



The Economic and Social Research Foundation (ESRF)

ANNUAL REPORT 2007

Policy Research

Capacity Development

Knowledge Management

Policy Voice

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ECONOMIC AND SOCIAL RESEARCH FOUNDATION (ESRF)



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United Republic of Tanzania



**THE AFRICAN CAPACITY
BUILDING FOUNDATION**

**African Capacity Building
Foundation**



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TABLE OF CONTENTS

LIST OF ABBREVIATIONS	v
I. NOTE FROM EXECUTIVE DIRECTOR	1
II. EXECUTIVE SUMMARY	3
IIA. Institutional Governance	3
IIB. Institutional Manpower Position	3
IIC. Fourth Phase ESRF Strategy (2008-2011)	3
IID. Research and Publications	4
IIE. Governance and Capacity Building	4
IIF. Commissioned Studies	4
IIG. Information Centre Unit	5
IIH. Information Technology Unit (ITU)	5
III. Collaborating Programmes and Networking	5
III. INTRODUCTION	7
IIIA. Background	7
IIIB: Board Members	9
IIIC: ESRF Management	10
IIID: Level of Staffing	10
IV. RESEARCH AND PUBLICATIONS UNDERTAKINGS IN 2007	11
V. GOVERNANCE AND CAPACITY BUILDING UNIT	
VA. Achievements	14
VB. Policy Briefs	18
VC. Attachments and Visiting Scholars	18
VD. Written papers/Presentations	18
VI. COMMISSIONED STUDIES UNIT	20
VIA. Projects Undertaken	20
VII. INFORMATION TECHNOLOGY UNIT (ITU)	24
VIIA. Status of Implementation	24
VIIB. Knowledge Management Systems	26
VIIC. Capacity Building	27
VIID. Consultancy	27



VIII. Hosting	27
VIII. Distance Learning	28
VIII. INFORMATION CENTRE UNIT	29
VIIIA.The Library:	29
VIIIB.Tanzania Online:	29
VIIIC.Tanzania Development Gateway (TzDG)	30
VIIID. Other activities:	30
IX. COLLABORATIVE PROGRAMMES	32
IXA. Ford Foundation International Fellowships Program (IFP Tanzania)	32
IXB. Post Graduate Diploma in Poverty Analysis	33
X. HUMAN RESOURCES	35
XA. Staff Position	35
XI: FINANCIAL REPORT FOR THE YEAR 2007	36
XII: ESRF PUBLICATIONS	37
XIIA.Discussion Paper Series	37
XIIB. Annual Reports	40
XIIIC.ESRF Medium Term Strategic Plan 2008-2011	41
XIID.News Letters	41
XIIIE.Tanzania Political Economy Series	41
XIIIE. Quarterly Economic Review (QER)	42
XIIF. Other Publications	42
XIIG. Policy Dialogue Series	42
XIIH. List of Publications: Most Recent Research Reports	45
XIII. ESRF STAFF LIST	47



LIST OF ABBREVIATIONS

ACBF	African Capacity Building Foundation
ACCA	Association of Chartered Certified Accountants
AERC	African Economic Research Consortium
AfDB	African Development Bank
AIA	Arusha Institute of Accountancy
AIDS	Acquired Immune Deficiency Syndrome
AMP	Agricultural Marketing Policy
BEST	Business Environment Strengthening Program in Tanzania
CBOs	Community Based Organizations
CBU	Capacity Building Unit
CDTI	Community Development and Training Institute
CD-ROM	Compact Disc Read-Only Memory
CEM	Country Economic Memorandum
CSOs	Civil Society Organizations
CUTS	Consumer Unit Trust Society
CVs	Curriculum Vitae
DASS	Development Association Limited
DFID	Department for International Development
EAC	East African Community
EC	European Commission
EDF	European Development Fund
EOI	Expression of Interest
EPAs	Economic Partnership Agreements
ERB	Economic Research Bureau
ESAMI	Eastern and Southern Africa Management Institute
ESRF	Economic and Social Research Foundation
FANRPAN	Food Agriculture and Natural Resources Policy Network
FAO	Food and Agriculture Organization
FBOs	Faith Based Organizations
FCS	Foundation for Civil Society
FDI	Foreign Direct Investment
FES	Friedrich Ebert Stiftung
FOPRISA	Formative Process Research on Integration in Southern Africa
FSDT	Financial Sector Deepening Trust
GATS	General Agreement on Trade Services
GDP	Gross Domestic Product
GMAT	Graduate Management Admission Test
GRE	Graduate Record Examination
HBS	Household Budget Survey
HIV	Human Immuno-deficiency Virus
IC	Information Centre
ICT	Information Communication and Technology
ICTSD	ICT for Development
IDASA	Institute for Democracy in South Africa
IELTS	International English Language Testing System
IFAD	International Fund for Agricultural Development
IFM	Institute of Finance Management



IFMS	Integrated Financial Management System
IFP	International Fellowship Programme
ILO	International Labour Organization
IMF	International Monetary Fund
IMG	Independent Monitoring Group
IMR	Infant Mortality Rate
IPT	Intermittent Presumptive Treatment
ISS	Institute of Social Studies
IT	Information Technology
ITI	International Trachoma Initiatives
ITU	Information Technology Unit
IUCEA	Inter-University Council for East Africa
JICA	Japanese International Cooperation Agency
LAN	Local Area Network
LVEMP	Lake Victoria Environment Management Programme
MA	Masters of Arts
MCM	Ministry of Cooperatives and Marketing
MITM	Ministry of Industry, Trade and Marketing
MKUKUTA	Mpango wa Kukuza Uchumi na Kuondoa Umasikini Tanzania
MKURABITA	Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania
MSM	Maastricht School of Management
MUCCOBS	Moshi University College of Cooperatives and Business Studies
NARI	Naliendele Agricultural Research Institute
NCC	National Computing Centre
NEPRU	Namibian Economic Policy Research Unit
NGOs	Non Governmental Organizations
NORAD	
NSGRP	National Strategy of Growth and Reduction of Poverty
NUFFIC	Netherlands Organization for International Cooperation in Higher Education
ODI	Overseas Development Institute
OUT	Open University of Tanzania
PDG	Post Graduate Diploma
PhD	Doctor of Philosophy
POPP	President's Officer, Planning and Privatization
PPRA	Public Procurement Regulatory Authority
PSDS	Private Sector Development Strategy
QER	Quarterly Economic Review
RDS	Rural Development Strategy
REPOA	Research on Poverty Alleviation
RICTSP	Regional ICT Support Programme
RPED	Regional Program on Enterprise Development
SADC	Southern African Development Community
SEAPREN	Southern and Eastern Africa Policy Research Network
SISERA	Secretariat for Institutional Support for Africa
SME	Small and Medium Enterprise
SNV	Netherlands Development Organization
SPRAA	Special Program for Refugee Affected Areas



SUA	Sokoine University of Agriculture
TCARC	Technical Centre for Agricultural and Rural Cooperation
TDIC	Tanzania Development Information Centre
TEC	Tanzania Episcopal Centre
TGNP	Tanzania Gender Networking Programme
TIC	Tanzania Investment Centre
TPRI	Tanzania Pesticide Research Institute
TTB	Tanzania Tourist Board
TZDG	Tanzania Development Gateway
UK	United Kingdom
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
USA	United States of America
USD	United States Dollar
WTO	World Trade Organization



1. NOTE FROM EXECUTIVE DIRECTOR



On behalf of the Board of Trustees, The Management Committee and Staff members of ESRF, I have the honor to present for your information and records an account of what was planned and the achievements during the financial year January-December, 2007.

When I took over as the Executive Director in May 2007 the most immediate challenges included the need to recruit new researchers to replace those who had left for greener pastures; finalize the 4th ESRF Medium Term Strategic Plan (2008-2011) and mobilize resources to finance the strategy. I am glad to report that we managed to get good cooperation from ACBF in availing resources for six new researchers who were recruited in early 2008 and are now actively on board. The process of their recruitment started in August 2007. We also managed to call Meetings of Stakeholders in September 2007 whose views were incorporated in the formulation of the 4th Strategic Plan. Among the improvements compared to previous plans was the inclusion of “Social Wellbeing and Social Protection” as a stand-alone thematic area.

While our dedicated team of researchers continued to combine and research work, consultancy studies and training, it has not been easy to expand our coverage of research issues that are critical to the country and the region due to lack of a core grant for running the institution. Our efforts to get firm commitments to finance research and staff costs have not been successful so far.

We are however most grateful to ACBF for availing about US\$145,000 for short studies in the areas such as Corporate Social Responsibility (CSR), the role of mobile phones in rural livelihoods and enhancing governance at grassroots level. We also undertook studies on regional integration as part of SEAPREN and FOPRISA research programmes funded by the Government of Norway. Details of research work done is presented in Chapter 2. We also appreciate the role played by UNDP in financing two initiatives at ESRF; Knowledge Management through www.tzonline.or.tz website and Capacity Building through the Post Graduate Diploma (PGD) on poverty analysis (Co - Managed with REPOA and the Institute of Social Studies (ISS). UNICEF and UNFPA were also generous enough to provide grants for developing new modules for the PGD on Poverty Analysis.

The institution also continued to manage the International Fellowship Programme (IFP) funded by the Ford Foundation where by the end of 2007 a total of 15 fellows had been sponsored to undertake Masters and PhD and 7 fellows successfully completed their Masters courses.

Various Stakeholders confirmed to actively participate in our Policy Dialogue Services, which in 2007 included interesting topics such as Moving out of poverty (MOP): Dissemination of research results, Current Experience and challenges in integrating Gender Analysis in development plans and to transport crisis in Dar es salaam.



The Government of Tanzania through different Ministries and Agencies continued to use the services of ESRF, which included : Monitoring and Evaluation for RE, a Impact of Non Trade Barriers (NTB's) On Cross Border Trade in Eastern Africa, Effects of Counterfeit goods on the economy of Tanzania, Child friendly budget analysis study and Development of Shinyanga Investment Profile. We are also grateful to the Ministry of Planning and Economic Empowerment for providing financial support for meeting operation cost at ESRF.

I am also happy to Report that the Institution received a clear Audit Report for the year 2006 as shown in section X1.

It is my sincere hope that our Stakeholders in their capabilities will continue to support ESRF and also use our outputs. Views on how best to improve our Institution and its services can be sent by email to ed@esrf.or.tz or by Post as shown on the inner cover letter.

In any case you are welcome to visit ESRF offices or our website: <http://www.esrf.or.tz>

I thank you.



Dr. H. Bohela Lunogelo
EXECUTIVE DIRECTOR



II. EXECUTIVE SUMMARY

This is the last report as part of implementing the 3rd ESRF Strategic Plan (2004-2007). The report explains progress made in year 2007 in implementing activities under research, capacity development, globalization and regional integration and commissioned studies.

These are summarized below before the whole report as presented in the main body.

11A. Institutional Governance

The Board of Trustees meetings were convened four times in 2007. Board Members attended one tailor-made training on Gender Mainstreaming. Among the Board's decisions 2007 included:

- Approval of the retirement of Prof. H.K.R.Amani
- Approval of the recruitment of Dr. H. Bohela Lunogelo as the new Executive Director with effect from 1st May 2007.
- Election of Ms. Ruth H. Mollel as the Board Chairperson after Prof. G. Mmari had served two successful full terms.
- Election of Prof. Andrew E. Temu as the Vice Chairperson in place of Ms Ruth H. Mollel.

11B. Institutional Manpower Position

The Institution's staff complement by the end of the year 2007 was 27. However, the number was an increase of 6 members of staff compared to 21 members of staff the Institution had in June 2007. Staff working for collaborative programmes such as IFP and PGD remained two for each throughout the year.

11C. Fourth Phase ESRF Strategy (2008-2011)

Following an institutional review conducted in 2006 and a roundtable discussion of the draft strategy in October 2007, the 4th ESRF Strategy for 2008-2011 was officially launched on 22nd November 2007. The Medium Term Strategic Plan (MTSP) 2008-2011, focuses in four main thematic areas, namely; Growth and Wealth Creation, Governance, Globalization and Regional Integration and Social Services and Quality of Life.

The total budget for the 4 years will be USD 14.6 Million, an increase of 12% compared to the 3rd Medium Term Strategy (2003-2006). Research activities are allocated about 40% of the budget.

IID. Research and Publications

A total of 16 research studies were planned for 2007, out of which 11 were accomplished, representing about 70% of the target. Among the 11 completed studies 3 were under the theme of Globalization and Regional Integration while



Growth and Poverty and Governance had 4 studies each.

The main reason for the under performance was lack of adequate in-house researchers to coordinate the functions. The shortage was caused by the departure of four researchers within a period of eight months and delays to replace them. Regional collaborative programmes done in collaboration with SEAPREN and FOPRISA also suffered delays. A plan to recruit 5 researchers was agreed upon with ACBF and they are expected to start work during the first quarter of 2008. Three books were produced by ESRF in collaboration with other institutions.

III. Governance and Capacity Building

The Capacity Building Unit was renamed “Governance and Capacity Building Unit”. A total of four (4) out of planned six (6) specialized trainings were conducted (70% success rate) targeting NGO’s, CSO’s, Public Sector, Private Sector and ESRF Board Members.

As for Policy Dialogue Seminars the plan was to conduct fourteen (14) sessions, which were conducted as planned (100% achievement rate). The Unit managed to conduct two trainings outside Dar Es Salaam, which has never been done before. The aim is to reach out to stakeholders more effectively. Efforts to use the media for dissemination of information was also stepped up. Other capacity building activities are reported under the section on Collaborative Programmes.

III. Commissioned Studies

There was no specific number of studies planned but it was expected that the unit would generate a gross income of USD 908,200 during the year. A total of 14 new studies and 8 that were carried over from 2006 were implemented in 2007. They had a total value of US\$ 929,424, thus surpassing the target by 2%.

II. Information Centre Unit

The Centre continued to be responsible for library services, running websites for the Tanzania Online and Tanzania Gateway as well as coordinating a knowledge management system. Among the notable successes achieved by the Unit include:

- a) Processed 263 books and entered into the database.
- b) For the Tanzania Online a total of 900 documents were processed and added to the database, which now has 7,000 documents. This involves 2,287 profiles of job-searchers were also posted on the website. The average visitors to be site is about 10,000 per day.
- c) For the Tanzania Development Gateway, it has a total of 5,300 online documents, with an average hits of 4,018 per day. More that 435 articles and reports were uploaded. The mailing list increased to 1,472 subscribers.

The Unit undertook consultancies to build electronic libraries and websites for institutions such as Ministry of Industry, Trade and Marketing (MITM), Community Development and Training Institute (CDTI) and the Foundation for Civil Society (FCS). ESRF was also appointed as a focal point for the Regional ICT Support



Programme (RICTSP) Incubator Project.

III. Information Technology Unit (ITU)

The Information Technology Unit provides support to all the whole Institution including other collaborating institutions and clients of ESRF. In order to undertake this important function the Unit continued to ensure that infrastructural services are properly maintained to avoid interruptions in both the Local Area Network (LAN) and external network (website and security of the systems). The Unit also continued to support the Research Department and Commissioned Studies in data capture, analysis and storage and the operations of collaborative programmes and services such as Post-Graduate Diploma, International Fellowship Programme (IFP), Tanzania Online, Tanzania Gateway, and SEAPREN and FANRPAN. It was also instrumental in assisting the smooth operations of knowledge management systems, including moderation of the Budget Forum and Anti-Corruption Forum.

III. Collaborating Programmes and Networking

Our collaboration with other Institutions included: REPOA and The Institute for Social Studies of Netherlands (ISS) in conducting training on the Post Graduate Diploma (PGD) Programme in Poverty Analysis; the Food Agriculture and Natural Resources Policy Network (FANRPAN) whereby ESRF is the national hosting Institution; the African Economic Research Consortium (AERC), which has provided some institutional capacity building to ESRF; and Overseas Development Institute (ODI) with whom several joint activities have been undertaken.

Other Institutions with collaborative activities are:

Southern and Eastern Africa Policy Research Network (SEAPREN) with whom a system for personnel exchange to be supported by NORAD is in force and will start operations in March 2008; the Ford Foundation International Fellowships Program (IFP) (since 2000) and the Formative Process Research on Integration in Southern Africa (FOPRISA).



III. INTRODUCTION

IIIA. Background

Mission

ESRF is an independent, non-governmental research institute registered in Tanzania with offices in Dar es Salaam. Its operations began in April 1994 in response to the need for the development of institutional capacity for policy analysis. Its mission is to build capacity in economic and social policy analysis and development management. In order to fulfill this mission, the Foundation conducts policy-related research, capacity building programmes and policy dialogues that enhance the understanding of policy options within the government, the business community, the donor community, civil society and the growing private sector. It also undertakes demand-driven commissioned studies that conform with its mission.

Vision

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

Objectives

The Foundation's objectives are to build and strengthen human and institutional capabilities in economic and social policy analysis and sustainable development management. It also aims to enhance 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 region.

Strategic Plan

ESRF's overall efforts are directed by the strategic plan, which is updated every four years so as to allow the institution to adapt to the changing environment. The fourth Strategic Plan launched in November 2007 covers the period 2008-2011 focuses on Growth and Wealth Creation, Governance, Globalization and Regional Integration and Social Services and the Quality of Life. The workplan for 2008 is the first in the four years Medium Term Strategic Plan (MTSP) 2008-2011, which focuses in four main thematic areas, namely; Growth and Wealth Creation, Governance, Globalization and Regional Integration and Social Services and Quality of Life. The plan was prepared after a lengthy consultations with other stakeholders in both public and private sector, including development partners.

Under the Growth and Wealth Creation thematic area, there will be several sub-themes of focus, including:

- Raising productivity and competitiveness of SMEs;
- Business promotion and creating of a competitive environment;
- Investment climate for business and economic growth;
- Analysis of growth drivers;
- Monitoring implementation of Vision 2025; and
- Tanzania Mini-Tiger Plan 2020.

Under the Governance areas, some of the sub-themes to be focused include:



- Government Effectiveness on Aid Management and Service Delivery;
- Citizen Scorecards on the Quality of Public and Independent Service Delivery;
- Governance Issues and Private Sector Development

Under Globalization and Regional Integration; the sub-themes include:

- Regional Trade and its Relations to the Integration Trade System;
- Harmonization of Economic, Finance and Investment Policies;
- Monitoring Regional Economic Integration with EAC

Under Social Services and the Quality of Life; the sub-themes include:

- Human Capabilities
- Youth and Children
- Gender Issues



III B: Board Members

The ESRF Board of Trustees, as mandated by the constitution of the Organization, is composed of members from different, broadly recognized sectors of society: the Government/Public Service, Private Sector, Civil Society and Academia. The Board also has an Executive Committee that deals with ad hoc operational matters that need the approval of the Board. Board Members are appointed for a maximum of two terms of three years each. Since its inception, ESRF has had four Chairpersons of the Board, namely: Amb. Fulgence Kazaura (1994-1996), Amb. Richard Marick (1996-1999), and Prof. Rwekaza Mukandala (2000-2005), Prof. Geoffrey Mmari (2006-2007). The current Board (2007/2008) is composed of the following members:

i) Public Service:

- Ms. Ruth H. Mollel - Permanent Secretary – Vice President’s Office
- Mr. Ramadhani Khijja - Deputy Permanent Secretary – Ministry of Finance And Planning
- Dr. Enos Bukuku- Deputy Governor - Bank of Tanzania

ii) Private Sector:

- Dr. Charles Kimei - Managing Director – CRDB Bank Limited
- Amb. Ami Mpungwe - Chief Executive Officer – NAMITECH East African

iii) Civil Society:

- Ms. Usu Mallya - Executive Director - TGNP
- Ms Mary Mwingira - Executive Director - TANGO

iv) Academia:

- Prof. Andrew Temu - Senior Lecturer – Sokoine University of Agriculture
- Dr. Marcellina Chijoriga - Dean – Faculty of Commerce and management UDSM
- Prof. Sifuni Mchome - Dean – Faculty of Law – UDSM.



IIIC: ESRF Management

The Management Team consists of the members:

- Dr. H. Bohela Lunogelo - Executive Director
- Dr. Oswald Mashindano - Coordinator, Research and Monitoring
- Prof. Suleiman Ngware - Coordinator, Governance and Capacity Building
- Ms. Pendo Mwandoro - Head, Finance
- Ms. Vivian Kazi - Coordinator, Commissioned Studies
- Mrs. Margaret Nzuki - Head of Information Centre;
Tanzania Development Gateway
Coordinator; Tanzania Online

IIID: Level of Staffing

Level of Staffing

During the end of the year 2007 the Foundation staff complement stood at 27 compared to 21 members of staff in June 2007. The number of staff increased after the Foundation was able to employ four (4) new researchers and mainstreaming into ESRF two (2) other staff of the International Fellowship programme.

Staff Training

Due to financial constraints, the Foundation could not comprehensively conduct its proposed trainings. Some staff attended short-term trainings funded by ESRF or by donors. In addition, the Foundation facilitated a total of nine trainings within the country. ESRF continued to seek support from donors for building capacity of its staff especially the young professionals through training. Efforts to secure funds to conduct other identified training were not fruitful.

Staff Evaluation and Time Management

During the year, the Foundation continued to use performance appraisal system to determine staff performance levels. The tool has proven to be quite effective, as it assisted the Foundation to objectively extend performance contracts of 11 members of its staff. The tool has also helped individual members of staff to get feedback of their performance in an endeavor to improve their performance.



IV. RESEARCH AND PUBLICATIONS UNDERTAKINGS IN 2007

a) Introduction

The research activities and the corresponding publications during 2007 covered three broad thematic areas of Growth and Poverty; Globalization and Regional Integration and Governance in line with the 3rd ESRF Medium Term Strategic Plan 2003-2006.

What was Planned for Year 2007

Included in the 2007 work plan were 15 research projects that were carried over from 2006 and only one new project. A total of 16 projects were therefore planned for January - December 2007.

Table I: Status of Research implementation

Thematic Area	Studies Planned for 2007	Studies Completed	Near Completion	% Performance (Completed only)
Theme 1: Growth and Poverty	7	3	4	42
Theme 2: Globalization and Regional Integration	4	4	0	100
Theme 3: Governance	5	4	1	80
Total	16	11	3	69

Studies under Growth and Poverty were mostly delayed due to the departure of key researchers during the first quarter 2007. It was difficult to get a quick replacement of the researchers.

Overall, the Unit performed 70% of its planned targets for year 2007. Studies which will have to be carried over to 2008 since their funding is already provided included those for (i) Trade, Development and Poverty; (ii) Non-Tariff Barriers in East Africa; and (iii) Macro economic and Deforestation which were picked in the middle of 2007 but was not part of the plan. Table 2 below shows the list of research studies carried out in 2007.



Table 2: List of Research Studies carried out in 2007

S/N	Research Title	Researcher	Client
Theme 1: Growth and Poverty			
1.1	Poverty Escape Routes (PER): Understanding Growth and Democracy from the Bottom Up	Dr. Oswald Mashindano	ACBF
1.2.	Comparative Poverty Reduction Strategies in Eastern and Southern Africa: The Case of Botswana, Kenya, Namibia, South Africa, Tanzania, Uganda, and Zambia	Dr. F Kessy and Dr. Oswald Mashindano	SEAPREN
1.3.	Moving Out of Poverty (MOP)	Dr. F Kessy, Dr. Oswald Mashindano et al	World Bank
1.4.	Inter-household Private Income Transfers and Poverty in Tanzania: Conceptual Analytics and Framework for Empirical Investigation	Dr. J. Kweka, Mr. D. Rweyemamu Mtatifikolo et al	ACBF
1.5.	Linking Production and Marketing Chain Using SESAME in Tanzania as a Model: Policy Changes	Dr. Oswald Mashindano, Mr. D. Rweyemamu Dr. Prim Mmasi et al	
1.6.	South-South Foreign Direct Investment	Dr. Oswald Mashindano, Mr. J. Kajiba	Edge Institute
1.7	Impacts of Macro and Sectoral Policies on Deforestation in the Nile Basin: The Experience of Tanzania	Dr. H.B. Lunogelo, Dr. Oswald Mashindano	Nile Trans Boundary Environmental Action Project (NTEAP) Khartoum, Sudan
2. Theme: Globalization and Regional Integration			
2.1.	Trade, Development and Poverty: The Case of Textile Industry	Dr. J. Kweka and Mr. George Kabelwa	CUTS (India)
2.2.	Trade, Development and Poverty: The Case of Fishery Industry	Dr. J. Kweka and Mr. Justine Mussa	
2.3.	Macroeconomic Convergence in SADC	Prof. S. Wangwe, et al None	FOPRISA USD 30,000
2.4.	Effects of Counterfeit Goods on the Tanzanian Economy: The Case of Manufacturing Sector	Dr. Oswald Mashindano Dr. Daniel Ngowi et al	Confederation of Tanzania Industries (CTI)
Theme 3: Governance			
3.1.	Measuring the Impact of HIV/AIDS on the Electoral Process in Tanzania	Dr. F Kessy, Dr. Oswald Mashindano and Prof. E. Mallya	IDASA
3.2.	Tracking HIV and AIDS Resource in Tanzania	Dr. F Kessy, Dr. Oswald Mashindano and Mr. Irenei Kiria	IDASA
3.3.	The Nature, Capacity and Potential of Public Private Partnership in Health Service Delivery in Tanzania	Dr. Oswald Mashindano and Josaphat Itika	ACBF



S/N	Research Title	Researcher	Client
3.4.	Comparative Study on Budgetary Processes and Economic Governance in Southern Africa: The Cases of Botswana, Kenya, Namibia, South Africa, Tanzania, Uganda and Zambia	Dr. Oswald Mashindano Dr. D. Ngowi et al	SEAPREN
3.5.	Sector-Wide Approaches in Agriculture and Rural Development	Prof. H.K.R. Amani, Dr. O. Mashindano IDS-UK and FAO- Rome	



V. GOVERNANCE AND CAPACITY BUILDING UNIT

Introduction

During the period under review, several activities have been conducted successfully. Some previously planned and some having arisen during the course of the year due to demand - 14 Policy dialogue seminars, one conducted in Kisaware District; 4 training workshops and courtesy calls to various potential partners. At the same time, there were changes introduced; Capacity Building Unit was renamed Governance and Capacity Building with new management.

VA. Achievements

Policy Dialogue Seminars/ Dissemination workshops

The policy dialogues have been well attended with not less than 40 participants in each session. Efforts are being made to increase the number and quality of participation. The dialogues have also been well covered by electronic and print media. One of the policy dialogues, The Impact of Globalization in Rural Development and Poverty Reduction: The case of Tanzania, was funded by the Foundation for Civil Society (FCS). For advocacy and raising awareness among the public, one of the outputs of the dialogue was a documentary which was beamed on TV for wider dissemination of knowledge to the public. Another policy dialogue on Promoting Governance at CSOs /Local/Community and Village Level was conducted in the Kisarawe District in an effort to improve outreach so that the constituency. The purpose was to dialogue with leaders at village level, ward level as well as a few representatives of the members of the respective villages and develop capacity about local government at the local community level. Discussion was conducted in Kiswahili.



Table: 3: Summary of Capacity Building Activities

S/No.	Themes	Facilitator	Dates
1	Economic Partnership Agreement (EPA): Dissemination of research results	Dr. Josaphat Kweka - (then ESRF)	15 th Feb
2	The Gap between Policy makers and CSOs	Dr. Cosmas Mogella - University of Dar es Salaam (UDSM)	22 nd March
3	Moving out of poverty (MOP): Dissemination of research results	Dr. Oswald Mashindano - ESRF	29 th March
4	Current Experience and challenges in integrating Gender Analysis in development plans	Prof. Temba - Mzumbe University	17 th May
5	“Macro Policies and Poverty Reduction Initiatives in Tanzania: What needs to be done?”	Prof. Amon Mbelle - UDSM	31 st May
6	World Trade Organization’s (WTO) General Agreement on Trade in Services (GATS) Negotiations and Trade in Service Liberalization in Tanzania: The Computable General Equilibrium (CGE) Analysis	Mr. George Kabelwa - ESRF Assistant Research Fellow	14 th June
7	Post Budget (2007/2008) Implication of the of the 2007/8 budget on: Health sector Agricultural sector Development of Infrastructure	Mr. Paul Smithson - IHRDC Dr. Timothy Nyoni - UDSM Prof. Ninatubu Lema - ERB	21 st June
8	Governance and Integrity Systems: Corruption in Local Government Authorities	Professor Suleiman Ngware - Principal Research Fellow - ESRF	July 12 th
9	Solving Public Transportation Problems in Urban Centres	Eng. Charles Wihenge - registered engineer; Engineers Registration Board	July 26 th
10	The Impact of Globalization in Rural Development and Poverty Reduction: The case of Tanzania	Professor Samuel Wangwe - Executive Director DAIMA Associates Limited	August 14 th
11	Public Private Partnership in Service Delivery: Application, reasons, Procedures, Results and Challenges in Tanzanian Local Government Authorities (LGAs)	Dr. Prosper Ngowi - , Senior Lecturer in Economics from Mzumbe University will present the paper	August 30 th
12	HIV and AIDS Resource Tracking in Tanzania	Dr. Flora Kessy - Senior Social Scientist from Ifakara Health Research and Development Centre (IHRDC)	September 12 th
13	Promoting Governance at CSOs / Local/Community and Village Level - Kisarawe District	Prof. Suleiman Ngware and Mr. Japhet Makongo	18 th October
14	General Budget Support And Challenges In Budgeting Donor Aid	Dr. Daniel Ngowi - Freelance Economics Consultant	25 th October



Short Term Trainings

Governance and Capacity Building had planned to conduct 5 short-term courses. During the period under review, four (4) trainings have been conducted - Gender Mainstreaming and Development for members of the Board of Trustees of ESRF; Capacity strengthening on understanding local government in Tanzania; Public Expenditure Tracking Systems (PETS) and Poverty Policy Analysis (PPA). Funding to conduct the PETS and PPA workshops was provided by the Foundation for Civil Society and ACBF. The Training to CSOs on Evidence Based Policy Advocacy, a result of the Training of Trainers conducted in 2006 at ESRF, to be conducted collaboratively between ESRF and ODI has been postponed to 2008 as per ODIs request. There was a tailor-made training on Budget analysis for health and education sectors to be done to Members of Parliaments. This had been planned for June but was postponed due to the unavailability of the MPs on short notice. The Assistant Director for Committees, Bunge was the focal person. Follow up still has to be made.



Table 4: Short Term Trainings Offered

S/N.	Short Term Training	Dates	Description
1	In House Training on Gender Mainstreaming for Members of Board of Trustees of ESRF	15 th March	Gender related concepts and how gender can be mainstreamed in economic development plans and policy processes
2	Capacity strengthening on understanding local government in Tanzania	18-20 April	Define local government and its concepts, LG reforms, structure and regulation/legal framework
3	Public Expenditure Tracking System Capacity Building Training	27 th - 28 th September	The aim was to increase awareness and understanding to Civil Society Organizations on their responsibilities regarding PETS for promoting Good Governance and Public Accountability, in order to enhance their participation in influencing budget priorities and processes.
4	Poverty Policy Analysis (PPA)	7 th - 9 th November	Familiarize trainees with data and information generated through the poverty monitoring system for effective performance in Poverty and Policy Analysis. Training modules:- Policy concepts and current national strategies/policies/frameworks; Poverty concepts and their relevancy in economic policy; Poverty measurement and interpretation; and Poverty Monitoring System and Policy context of Poverty Monitoring System in Tanzania.

Meetings/Workshop

Trade, Development and Poverty – Friday, 14th December 2007

Organized in collaboration with Research Department and International Consumer Unit Trust Society (CUTS). ESRF is the implementing partner of an international research project “**Trade, Development and Poverty Reduction (TDP)**” carried out by CUTS of India and UK in developing countries for the period 2005 to 2008. The aim of this project is to examine linkages between trade, development and poverty reduction. The aim of the meeting was to create and /or increase awareness of issues related to agriculture and its linkage with trade and poverty reduction.



VB. Policy Briefs

Two Policy Briefs were developed based on the 2006 policy dialogues and distributed to stakeholders. These are *Reforming Pay in the Tanzania Public Service: Successes, Limitations and Challenges* by Prof. Ted Valentine; and *Gender Dimensions in the Cut Flower Industry in Tanzania: Implication for Economic and Social Policy* by Dr. F. Kessy. Two Policy Briefs based on 2007 policy dialogues are with printers: *Public Private Partnership in Service Delivery: Application, reasons, Procedures, Results and Challenges in Tanzanian Local Government Authorities (LGAs)* and *The Gap between Policy makers and Civil Society Organizations (CSOs)*.

The Training of Trainers Manual, “The Power of Evidence in Advocacy – Resource Pack for Trainers on Evidence-Based Policy Advocacy in East Africa” based on the ESRF and Overseas Development Institute (ODI) collaboration training was published successfully and distributed, amongst others, to the trainees, the facilitators and other stakeholders including Government Ministries, Departments, Agencies and Civil Society Organizations.

VC. Attachments and Visiting Scholars

During the period under review, the Unit hosted 1 visiting scholar from Finland (attached at the Globalization Project, doing PhD thesis on World Trade Organization (WTO) issues and several others from local institutions of higher learning to host students for the practical trainings - University of Dar es Salaam, Sokoine University of Agriculture, Institute of Finance Management, Mzumbe University, St. Francis University and St. Augustine University of Tanzania.

ESRF has prepared Background Information for Preparing a Draft Memorandum of Understanding between ESRF and The Clinton School of Public Service to host its students in 2008.

VD. Written papers/Presentations

The Governance and Capacity Building has prepared papers for presentations and participated in other activities including:

- Reflection on Governance: Opportunities and Challenges for Promoting Democratic Governance in Africa which was presented to the Africa Governance Institute, 1 - 2 June 2007, Dakar - Senegal.
- Governance and Capacity Building Challenges and Opportunities: preliminary ideas on sustaining the current achievements and moving forward which was presented to the ESRF Management
- “Nafasi na Mchango wa Utawala bora na wa Kidemokrasia Katika Ujenzi wa Uchumi wa Taifa” which was to be aired on ITV in May 2007 but had to be postponed.
- Drafted a proposal which was presented to SNV Arusha to offer capacity



development on Governance at Sub-District Level.

- Proof reading Strategic Plan after the Final editing
- Developed Proposal in response to a Call for Proposal to the Open Society Institute on Local Government and Public Service Reform Initiative - Accountability Arrangements to Combat Corruption.



VI. COMMISSIONED STUDIES UNIT

Introduction

During the period under review, the Unit has managed to extend its services to its clients who include Government institutions, international organization, development partners and the civil society. It has also managed to attract new clients locally and internationally due to the good reputation that the foundation has managed to uphold in time. Following its mandate for capacity building the unit has worked closely with associate researchers in accomplishing commissioned studies and also in collaboration with other institutions. It has tendered for several expressions of interest and proposals in this year. This has further expanded ESRF's network base and boosted up its public relations internally and externally.

In its strategy, the commissioned studies unit has developed a framework for undertaking assignments that along with ESRF's core work which is research. In this way an overall development in the whole institution as a think tank is realized and the functions of the commissioned studies unit responsible is not relegated to coordination only.

VIA. Projects Undertaken

A total of 22 projects have been undertaken within the period under review, 8 of which were carried forward from the year 2006. To date, 7 have already been completed leaving 7 projects still ongoing. The total value for all these 22 projects is USD 929,424, which is 102 % which surpasses the expected target of USD 908,200 for the unit. Furthermore, the total of 22 proposals and expression of interests were prepared and submitted to the clients.

Commissioned assignments undertaken during this period under review fall into the following broad themes which are in line with ESRF's mandate:

- Policy Formulation
- Private Sector Development
- Trade And Investment
- Impacts Of HIV And AIDS
- Public Private Partnerships
- Development Corporation
- Public Finance
- Public Service Management
- Workshop facilitation

Projects carried forward from 2006 are shown in table 1 while projects which started in 2007 are shown in table 2.



Table 1: Commissioned Assignments Carried Forward From 2006 to 2007

S/N	Activity	Client	Core Professionals
1.	The Private Sector Development Strategy (PSDS)	POPP	Prof. S.M Ngware Dr. J. Kweka Mr. P Charle
2.	TTB Study	TTB	Prof. H K Amani Dr. J Kweka
3.	Needs Assessment And Costing	UNDP	Dr. F Kessy Prof. HK Amani Dr O Mashindano
4.	Review Of Strategic Industrial Development Policy	GoT	Dr. J Kweka Mr. P. Charle
5.	Impact OfTFDI	UNCTAD	Dr. J Kweka
6.	TASAF Evaluation	World Bank	Prof. H K Amani Dr. F Kessy Dr. O Mashindano Mr. D Rweyemamu Mr. P Charle
7.	Tanzania's Competitive/Comparative Advantage	TIC	Prof H.K. Amani Mr. D. Mutalemwa
8.	South - South Foreign Direct Investment	Edge Institute	Dr. O Mashindano Mr J Kajiba

Table 2: Projects started in the year 2007

S/No	Title Of Project	Client	Researchers Responsible
COMPLETED PROJECTS			
1.	Health sector evaluation: District impact evaluation assessment	MoHSW	Prof H K Amani Dr. F Kessy Dr. P. Mujinja Dr. I. Semali Mr D Rweyemamu Vivian Kazi
2.	Fin Scope Survey for different market Segment	Financial Sector Deepening Trust	Dr. Oswald Mashindano Dennis Rweyemamu Irene Alenga John Kajiba
3.	Budget Support, Aid Instruments and the Environment - The Country Context of Tanzania	Overseas Development Institute (ODI)	Mr. Pantaleo Irene Alenga
4.	Report on Capabilities needs and Research Themes for Labor Market Research Network in Africa	International Labor Organization (ILO)	Dr. Godius Kahyarara Dr. Lunogelo Prof. Samuel Wangwe Mr. John Kajiba Neema Yobu



S/No	Title Of Project	Client	Researchers Responsible
5.	National Food security strategy Stakeholders workshops	Ministry of Agriculture Food Security and cooperatives	Mr Dennis Rweyemamu Ms Irene Alenga Mr Jonathan Mbwambo
6.	SUMATRA's Stakeholders Dissemination workshops on student transport and road traffic accidents in Tanzania	Surface and marine Transport Regulatory Authority (SUMATRA)	Ms Irene Alenga Mr Hanif Tuwa
7.	The national poverty policy week (PPW) focus on cluster I	Ministry of Planning economy and empowerment (poverty eradication Department)	Prof. Semboja Dr Lunogelo Mr Dennis Rweyemamu Mr. Deogratias Mutalemwa
ONGOING ASSIGNMENTS			
1.	CSO-parliamentarian engagement in East Africa for an action research project	Overseas Development Institute (ODI)	Dr. Kakoko Vivian Kazi Irene Alenga
2.	The Development of a Regional Investment Profile for Kagera region	SNV Netherlands Development Organizations	Dr. O. Mashindano Dr. Primi Mmasi Mr. Hussein Nassor
3.	Monitoring and Evaluation for RFSP Phase II to III	Rural Financial Services program (RFSP)	Dr. Lunogelo
4.	Impact of Non Trade Barriers (NTB's) On Cross Border Trade in Eastern Africa	International livestock Research Institute (ILRI)	Dr. Oswald Mashindano Mr. George Kabelwa Mr. Mariki Mrs. Vivian K. Mateng'e
5.	Effects of Counterfeit goods on the economy of Tanzania	Confederation of Tanzania Industries (CTI)	Dr. Oswald Mashindano Dr. Fred Ringo Dr. Daniel Ngowi
6.	Child friendly budget analysis study	Ministry of Community development, Gender and children	Dr. Flora Kessy Dr Daniel Ngowi Ms. Janet Ishengoma
7.	Development of Shinyanga Investment Profile	SNV / Netherlands Development Organization Tanzania	Dr Oswald Mashindano Mr. Hussein Nassor



VII. INFORMATION TECHNOLOGY UNIT (ITU)

Introduction

In 2007 the Unit provided support to ESRF staff and conducted training on ICT tools to individual staff basing on their needs. The Unit also was involved in research process by participating in the data capturing, cleaning and analysis.

The Unit maintained network system and servers and controlled virus outbreak by timely updating of Antivirus Software. The Unit also runs routine backups to prevent data loss at unforeseen event. In 2007, the unit planned and executed preventive maintenance of equipments for longer life of the equipments; the exercise includes quarterly check of all computers and servers. During the year, head of the unit had an opportunity to attend two trainings in South Africa. The training was on Electronic Marketing and Inmagic Database Software. Both the trainings were very important for improvement of our services.

Databases Development and Maintenance:

The unit has successfully maintained various database systems that have been developed in collaboration with other units. The following database systems are currently maintained:

- ⇒ Accounting System
- ⇒ Stationery Database
- ⇒ Correspondence database
- ⇒ Leave Application
- ⇒ Timesheet etc

Hosting:

In 2007 ESRF continued to host about 45 online portals. The portals include, The National website (www.tanzania.go.tz), the Ministry of Education (www.moe.go.tz) and various other government and private bodies.

Website/Intranet:

The unit provides technical support and maintains the Foundation website and intranet. The unit in collaboration with Information centre are in a process of redesigning both Intranet and the website. The new redesigned website is expected to be more user-friendly. Useful comments from visitors will as well be incorporated.

Consultancy and capacity building

The IT Unit in collaboration with Information Centre conducted several consultancy and capacity building projects. These projects were part of the foundation's strategies of capacity building and knowledge transfer. The project included:



- ⇒ Automation of Libraries at the ministry of Industry, Trade and marketing; TANAPA and the Foundation for Civil Society
- ⇒ Website Development for the Ministry of East African Cooperation (MEAC); Ministry of Planning and Empowerment; Ministry of Community Development and Gender
- ⇒ Conducted training at Tanzania Transport Centre on development and maintenance of databases and other ICT issues.

Collaboration and Networking

Through the Southern and Eastern Africa Policy Research Network (SEAPREN) of which ESRF is a member, ESRF was selected to coordinate ICT component among other members in six countries. Under the arrangement, The Unit maintains well the Extranet (extranet.seapren.org), website (www.seapren.org) and other ICT resources that facilitate sharing of information among Members.

The Unit maintains the Distance Learning system that is used by The Post-graduate Diploma Programme in Poverty Analysis. It provides full support to students and instructors. The system allows the training to be conducted online even to students with a very poor internet connectivity.



VIII. INFORMATION CENTRE UNIT

Introduction

The Information Centre support and facilitate research and consultancy work by providing relevant and up to date literature, through its computerized Library. The information centre also hosts, the Tanzania Online Gateway, and the Tanzania Development Gateway and conducts consultancy work. During the period, The Information centre implemented the following activities:

VIIIA. The Library:

The library continued to offer reference services to its users and conducts internet search for the researchers.

The library received online documents from different institutions including Enhancement of Research Information (PERI) and The British Library for Development (BLDS). The library circulated acquisition lists and recent articles to all researchers. Internet links with relevant information were emailed to all researchers as they were received. The library continued to download and bind publications for the library 263 books were processed and entered into the library database.

VIIIB. Tanzania Online:

During the period more than 900 documents were processed and entered into the database bringing the total to about 7,000 documents. About 635 newspaper-clipping articles were processed and entered into the newspaper-clipping database. 2287 jobseekers profiles were posted into the job seeker database and 40 CVs in the consultants' database.

Average hits/visitors per day are 10,000 and the online subscribers who receive the monthly current awareness list are about 15,000.

TzOnline participated in the ICT Exhibition to mark World Telecommunication Day. During the exhibition promotional materials were distributed, Tanzania Information and Communication Technology Week ICT exhibitions were organised to mark World Telecommunication Day.

Promotional materials were also distributed during the Utumishi/ Public Service week Exhibition and during poverty policy week.

A team member attended Intermediary workshop: summarisers, sign posters and synthesisers organized by the Institute of Development Studies, at Sussex University, UK in May.

Funding proposal was submitted to UNDP requesting extension of support for Tanzania Online project. This followed discussions between The Executive Director,



Project coordinator and UNDP officials.

Tanzania Online project received ICT equipment from UNDP which includes; 7 desktop computer and UPS, 1 server, three laptops, 2 printers LCD projector and several software.

VIIIC. Tanzania Development Gateway (TzDG)

A total of 439 articles, reports, presentations, and links have been uploaded on the Gateway databases during the period. The Gateway and NGO forum mailing list have 1,472 members. The gateway has about 5,300 online documents, and the average hits per day is 4,018.

TzDG is a local contact for the Aid Management Platform from the Development Gateway Foundation. The platform will be hosted at the Ministry of Finance; the team is now customizing the platform to suit the Tanzania requirements. The project team member attended a capacity building course on “Knowledge Management as an Enabler of Change and Innovation” organized by Global Development Network in Cairo.

The project manager attended the first Development Gateway Foundation Board of Directors meeting in her tenure in Washington D.C. She presented the TzDG progress report.

TzDG participated in the ICT Exhibition to mark World Telecommunication Day which was organized by Tanzania Communications Regulatory Authority (TCRA) and the Ministry of Infrastructure Development. The theme was connecting the Young: the opportunities of Information Communication Technologies (ICT). Pens with the TzDG URL together with brochures and stickers have been distributed to stakeholders in Morogoro, Zanzibar, Moshi, Arusha and Iringa during the Knowledge Management Research data gathering exercise.

VIIID. Other activities:

Completed the ESRF/ODI study on “Enhancing the Livelihoods of the rural poor: the role of Information and Communication Technologies (ICTs)” supported by InfoDev. A team member attended the final Write Shop in the UK.

A contract has been signed with Sharing With Other People Network (SWOPNet) to manage their website, databases and hosting for the period of one year.

Completed the automation of the Ministry of Planning, Economy and Empowerment Library and the Presidents Office - State House Library utilizing Inmagic Software

The ELDIS programme coordinator from IDS, Sussex University Visited ESRF and provided capacity building to ICU and IT units on how to improve Tanzania Online and Tanzania Development Gateway services



ESRF is currently finalizing implementation of the project to develop an Electronic Library/ Information Centre and a system to enhance record keeping for the Ministry of Industry, Trade and Marketing

Finalized developing and operationalizing two database driven web portals for the department of NGOs, Community Development and Training Institutes (CTI) and Multi Purpose Training Centre (MTCs) for the Ministry of Community Development, Gender and Children

Finalising the establishment of the electronic library at the Foundation for Civil Society

Analyzing data collected during the research on Knowledge Management in Research and Academic Institutions: The Case of Tanzania, supported by DfID.

Submitted a concept note for funding the establishment of Public Information Kiosks, e-Citizen portal, M-service and Research on ICT to DANIDA.

ESRF was selected as the local focal point for the Regional ICT Support Programme (RICTSP) Incubator Project whose overall objective is to contribute to the Eastern and Southern Africa regional integration agenda through an effective and efficient Information and Communications Technologies (ICT) environment.

The centre coordinated preparation and publishing of Newsletter and Annual reports for the year 2005 and 2006.



IX. COLLABORATIVE PROGRAMMES

IXA. Ford Foundation International Fellowships Program (IFP Tanzania)

IFP Tanzania accomplished the recruitment processes (Screening, Short listing and Interviewing) of the 6th Cohort for academic year 2008/2009. A total of 16 fellows were awarded the IFP Scholarships, 2 PhD fellows and 14 Masters Fellows. A total of 2 fellows for Masters Fellows declined the offer because they got another prestigious scholarship. It was not easy to replace them due to time factor, the two Slots will be used in the next selection for 2009/2010.

IFP Tanzania organized the Needs Assessment Meeting from 21st -25th August, during which 15 Fellow Elects of the 6th Cohort articulated their subject areas ready for submission to the various universities. Their strength in the English Language and Computer Skills were determined so that remedial training packages were prepared for them before departure. IFP continued with its Outreach and information dissemination activities which included participation in Outreach in Zanzibar in August and the Tanzania Gender Networking Programme (TGNP) organized Gender Festival (GF) in September 2007. For marketing and publicity, IFP has began processing various publicity and promotional materials which will be on display in the IFP Tanzania Office and other publications will be distributed to stakeholders attending IFP events like press conferences, Press Release, Pre departure meetings and other partners meetings in the country and the region. IFP continued providing Support and Monitoring to Returning Fellows and those in involved in field research. IFP also Coordinated Alumni activities where IFP Tanzania participated in TIFPA activities by visiting and donating supplies to 2 Orphanage centres; organizing an afternoon meeting in support of Alumni activities in Tanzania; conducting an Alumni Survey for Tanzania. Initial discussions have been conducted regarding Production of an Alumni Directory/ Booklet.

IFP finalized travel arrangements for 5th Cohort round of 15 Fellows; prepared the financial report; IFP Tanzania attended the IFP Africa Regional meeting held in Kenya.

- IFP Tanzania received and reviewed University dossiers from 14 Fellows Elect for accuracy, completeness and checking certification of university degree and transcripts.
- We have mailed 14 University dossiers to the British Council in UK and One to the USA and one to the Netherlands for University placement processes.
- During this period IFP Tanzania facilitated the 6 Cohort fellows to register and sit for the Standardized English language Examinations like IELTS, TOEFL, and GRE. The English results were sent to placement partners in the UK, USA and the Netherlands to support University dossiers applications. A small grant for Pre Academic training on Computer and Communication Skills for 6th Cohort was developed and submitted to IFP Secretariat for approval and release of funds.

IFP Tanzania is yet to announce the 7th Round intake (2009/2010) and distribute



application forms to sites.

IXB. Post Graduate Diploma in Poverty Analysis

For the PGD Programme, the focus will be on training the 3rd round of intake and also processing application for the 4th batch of students.

The graduation for students of the second intake which started in March 2006 was successfully conducted in March 2007. There were delays in starting the third intake due to unavailability of funds. UNDP agreed to proceed with providing funds for the programme and the third intake began in August 2007 with 26 participants. Two workshops have been conducted and the distance learning phase which is ongoing. The course was advertised in the local news papers covering both mainland and Zanzibar and more than 300 applications were received and pre-processed for the selection committee.

To ensure that the programme continuously updates itself and is adaptable to new demands, development of two new units for Module 3 have started to take place. One unit is on Social Protection and the other on Finance and Poverty Reduction. In addition some of the existing units have also started to be updated.

As a means for sustaining the programme, a Medium Term Proposal for the programme (2008-2010) was developed and submitted to United Nations Development Programme (UNDP). Negotiations have also been held with United Nations Children's Fund (UNICEF) concerning support for the Course Development component of the programme. The project cooperation Agreement (PCA) with UNICEF for the duration of one year (October 2007 to September 2008) is planned to be signed in October 2007.

i) Course Development: Production of New Units for 2007/08 Intake.
Produced first drafts of two new units. One on Social Protection and the other on Finance and Poverty Reduction.

ii) Course Delivery:

The second workshop (Conceptualization/Research Methods) was held from 22nd to 27th October 2007.

The distance learning component for the first semester continued from 1st October 2007, with delivery of five units of Module 1 - Conceptualizing Poverty. Unit 1, 2, 3, 6, & 7 were delivered. The students also begun the preparations for writing research papers.

The students prepared and submit the concept notes of their intended research work. The Research Paper Supervision Team (RPST) was formed in October 2007, with addition of three consultants from university of Dar salaam, to assist in research supervision.

Development and Supervision of First Semester Examination: 13th - 15th December 2007



iii) Programme Management: Finalization of the renewal of Memorandum of Understanding (MoU) between the three institutions (ESRF/REPOA/ISS) on the management and delivery of the second phase of the programme (2007-2010)

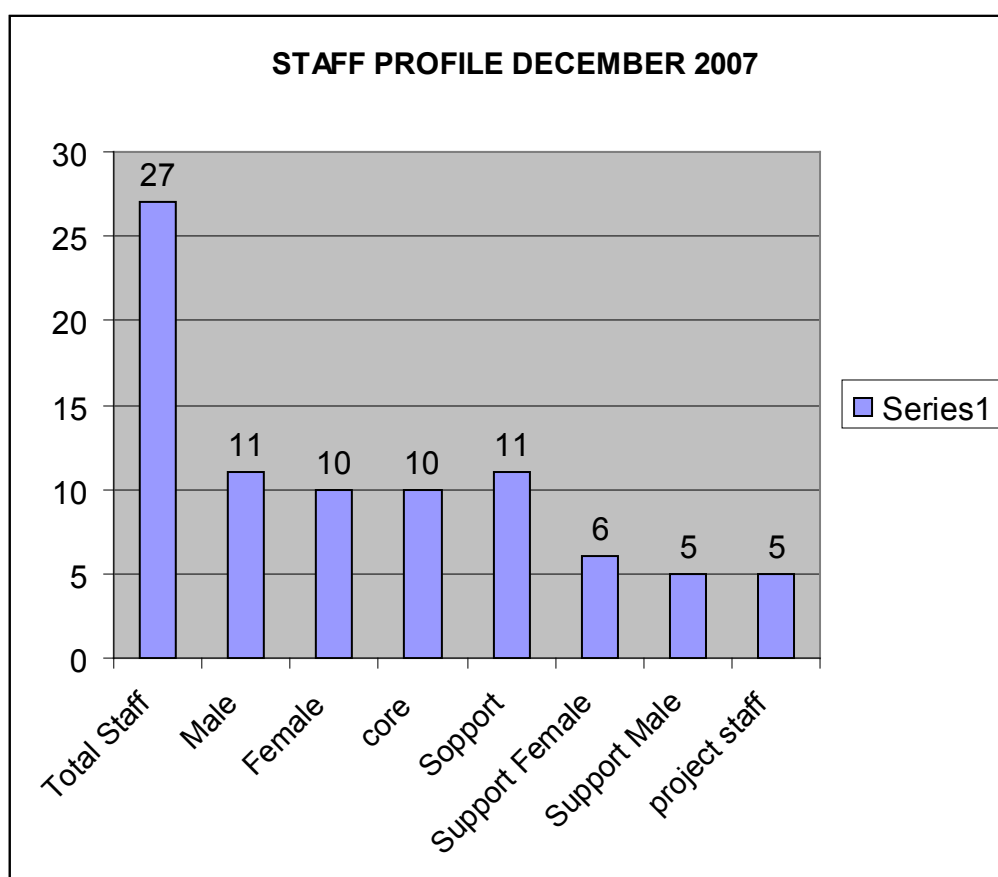
iv) Programme Improvement and Sustainability: Finalized Project Cooperation Agreement (PCA) with UNICEF on course development support as stipulated in the Medium Term proposal of the programme.



X. HUMAN RESOURCES

XA. Staff Position

During the period under review, the number of staff declined from 27 in January 2007 to 21 in June. Four staff were employed; this includes the Executive Director Dr. H. B. Lunogelo, Professor Suleiman Ngware, a Principal Researcher, Ms. Irene Alenga, a Research Assistant and Ms. Evonne Massawe a program assistant to capacity Building and Governance Unit. Two employees were mainstreamed from the International Fellowship program into ESRE ESRF is hosting the International Fellowship Program which is supported by Ford Foundation. The total number of staff is 27.



XI: FINANCIAL REPORT FOR THE YEAR ENDED 31st DECEMBER 2007

XIA. Report of the Executive Director for the year ended 31st December 2007

BOARD OF TRUSTEES

The Trustees who served during the year, and up to the date of this report, all of whom are Tanzanians, were:

Name	Status
Ms R. Mollel	Chairperson
Prof. Andrew Temu	Vice Chairperson
Dr. Marcellina Chijoriga	
Dr. Enos Bukuku	
Mr. Ramadhani Khijjah	
Prof. S. Mchome	
Dr. C. Kimei	
Ambassador Ami Mpungwe	
Ms Usu Mallya	
Ms Mary Mwingira	
Dr. H. B. Lunogelo	Executive Director/Secretary

2. STATEMENT OF EXECUTIVE DIRECTOR'S RESPONSIBILITY

In accordance with the Constitution of the Foundation, the Executive Director is responsible for the preparation of Financial Statements, which give a true and fair view of the state of affairs of the Foundation as at the end of each financial year and of its operating results for that year. The Executive Director is also responsible for ensuring that the Foundation keeps proper accounting records, which disclose with reasonable accuracy the financial position of the Foundation, and for safeguarding the assets of the Foundation.

The Executive Director hereby accepts responsibility for the accompanying Financial Statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards. The Executive Director is of the opinion that these Financial Statements give a true and fair view of the state of the financial affairs of the Foundation as at 31st December 2007 and of its operating results for the year then ended. The Executive Director further accepts responsibility for the maintenance of accounting records that may be relied upon in the preparation of Financial statements, as well as adequate systems of internal financial control.

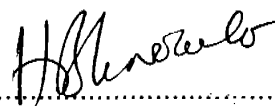
Nothing has come to the attention of the Executive Director to indicate that the Foundation will not remain a going concern for at least the next twelve months from the date of this statement.

RELATED PARTY TRANSACTIONS

Details of related party transactions and balances are given in Note 14 to the Financial Statements.

AUDITORS

Financial Consultants & Services were appointed auditors of the Foundation for the year ended 31st December 2007, and being eligible, have expressed their willingness to continue in office.



Executive Director

Date: 17/12/2008



XIB. Report of the Auditors to the Board of Trustees of Economic and Social Research Foundation (ESRF)

We have audited the accompanying Balance Sheet of the Economic and Social Research Foundation as at 31st December 2007 and related statements of Income and Expenditure and cash flow for the year then ended. Our examination was made in accordance with the International Standards of Auditing (ISA) and accordingly included such tests of accounting records and such other audit procedures as we considered necessary in the circumstances

Respective responsibilities of the management and auditors:

The Management is responsible for the preparation of Financial Statements. Our responsibility is to form an independent opinion on them, based on the results of our audit and to report our opinion to you.

Basis of opinion:

We conducted our audit in accordance with International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit includes examination, on a test basis, of evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing accounting principles used and significant estimates made by Management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion:

In our opinion, the Financial Statements referred to above give a true and fair view of the Financial Position of Economic and Social Research Foundation (ESRF) as at 31st December, 2007 and of its performance and cash flow for the year then ended and are in accordance with the International Financial Reporting Standards (IFRS).

FINANCIAL CONSULTANTS AND SERVICES

Certified Public Accountants

DAR ES SALAAM

Date: April, 2008



XIC. Statement of Income and Expenditure for the year ended 31st December 2007

	NOTES	2007 US \$	2006 US \$
INCOME:			
Revenue Grants -----	2.0	800,740	1,322,302
Income from Commissioned Studies -----		347,478	744,072
Other Income -----	3.0	<u>9,310</u>	<u>19,834</u>
Total Income		<u>1,157,528</u>	<u>2,086,208</u>
EXPENDITURE:			
Programme Activities -----	4.0	230,243	292,186
Commissioned Studies -----		180,505	465,030
Special Programme -----		177,634	255,899
Salaries and Wages -----		636,659	674,737
Leave Travel -----		5,553	4,301
Payroll Levy -----		34,946	40,774
Medical Expenses -----		611	798
Staff Training -----		821	3,075
Motor Vehicle Running Expenses -----		18,654	28,480
Generator Running Expenses -----		4,241	5,520
Maintenance of Office Equipment -----		5,550	827
Maintenance of Buildings -----		8,050	3,766
Office and Library Supplies -----		22,111	24,254
Insurance -----		1,846	2,002
Land Rent -----		117	313
Travel Expenses -----		14,866	4,844
Telephone and Postage -----		35,791	21,668
Board's Expenses -----		21,048	14,377
Bank Charges -----		3,249	5,142
Audit Fees -----		5,121	5,149
Electricity and Water -----		14,843	10,871
Security Services -----		9,746	9,016
Entertainment -----		9,472	377
Subscriptions -----		343	1,083
Legal Expenses -----		3,247	3,989
NSSF Pension -----		37,075	46,825
PPF Pension -----		4,387	-
Internet Access and Web -----		9,362	2,980
Staff Welfare -----		5,988	3,949
Recruitment Expenses -----		6,742	4,215
Miscellaneous Expenses -----		3,236	669
Depreciation -----	5.0	63,753	44,692
Total Expenditure		<u>1,573,810</u>	<u>1,981,808</u>
SURPLUS/(DEFICIT) FOR THE YEAR		<u>(418,282)</u>	<u>104,400</u>

The Statement of Income and Expenditure is to be read in conjunction with Notes to and forming part of the Financial Statements set out on pages 7 to 11.



XID. Balance Sheet as at 31st December 2007

	NOTE	2007 US \$	2006 US \$
ASSETS:			
Non-Current Assets			
Property and Equipment	5.0	<u>566,670</u>	<u>579,633</u>
		566,670	579,633
Current Assets:			
Trade and Other Receivables	6.0	168,851	246,428
Bank and Cash Balances		<u>92,213</u>	<u>281,432</u>
		261,064	527,860
TOTAL ASSETS		<u>827,734</u>	<u>1,107,493</u>
EQUITY AND LIABILITIES:			
Grants and Reserves			
Capital Grants		1,051,999	1,051,999
Deferred Grants	7.0	220,570	199,388
Capital Reserve		30,000	-
Cumulative Surplus/(Deficit)	9.0	<u>(696,043)</u>	<u>(296,029)</u>
		606,526	955,358
Current Liabilities			
Trade and Other Payables	10.0	<u>221,208</u>	<u>152,135</u>
TOTAL EQUITY AND LIABILITIES		<u>827,734</u>	<u>1,107,493</u>

Executive Director..... *H. K. K. K.* Date:..... *17/10/2008*

Director of Finance:..... *P. M. M.* Date:..... *17th April 2008*

The Balance Sheet is to be read in conjunction with the Notes to and forming part of the Financial Statements set out on pages 7 to 11.



XIE. Cash Flow Statement for the year ended 31st December 2007

	2007	2006
	US \$	US \$
(A) CASH FLOW FROM OPERATING ACTIVITIES:		
Surplus /(Deficit) for the year	(418,282)	104,400
Adjustment for items not involving movement of cash:		
Depreciation	<u>63,753</u>	<u>44,692</u>
Operating Surplus/(Deficit) before working capital changes	(354,529)	149,092
Charges in Working Capital items other than cash:		
(Increase) Decrease in Debtors and other Receivables	77,577	(13,548)
Increase/(Decrease) in Creditors, Accrued charges and Deferred Income	<u>90,255</u>	<u>(319,628)</u>
Net cash flows from operating activities	<u>(186,697)</u>	<u>(184,084)</u>
(B) CASH FLOW FROM INVESTING ACTIVITIES:		
Purchase of Fixed Assets	<u>(12,257)</u>	<u>(8,375)</u>
Net cash flow from investing activities	<u>(12,257)</u>	<u>(8,375)</u>
(C) CASH FLOW FROM FINANCING ACTIVITIES:		
Prior year adjustment (Bank Balances)	<u>9,735</u>	-
Net cash flow from financing activities	<u>9,735</u>	<u>-</u>
Net movement in cash and cash equivalents (A + B + C)	(189,219)	(192,459)
Cash and cash equivalents at 1 January	<u>281,432</u>	<u>473,891</u>
Cash and cash equivalents at 31 December	<u>92,213</u>	<u>281,432</u>

The Cash Flow statement is to be read in conjunction with the Notes to and forming part of the Financial Statements set out on pages 7 to 11.



XII: ESRF PUBLICATIONS

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XIII. ESRF STAFF LIST

The list of staff as at December 2007 was as follows:

DIRECTORATE OF PROGRAMMES

S/No.	NAME	TITLE
1.	Dr. H. Bohela Lunogelo	The Executive Director
2.	Dr. Oswald Mashindano	Senior Research Fellow
3.	Prof. Suleiman Ngware	Senior Research Fellow
4.	Mr. George Kabelwa	Assistant Research Fellow
5.	Mr. John Kajiba	Senior Information Technology Expert
6.	Ms. Vivian Kazi	Ag. Coordinator of capacity Building
7.	Ms. Irene Ayeso Alenga	Research Assistant II
8.	Ms Evonne Massawe	Program Assistant Capacity Building

DIRECTORATE OF FINANCE AND MANAGEMENT SERVICES

9.	Ms. Pendo Mwandoro	Finance Manager
10.	Ms. Selina Irafay	Human Resource Manager
11.	Mr. Japhet Maginga	Accounts Assistant
12.	Ms. Rukia Nikitas	Office Management Secretary
13.	Ms. Avina Chanahi	Office Management Secretary
14.	Mr. Richard Kesanta	Head Driver
15.	Mr. Peter Mhono	Driver
16.	Mr. Theo Mtega	Office Attendant
17.	Ms. Violet Isaack	Telephone Operator/Receptionist
18.	Ms. Prisca Mghamba	Office Attendant
19.	Mr. Said Abdallah	Office Attendant

PROJECT

S/No.	NAME	TITLE
20	Ms. Margaret Nzuki	Head of Information Centre
21.	Mr. Abdalah Hassan	Senior Information Officer/Tanzania Online
22.	Ms. Femida Patwa	Course administrator/Postgraduate Diploma
23.	Ms. Tausi Kida	PGD Course Coordinator
24.	Mr. Seniorina Libena	Content editor/ Tanzania Online
25.	Ms. Jaqueline Mwijage	Secretary /Tanzania Online
26.	Mrs Margreth Kasembe	IFP Program Coordinator
27	Mr Ernest Mufuruki	Asst IFP Program Coordinator





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