices of the voiceless and ideas of youth, children, and the under-represented groups in societies, the poor and vulnerable groups. The objectives and outcomes of the consultations were as follows:

- i. Provide critical inputs to Tanzania's development agenda and build a shared global vision on the ***Future We Want***, with clear recommendations for governments, civil society and broad stakeholders;
- ii. Provide national influence to the intergovernmental processes so that they align the global development agenda with the aspirations of the Tanzanian government as well as those of other actors, e.g. civil society; and
- iii. Provide useful information for adjusting the planning processes and development frameworks at country level.

Other completed projects in the reporting period include:-

1. Rapid assessment on the status of women in public Research and Development institutions in Tanzania, a UNESCO funded project;
2. Draft policies for the Agricultural Sector in South Sudan. Funded by the Government of South Sudan;
3. Benchmarking Agriculture Domestic Sesame Trade Policies and Practices in Tanzania with reference to Ethiopia as the best practice. Funded by SNV; and

4. Data Entry for T21 baseline survey forms. Funded by STS International.

The list below indicates on-going projects as of December 2012:

1. Zanzibar International Airport Passenger Satisfaction Survey commissioned by the Ministry of Infrastructure and Communication, Zanzibar;
2. A Feasibility Study for the Implementation of an Education Management Information System (EMIS) and E-Library System for all Higher Education and Research Institutions in Tanzania commissioned by COSTECH;
3. Infrastructure development for modern and market oriented agriculture in Tanzania commissioned by POPC;
4. Evaluation of the Institutional Framework to Facilitate Tanzania's Industrialization process commission ETC Foundation commissioned by POPC;
5. ASDS Review/MOFC commissioned by JICA;
6. Study on Various fees and Preparation of Optimal formula for universities fees based on social- economic and political considerations in Tanzania commissioned by TCU;
7. Tanzania Monitoring and Evaluation II commissioned by TNEM;
8. ASARECA Review of Completed Projects/ Cardno commissioned by CARDNO;
9. COSA-Tanzania sustainable coffee production survey commissioned by the Committee on Sustainability Assessment (COSA);
10. Country evaluation of GEF projects in environment commissioned by the World Bank;
11. Data Quality Assessment to Implementing Partner commissioned by The Mitchell Group; and
12. Post 2015 MDG National Consultation commissioned by UNDP.

## 5.0 CAPACITY DEVELOPMENT FOR POLICY RESEARCH, ANALYSIS AND MANAGEMENT

### 5.1 Governance and Capacity Building Department

The launch of ESRF's Medium Term Strategic plan marked a significant turnaround for the Governance and Capacity Building Department's core activities. The department's resources, both financial and technical, are refocused at revisiting its main objective of capacity building, by focusing more on tailor made training courses. This turnaround is also a demand driven consequence. However, this does not signify nullification of supply driven courses.

### 5.2 Capacity Development Activities

In 2012, the department successfully targeted change agents through long term trainings to individuals, carefully selected and monitored. This ensures that, communities which they hail from gain relevant knowledge through Post Graduate Diploma in Poverty Analysis and the Ford Foundation International Fellowship Program (IFP) facilitated

by ESRF. This is substantiated by the alumni projects within communities and testimonials of change through documentaries, newsletters, television appearances and publications.

The department has been keen to listen to the demands of its stakeholders and has managed to provide a platform for discussions on issues pertinent to development through knowledge sharing workshops and policy dialogues. Further to this, visibility of ESRF's work at a national context was achieved through the organization of the Annual Research Conference on "Unleashing Growth Potentials in Tanzania: Lessons and way forward in creating inclusive growth". This has formed a good base for practical implementation of the planned Biennial Development Forum on Vision 2025 which is targeted to be undertaken in consortium with two line ministries and four other strategic research institutions in Tanzania.



*Participants of the 2012 FANRPAN Regional Policy Dialogue*

### 5.3 Dissemination – Workshops and Policy Dialogue Seminars

The Economic and Social Research Foundation has been reaching out to various stakeholders through the use of various knowledge dissemination avenues such as trainings, policy dialogues and information sharing sessions in order to ensure that targets set in the National Development Vision 2025 of having a well-educated population and one that craves for continuous learning are realized.

#### 5.3.1 Knowledge Sharing Workshops

A total of (9) policy dialogue forums and ten (10) knowledge sharing workshops were conducted between January and December, 2012. These included the *National Conference add on Unleashing Growth Potentials in Tanzania: Lessons and Way Forward in Creating an Inclusive Growth* which involved more than 100 higher ranking stakeholders drawn from Government, NGOs, higher learning institutions, Research Institution, etc. The workshop aimed to provide a forum for stakeholders to exchange views and experiences for unlocking Tanzania's growth potentials by learning from the local and

international experiences. The aim of the forum was to come with recommendations for the realization of an inclusive economic growth as stipulated in the national development vision (TDV 2025) through in-depth discussion among stakeholders which could assist in raising awareness among local and international stakeholders on the challenges facing Tanzanian Government in designing and financing economic development programmes.

Other workshops received high attendance from the Public, Private, Non Governmental Organization, and Civil Society Organization include:

- (i) FinScope 2009 Survey dissemination to Members of the Parliament – the Economic and Finance Committee;
- (ii) Price Trend Analysis and Policy Implications in Eastern Africa Project (ASARECA);
- (iii) Launching Ceremony of the ESRF Strategic Plan 2012-2015;
- (iv) Unleashing Growth Potentials in Tanzania: Lessons and Way Forward in creating an inclusive growth;



*Guest of honour Hon. Saada Mkuya Salum, Deputy Minister Finance and Economic Affairs with other dignitaries, during the Opening of the ESRF Annual Conference titled Unleashing Growth Potentials in Tanzania: Lessons and Way Forward in Creating an Inclusive Growth*



*Dr. H.B. Lunogelo receiving a book titled "BREAK YOUR OWN RULES" from Dr. Avis Alexandria Jones-DeWeever, Guest speaker from USA*

- (v) Comprehensive African Agricultural Development Programme (CAADP) under the Guiding Investments for Strengthening Agricultural Markets (GISAMA);
- (vi) The CAADP National Multi - Stakeholder Dialogue;
- (vii) Conference on Elections and Transition to Democracy in Africa - Collaboration with AARF from Nairobi, Kenya;
- (viii) Publiclecture on "Women Empowerment; from Dr. Avis Alexandria Jones-DeWeever, organized in collaboration with the US Embassy Dar es Salaam;
- (ix) Monitoring African Food and Agricultural Policies Project (MAFAP) Regional Workshop. ESRF/ Food and Agricultural Organization (FAO);
- (x) 2012 Africa Capacity Development Report (Africa-CDR): Validation Workshop for Tanzania Country Profile.

**5.3.2 Policy Dialogue Seminars: Platform to Inform Policy Making Process**

The policy Dialogues continued to provide adequate and free discussion fora to a wider stakeholder community in 2012. This was achieved by organizing seven (7) policy dialogue seminars. The dialogues have made a significant impact to participants in policy making and management. One of the organized dialogues was **Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) Annual Policy Dialogue**. The dialogue focused on research evidence from different countries on the theme **"From Policy to Practice: Advocating for the Active Engagement of the**



*The Guest of Honor, Deputy Permanent Secretary, Ministry of Finance Dr. Sevacius Likwelile (centre) cutting ribbon to officiate the launching of the ESRF Medium Term Strategic Plan 2012-2015. Left is the Executive Director of the Economic and Social Research Foundation Dr. Hoseana B. Lunogelo and (Right) is ESRF Board Chairperson Ms. Ruth Mollel. —The ceremony was held at Kilimanjaro Kempinski Hotel.*



*Dr. H.B. Lunogelo, the Executive Director ESRF, with 2012 FANRPAN Regional Policy Dialogue Steering Committee Members Receiving Special FANRPAN Award from FANRPAN Chairperson Sindiso Ngwenya*

**“Youth in the Agricultural Value Chain”** based on the various linkages between agriculture and other related sectors.

The 2012 FANRPAN Regional Policy Dialogue was attended by senior government officials from within and outside, representatives of regional economic organizations such as SADC and COMESA, NEPAD, donor organization, network partners, FANRPAN Board members and country nodes representing farmers’ organization, agri-business, development partner agencies and parliamentarians.

The meeting was officiated by the President of the United Republic of Tanzania H.E Dr. Jakaya Mrisho Kikwete.

**Other dialogue included:**

- (i) The First National Reference Group for the “Promoting Agriculture - Climate – Trade Linkages in the East African Community (PACT EAC) Project under the Consumer

Unit and Trust Society International in Geneva (Cuts – Geneva);

- (ii) Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) Annual Policy Dialogue;
- (iii) Policy Dialogue on Land Management System, Urban Governance and Leadership: The Future of Urban Tanzania: Empirical Findings From Dar Es Salaam;
- (iv) Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) Regional Visioning Meeting for the Preparation of FANRPAN Annual Policy Dialogue;
- (v) National Consultative Meeting on Food Price Trends and Policy Implications (ASARECA);
- (vi) Launching Meeting of the National Consultation Process on the Post- 2015 Global Development Agenda;
- (vii) Policy Dialogue on East Africa Community - Regional Integration Implementation Process.



*The 2012 FANRPAN High Level Regional Food Security Policy Dialogue Steering Committee Members in a group photo with H.E. Jakaya Mrisho Kikwete, President of the United Republic of Tanzania*

**5.3.3 Mentoring/Coaching University Students:**

ESRF provides students from various national and international universities an opportunity for field attachment. Under this programme, students are imparted with practical knowledge related to social and economic research and policy analysis. In 2012, a total of 34 (31 local and 3 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, School of library Archives and Documentation Studies, Institute of Finance Management, Techno Brain, Centre for Foreign Relations, Moshi University Collage of Co-operative and Business Studies, (MuCCoBS) Sokoine University of Agriculture (SUA), Saint Augustine University of Tanzania (Mwanza) and Tumaini University. The International Students came from the University of California, Los Angeles and University of Copenhagen, Denmark.



*ESRF Interns working on different assignments*





## 6.0 INFORMATION AND KNOWLEDGE MANAGEMENT

ESRF knowledge management services together with information technology and communication, provides an adequate backbone for a stronger national and regional knowledge management in the areas of policy analysis and development management and research communication. Beneficiaries of ESRF knowledge management are both ESRF researchers and a broad range of policy analysis stakeholders. The department pursues courses of action that ultimately ensure that it effectively disseminates and communicate its own and other knowledge generated by collaborating institutions, to the broader community.

***The Foundation's website is well maintained and up dated. It has new features such as face book, twitter and blog***

The Department supports research, capacity building and consultancy activities through facilitating availability of physical and online resources to both staff and the general public. The

Department updates and hosts an automated Library and other online initiatives - the Tanzania Online, Tanzania Development Gateway and Tanzania Knowledge Network (TAKNET).

International experts were hired to conduct the evaluation of Tanzania online and TAKNET projects. The outcome of the review was positive, and indicated the need for the initiatives. Likewise, the department supported the communication process of a project titled "Post 2015 Development Agenda: consultation process for Civil Societies and Local Government Authorities in Tanzania".

The department successfully branded the Foundation through media, newspaper, radio, television, e-brief and revamped the website with new features. The use of internet as a communication channel and popular social networking tools such as facebook, twitter, blogs and you tube to improve the interaction and engagement of different stakeholders was intensified in 2012. During the year A feasibility study for the implementation of Education Management Information System and



*Members of the study team in a group photo with participants during the presentation of the report on the Feasibility study for the implementation of an Education Management Information System (EMIS) and "e-library" system for higher education and research institutions in Tanzania*



*Dr. H. Bohela Lunogelo, Prof. Louis Fourie, Prof. Justinian Galabawa , Mrs. Margareth Nzuki and Ms. Sarah Makoye during the presentation of the report on the Feasibility study for the implementation of an Education Management Information System (EMIS) and “e-library” system for higher education and research institutions in Tanzania*

E-library in the Institutions of Higher Learning and Research Institutions in the country was conducted.

### 6.1 Library and Online Resources

The library supports the core functions of the Foundation through provision of knowledge and information services to researchers and other staff. Outside users such as Government officials, academicians and researchers also benefits from the library services, which include access to 45 electronic databases of journal resources and online documents delivery services from the British Library for Development Studies (BLDS). The Library provides reference services and internet search for ESRF staff and other visiting researchers. Computers are also available for library users to search library resources and the internet.

### 6.2 Tanzania Online

Tanzania Online offers free of charge access to current publications on development about Tanzania. In 2012 more than 900 documents were linked or entered into the database. Newspaper-clippings were processed and entered into the newspaper-clipping database and jobs posted into the job search database.

***To date the number of visitors has reached an average of 25,000 per day and the online subscribers who receive the monthly current awareness list increased to more than 38,000***





### 6.3 Tanzania Development Gateway

TzDG continues to provide and promote online networking, sharing and exchange of knowledge and information in Tanzania. The KM department continues to maintain the initiative by uploading articles, reports, presentations, and links on the Gateway databases.

### 6.4 Tanzania Knowledge Network

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 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 2012, the moderated topics include;

- *National Conference On “Unleashing Growth Potentials In Tanzania: Lessons And Way Forward In Creating an Inclusive Growth”*
- *Africa Human Development Report 2012: Towards a Food Secure Future*
- *A Better future for All: Is Equitable and Sustainability of Tanzanian Socio and Economic Development Feasible?*

### Communication

The Knowledge Management department assures proper and smooth communication between the Foundation and its diversity of stakeholders. It maintains the Foundation’s credibility through the use of the available media, coordinating, promoting as well as marketing Foundation’s products and services to stakeholders. In the year 2012, the communication section continued to work with stakeholders to spread key messages to appropriate beneficiaries. This work was archived via exhibitions, media coverage and other online and offline marketing tools .

### Information Technology

The Knowledge Management department through IT Unit continues to maintain the operational and administrative efficiency of the existing IT systems. It provides support to researchers and other staff for effective use of the ICT resources.

ESRF provides ICT support to the following clients; Uongozi Institute, Tanzania Mems (USAID) and Tanzania and Monitoring Project. ESRF hosts several Government and other institutions websites including; the National Website ([www.tanzania.go.tz](http://www.tanzania.go.tz)), e-Government of Tanzania ([www.ega.go.tz](http://www.ega.go.tz)), Ministry of Labor ([www.kazi.go.tz](http://www.kazi.go.tz)), The Ministry of Education and Vocational Training ([www.moe.go.tz](http://www.moe.go.tz)), The National Examination Council ([www.necta.go.tz](http://www.necta.go.tz)) just to mention a few.



## 7.0 REGIONAL AND INTERNATIONAL PROGRAMMES AND NETWORKS HOSTED AT ESRF

### 7.1 Post-Graduate Diploma in Poverty Analysis (PGD)

In 2012, ESRF continued to host a one-year programme, Postgraduate Diploma in Poverty Analysis (PgD). The Postgraduate Diploma in Poverty Analysis programme is an international – based standard programme aiming 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 interdisciplinary in nature.

The programme aims to make a contribution towards enhancing the quality and effectiveness of policies concerned with poverty reduction and protection of the poor. The underlying main objective is to enhance research capabilities for policy analysis in institutions of higher learning, government and other public institutions, NGOs, private organisations, consultancy firms, and donor agencies and also to develop the capabilities of ESRF and REPOA to further their mandates of providing effective and efficient training in capacity building for poverty reduction and the social protection of the poor in Tanzania.

In line with ESRF Strategic Plan 2012-2015 which focuses on undertaking policy research and analysis to increase stakeholders' knowledge on major issues that affect the society and strengthen capacity for policy analysis through innovative capacity development initiatives such as training, outreach programmes, and policy dialogue; the PGD programme has accomplished in training 184 young mid-career professionals in Tanzania who

have been pursuing a career in research and policy analysis. These young professionals are working for government ministries, other public institutions, NGOs, private organisations, consultancy firms and donor agencies.

The following is the summary of completed activities of year 2012 :

- (i) *Conducted Second Workshop on Research Methods;*
- (ii) *Delivered ten units on Policy Analysis For Poverty Reduction;*
- (iii) *Conducted Assessment (examination process) for the Second Semester*
- (iv) *Conducted Third Workshop on Policy Analysis for Poverty Reduction;*
- (v) *Finalized the development and supervision of students' Research Papers;*
- (vi) *Conducted Selection for the 8<sup>th</sup> Cohort (2012/2013)*
- (vii) *Conducted 7<sup>th</sup> Cohort Graduation.*

**Graduation ceremony for PGD 7<sup>th</sup> cohort was conducted on 1<sup>st</sup> September 2012 at Double Tree Hotel, Dar es Salaam. Prof. Idris Kikula, Vice Chancellor, University of Dodoma, officiated the ceremony**



*Group picture: Guest of Honor Prof. Idris Kikula (Vice Chancellor - Dodoma University); Heads of ESRF, REPOA, ISS and UNDP, 7th Cohort graduates together with the teaching team.*

#### **Announcement of the MA. in Development Studies at ISS**

**ESRF/REPOA/ISS have announced applications for MA in Development Studies. The course is jointly delivered and managed by the three institutions, where ISS is the Masters Degree awarding institution. The two Majors of the ISS Masters' in Development Studies that were proposed for this arrangement were Social Policy for Development (SPD) and Agrarian and Environmental Studies (AES). After students have completed the 10-months Postgraduate Diploma in Poverty Analysis programme, which runs from August-June, successful students will have the opportunity to apply (as a form of lateral-entry student) to the MA Development Studies at ISS, with an exemption to be given for the whole first term at ISS (September-December).**



*Ms. Patricia Mwesiga Lyatuu, Assistant Lecturer at the Mwalimu Nyerere Memorial Academy, receiving flowers from the guest of honour in recognition of best research paper entitled "Effects of Land Access on Livelihood Strategies in Rural Densely Populated Areas of Tanzania"*

(viii) **Conducted the Introductory Workshop (Foundation Course) on Conceptual Issues**

(ix) **Launched a New Website and Discussion Forum**

### 7.2 The International Fellowship Programme (IFP-Tanzania)

The IFP-Tanzania program is coming to an end after selecting the last cohort in April 2010 and doing placement in 2011. The program has produced a hundred and eighteen alumni (118) to-date with eight fellows still studying in the USA. There was paramount need to build a good IFP Legacy in Tanzania. This was realized by strengthening the alumni association TIFPA so that social justice activities continued as were implemented.

#### Civic Education for the Formulation of New Constitution in Tanzania

In addition to the IFP Core Grant (2012/2013), ESRF administered the Tanzania IFP Alumni Grant on Civic Education Project for the Formulation of the New Constitution in Tanzania (Phase Two) for the year 2012/2013. The Thematic Group in the Law and Human Rights Spearheaded the Education

project by community participation through Public Engagement meetings in Dar es Salaam, Mbeya, Mwanza, Tanga and Arusha.

The IFP International Partners (IPs) from Africa and the Middle East met in Dar es Salaam, Tanzania, from September 19-24, 2012. The IFP Tanzania team from the Economic and Social Research Foundation-ESRF was represented by the Executive Director, Dr. Hoseana B. Lunogelo, IFP Program Coordinator, Margaret Kasembe and the Assistant Coordinator, Ernest Mufuruki served as hosts.

Since this was the final regional meeting for the Africa/Middle East partners, the sessions focused on the final 'deliverables' and end of program requirements. Topics included:

- Legacy Building Activities (alumni, communications, research and new partnerships)
- Final Administrative Issues (Fellows, final grant reports and office closing procedures)
- IFP 'Legacy' Website



*Civic Education Seminar for Media & Performing Artists at the Landmark Hotel in Dar es Salaam August 2012*



- IFP Global Archives and IIE Tracking Project
- Final Reports
- Reflections on a Decade of IFP

The overall objectives of the meeting were: 1) to celebrate a decade of IFP; 2) to plan carefully for the program's final 'close-out' phase; and 3) to reflect on IFP from both a professional and personal perspective.

### Partnership with Human Capacity Developers

The IFP deliberately made efforts to establish collaboration through strategic partnerships with key stakeholders in higher education with a focus on awareness creation of the IFP model through Policy Dialogue Seminars. Two IFP Policy Discussion Forums were organized and hosted in two sessions, in which the IFP Legacy was much enhanced with regard to social justice in the light of higher education funding and higher education contribution to key development issues in the country. Bringing together views and opinions from the government, civil society, private sector, academia, donor community and other stakeholders, the organized policy dialogues managed to come up with recommendations on

which the government is now working in order to improve the higher education sector. Two policy Briefs were produced, IFP Policy Brief No. 1 and No.2, Titled "Harmonization of funding for Higher Education in Tanzania" and "Higher Education in Tanzania and Its Critical Contribution to Leadership for Social Justice and Sustainable development".

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 2012, the department performed 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.

### Promoting Partnership for the IFP Model Sharing

At a National Consultative Meeting in November 2012, IFP was applauded and viewed as the best role model for attaining Higher Education for Sustainable Development due to its extensive reach in the communities. Its alumni were demonstrated as vehicles for leadership for social change and justice. We can only hope that UNESCO will continue to push for emulation of IFP role model by other stakeholders of higher education through the Ministry of Education and other scholarship agencies.



## 8.0 INSTITUTIONAL INFRASTRUCTURE

### 8.1 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 period under review, the management recruited a total of two new staff members namely Mr. Danford Sango as Assistant Research Fellow specializing in Agricultural Economics and Mr. Richard Ngilangwa as Research Assistant. Mr. Ngilangwa has been assisting and backstopping ESRF Publications such as Newsletters, Discussion Papers, Policy Briefs, Policy Dialogues, Brochures and Booklets.



*Mr. Richard Ngilangwa- Research Assistant*

Management also appointed Mrs. Margareth Kasembe who is the IFP Country Programme Coordinator (ESRF Collaborative Programme) as the Head of Governance and Capacity Building Department to replace Ms. Dora Semkwiji who resigned. Her long experience in capacity development will certainly assist in revamping the department. These new recruits add up to the numbers of staff to 31 of which 10 are researchers, 18 are support and administrative staff and 3 are collaborative programmes staff.

The gender distribution by December, 2012 was 19 males and 12 females. The Foundation also has a substantial network of consultants and research associates who work on projects with ESRF staff on collaborative basis.

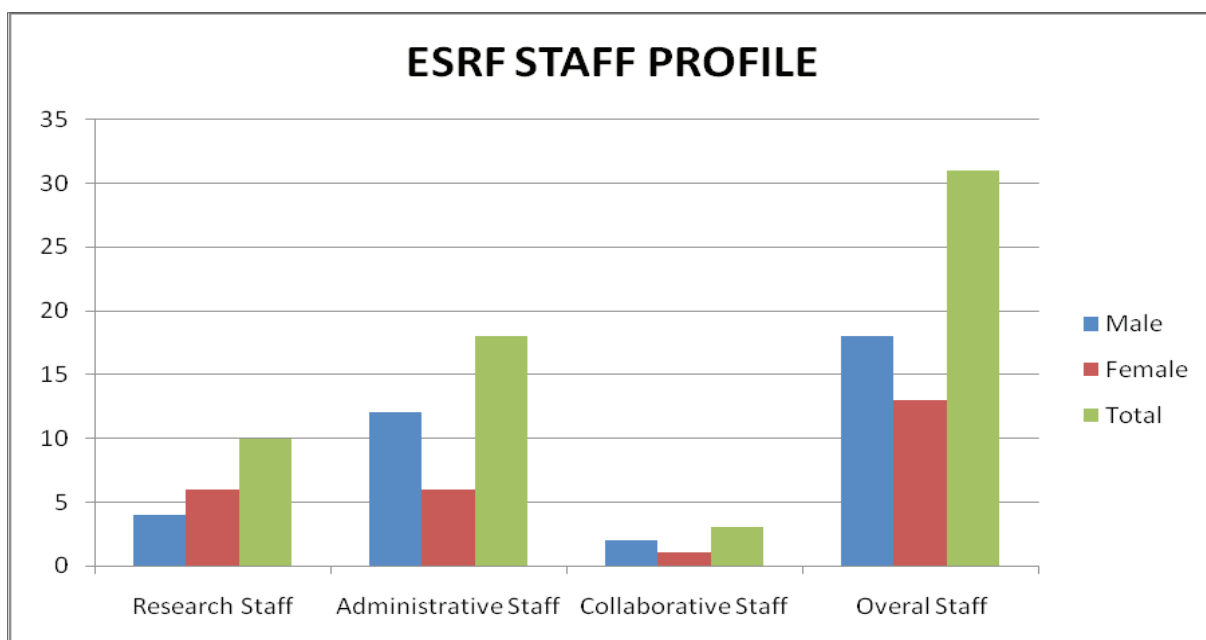


*Mr. Danford Sango- Assistant Research Fellow*





*ESRF Staff Profile by December, 2012*



**8.2 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 requisite 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.

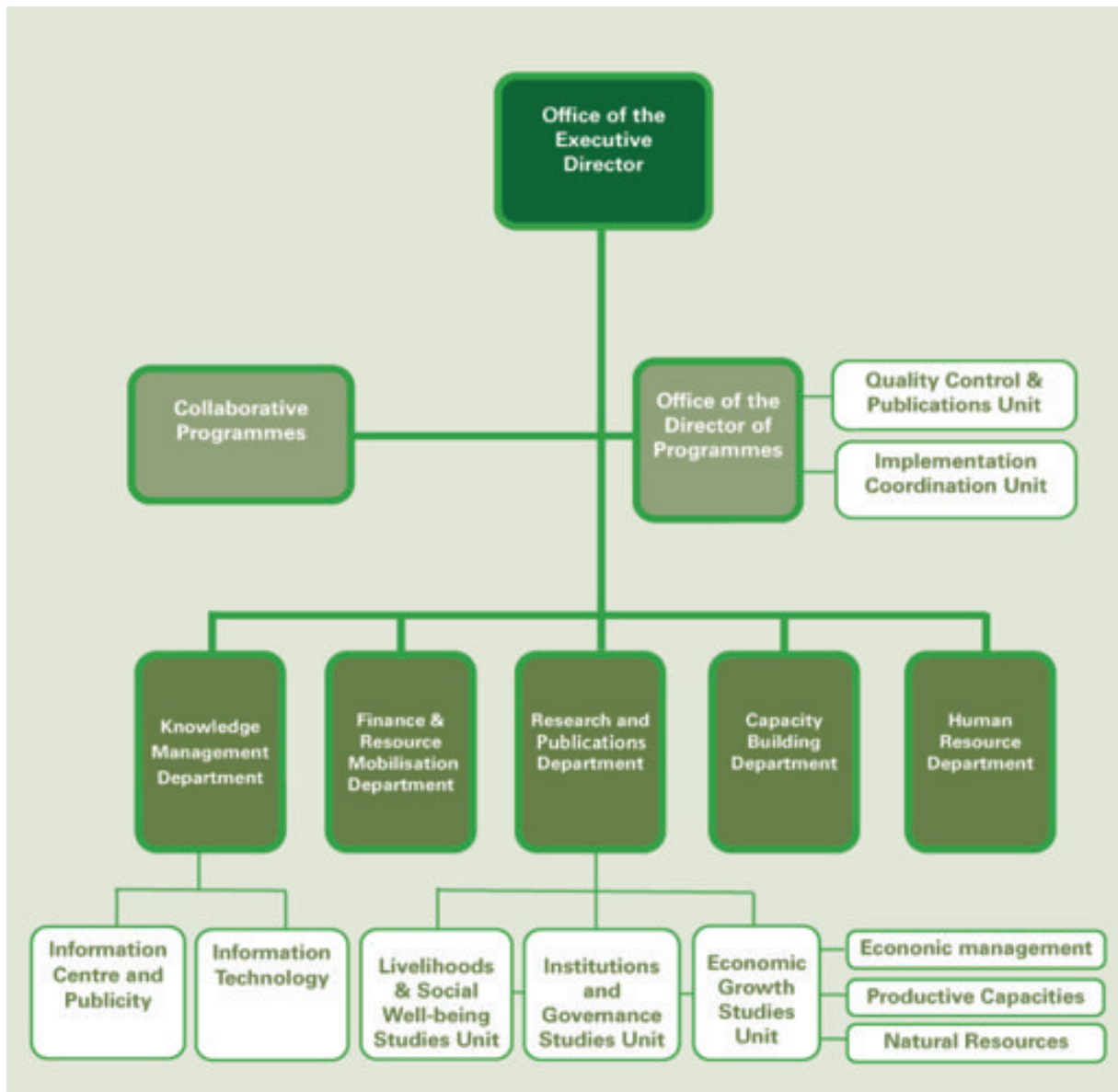
In 2012, a number of staff were trained in various areas of competencies including research

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 and others to undertake various professional and management development courses.

For example, two staff members at Management level attended a training on Management and Leadership Development for Women in Management. Other members of staff attended various continuous professional development courses in areas such as Research Methodology, Monitoring and Evaluation, Financial Management, Network Security, Communication Strategy Skills, Office Management and Administration skills etc.



8.3 Organisational Chart





## 9.0 FINANCIAL REPORT 2012

### 9.1 Introduction

The Board of Trustees submitted their report and the audited financial statements for the year ended 31<sup>st</sup> December, 2012 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 the 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 2012. 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 31<sup>st</sup>December, 2012 as set out on pages 36 to 39. 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 ESRF as at 31<sup>st</sup>December, 2012 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: ..... 08/05/2013 .....



## ECONOMIC AND SOCIAL RESEARCH FOUNDATION

### A STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE PERIOD ENDED 31<sup>ST</sup> DECEMBER, 2012

INCOME	NOTE	31.12.2012	31.12.2011
		USD	USD
Revenue Grants	11	1,321,892	1,401,992
Income From Commissioned Studies		673,448	536,536
Other Income	12	68,442	78,876
Amortization of Capital grants		11,199	11,449
From Capacity Building	12A	<u>82,506</u>	<u>0</u>
<b>TOTAL INCOME</b>		<b><u>2,157,487</u></b>	<b><u>2,028,853</u></b>
<b>EXPENDITURE</b>			
Programme Activities	13	1,005,416	857,854
Personnel Emoluments	14	964,241	894,549
Administrative Expenses	15	170,234	174,451
Staff Welfare and Incentives	16	66,896	58,379
Repairs and Maintenance	17	52,697	73,315
Telephone, Fax and Postage	18	45,604	35,229
Electricity and Water	19	34,746	22,437
Audit Fees and Expenses		11,800	11,800
Bank Charges		4,774	7,461
Amortization – Intangible Assets		3,082	3,081
Depreciation		<u>51,864</u>	<u>45,882</u>
<b>TOTAL EXPENDITURE</b>		<b><u>2,411,354</u></b>	<b><u>2,184,680</u></b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b><u>(253,867)</u></b>	<b><u>(155,827)</u></b>



**A STATEMENT OF FINANCIAL POSITION AS AT THE END OF THE PERIOD  
31<sup>ST</sup> DECEMBER, 2012**

NON CURRENT ASSETS	NOTE	31.12.2012	31.12.2011
		USD	USD
Property, Plant and Equipment	2	1,621,312	1,624,020
Intangible Assets	3	7,133	10,215
<b>CURRENT ASSETS</b>			
Accounts Receivable and Prepayments	4	136,330	161,802
Cash and Bank Balances	5	<u>279,746</u>	<u>611,076</u>
<b>TOTAL CURRENT ASSETS</b>		<b><u>416,076</u></b>	<b><u>772,878</u></b>
<b>TOTAL ASSETS</b>		<b><u>2,044,521</u></b>	<b><u>2,407,113</u></b>
<b>EQUITY AND LIABILITIES</b>			
<b>GRANTS AND RESERVES</b>			
Capital Grants	6	103,573	64,976
Revaluation Reserve	7	1,123,122	1,123,122
Accumulated Surplus ( Deficit)		<u>400,347</u>	<u>504,566</u>
<b>TOTAL GRANTS AND RESERVES</b>		<b><u>1,627,042</u></b>	<b><u>1,692,664</u></b>
<b>DEFERRED REVENUE GRANTS</b>	<b>8</b>	<b>131,828</b>	322,189
<b>CURRENT LIABILITIES</b>			
Advance Payment	9	0	3,600
Accounts Payable and Accruals	10	<u>285,651</u>	<u>388,660</u>
<b>TOTAL CURRENT LIABILITIES</b>		<b><u>285,651</u></b>	<b><u>392,260</u></b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b><u>2,044,521</u></b>	<b><u>2,407,113</u></b>



## A STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 31<sup>ST</sup> DECEMBER, 2012

CASH FLOW / (OUTFLOW) FROM OPERATING ACTIVITIES	31.12.2012	31.12.2011
	USD	USD
Surplus/(Deficit) for the Year	(253,867)	(155,827)
Adjustments for Non-Cash Items: -		
- Depreciation	51,864	45,882
- Amortization of Intangible Assets	3,082	3,081
- Adjustment of Net Book Value – Transferred to Prepayments	6,274	0
- Adjustment to Accumulated Fund	<u>149,648</u>	<u>1,054,819</u>
<b>CASH INFLOWS/(OUTFLOWS) BEFORE WORKING CAPITAL CHANGES</b>	<b><u>(42,999)</u></b>	<b><u>947,955</u></b>
<b>MOVEMENT IN WORKING CAPITAL</b>		
(Increase)/ Decrease in Accounts Receivable and Prepayments	25,472	(28,178)
Increase / (Decrease) in Accounts Payable and Accruals	<u>(106,609)</u>	<u>(41,180)</u>
<b>NET CHANGES IN WORKING CAPITAL</b>	<b><u>(81,137)</u></b>	<b><u>(69,358)</u></b>
<b>TOTAL CASH INFLOWS/(OUTFLOWS) FROM OPERATING ACTIVITIES (A)</b>	<b><u>(124,136)</u></b>	<b><u>878,597</u></b>
<b>CASH OUTFLOW TO INVESTING ACTIVITIES</b>		
Purchase of Intangible Assets	0	0
Purchase of Property, Plant and Equipment	<u>(55,430)</u>	<u>(32,151)</u>
<b>TOTAL CASH OUTFLOWS TO INVESTING ACTIVITIES (B)</b>	<b><u>(55,430)</u></b>	<b><u>(32,151)</u></b>
<b>CASH FLOWS/(OUTFLOWS) FROM/ (TO) FINANCING ACTIVITIES</b>		
Capital Reserve	0	(30,000)
Deferred Income	(190,361)	322,189
Capital grants	<u>38,597</u>	<u>(1,033,008)</u>
<b>TOTAL OUTFLOWS FROM FINANCING ACTIVITIES (C)</b>	<b><u>(151,764)</u></b>	<b><u>(740,819)</u></b>
<b>NET INCREASE(DECREASE) OF CASH AND CASH EQUIVALENT</b>	<b><u>(331,330)</u></b>	<b><u>105,627</u></b>
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>	<b><u>611,076</u></b>	<b><u>505,449</u></b>
<b>CASH AND CASH EQUIVALENTS AS AT DECEMBER</b>	<b><u>279,746</u></b>	<b><u>611,076</u></b>



**A STATEMENT OF CHANGE IN EQUITY FOR THE PERIOD  
ENDED 31<sup>ST</sup> DECEMBER, 2012**

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
Amortized	(16,093)	0	0	0	(16,093)
<b>As At 31.12.2011</b>	<b><u>64,976</u></b>	<b><u>0</u></b>	<b><u>504,566</u></b>	<b><u>1,123,122</u></b>	<b><u>1,692,664</u></b>

Particulars	Capital Grants	Capital Reserve	Accumulated Surplus/ (Deficit)	Revaluation Reserve	Total
	USD	USD	USD	USD	USD
As At 01.01.2012	64,976	0	504,566	1,123,122	1,692,664
Adjustments-Capital Grants Transferred to Accumulated Surplus (Note 20)	0	0	149,648	0	149,648
Additions	49,796	0	(253,867)	0	(204,071)
Amortized	(11,199)	0	0	0	(11,199)
<b>As At 31.12.2012</b>	<b><u>103,573</u></b>	<b><u>0</u></b>	<b><u>400,347</u></b>	<b><u>1,123,122</u></b>	<b><u>1,627,042</u></b>





## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED

31<sup>ST</sup> DECEMBER, 2012

### NOTE 1.0 PRINCIPAL ACCOUNTING POLICIES

#### 1.1 Basis of Accounting

These financial statements have been prepared on 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 recognized 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 class basis except for motor vehicles) was computed on 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 4.0%
- Motor Vehicles 25.0%
- Computers 20.0%
- 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 derecognized 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. carrying amount being higher than the recoverable amount.

#### 1.3 Impairment of Receivables

Receivables are initially recognized at fair value and subsequently measured at value less allowance for bad and doubtful debts. 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 yearend 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 in the income statement.

#### 1.5 Cash and Cash Equivalents

Cash and cash equivalents are carried in the financial position at face value. For the purpose of statement of changes in 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 noncurrent assets. Grants related to depreciable assets are usually recognized 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 recognized in the income statement upon receipt. Funds received from donors to finance specific expenditure (in accordance with signed agreements between ESRF and Donors) are recognized 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 recognized and presented in the financial statements when the Foundation has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made. When the Foundation expects a provision to be reimbursed, e.g. Audit fees, the reimbursement is recognized as a separate asset only when the reimbursement is virtually certain.

### 1.8 Income Recognition

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

### 1.9 Employee Benefits

#### (i) Gratuity Arrears

Gratuity is payable to employees upon completion of their employment contracts. The related liability is accrued monthly as an expense in the accounts of the Foundation on the basis of the basic salary of each employee.

#### (ii) Short Term Benefits

The cost of all short-term employee benefits such as salaries, employees' entitlements to

leave pay, medical welfare, incentives, other contributions etc. are recognized during the year in which the employees render the related services.

#### (iii) Terminal Benefits.

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

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

### 1.10 Accounting for Government Grants

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



### 1.11 Computer Software

Acquired computer software licenses are capitalized on the basis of the costs incurred to acquire and to bring to use of the specific software. The costs of acquiring the software that is regarded as an integral part of some identifiable hardware are recognized as part of the cost of the hardware.

The cost of acquiring other software are recognized as intangible assets of indefinite useful life when the rights of acquiring the assets are conveyed to the University for unlimited term of renewal and therefore, these assets are not amortized.

However, the useful lives of these assets are reviewed at every end of year under review to determine whether events and circumstances continue to support an indefinite useful life assessment for

### DONORS FOR THE YEAR 2012



- African Capacity Building Foundation (ACBF)
- Other Income
- Global Development Network (GDN)
- Research Funds
- Ministry of Finance
- International Development Research Centre (IDRC)

the assets. If they do not, the change in the useful life assessment from indefinite to finite shall be accounted for as a change in an accounting estimate.

### 10.0 ESRF PUBLICATIONS

#### Discussion Papers

1. Provision and Access of Health Care Services in the Urban Health Care Market in Tanzania. - Dr. Tausi Kida, 2012;
2. Health Services Delivered by the Bukoba Municipal Council: What has Quality Got to Do with It? – Venance Shillingi and Darlene K. Mutalemwa, 2012;
3. Governance in Mining Areas in Tanzania with Special Reference to Land Issues. - Dr. Furaha Lugoe, 2012;
4. Is the Southern African Development Community (SADC) Suitable for a Monetary Union? - Monica A. Hangi, 2012;
5. The Role of Mobile Phones on Sustainable Livelihood. A.K. Hassan and Dora Semkwiji, August 2011;
6. Improving Public Private Partnership (PPP) in Health Services Delivery in Tanzania: Success and Constraints Dr. O Mashindano, Dr. F. Kessy and Prof. Josephat Itika, September 2011.
7. 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.

#### Policy Dialogue Series

1. Re-investing in social sector in Tanzania: a critical review of the budget 2011/12 by Dorah Semkwiji 2012;
2. Strengthening Micro-Enterprises in Tanzania: The Case of Small-Scale Vegetable Farmers in Arusha by Dr. O. Mashindano, Dr. B. Mkenda and Vivian Kazi, September 2011;
3. Experience of Tanzania and Uganda in the use of Research-based Evidence to Influence Policy by Vivian Kazi, 2011;
4. Measuring the Impact of HIV/AIDS on the Electoral Process in Tanzania by Dr. Flora Kessy, Dr. Ernest Mallya and Dr. Oswald Mashindano.

**10.1 Quarterly Economic Reviews (QERs):**

1. QER Special Issue: EA Regional Integration Process in Tanzania
2. QER Volume 12 Issue 1 for Jan – Mar, 2012
3. QER Volume 12 Issue 2 for Apr – Jun, 2012
4. QER Volume 11, Issue 3 for Jul – Sep, 2011
5. QER Volume 11, Issue 4 for Oct – Dec, 2011

**10.2 Annual Reports:**

1. ESRF Annual Report, 2011
2. ESRF Annual Report, 2010
3. ESRF Annual Report, 2009
4. ESRF Annual Report, 2008
5. ESRF Annual Report, 2007
6. ESRF Annual Report, 2006

**10.3 Newsletters:**

1. Newsletter Volume 11 – Issue 1, 2012
2. Newsletter Volume 10- Issue 2, 2011
3. Newsletter Volume 10 – Issue 1, 2011

**10.4 Policy Brief Series:**

1. Reflections on China's Inclusive Growth and Poverty Reduction: Progress and Policies. - Dr. Huang Chengwei, 2012;
2. Transport Sector and Acceleration of Green Economic Transformation. - Dr. Hoseana B. Lunogelo, 2012;
3. The Role of Regional Administration and Local Government in Influencing Inclusive Growth Strategies: The Case of Mtwara Region. - Col (Retd) Joseph Leon Simbakalia, 2012;
4. Child sensitive Budgeting: A critical Review of the Tanzania 2011/12 National Budget. - Dora Semkwiji, 2012;
5. Improving Maternal Health in Tanzania: How Promising is the National 2011/12 Budget? - Dora Semkwiji, 2012;
6. Achieving Good Governance and Development in Tanzania: Is Leadership the Missing Link? – Gelase Mutahaba, 2012’;
7. The Role of Financial Sector in Agriculture Development and Industrialization. – Dr. D. Kaino and Dr. O Mashindano, 2012’;
8. Green economic growth and the opportunities for the 5 year development

plan and the long term plan.- Dr. H. B. Lunogelo, Dr. Georgina Ole Saibul, Dr. Oswald Mashindano, and Dr. Paul Watkiss, 2012’;

9. Human Resource Development: The Agenda on Transforming Society. - George D. Yambesi, 2012.

**10.5 TAKNET Policy Briefs**

1. Post MDGs development agenda: What future do we want and how can we achieve it?
2. Promoting Change through Research: The Impact of Research on Evidence-based Policy Process and Practice.
3. What Benefits exist for Tanzania within East African Common Market Arrangement?
4. Post MDGs development agenda: What future do we want and how can we achieve it?
5. Importation of counterfeit products in Tanzania: What should be done?
6. Msongamano wa Magari Jijini Dar Es Salaam: Nini Kifanyike?
7. Informal Sector Taxation in Tanzania
8. School Competition AND Student Learning Rights
9. Vifo Vya Akina Mama Kutokana Na Matatizo Ya Ujauzito (Maternal Mortality) nitatizo kubwa Tanzania : Nini kifanyike kutatua tatizo hili?\*
10. Growth and Poverty Reduction in Tanzania: Why such a Mismatch?
11. Petroleum Policy and Constitutional Paradox in the United Republic of Tanzania
12. The Role of Information and Communication Technologies (ICT) in Enhancing the Livelihoods of the Rural Poor
13. Social Welfare and Ageing in Tanzania
14. Tanzanian Cultural Environment and Economic Growth
15. Tatizo la Walemavu wa Ngozi (Albino) Tanzania: Nini Kifanyike?



### 11.0 STAFF LIST 2012

S/N	NAME	DESIGNATION
1.	Dr. H.B lunogelo	Executive Director
2.	Dr. Tausi M. Kida	Director of Programmes/PGD Coordinator
3.	Dr. Donatila Kaino	Senior Research Fellow
4.	Mr. Apronius Mbilinyi	Assistant Research Fellow
5.	Ms. Monica Hangi	Assistant Research Fellow
6.	Ms. Vivian Kazi	Assistant Research Fellow
7.	Mr. Festo Maro	Assistant Research Fellow
8.	Ms. Irene Alenga	Research Assistant
9.	Ms. Dora Semkwiji	Assistant Research Fellow
10.	Dr. Georgina Ole Saibul	Assistant Research Fellow
11.	Mr. Richard Ngilangwa	Research Assistant
12.	Ms. Goreth Kashasha	Workshop Coordinator
13.	Mr. Margareth Nzuki	Principal Information Officer
14.	Mr. Abdallah Hassan	Senior Information Officer Gr. I
15.	Mr. John Kajiba	Principal Information Technology Expert
16.	Mr. Seniorine Libena	Senior Publication and Publicity Officer Gr. II
17.	Ms. Jacqueline Mwijage	Office Management Secretary Gr. I
18.	Mr. James Kasindi	IT Expert (Systems Administrator)
19.	Mr. Joseph Ngonyani	IT Expert (Database Administrator)
20.	Mr. Ernest Chiwenda	Finance Manager
21.	Ms. Aldegunda Ngowi	Accountant
22.	Mr. Japhet Maginga	Accounts Assistant
23.	Mr. Deodatus Sagamiko	Human Resource Manager
24.	Ms. Consolata Mkoba	Office Management Sec. Gr.I
25.	Mr. Raphael H. Chibindu	Office Management Sec. Gr.II
26.	Ms. Jennifer Badi	Personal Sec.Gr.I CUM receptionist
27.	Mr. Theo Mtega	Office Assistant
28.	Mr. Peter Mhono	Driver Gr.I
29.	Mr. Francis John	Driver Gr.II
30.	Mr. Said Abdallah	Office Attendant Gr.II
31.	Ms. Prisca Mghamba	Office Attendant Gr.II
32.	Mr. Yasser Manu	Course Administrator PGD
33.	Mrs. Margareth Kasembe	IFP Programme Coordinator
34.	Mr. Ernest Mufuruki	Assistant IFP programme Coordinator



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