

ANNUAL  
REPORT  
**2016**







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

## **Annual Report 2016**

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# LIST OF ABBREVIATIONS

ACBF	African Capacity Building Foundation
CCM	Chama Cha Mapinduzi
CRD	Commissioned Studies Department
CSOs	Civil Society Organizations
DfID	Department for International Development
EDI	Economic Development Initiatives
ESRF	Economic and Social Research Foundation
FDI	Foreign Direct Investment
FYDP I	First Five Year Development Plan
FYDP II	Second Five Year Development Plan
GDP	Gross Domestic Product
GoT	Government of Tanzania
IDRC	International Development Research Centre
IIE	Institute of International Education
KMI	Knowledge Management and Innovation
LED	Local Economic Development
MDAs	Ministries, Departments and Agencies
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MoFP	Ministry of Finance and Planning
MTSP	Medium Term Strategic Plan (2016-2020)
ODI	Overseas Development Institute
OFID	OPEC Fund for International Development
OOSC	Out of School Children
PMO	Prime Minister's Office
RCT	Randomized Control Trial
SAIIA	South African Institute of International Affairs
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals
THDR	Tanzania Human Development Report
TZS	Tanzanian Shillings
UNDP	United Nations Development Programme
USD	United States Dollar
USAID	United States Agency for International Development

# ACKNOWLEDGEMENT

The Economic and Social Research Foundation (ESRF) would like to acknowledge the technical, logistical and financial support by various national and international organizations during the year 2016. In particular, ESRF would like to acknowledge the indispensable support by the Government of Tanzania (GoT), United Nations Development Programme (UNDP), African Capacity Building Foundation (ACBF), International Development Research Centre (IDRC), and the Foundation for Civil Society (FCS), without which the achievements made so far would not be possible.

ESRF wishes to acknowledge a number of other institutions have been supporting ESRF. We therefore wish to acknowledge the support from the following institutions and networks: Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), the African Policy Institute Forum (APIF); the Ford Foundation, Department of Economics (DoE) of the University of Dar es Salaam, REPOA, 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)





**Dr. Tausi Mbagi Kida**

## NOTE FROM THE EXECUTIVE DIRECTOR

The Foundation which is in its 22nd year of implementation of its research mandate in the economic and social arena continues to be among the leading think tanks to engage and influence policy actors in the country and beyond. The Foundation has over the years undertaken research policy for domestic and international use, and in 2016 has undertaken a number of significant studies for development.

The Foundation has embarked on the Medium Term Strategic Plan (MSTP) VI for the period 2016-2020. It has taken into account the priority issues in research and capacity building highlighted in the correct with (FYDP I) and Second Five Year Development Plan (FYDP II) I. The sixth Medium Term Strategic Plan 2016 – 2020 will focus on seven core research themes namely (i) inclusive growth, employment and industrialization (ii) governance and accountability (iii) globalization and regional integration (iv) social service delivery and social protection (v) natural resources and environmental management (vi) knowledge management and social innovation and (vii) implementing Sustainable Development Goals.

Within this broad mandate, the Foundation sought to meet the demands of its clients namely the Government, civil society, private sector, international organizations and the general public. In achieving this goal, the Foundation worked with national, sub-national, regional as well as international institutions and agencies and has continued to broaden its network in the nation and internationally.

Key studies that were conducted by the Foundation include: backstopping Ministry of Finance and Planning on the Second Five Year Development Plan (2FYDP); Analysis of the Tanzania's Milk Subsector Performance; and studies for the purpose of Promoting Agriculture, Climate & Trade Linkages.

In addition, the department carried out an assessment of Governance gaps in extractive industries in Tanzania the findings of which were used to design a new Tanzania Extractive Industries

Governance Programme (TEGOP). Similarly, the Foundation had conducted a study to profile 20,000 out of school primary children, in the six districts in Mara region for the purpose of solicit relevant information to induce remedial intervention from various stakeholders, principally the Graca Machel Trust.

The Foundation has continued to undertake commissioned research which has had a major role in broadening the Institution's reach to its stakeholders in the use of evidence based research to influence policy processes in the country, particularly in socio-economic policy development. Some of the studies undertaken on commissioned basis include: Phase out of Second hand clothing and Footwear in East African Community (EAC) study I & II; Understanding and Supporting Sustained Pathways out of Extreme Poverty and Deprivation; WFP Strategic Review of Food Security and Nutrition in Tanzania; TASAF Baseline Study in Local Government Authorities; The State of the Civil Society Organizations (CSOs) in Tanzania Mainland; Economic Impact Assessment on Agribusiness Reforms in Tanzania.

ESRF continued with the preparation of the Tanzania Human Development Report (THDR) and published and disseminated 11 background papers for THDR 2017 under the theme "Social policy in the context of economic transformation in Tanzania", funded by UNDP. In the same vein, the ESRF continued to implement two projects in collaboration with the Government of Tanzania, and UNDP/ UNEP on Capacity Development for Results-Based Monitoring, Evaluation and Auditing, and the Pro-Poor Economic Growth and Environmentally Sustainable Development (Poverty Environment

Initiative).

Towards the end of the year, two studies were conducted namely; the study to develop an investment profile for Biharamulo District and a study to support Integration of Fisheries Policy in the District Development Plans in Four Districts of Tanzania. ESRF under Knowledge Management and Innovation Department (KMID) in 2016 include branding of the Foundation by engaging the media and managing ICT infrastructure for the benefits of the Foundation and its stakeholders.

In accruing the aforementioned success, the Foundation has relied on support from a growing number of partners, both domestic and foreign. May I take this opportunity on behalf of the Foundation to acknowledge the technical, logistical and financial support provided by our various collaborators, partners and sponsors; among them the government,

development partners, NGOs and private institutions.

The Foundation is specifically grateful to the Government of Tanzania (GOT) for its continued support in ensuring that ESRF is their first port of call when it comes to undertaking strategic studies for the country. We have been privileged, and will continue, to work closely with the Planning Commission and the Department of Policy Analysis, and the Division of Poverty Reduction in the Ministry of Finance and Planning. The Foundation is also extends its gratitude to all partners and stakeholders who continuous contribute to the functioning of the Foundation.



Dr. Tausi Kida (PhD)  
Executive Director



# INTRODUCTION

## **1.1 ABOUT THE ECONOMIC AND SOCIAL RESEARCH FOUNDATION**

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

ESRF, from inception, has successfully implemented five phases of the Medium Term Strategic Plans. The first phase (MTSP 1 - 1994-1997) focused on four programme areas, namely: (i) ESRF institutional development, (ii) core research, (iii) commissioned studies, and (iv) policy dialogue and dissemination. The second phase (MTSP-II – 1998-2001) had five components, namely: institutional capacity building; capacity strengthening of Tanzanian institutions involved in the development agenda; core research in issues concerning development, policy dialogue, the publication and dissemination of the outputs. The third phase (MTSP-III - 2002-2006), and the fourth phase (MTSP 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.

The fifth phase (MTSP V – 2012 – 2015) had focused on strategic; commissioned research; collaborative research capacity development for economic management; and policy dialogue and policy voice. Each successive phase primarily continued with the activities started in the preceding phases, but in addition strived to ensure that there was a balance between strategic research and commissioned studies so as to reduce the high proportion of consultancies.

Now, the agenda for the Foundation is to implement the new Medium Term Strategic Plan (MTSP VI) 2016-2020 which is informed by the current national policy priorities as well as global policy dynamics and continue to play a key role in the country's socio-economic transformation and policy development by providing research evidence that will inform policy nationally, regionally and globally. The seven focus areas for MTSP VI 2016 - 2020 are: Inclusive Growth; Employment and Industrialization; Governance and Accountability; Globalization and Regional Integration; Social Service Delivery and Social Protection; Natural Resources and Environmental Management; Knowledge Management and Social Innovation; and, Implementing Sustainable Development Goals (SDGs).

## **1.2 The Mandate of ESRF**

The Foundation is mandated to work in the following areas: (i) to undertake research in public policy and in sector-oriented issues, (ii) to facilitate capacity development for government and other stakeholders for

economic development, (iii) to act as a focal point for dialogue and the exchange of knowledge on pertinent economic and social issues, and (iv) to disseminate policy and ESRF researched information so as to widen the understanding of the public and dedicated groups of policy makers and researchers. Whereas ESRF

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

### **Vision:**

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.

### **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 ESRF Strategic Objectives**

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

### **Specific Objectives:**

- (a) Undertake policy research and analysis to increase stakeholders' knowledge on major issues that affect the society;
- (b) Strengthen capacity for policy analysis through innovative capacity development initiatives such as training, outreach programmes, and policy dialogue;
- (c) Increase the awareness of national decision makers on specific policy issues and options that affect the nation and the communities;
- (d) Facilitate debate and discourse on issues pertinent to the national and regional development priorities;

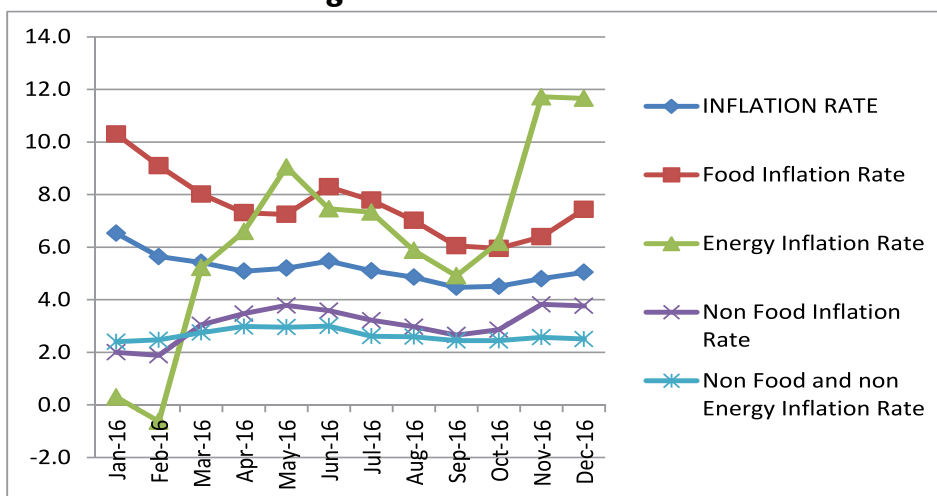
- (e) Encourage national, regional and international networking around policy issues.

## **1.4 The Country Context in 2016**

The overall macroeconomic performance remains strong with a high rate of growth and a low rate of inflation. Real Gross Domestic Product (GDP) growth is projected at 7.2% for 2016 compared to 7% in 2015. The outturn for the first three quarters stands at 6.5% in 2016 compared to 6.3% in 2015. From the supply side, there have been a number of growth drivers including the fast growing sectors, such as construction, transport, communication and financial services.

Inflation has gradually declined over the past 3 years following the tight monetary policy and falling international energy and food prices. In year 2016, Inflation stood at 5.2 percent and the monthly fluctuations were mainly driven by food inflation (Figure 1).

**Figure 1: Inflation Rates**



Source: National Bureau of Statistics

Also important to mention is the fact that, there has been improvement of the external sector following a declining current account deficit from USD. 4,011.6 in 2015 to USD.2,054.8 in 2016. This has been contributed by a substantial decline in imports, particularly services; together with an increase in exports of both goods and services.

Revenue performance in 2015/16 has been better than in the past few years. Tax revenue collection increased from an average of TZS 904.0 billion per month in 2014/15 to TZS 1.02 trillion per month 2015/16. This enabled the Government to finance the 2015 general elections and provide free education programme for primary and secondary school with domestic resources. The government is committed to 4.5% of GDP fiscal deficit target for 2016/17 from an estimate of 4.2% of GDP in 2015/16. The Government intends to bridge this gap by borrowing from both domestic and external sources.

Approximately 28.2% of the population lived below the poverty line in 2012; a reduction from 34% in 2007. During

the 2007/2012 period, there were improvements in living conditions, access to basic education, health and nutrition and labor force participation in non-agriculture employment. Nevertheless, these benefits were not distributed equitably. Inequality has increased between urban and rural population and approximately 12 million Tanzanians are still living in poverty.

Tanzania's main challenges include addressing infrastructure bottlenecks, improving the business environment, increasing agricultural productivity and value addition, improving service delivery to build a healthy and skilled workforce, and managing urbanization. The country also has a youthful labor force growing by approximately 1 million every year and there is a need to increase the private sector's role in employment creation for them.

The new administration has outlined among its priorities: increasing government revenues and reducing inefficiencies; investment in good health systems; raising education quality; increasing access to water and improving availability of electricity.



**THE MEDIUM  
TERM STRATEGIC  
PLAN 2016-2020**



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

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

There are essentially two categories of research carried out by ESRF, namely demand driven and supply led research. The two types of research will continue during the MTSP VI period (2016-2020), signifying the fact that the past MTSP achievements and gaps still provide useful background and lessons for the new MTSP VI. However, operationally the distinction among the two categories is often blurred because both types serve the same purpose of providing policy advice on the country's needs and rely on the same resources of the Foundation, i.e. research reservoir of experience and internal facilities.

The ESRF research agenda will inevitably be challenged by the evolution of Tanzania's economic policies, and the emerging social economic challenges emanating from the ever changing economic environment in the country and worldwide. These

challenges and changes, in principle, call for policy research to respond effectively to the evolving policy agenda. It is noted in this context that in Tanzania each political regime lays policy emphasis to its own kind of priority areas, despite the fact that the difference between one regime and another has tended to be marginal in the final analysis of the policy results.

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

## **2.1 Inclusive Growth, Employment and Industrialization**

In this research theme, ESRF will take a three pronged approach, entailing: (a) continuing with policy research combined with policy advice to the government in designing and monitoring the implementation of and reviewing main overarching development policies such as the National Vision 2025, Long-Term Perspective Plan (LTPP), MKUKUTA (National Strategy for Growth and Reduction of Poverty - NSGRP) and the

Five-Year Development Plans; (b) taking initiatives to reinforce sub-national level policy making and planning functions, including inter alia at the community level, to monitor how development in the economy and public policy impinges on households and vulnerable groups, and at the more macroeconomic level to analyze drivers and constraints on growth and the impact of growth on different sectors and social groups; and (c) in the medium and long term to gradually develop the required capacity to evolve a suitable Macro Modeling tool for Tanzania for providing inputs for the selection of appropriate macroeconomic policy options to input into the MTEF budget process, and annual national plans.

## **2.2 Governance and Accountability**

Good governance has increasingly gained attention in the debate on economic growth and development in Tanzania, and it is one of the main concerns taken seriously by the Fifth Government. ESRF research agenda has therefore resolved to continue its focus on governance and accountability to support the government's efforts in this context. The following have been identified as priority themes for ESRF's research in the MTSP VI: System and structure of governance and management resources; government effectiveness in service delivery; and, corruption and good governance.

## **2.3 Globalization and Regional Integration**

The shape and pace of regional integration in East Africa, and the SADC, will be determined by the interweaving of a

complex web of economic circumstances that are both global and regional in character. The overarching objective of ESRF research in this area is to provide data and analysis on these issues that can assist Tanzania and the EAC to advance regional integration. This could be achieved through a "formative process research" approach, which actively involves and is driven by the principal stakeholders in mutually agreed research, feedback and organizational learning processes. Thus the priority areas identified are: Regional and international Trade; Dynamics of Regional and Global Economy; Monitoring and Evaluation of Regional Economic Integration of EAC, SADC and COMESA.

## **2.4 Social Service Delivery and Social Protection**

The importance of social services and social protection systems that address and reduce inequality, and social exclusion for long-term sustainable and inclusive growth, will be taken into consideration in ESRF's research agenda. There is a need to know about the mechanisms and the channels through which social services and social protection more generally benefit the most vulnerable in the developing world.

Social services and social protection can also support the achievement of poverty reduction, by raising incomes in the short run, allowing people to build up their assets and thereby accelerating growth, with positive spill-overs felt in the community. The sub-themes for this area of research will be: Enhancing Social Service Delivery in Health, Education and Water, Social Protection, Population Dynamics and Urbanization, as well as Gender, Children, Elderly and Youth.

## 2.5 Natural Resource and Environmental Management

As the country has a rich endowment in natural resources, it is vital that these resources be harnessed for sustained contribution to production, income generation through rent and taxation, as well as a judicious balancing between consumption and investment to achieve good returns for capital. As this matter demands long-term and sustained research as well as capacity building. The Foundation will focus on the following three components to useful research contributions: Climate change and environmental management;

Management of natural resources and tourism; and, Management of natural gas.

## 2.6 Knowledge Management and Social Innovation

Among the challenges facing the world of Knowledge Management (KM) and Social Innovation (SI) today is the stress of mainstreaming several overlapping dimensions of KM features into one complex subject covering knowledge creation, acquisition, sharing, storing, application, updating, and even knowledge destruction (or annihilation - often done unintentionally).

As a remedial measure, one has to cover a range of aspects including organizational



*The Guest of Honor Ms. Amina Shabani, the Deputy Permanent Secretary, Ministry of Finance and Planning cutting a ribbon to mark official launching of ESRF's Medium Term Strategic Plan 2016 – 2020. On her left is Dr. Tausi Mbaga Kida, ED ESRF and on her far right is Mr. Charles Singili, Member of the Board of Trustees, ESRF*

aspects of learning, the sense of knowledge as an intellectual capital to build and take advantage of, and even what is called knowledge economics pertaining to knowledge demand and supply with its implication in its cost and value. The Foundation will seek to demystify these concepts by providing practical approaches to Knowledge Management and Social Innovation in the process of economic and social development in Tanzania. More precisely, the research subjects of KM will be regrouped into the following three research sub-themes, namely: Innovation and Knowledge Transfer, Support of ICT Development, Social Innovation as well as Data and Knowledge Management.

## **2.7 Implementing Sustainable Development Goals (SDGs)**

Tanzania is one of the countries which have ratified the 17 Sustainable Development Goals (SDGs). Among the MDGs challenges experienced in Tanzania are the weak coordination, institutional framework and management as well as leadership of the MDGs implementation process, including the monitoring mechanism. To enhance capacity building of the local institutions especially the Local Government Authorities (LGAs) and human capital, partnership and stakeholder participation must be a priority throughout the SDGs implementation. The Foundation will undertake SDG related activities around the following areas: localization and community awareness of SDGs; local economic development (LED); and, capacity development, and innovative SDGs Financing.



# GOVERNANCE STRUCTURE

### 3.1 Board of Trustees

Institutional Governance is under the Board of Trustees, as mandated by the amended Constitution of ESRF (1999). The Board is composed of members from different, broadly recognized stakeholders, 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 the Board's approval. Board Members are appointed for a maximum of two terms of three years each. The new board members whose names appear here below were approved to take charge by the outgoing Board:

Mr. Phillemon L. Luhanjo	Chairperson - Former Chief Secretary, Government of the United Republic of Tanzania. Commercial Farming and Agro-Processing Business, Utiga Village, Njombe Region
Prof. William Lyakurwa	Vice Chairperson, Former Executive Director, African Economic Research Consortium (AERC), Nairobi, Kenya
Dr. Hassan Mshinda	Director General, Commission for Science and Technology (COSTECH), Dar es Salaam
Mr. Dotto M James	Permanent Secretary Ministry of Finance and Planning
Prof. Sylvia Temu	Director of Higher Education - Ministry of Education, Science and Technology
Prof. Honest Ngowi	Associate Professor, Mzumbe University, Dar es Salaam
Mr. Charles Singili	Managing Director, TIB Development Bank Ltd, Dar es Salaam
Mr. Maduka Kessy	Acting Executive Secretary, Planning Commission
Mr. Kajubi Mukajanga	Executive Secretary - Media Council of Tanzania, Dar es Salaam
Mrs. Olive Luena	Chief Executive Officer, Tanzania Gatsby Trust, Dar es Salaam

### 3.2 Technical Advisory Committee (TAC)

During the year 2012, the Board of Trustees approved the 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.	Prof. Samuel Wangwe	Principal Research Associate, ESRF
2.	H.E. Alexandre Leveque	High Commissioner, High Commission of Canada
3.	Dr. Jehovaness Aikaeli	Head of Economics Department, University of Dar es Salaam
4.	H.E. Einar Hebogard Jensen	Ambassador, Embassy of Denmark
5.	Dr. Hazel Gray	Lecturer, University of Edinburg
6.	Fionnuala Gilsonam	Ambassador, Ireland
7.	Prof. Maureen Mackintosh	Professor, The Open University, UK
8.	Hanne-Marie Kaarstad	Ambassador, Royal Norwegian Embassy
9.	Prof. Marc Wuyts	Principal Research Associate, ESRF
10.	Dr. Hamis Mwinyimvua	Permanent Secretary (Policy), PMO
11.	Mr. Dotto James	Permanent Secretary, MoFP
12.	Dr. Hassan Mshinda	Director General, COSTECH
13.	Prof. Adolf Mkenda	Permanent Secretary (Investment and Trade), MITI
14.	Dr. Tonia Kandiero	Country Representative, African Development Bank
15.	Dr. Tausi Kida	Executive Director, ESRF

### 3.3 ESRF Management

The Management Team consists of the following members:

Dr. Tausi Mbagu Kida	Executive Director
Prof. Fortunata Makene	Head of Strategic Research and Publication Department
Mrs. Margareth Nzuki	Head of Knowledge Management and Innovation Department
Mr. Ernest Chiwenda	Head of Finance and Resource Mobilization Department
Mr. Deodatus Sagamiko	Head of Human Resource Department





**STRATEGIC  
RESEARCH  
FOR POLICY  
ANALYSIS**

Tanzanian government has embarked on people centered development to achieve inclusive growth and sustainable development and integration of the African Continent consistent with the Sustainable Development Goals (SDGs) and African Union Agenda 2063. The 5th Phase Government of Tanzania has established and strengthened complementary policies to facilitate sustained and inclusive growth outcomes informed by the ruling party CCM manifesto, which highlights education, energy, jobs, infrastructure and communication as the priority for the 2015-2020 period.

#### **4.1 A brief analysis of Tanzania socio-economic context**

Having an annual average GDP growth of 6.8% from 2010 to 2015, Tanzania has emerged as one of the fastest growing economies in Africa. Economic growth, estimated by the National Bureau of Statistics to have reached 7% in 2015, has been driven by an increase in electricity generation, which boosted industrial production; increased production of cement for the needs of construction activities; and an increase in credit to the private sector for economic activities.

It is expected that in the medium term, growth will be driven by investments in infrastructure, expansion in agriculture, exploitation of the country's large gas reserves and low inflation. According to the 2015 National Economic Survey, fastest rates of growth were recorded in the construction sector, which grew by 16.8%; communication by 12.1%; financial services and insurance grew by 11.8%; mining and quarrying which grew by 9.1%. Agriculture, which employs 66.3% of the

workforce, had the lowest growth rate of 2.3% compared to 3.4% in 2014. Analysis of sectoral contribution to GDP shows that in 2015, agriculture had the largest contribution to GDP by 29% followed by construction and trade by 13.6% and 10.7% respectively.

As opposed to the encouraging economic performance, Tanzania's social development has been relatively modest characterized by disparities in urban and rural areas. With regards to social services like health, education and water supply, which have a direct bearing on human resource development, the experience shows that there has been an overall improvement in terms of access, although these improvements in access have not been accompanied by commensurate improvements in the quality. In an effort to expand access to education in 2016 the government introduced the Fee-Free Education Policy, removing all forms of fees and contributions in all public primary and lower secondary schools.

The policy brings Tanzania in line with the target of SDG 4 which requires states to ensure that everyone completes free, equitable and quality primary and secondary education. As a result of this new policy, one of the quick positive impact observed are a massive increase in students enrolment and lessening of parents' burden of excessive fees and other contributions. However, serious challenges emerged in the implementation of the policy, which include congested classrooms, limited facilities and shortage of qualified teachers, which may negatively impact on the quality of teaching and learning.

Given this context, the 2016 ESRF work

activities were in line with the 2016-2020 ESRF MTSP, whereby a total of seven (7) research core research themes will be considered. These are:

- (i) Inclusive Growth, Employment and Industrialization;
- (ii) Governance and Accountability;
- (iii) Globalization and Regional Integration;
- (iv) Social Service Delivery and Social Protection;
- (v) Natural Resource and Environmental Management;
- (vi) Knowledge Management and Social Innovation; and,

- (vii) Implementing Sustainable Development Goals (SDGs).

Based on the current socio-economic background, ESRF has identified research themes that are topical and precisely match the national policy direction and priorities as well as global policy and development changes. The research conducted by ESRF in the year 2016 was crucial to assist the country in providing research evidence for informed policy decisions.

For instance, the department supported the Planning Commission under the Ministry of Finance and Planning by backstopping the Ministry in the steering committee on Second Five Year Development Plan (2FYDP) implementation strategy focusing on five sectors of cotton, leather, pharmaceutical, Special Economic Zones



*Prof Samuel Wangwe giving his remarks during the National Consultative Workshop on the Role of the Private Sector in the Implementation of the Second Five Year Development Plan (FYDP II).*

and Sustainable Urban Planning.

The Foundation has also partnered with Hivos International for a five year project on energy and climate to provide evidence that will inform national, regional and global concerns on issues of climate change and energy. Other highlights in 2016 include the collaborative work with a number of partners on various research projects during proposal writing as well as project implementation. Partners include Overseas Development Institute (ODI), the University of Edinburg, Economic Development Initiatives (EDI) from the UK, Norwegian School of Economics as well as Group for the Analysis of Development (GRADE) from Lima Peru.

#### **4.2 Some of the Key Studies that were of initiative in 2016:**

##### ***Backstopping Ministry of Finance and Planning on the Second Five Year Development Plan (2FYDP) Implementation Strategy***

Following the unveiling of the second Five-Year Development Plan (FYDP II), the Government of Tanzania is in the process of developing an Implementation Strategy to guide the implementation of the interventions outlined in the Plan. The ESRF, working with Overseas Development Initiative, Supporting Economic Transformation Programme (ODI-SET), was asked to assist with developing an analytical paper on principles for effective implementation and should serve as input to the implementation strategy. In addition, the ESRF, working in collaboration with the Planning Commission under the Ministry of Finance and ODI-SET, coordinated a

consultative workshop with the purpose of providing the private sector, and civil society organizations with the space to advice on how to facilitate private sector initiatives in implementing the Plan.

##### ***Analysis of the Tanzania's Milk Sub-sector Performance***

The dairy sector in Tanzania has great potential towards economic development in terms of income generation, improvement of food and nutrition security and generation of employment. However, with over 2 billion liters of milk produced annually in the country, the country is still referred to as a net importer of milk and milk products. Growth of the national dairy industry is threatened by increasing imports of milk and milk products from countries whose milk infrastructure and technologies are of high standard and provide producer and export subsidies equivalent to the excess production on the world markets.

Increased milk imports are a serious threat to survival of the Tanzania dairy sector in the short, medium and long-term development. To bring fairness in competition, this study attempted to identify all unfair practices going-on and determine the magnitude of the impact they have in the milk industry in the short, medium and long term.

##### ***Extractive Industries Gap Analysis Study and Designing of the Tanzania Extractive Industries Governance Programme (TEGOP)***

The aim of this project was to identify existing gaps and needs for the support given to the government in strengthening its capacity in governing and managing

Extractive Industries and recommend best approaches for UNDP engagement. Subsequently, develop a programme to be implemented by UNDP, taking into full account the identified gaps and needs in the Gap Analysis study.

### ***Promoting Agriculture, Climate & Trade Linkages***

With technical and financial support from Geneva based CUTS International, since 2012 the ESRF has been implementing a regional study titled "Promoting Agriculture, Climate Change and Trade Linkages in the EAC" (PACT). The objective of this project is to build capacity of East Africa Countries in the implementation of climate friendly, trade driven and food security enhancing agro - processing. Implementation of this research and advocacy project involves coordination of a series of National Reference Group Meetings (NRGM).

### ***Girls Economic Empowerment: The Best Contraceptive?***

Following various successive phases of the 'Girl Power' project women economic empowerment, the new phase of the project will focus on biomedical testing. In 2013, ESRF with various local and international partners began implementing the Girl's Economic Empowerment project.

The programme selected 3,500 girls from 80 secondary schools across Tanzania. The sampled girls were split into 4 study groups and each group received a different combination of additional training (health and/or business skills trainings) in their final months of Secondary School in 2014. ESRF with Economic Development Initiatives (EDI) and the Norwegian School of Economics (NHH) are implementing

the third phase that focuses on testing respondents for 3 conditions - pregnancy, malaria and syphilis using rapid diagnostic testing equipment. The aim of this phase of the study is to evaluate the impact of these trainings (economic empowerment and reproductive health training) provided by project partners in 2013.

### ***Practical Norms in Education and Health Sectors***

This study aims at exploring ways to improve service delivery and levels of integrity by drawing on empirical evidence practical informal norms in key government departments (health and education) in francophone (Senegal, Togo, Niger) and Anglophone (Sierra Leone, Malawi, Tanzania) countries.

The research examines the extent to which official rules are being applied and to what degree everyday practices in hospitals, schools, district offices and ministerial headquarters are governed by practical norms. A pilot study was done in Bagamoyo District, followed by the actual data collection exercise in Dar es Salaam and Pwani regions during the months of September and October 2016.

Qualitative data collection methods were used, mainly desk review, key informant interviews (KIIs), and focus group discussions (FGDs). KIIs were designed and conducted with government employees in the two sectors covering diverse issues such as work challenges and coping mechanisms, management of resources, interactions between officials at front line service points, local governments and ministries, official rules and regulations and recent sectoral changes imposed by the government in the two sectors.



*Patrick Kihenzile (Assistant Research Fellow, seated on the left) interviewing Environmental Health and Sanitation Officer.*

### ***Out of School Children(OOSC) in the Primary Education System in Mara Region***

ESRF was commissioned by Graca Machel Trust to undertake a baseline study divided into two phases to identify 20,000 Out of School Children (OOSC) in Mara. The objective of this study was to profile the out of school children in Mara Region, their families as well as profile all available public/ private schools, and identify potential support services and organization that extend support to these children to re-enrol in school.

The first phase of the project was undertaken in the four district councils namely: Musoma Municipal Council, Bunda (Town and District Council), Tarime

District Council and Butiama District Council. Phase two of the project will cover Musoma, Rorya and Segenti District councils as well as Tarime Town council. Subsequently, the information from the baseline will provide the basis for which the intervention will be designed by the Graca Machel Trust as sustainable remedial measures.

### ***Planning for a structurally transformed economy: case of Tanzania***

The general objective of this study is to analyze the implementation process of national economic plans aimed at enabling Tanzania attain its Development Vision 2025 of becoming a semi-industrialized economy. This project is

funded by UNDP, the study looks at Tanzania's context of discontinuities in planning for structural transformation, progress on plans for agricultural and industrial transformation as well as critical factors that would accelerate structural transformation in the country.

### **Strategic Partnership in Energy (Phase 1)**

In the period of December 2016 and December 2017, ESRF will undertake a research project to find out the Opportunities and Challenges for Private Sector Investments in Green and Inclusive Energy (GIE) Projects in Tanzania. The study will be implemented following

an observation that private sector participants are not actively involved in investments pertaining to GIE projects in Tanzania, whereas the government and the general public would keenly desire their participation.

The major objective is to eventually identify ways to help increase privately owned and operated energy production from indigenous renewable sources within the market-based framework of the Tanzanian electricity market, promoting gender inclusiveness, and enhancing Energy Efficiency and thereby reducing GHG emissions.

The government recognizes the private



*Ms. Graca Machel (Left), Founder of the Graca Machel Trust with Prof. Fortunata Makene, Head of Research and Publication - ESRF in a picture. The Graca Machel Trust commissioned ESRF to undertake a baseline study on Out of School Children in Mara.*

sector as being the lynchpin for scaling up renewable energy investments in Tanzania, and is actively seeking ways to improve the environment for their participation. Unfortunately, the private sector remains less involved in renewable energy investments.

The study will entail focus group discussions with key stakeholders – including policy makers, producers and suppliers, as well as conducting a survey to document the various experiences of private investors in the sector. These experiences will also be video recorded as testimonies of related challenges and opportunities faced by the private sector for other stakeholders, especially the government, to get a better understanding on how to intervene.

### ***Policies and Actions for Enhancing Inclusive Social Progress in Maternal and Child Health within Sub-Saharan Africa (SSA)***

The overarching goal of the study was to identify priority policy interventions for promoting inclusive maternal and child health services within Sub-Saharan Africa (SSA) countries during implementation of SDG 3 (*Good health and well-being*).

Specifically the study analyses lingering health gaps and disparities in SDG 3 as a continuation of Millennium Development Goals 4 and 5 (child health and maternal mortality) within SSA. Secondly it determines factors that limit attainment of inclusive maternal and child health outcomes within SSA countries by analyzing two contrasting cases of Rwanda and Zimbabwe.

Based on the analysis made, general

recommendations are made on ways to promote wide-reaching and high impact maternal and child health interventions in the region.

### ***Enhancing the Human Development Impact of Tanzania's Natural Gas Sector - Phase 1***

The overall objective of this project is to support the governance of extractive industries through an increasingly participatory, equitable and sustainable approach, ensuring the contribution of the extractives sector to economic transformation and human development.

This project is funded by UNDP, the specific objectives of the Program is to solicit support from program countries to: Provide for a participatory legislation, policy and planning processes; Ensure that the exploration and extraction operations, are people-centred and that are gender-sensitive; Support prudent collection and management of revenues from extractives for the purpose of advancing sustainable development and shared prosperity; and Support mechanisms developed to invest the resource wealth in human, social, physical and financial capital to advance sustainable human development, compensate for declining natural wealth and support economic transformation.

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

This project aims to produce both new knowledge about the keys to successful informal urban planning, and a set of tools to disseminate this knowledge.



The results will be incorporated into an organizational and urban planning toolkit comprising printed and audio-visual materials and mobile applications. This toolkit is expected to be a viable alternative for planning urban expansion wherever it cannot be carried out through traditional means.

The toolkit will be tested in Dar es Salaam, Tanzania where it is expected to generate a measurable short-term impact in the patterns of expanding urban areas. The program aims to enhance their ability to provide sound research that informs and influences policy.

#### **4.3 PUBLICATIONS BY ESRF IN THE YEAR 2016**

For the year 2016, the SRPD prepared the following publications:

##### **1. Quarterly Economic Review (QER)**

Four (4) issues of QER covering periods of September - December 2015, January - March, April - June 2016 and July - September 2016.

##### **2. Tanzania Economic Review**

The department had planned and finalized the issue of Tanzania Economic Review and published the review for the year 2013.

##### **3. Discussion Papers**

The publication unit has published sixteen (16) discussion papers: two publications were published internationally at IDSA-New Delhi and Southern Voice; and others emanating from THDR background papers.

##### **4. Policy Brief**

Eight (8) Policy Briefs were published from January - November 2016



# COMMISSIONED RESEARCH

In the year 2016, ESRF through the Commissioned Research Department (CRD) has worked with the Government Ministries, Departments and Agencies (MDAs) as well as Development Partners (DPs) and local and international NGOs in the period under review. Specifically, CRD has worked with: the Vice President's Office (Environment); Ministry of Finance and Planning; Ministry of Energy and Minerals; the Parliament of Tanzania; Prime Minister's Office: Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled, and the Ministry of Information, Culture, Arts and Sports.

## 5.1 Demand Driven Research

Apart from Ministries, the department has worked with the Government agencies including the Tanzania Social Action Fund (TASAF) and EWURA. On the other side, the Development Partners that CRD has worked with include the African Development Bank (AfDB), World Food Program (WFP) and UNICEF. The CRD has also worked with local and international NGOs in the period under review including Help Age International, Consumer Unity and Trust Society (CUTS) International, South African Institute of International Affairs (SAIIA), Foundation for Civil Society, Imperial College from UK, Polytechnique, OPM and ODI all from UK.

To continue strengthening collaborative work, CRD collaborates with a number of domestic and international firms during proposal writing and project implementation aiming at strengthening international research collaboration and networking, enhancing in-house capacity, and sharing knowledge, expertise and experiences from other research organizations.

These include; International Food Policy Research Institute (IFPRI) under CGIAR from USA and local NGOs ie SIKIKA, Overseas Development Institute (ODI) and Oxford Policy Management (OPM) both from UK, QED Group from USA, and Southern and Eastern Africa Trade, Information and Negotiation Institute (SEATINI) from Uganda and NIRAS from Finland.

The Commissioned Research Department (CRD) has been playing a major role in broadening the Institution's reach to its stakeholders in the use of evidence based research to influence policy processes in the country, particularly in socio-economic policy development. In return, a number of projects managed by the CRD have shown impact to the country and matches well with the national development agenda.

For instance, in the period under review, CRD has managed to finalise the review of two government policies namely; the National Microfinance Policy of 2000 for the Ministry of Finance and planning and the National Environmental Policy (1997) for Vice President's Office. The final drafts are now taken by the government for wider stakeholders consultations before tabling to the final authorities for public use.

In addition, the CRD has worked with the Ministry of Industry, Trade and Investment (MITI) under the Textile Development Unit to examine the Mitumba sector and implication of the phase out of Mitumba in view of identifying key recommendations for the Government roadmap in implementing it. This study was very much important to the Government as one of the activities to implement a joint communique released during the 17th Ordinary Summit of the EAC Heads of

State that “the Summit, being desirous of promoting vertically integrated industries in their textile and leather sector, directed the Partner states to procure their textile and footwear requirements from within the region where quality and supply capacities are available competitively, with a view to phasing out importation of used textile and footwear within three years”.

The CRD has also worked with TASAF in the implementation of the Baseline Study to OPEC III Supported Interventions (OFID FUNDS). The project aimed at improving beneficiaries’ access to basic socio-economic services including education, water, health and public work. On another count, the CRD has worked with the Foundation for Civil Society (FCS) on the State of Civil Society Organizations in Tanzania Mainland and Zanzibar to analyse the key issues and trends affecting CSOs in the country. The study is important to inform FCS and other stakeholders on the current situation of CSOs, its challenges, opportunities and strengths in mainland Tanzania and Zanzibar. In the period under review, the HelpAge Tanzania commissioned ESRF to undertake a baseline study in Zanzibar on the impact of the Zanzibar Universal Pension on Older People’s access to health services and broader wellbeing.

The purpose was to identify monitoring indicators through undertaking an effective baseline study in Zanzibar which can then be used for future studies to analyse the impact of the Zanzibar universal social pension on older people’s access to health services and broader wellbeing. During the period under review, the CRD was able to implement a total of 16 projects including 6 projects that were carried forward from 2015 and 10 new projects won in 2016.

Therefore, a total of 16 projects were in various stages of implementation in year 2016 and out of them, the CRD has been able to complete 8 projects and remaining with 8 ongoing projects. Details of the 2016 projects are provided below

### ***Phase out of Second hand clothing and Footwear in East African Community (EAC) study I & II***

The project was jointly implemented by the Economic and Social Research Foundation (ESRF) and Overseas Development Institute (ODI). This study was commissioned to the two institutions by the Ministry of Industry, Trade and Investment (MITI). The main objectives of this study were to: analyze the potential social, economic and political impacts of the decision to phase out “Mitumba” by testing the extent to which this decision will lead to the development of the local garment industry that is capable of meeting the local demand; and assess the likelihood and impact of unintended or negative consequences that may result from the decision to phase out second hand clothes in the country.

### ***Baseline Survey for Zanzibar Universal Social Protection for older people study***

HelpAge International has commissioned the Economic and Social Research Foundation (ESRF) to conduct a baseline survey on the impact of the Zanzibar Universal Pension on Older People’s access to health services and broader wellbeing. The output of which are to be used to form informational basis for tracking and examining changes of the conditions of living and welfare of older people in Zanzibar overtime with the view to making needful

corrective or supplementary interventions.

This baseline study gathered information from a sample of older people in both Unguja and Pemba; established set of indicators as benchmark for future impact and evaluation surveys of the Zanzibar universal social pension on older people's access to health services and broader well being. Specifically, the study aimed at providing an effective baseline for future studies on the impact of the Zanzibar universal social pension on older people's access to health services and broader well being and a benchmark for assessing future studies in the specific relevant field.

### ***Understanding and Supporting Sustained Pathways out of Extreme Poverty and Deprivation***

The project is jointly funded by Economic and Social Research (Council) and Department for International Development, it is implemented by Chronic Poverty Advisory Network (CPAN) at ODI in partnership with three African research institutions namely: Economic and Social Research Foundation (ESRF) in Tanzania, the Institute of Policy Analysis and Research (IPAR) in Rwanda, and the Association of Ethiopian Microfinance Institution (AEMFi) based in Ethiopia.

This is a two years project and its general objectives include to increase an understanding of the factors associated with sustained escapes from poverty, of how policies and programmes can support these escapes and the political and institutional pre-conditions under which these policies can successfully be initiated. The expectations from implementing the project include: improving awareness on the factors associated with sustained escapes from poverty, actions to be taken

in order to support strategies towards achieving sustained poverty escapes, and informing on the institutional and political conditions for starting up the policy implementation.

### ***WFP Strategic Review of Food Security and Nutrition in Tanzania***

The Economic and Social Research Foundation (ESRF) was commissioned this project by World Food Program (WFP). Review was an independent, analytical and consultative exercise that identified key challenges Tanzania faces in achieving zero hunger, and provides prioritized areas for action for all humanitarian and development partners. The team under the guidance of senior expert consolidated analytical context and drafted the strategic review report.

The project focused on how to identify key challenges Tanzania faces in achieving zero hunger and provided prioritized areas for action for all humanitarian and development partners. Implementation of this project came up with possible key challenges and areas for actions that will facilitate the way towards achieving zero hunger.

### ***TASAF Baseline Study in Local Government Authorities***

The Government of the United Republic of Tanzania (URT) is implementing the Tanzania Third Social Action Fund (TASAF III) through financing from the World Bank and other projects for supporting community sub-projects. Tanzania Third Poverty Reduction Project (TPRP III) is among these projects operating under the support from Organization of Petroleum Exporting Countries (OPEC). TPRP III operations cover 13 Local Government

Authorities (LGAs) with about 600 target villages and streets in Arusha and Njombe Regions. The project is jointly funded by URT and the OPEC Fund for International Development (OFID).

Tanzania Social Action Fund (TASAF) commissioned ESRF to undertake a baseline survey for OPEC III funded projects whose purpose was to assess the extent to which perceived outcomes and impacts of benefits derived from the TPRP III supported interventions are achieved, and more importantly, it intended to assess use of and satisfaction with the services rendered from the improved services and further improvements of the welfare of the people.

Finally, implementation of the baseline survey came up with recommendations on the extent to which livelihood enhancement activities reduce income poverty and increase the ability to meet their basic needs.

### **Baseline Survey for Impact Evaluation of the Patient Procurement Platform (PPP) and Winners Insurance Projects**

The Economic and Social Research Foundation (ESRF) was commissioned by the World Food Program (WFP) and Imperial University College (UK) to undertake a baseline data collection for Impact Evaluation of the Patient Procurement Platform (PPP) and Winners Insurance Projects in Tanzania in eight regions namely: Mbeya, Njombe, Ruvuma, Singida, Dodoma, Manyara, Arusha and Kilimanjaro.

The main objectives of the baseline survey were to collect primary data directly from three sources namely: households, farmers' organizations, and the community at large. In household survey, a total of a sample of 1,800 households in approximately 150 farmers' organizations



*Anthropometric measures taking of under five years children under the patient procurement platform (PPP) fieldwork in Mkalama District-Singida.*

was covered. Specifically, the baseline data was intended for impacts and outcomes evaluation of the potential projects which are to be implemented as part of a Randomized Control Trial (RCT).

### ***The State of the Civil Society Organizations (CSOs) in Tanzania Mainland***

The Foundation for Civil Society commissioned the Economic and Social Research Foundation (ESRF) to conduct a study on "The State of Civil Societies Organizations CSOs) in Tanzania". This study builds on previous similar studies conducted in 2009, 2010 and 2013 and aimed to come up with an inventory that will update on the number of existing CSOs in Tanzania, their thematic objectives, structures and functions; and is expected to generate up-to-date information on the state of CSOs in Tanzania to inform further interventions by the FCS, the government, development partners and other stakeholders. The study was conducted in 7 regions of the Mainland Tanzania (out of 26 regions) and 5 regions of Zanzibar covering more than 150 CSOs.

### ***Economic Impact Assessment on Agribusiness Reforms in Tanzania***

The Ministry of Agriculture, Livestock and Fisheries, and the Alliance for a Green Revolution in Africa (AGRA), are implementing a five year Micro Reforms for African Agribusiness (MIRA) project in Tanzania. The aim of this project is to provide the government with access to high quality local and international technical assistance for identifying, prioritizing and reforming specific agricultural regulations that currently deter or limit private investment in agribusiness operating in smallholder

agricultural value chains.

This project will also ultimately build capacity of the government to continuously review and reform regulations that unintentionally limit private investment in local agribusinesses operating in the smallholder value chains. Through this project, there are 5 reforms that both parties have identified and prioritized which are:

- i. Reform of the regulations governing authorization and access to breeder seed of registered public varieties by private seed companies and quality of publicly produced early generation seeds
- ii. Reform fertilizer industry regulations to ease registration of new fertilizer products
- iii. Develop umbrella legislation for contract farming in Tanzania
- iv. Reform the institutional arrangements and regulations governing export permits to make it easy to obtain them
- v. Develop and approve electronic database for improving the efficiency of the fertilizer subsidy.

In order to form basis for the government's decision making in all these reforms, the Economic and Social Research Foundation was commissioned to undertake economic impact assessments that quantify (to the extent possible) the impact of proposed reform options in the Tanzanian agribusiness sector from an overall Cost-benefit perspective, and with respect to key stakeholders.



**POLICY  
ENGAGEMENT  
AND CAPACITY  
DEVELOPMENT**



In line with broader mandate of the Economic and Social Research Foundation, the function of Policy Engagement and Capacity Development Department is to strengthen capacity of intellectual resource in Tanzania of both producers and users of knowledge. The department undertakes this function through the following major activities:

1. Conducting Policy Dialogues
2. Conducting Knowledge Sharing Workshops
3. Organizing Conferences
4. Organizing Short Term Training Courses
5. Providing Internship, Practical Training and Field Practical Attachments for University Students
6. Implementation of hosted Programs

## 6.1 Conducting Policy Dialogues

The department organizes various policy dialogues aiming at providing platforms for stakeholders to discuss relevant issues for the development of our nation. Typically ESRF conducts these dialogues based on outputs from within the foundation and/or from collaborating partners.

During the year 2016, the department implemented 8 Policy Dialogue Seminars. Some of the policy dialogues implemented during the year include National Sensitization Workshop on making the commitments of Sustainable Development Goals (SDGs) work for Older People in Tanzania organized in collaboration with Help Age International. The objective of the workshop was to sensitize the government and other stakeholders on elderly issues in the implementation of SDGs in Tanzania.

In collaboration with the French Embassy, the department coordinated a workshop to discuss professional training in Tanzania with a theme "Addressing skills challenges for Tanzania Development: Sharing the practices of the private sector and the expertise of the French Professional Agency (AFPA)" The objective of the Workshop was to share knowledge and experiences between French and Tanzania on skills development and professional training an important precondition for development of human resources required for national development.

In collaboration with the Overseas Development Institute (ODI), the

*Dr. Reginald Mengi (Seated Middle), the Chairman of Tanzania Private Sector Foundation, Her Excellence Mrs. Malika Berack, (Seated 3<sup>rd</sup> Right, Ambassador of France in Tanzania, Dr Tausi M. Kida (Seated 3<sup>rd</sup> from Left), Executive Director of ESRF, Dr. Tonia Kandiero, (Seated 2<sup>nd</sup> from Left), Resident Representative of African Development Bank in Tanzania in a group photo with participants of the Joint French - Tanzania Meeting.*



Department organized National Consultative Workshop on the Role of the Private Sector in the Implementation of the Second Five Year Development Plan (FYDP II). The overall objective was to explore principles of effective implementation strategy.

Other supply and demand driven dialogues included:

- a) Pre-Budget Policy Dialogue with focus on Implications of the 2015/16 budget on Education and Agriculture Sectors in Tanzania
- b) Post – Budget Policy Dialogue with focus on Implications of the 2016/17 budget on Health and Industrial Sectors in Tanzania
- c) First PACT workshop<sup>1</sup> with a theme “Promoting Agriculture, Climate Change and Trade Linkages in East African Countries” with a theme of Sustaining Improvements in Climate Food and Trade Policy Coherence
- d) Second PACT workshop with a theme “What relations in Climate,

Food and Trade”

- e) Third PACT workshop with a theme “Agro-processing: Where does Agro-processing meet Trade, Climate Change and Food Security?”

## 6.2 Conducting Knowledge Sharing Workshops

Knowledge sharing workshops are platforms created primarily for sharing research findings i.e. outputs of research undertaken within the ESRF or ESRF’s collaborating partners. During 2016, the department of policy engagement and capacity development implemented a total of eight (8) knowledge sharing workshops. Some of these workshops include Time and Consumption Poverty in Tanzania and Ghana which was organized in collaboration with Levy Economics Institute of Bard College. The objective of the workshop was to share findings from the research done in Tanzania and Ghana on Time deficits and Consumption Poverty.

<sup>1</sup> National Reference Group Meeting



*Ms. Talitha Bertelsmann-Scott – Head of Economic Diplomacy Program at SAIIA (Seated Middle), Mrs. Margaret Kasembe (Seated 2nd Left) and Prof. Haidari Amani (Seated 2nd Right) in a group photo with participants of the workshop.*

In collaboration with the South African Institute of Economic Affairs (SAIIA), the department organized a validation workshop on Mobility and Investment in Tanzania. The objective of the workshop was to share and discuss research findings on migration and the Tripartite Free Trade Area (TFTA), Foreign Direct Investment (FDI), Agro-processing and Retailers in Tanzania.

Some of the other knowledge sharing workshops include:-

- a) The Launch of the Tanzania 2015 Country Policy and Institutional Assessment (CPIA) Report;
- b) Dissemination Workshop on the Assessment of Public-Private Partnership (PPP) in Transport Infrastructure in Tanzania;
- c) Meeting on Opportunities and Risks of LDCs Graduation;
- d) Working Session on the Phase Out of Second Hand Clothing and Footwear in the East African Community; and
- e) Global Alliance for Smart Agriculture (GACSA) National Policy Dialogue

### 6.3 Organizing Conferences

As part of Foundation's series of Annual National Conferences, the foundation in collaboration with UNDP Tanzania Country office organized 5<sup>th</sup> National Conference with the theme of "Social Policy in the context of economic transformation in Tanzania". The Conference was held on Tuesday 29<sup>th</sup> November, 2016. During the conference 11 background papers prepared for the impending Tanzania Human Development Report 2017 were presented. The Guest of Honour during the conference was Dr. Ashatu Kijaji, the Deputy Minister of Finance and Planning.

In collaboration with Getenergy, on 21<sup>st</sup> to 23<sup>rd</sup> November 2016, the department of Policy Engagement and Capacity Development organized VTEC Africa Conference.

The conference brought together Governments and the Oil and Gas industry companies in the Sub Saharan Africa region. The aim of the dialogue was to build capacity and knowledge to ensure

*Hon. Dr. Ashatu Kijaji, the Deputy Minister for Finance and Planning (2<sup>nd</sup> Row at the Middle), Mr. Phillemon Luhanjo - Chairperson, Board of Trustee ESRF, Dr. Tausi Mbagi Kida, Executive Director of ESRF, Mr. Amon Manyama - Practice Specialist (Capacity Development) and Head of Programme, UNDP, Prof. Adolf Mkenda - Permanent Secretary, Ministry of Industry, Trade and Investment in a group photo with Presenters of the THDR 2017 background papers.*



management of hydrocarbon resources supports economic diversification and inclusive growth whilst aiding the commercial success of the projects. The dialogue was officiated by H.E Samia Suluhu, The Vice President of the United Republic of Tanzania. The meeting was also attended by Hon. Sospeter Muhongo, Minister of Energy and Minerals of the United Republic of Tanzania.

During 2016, the department of Policy Engagement and Capacity Development organized the launch of the Foundation's

6<sup>th</sup> Medium Term Strategic Plan (MTSP 2016-2020) an event graced by Ms. Amina Shaban Deputy Permanent Secretary, Ministry of Finance and Planning.

During 2016, the department of Policy Engagement and Capacity Development organized the launch of Africa Human Development Report 2016 whose theme is "Accelerating Gender Equality and Women's Empowerment in Africa".

The launching ceremony was officiated



*Her Excellence Samia Suluhu Hassan (Seated M), the Vice President of the United Republic of Tanzania, Prof. Sospeter Muhongo - Minister of Energy and Minerals on her Left and Dr. Tausi Mbagi Kida - Executive Director ESRF on her Right in a group photo with participants of the Getenergy VTEC Africa Meeting.*

by Ms. Sihaba Nkinga, Permanent Secretary, Ministry of Health, Community Development, Gender, Children and Elderly.

## **6.4 Organizing Short Term Training Courses**

In order to impact some specialized

skills to the stakeholders of Tanzania, the department organizes training workshops. In the year 2016, the department conducted the following trainings:

- (a) Impact Evaluation. The objective of the course was to provide researchers, project managers,



*Ms. Amina Shabani, the Deputy Permanent Secretary, Ministry of Finance and Planning (Middle) on her right Dr. Tausi Kida, ED ESRF and on her left Mr. Charles Singili Member of the Board of Trustees, ESRF, holding copies of MTSP Books after the Official launch.*

policy makers, and practitioners of development with the necessary methodology and practical knowledge to meet the growing demand for rigorous evaluation of development programs.

- (b) Making an Impact with National Human Development Reporting (NHDR). The Objective of the training was to discuss all aspects of human development reporting and creating a stronger African Network for human development practitioners. The training consisted of policy makers, official statisticians and representatives from the academia and civil society.

In addition, in the context of Participant Training Program, during 2016, the ESRF organized a number of training

activities including Policy Analysis and Development, Government Business Management, Integrated Pest Management.

### **6.5 Providing Internship and Practical Training and Field Attachments for University Students**

ESRF provides field practical attachments and internship opportunities for university students to allow them to familiarize with research. In 2016, a total of 10 students (4 students for Field Practical Attachments, 2 students for internship and 4 research trainees) were provided with an opportunity to build capacity through this window.

These students obtained practical



*Mr. Alvaro Rodriguez, UN Resident Coordinator and UNDP Resident Representative in Tanzania (Seated - Right), Dr. Tausi Mbaga Kida, ESRF Executive Director (Seated - Centre) and Dr. Rodgers Dhliwayo, Economics Advisor (Seated - Left) in a group photo with some delegates during the Regional Workshop on Making Impact with National Human Development Reporting.*

knowledge from various ESRF departments including strategic research, commissioned research and knowledge management. The interns came from higher learning institutions such as University of Dar es Salaam, Mzumbe University and Copenhagen University.

## **6.6 Hosted Programs**

During 2016, the Department of Policy Engagement and Capacity Development continued the implementation of the following hosted programs.

### **6.6.1 Tanzania Human Development Report (THDR) Project**

This project aims at producing a series of national human development

reports in Tanzania the first of which was produced in 2014 with a theme of *“Economic Transformation for Human Development”*. The major preoccupation of this project at the moment is production of Tanzania Human Development Report 2017 with a theme of *“Social Policy in the context of economic transformation in Tanzania”*.

In recent past, the ESRF has been at the fore front in supporting the Government of Tanzania in the implementation of Sustainable Development Goals. Most of these activities are being implemented in the context of Tanzania Human Development Report (THDR) project.

### **6.6.2 Capacity Development for Partners of Accountability**

This project is supported by United States Agency for International Development i.e. USAID. The objective of this project is to provide selected Tanzanian CSOs and MDAs of Central Government (i.e. Institutions of Accountability) with an array of support (technical assistance, training, and logistics) geared towards improving their performance. The major component of support undertaken by the ESRF in this project is to support M&E function of these institutions.

### **6.6.3 Participant Training Program**

This project is supported by United States Agency for International Development i.e. USAID through International Institute of Education (IIE). The role of the department in this project is to employ a capacity-

building approach with USAID's partner organizations that focuses on performance improvement using the USAID's Human and Institutional Capacity Development (HICD) framework. For the year 2016, the department through this project was able to implement the following activities:

- Conducting Human and Institutional Capacity Development (HICD) assessments for all partners of technical teams;
- Conducting Country Trainings such as Negotiations and Conflict Management Training and
- Organizing training outside the country such as the High Impact Leadership Training, Leadership Development and Authentic Leadership Training.



# KNOWLEDGE MANAGEMENT AND INNOVATION



The Knowledge Management and Innovation (KMI) Department is comprised by three units; the Communication and Information Services, Innovation and Knowledge Transfer and IT and Data Management. The units together provide support to the Foundation and outsiders in the areas of knowledge management and innovation services in policy analysis, development management, research communication and dissemination.

The Department delivers services to its broad range of stakeholders ranging from; policy makers, academicians, the fast growing private sector, researchers both from the Foundation and those from outside in accessing relevant and up to date information through its physical library and online channels Tzonline [www.tzonline.org](http://www.tzonline.org), Knowledge Network [www.taknet.or.tz](http://www.taknet.or.tz), Knowledge Television [www.knowledgetv.esrf.or.tz](http://www.knowledgetv.esrf.or.tz), and ESRF Ebrief.

In the previous year 2016, the Department apart from other routine activities, much efforts were put in implementing the two (ESRF, GoT and UNDP) projects in six districts of; Ileje, Bunda, Nyasa, Sengerema, Bukoba rural and Ikungi, the core activities being facilitating Knowledge Transfer and Innovation (i.e. Strengthening Community Knowledge and ICT for Development, Enhance local capacities and Support community innovations and best practices as well as Information Sharing

and Dissemination)

## 7.1 Knowledge Transfer and Innovation

### 7.1.1 Strengthening Community Knowledge and ICT for Development

The Department through the Content Center "Maendeleo Studio" produced 35 educational programs in both audio and visual. The programs were sent to different community radio stations for dissemination to impact various knowledge to the listeners. Some were broadcasted via knowledge Tv ([www.knowledgetv.esrf.or.tz](http://www.knowledgetv.esrf.or.tz)).

The Department accomplished the installation of three community radio stations in Ileje District (Ileje **105.3** FM Radio Limited), Nyasa District (Unyanja **99.3** FM) and Bunda District (Bunda **92.1** FM). The Department also provided operational support to Kagera Community radio, Sengerema FM and Mazingira FM whereby the support assisted in developing their future sustainability plans.



*Mr Abdallah Hassan (Principal Information Expert) during one of the interviews in a community radio.*

These community radios are now on air broadcasting at their authorized coverage contributing in developmental issues like environment conservation, gender issues, climate change, and poverty reduction. (Targeting to empower communities, especially women and youths).

Furthermore in the year 2016, in strengthening development of contents the Department secured funds from UNDP for production of programs on Environment protection, poverty reduction, youths' development, Climate change and gender issues. Some of the funds were disbursed to Bunda FM, Mazingira FM, Kagera Community radio,

Ileje FM, Unyanja FM and Sengerema radio. The radios produced programs that are relevant and specific to their communities.

In another development, to make activities of these projects districts visible, the KMI supported the development of websites to each district. The websites have been helpful channels for publishing district generated and linked information. It also organized training on information and website management aiming at creating linkages between the developed websites and other sources of information such as community radios, studio maendeleo, Mobile Kilimo and Maarifa Tv.



*Mrs. Anna Mwashu, Director of Poverty Eradication and Economic Empowerment (seated at the centre), Dr. Tausi Kida (ESRF Executive Director seated second from left), Mr. Mudith Cheyo (SELF Managing Director seated second from right) in a group photo with stakeholders in meeting on enhances local capacities and Support community innovations and best practices.*

### **7.1.2 Enhancing local capacities and Support community innovations and best practices**

The year 2016, the Department continued to promote and support

integrated fish farming as an optional source of earning income and livelihood. Fish cages and ponds were established at Bulamba National Service, Karukekere and Kemondo bay. Some of these cages belong to National Service and

some are owned by civilian groups. In safeguarding environment due to illegal fishing and increase fish production in Lake Victoria, the Department conducted capacity building to communities around the lake.

In order to overcome the problem of quality fingerlings and assurance of regular supply of fingerlings, the

KMI facilitated the construction of 6 modern hatcheries. 6 fishponds were constructed at Bulamba JKT for catfish and Tilapia rearing. The ponds are used as demonstration and training center for youths joining JKT and the surrounding communities. It also supported Horticulture and Fish farming in Mtwara through construction of water system in Mtwara Rural district.



*ESRF through the Knowledge Management and Innovation Department has been tapping various knowledge and localizing to suit our environment. On the picture above a staff from JKT Bulamba, CP Maulidy Maulidy is teaching some members from different fish farming groups on how to manage cage farming.*

Furthermore, the Department participated in various studies such as Integration of Fisheries Activities into District Plans in Four Districts (i.e. Nyasa, Sengerema, Bunda and Bukoba Rural), Development of Biharamulo District Investment Profile to attract investors into Environment Friendly projects and to help overcome the problem of encroachment of forest reserve by farmers and livestock keepers and undertaken Cost Benefit Analysis (CBA) to assess the net economic, social and environmental benefits of the PEI pilot projects.

### **7.1.3 Information Sharing and Dissemination**

In 2016, the department organized two workshops on agribusiness and smart farming. The workshops were conducted in Dar es Salaam whereby more than 600 people attended. The other workshop was staged in Mwanza attracting more than 750 participants from Lake Zone regions of Kagera, Mara, and Simiyu.

The workshops covered; hydroponic fodder, Aquaponic, fish farming through cages and ponds, Azolla, poultry farming and bee keeping. The feedback indicates that majority of people have benefited from the workshops and have started to apply the knowledge by establishing the projects of their choice.

Documentary to cover activities pertaining to KMI jointly projects were prepared in the period in question with the purpose of disseminating and sharing successful stories. The documentary covers testimonies; lessons learnt and registered impacts from implementation of the project in Bunda, Sengerema, Bukoba Rural and Ikungi districts. The document can be accessed via [www.knowledgetv.esrf.or.tz](http://www.knowledgetv.esrf.or.tz)

In strengthening information sharing and dissemination, in 2016 ESRF through KMI Department in partnership with the Simiyu

Regional Office through PEI organized a National Youth Forum in Bariadi, Simiyu Region with the main theme "Youth with Industrialization in view of Tanzania Development Vision 2025". The event attracted more than 580 participants mostly were youth and women.

#### **7.1.4 Other Activities**

Apart from the two projects, the Department also exerted efforts in implementing other activities pertaining to its mandate to the Foundation. These included, making the



*A group photo of the Guest of Honor the Minister of State in the Prime Minister's Office Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled Hon. Jenista Mhagama (middle), on her left Deputy Minister of State, Prime Minister's Office: Labour, Youth and Employment Hon. Anthony Mavunde followed by Mr. Amon Manyama, Deputy Country Director (UNDP). On her right are ESRF Executive Director, Dr. Tausi Kida and Mr. Anthony Mtaka, Simiyu Regional Commissioner.*

Foundation visible (Promoting products and services), sharing and dissemination of documents and issues of national interests (Through TzOnline [www.tzonline.org](http://www.tzonline.org), Taknet [www.taknet.or.tz](http://www.taknet.or.tz), Mkilimo, ESRF EBrief), exhibition and physical Library.

In 2016 the Foundation was made visible in different occasions through both traditional

media and Social media. During the period over 60 hard news and 20 feature stories were prepared and appeared in various newspapers and over 20 appearances in Television stations. Some of the events covered were; launching of ESRF's Medium Term Strategic Plan (2016 – 2020), ESRF's National Conference, Workshop on agribusiness and smart farming etc.

For Social Media in 2016, ESRF Facebook registered 2,520 followers with outreach of 23,425 and Twitter recorded 1,700 followers.

In sharing knowledge through Tzonline gateway, the Department in 2016 shared different documents/publications through monthly current awareness lists to almost 40,000 subscribers as well as to others who visited the site. In 2016 the average visitors to Tzonline registered 28,780 per day. Over 320 job vacancies were also posted into TzOnline database.

Through Taknet [www.taknet.or.tz](http://www.taknet.or.tz), the Department hosted six discussions on topics of interest to the nation. Some of the topics discussed were; Smart farming in Tanzania, National Youth Development Policy (2007) Review; and The role of private sector in achieving the 5YDP II (Industrialization) in Tanzania, Human Development Report 2015: Work for Human Development etc. The contributions from these discussions were synthesised to policy brief and disseminated to various stakeholders.

The department also rendered its services to its Library users by providing them with different reference services and in-depth Internet searches. It also donated some books to different University Libraries, such as Open University, Mzumbe University Dar es Salaam Campus and Tumaini University Libraries. During the year, the KMI department provided funding to the

Tanzania Athletics Association to support SDGs dissemination to children through the programme titled "Tanzania Kids Run to Achieve and Educate School Children on Sustainable Development Goals.

The Department through IT and Data Management Unit provided IT and technical Support to ESRF staff including procurement of hardware and software. The unit developed a system for handheld data collection to improve data capturing, processing and storage and provided training to researchers on how to use the system in capturing and analyzing data. It also extended support in hosting services to ESRF clients who are mostly government ministries and agencies. The unit also provides technical support to six district councils' websites, including hosting and maintenance services.

In 2016 ESRF through the IT unit assisted in subscribing to the new Internet Service Provider (ISP) - Tanzania Education and Research Network (TERNET). This has reduced the cost of Internet access by more than 75%.



*Mr. David Fincham (RAS expert from South Africa) explaining how the RAS works.*



# INSTITUTIONAL INFRASTRUCTURE

## 8.1 Staff recruitment

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

The ESRF Staff strength as at 31<sup>st</sup> December, 2016 stood at 31 employees. The workforce includes 16 Programme Staff and 15 Operational Staff and the gender distribution is 21 males and 10 females. It is worth elaborating that the core function of the Institution is doing Research and the rest of the Staff irrespective of their Professional backgrounds are termed "Operational Staff". Again, we have two collaborative Project Staff namely Mrs. Margaret Kasembe, Project Director – USAID/IIE Participant Training Programme; and Mr. Khalid Mgaramo, Monitoring and Evaluation Specialist – USAID Capacity Development for Partners of Accountability. The Foundation also has a substantial network of consultants and research associates who work on projects with our staff.

## 8.2 Training and Capacity Development

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

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

During the year 2016 several staff were trained on various disciplines related to their areas of specialization as detailed here below:

### 8.2.1 Training on Impact Evaluation

Mr. Patrick Kihenzile attended a five days training on Impact Evaluation that was organized by the Department of Governance and Capacity Development of ESRF. The training was designed for the researchers, Project Managers, Policy Makers, donors and Practitioners of development from different Institutions. The objective of the course was to provide necessary methodology and practical knowledge to meet the growing demand for vigorous evaluation of development programmes. Mr. Patrick learnt about different methods of doing Impact Evaluation which include Randomized Control Trials (RCT), Difference-in-Difference, Regression Discontinuity and Instrumental variable. The training was held at ESRF Conference Hall from 9<sup>th</sup> – 13<sup>th</sup> May, 2016.

### 8.2.2 Exchange Programme to China – Mr. Danford Sango and Mr. Abdallah Hassan

Mr. Danford Sango, Head of Policy Engagement and Capacity Development Department as well as Mr. Abdallah Hassan, Principal Information Officer participated in a two weeks exchange programme to China. The Programme was part of exchange visits organized by the

Government of CHINA for African NGOs. The theme of 2016 (3<sup>rd</sup> to 12<sup>th</sup> May, 2016) was "China and Africa: Working together to build a Community of shared destiny with exchanges, mutual learning, common interest and development." During the exchange Programme, the ESRF staff visited Beijing, the Capital of People's Republic of China and the Nation's Political, cultural and educational centre, Anhui Province located in Eastern China and Zhuhai Province.

### **8.2.3 Exchange Programme to China - Mr. Solomon Baregu**

Mr. Solomon Baregu, Assistant Research Fellow participated in a five days (18-22 July, 2016) exchange programme in Beijing, China. The programme was part of exchange visits hosted by the University of International Trade and Economic Centre at the Ministry of Finance and Commerce (MOFCOM) and Centre for International Development at Stanford University. The workshop carried the title of "The 2016 Global Value Chain (GVC) Training and Research Workshop". From the papers presented, it was generally agreed that China has taken considerable measures in ascending the GVC and thus Developing Countries were urged to emulate these notable achievements and design strategies to get into high end of the GVCs.

### **8.2.4 Training on Pastel Evolution**

Again, a team of four staff members namely Mr. Ernest Chiwenda, Finance Manager; Mr. John Kajiba, Principal IT Expert; Ms. Aldegunda Ngowi, Senior Accountant; and Mr. Selemani Haji, Assistant Accountant attended a one week training on new functionalities that were developed on ESRF Accounting System

(Pastel Evolution). The trainer, Ms. Mary Kagaruki coached them on how to respond to various issues that were supposed to be improved for the better quality and timely reporting of the financial reports. She then proceeded with a tailor made training for the account personnel and Data Manager to make sure that every aspect is well understood and none of the issues has been left untouched.

### **8.2.5 Training on "Making an Impact with National Human Development Reports"**

Dr. Tausi Kida, Mrs. Margareth Nzuki, Mr. Danford Sango, Mr. Abdallah Hassan and Mr. Desmond Mushi attended a four day regional training workshop on "Making an Impact with National Human Development Reports" from 16<sup>th</sup> -19<sup>th</sup> February, 2016 in Dar es Salaam. The training was conducted by Mr. John Haul from the Human Development Report Headquarters in New York, USA.

### **8.2.6 Training on "Management and Leadership Development"**

Mr. Ernest Chiwenda, the Finance Manager attended a short course on Management and Leadership Development conducted from 1<sup>st</sup> – 5<sup>th</sup> August, 2016 by the Institute of Accountancy Arusha (IAA). The course has sharpened his leadership skills and enabled him to effectively supervise his subordinates.

### **8.2.7 Training on "International Financial Reporting Standards"**

The Finance Manager, Mr. Ernest Chiwenda was fully funded by the Foundation to participate a mandatory professional



course on International Financial Reporting Standards, International Public Sector Accounting Standards and International Standards on Auditing held at Tughimbe Conference Centre in Mbeya from 11<sup>th</sup> to 13<sup>th</sup> October, 2016 and qualified him for the award 24hrs of Structural Continuing Professional Development (CPD). The training was organized and facilitated by the National Board of Accountants and Auditors (NBAA).

### **8.2.8 Training on “Effective Corporate Governance and Audit Committee Functioning”**

Mr. Selemani Haji, Assistant Accountant, participated in the training on Effective Corporate Governance and Audit Committee Functioning held at Morogoro Hotel in Morogoro from 11<sup>th</sup> – 12<sup>th</sup> November, 2016 and qualified for the award of 16 hours of Structured Continuing Professional Development.

### **8.2.9 Evening Programmes**

It is a policy of the Foundation on Staff training that employees can leave office one hour before official time of closing business for the purpose of attending a training which is relevant to their profession. As such, Mr. Joseph Ngonyani, IT Expert (Database Administrator) has been attending MSc. Information Technology and Management at the Institute of Finance Management in collaboration with Avinashilingam University, India.

Also, Ms. Aldegunda Ngowi, Senior Accountant has been attending ACCA review classes at Financial Training Centre, Dar es Salaam for the past 6 months and sat for the final examinations on 6<sup>th</sup> December, 2016.

## **8.3 Institutional Review**

The Foundation carried out the Institutional Review to form basis of the preparation of the sixth Medium Term Strategic Plan 2016-2020. It reviewed performance over the last two Strategic Plans (2008-2011) and (2012-2015). The review attempted to create a view for a more research-led Foundation. It amplified on the constraints related to financing and development and retention of highly trained human resources. It emphasized the need for Government financial support.

That was in consideration of the Foundation’s technical and advisory services in support of public policy making process, not only through evidence-based inputs on strategic national resources and regional and global issues, but also the often “unacknowledged” administrative support the Foundation provides to the Government, including stakeholders identification for different policy issues, lining up national consultations and knowledge sharing on behalf of the Government.

The importance of the review is threefold, first, as a matter of good practice, an Institutional Review helps to identify whether the Foundation is performing well or not, so that lessons can be used to inform the next strategic plan. The review sought to contribute to improvements in the delivery of the Foundation on its mandate. Take note that the last review was way back in 2006.

Second, there was a need for a review for the purpose of factoring in recent local and global developments, news and events that bring with them new challenges, risks and opportunities. On the other hand,

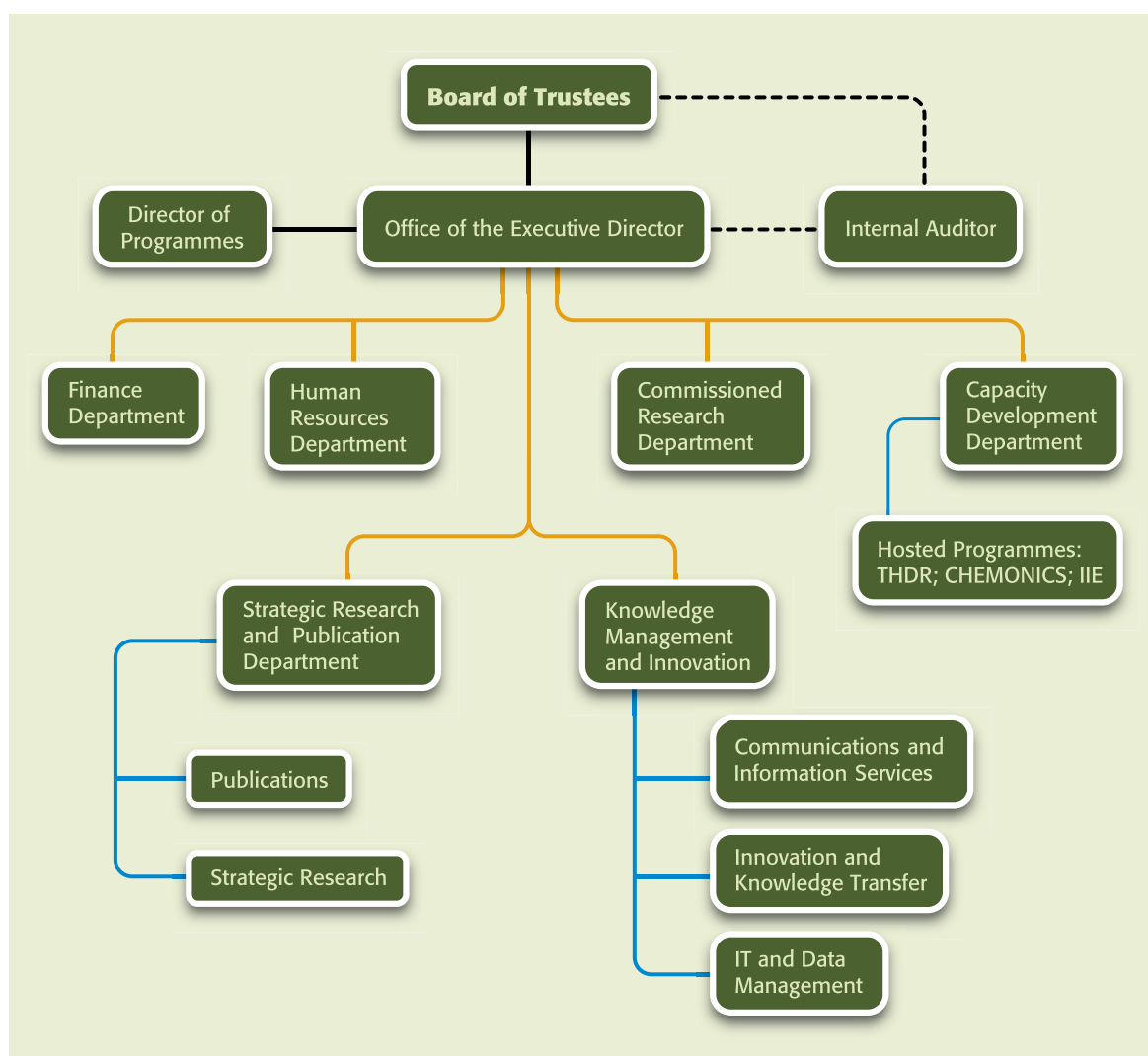
policy making will factor in possible fusion of the national development frameworks, notably the Five Year Development Plans (FYDPs) and continued closer monitoring of traction and progress towards the vision 2025 targets.

Third, delivery on the focus areas of research and other activities of the Foundation demands both human and financial resources to ensure effective implementation and quality. Quality research requires highly competent and experienced manpower. Adequate

financial resources are required in order to bring together and maintain the best human resources and physical assets.

The nature of the financing challenge is that the finances have not been sufficient to cater for the bare core institutional capacity base. The review therefore attempted to impress upon the Government of the immense need for increased funding. Management extends thanks to the International Development Research Centre (IDRC) for funding the Institutional Review.

## 8.4 ESRF Organizational Chart





# FINANCIAL REPORT 2016

## **9.1 INTRODUCTION**

Pursuant to the Tanzania Financial Reporting standard No. 1 on Directors' Report, the Chairperson of the Board of Trustees presents his report together with the audited financial statements for the financial year ended 31<sup>st</sup> December 2016, which discloses the state of affairs of the Economic and Social Research Foundation (ESRF).

## **9.2 PERFORMANCE DURING THE YEAR**

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

## **9.3 PRINCIPLE RISKS AND UNCERTAINTIES**

ESRF receives funds from donors as the main source of income. During the year there were delays for the disbursement of funds by some of the donors. All donors accepted commitment to continue funding the Foundation in the coming years.

## **9.4 STATEMENT OF COMPLIANCE**

ESRF complied with laws, rules and regulations relating to establishment and operation of ESRF and all other laws in the country which affects ESRF during the year.

## **9.5 STATEMENT OF TRUSTEES RESPONSIBILITY**

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

Trustees confirms that suitable accounting policies have been used and applied consistently, and reasonable and prudent judgment and estimates have been made in the preparation of the financial statements for the year ended 2016.

Trustees also confirm that the International Public Sector Accounting Standards (IPSAS) have been followed and that the financial statements have been prepared on the going concern basis.

We accept responsibility for the integrity of the financial statements, the information it contains and its compliance with International Public Sector Accounting Standard (IPSAs).

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



.....  
Chairperson



.....  
Trustee

20th June 2016

.....  
Date

## 9.6 DECLARATION OF THE HEAD OF FINANCE FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2016

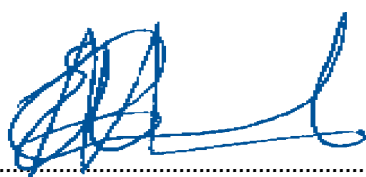
The National Board of Accountants and Auditors (NBAA) according to the power conferred under the Auditors and Accountants (Registration) Act. No. 33 of 1972, as amended by Act No. 2 of 1995, requires financial statements to be accompanied with a declaration issued by the Head of Finance/Accounting responsible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

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

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

I, **Ernest Chiwenda** being the Finance Manager of Economic and Social Research Foundation (ESRF) hereby acknowledge my responsibility of ensuring that financial statements for the year ended 31<sup>st</sup> December 2016 have been prepared in compliance with International Public Sector Accounting Standards (IPSAS) and statutory requirements.

I thus confirm that the financial statements give a true and fair view position of the Economic and Social Research Foundation (ESRF) as on that date and that they have been prepared based on properly maintained financial records.

Signed by: 

Position: Finance Manager  
NBAA Membership No.: ACPA 3040

Date: 26.05.2017, 2017

## **9.7 REPORT TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016**

We have audited the accompanying financial statements of Economic and Social Research Foundation (ESRF), which comprise the statement of financial position as at 31 December 2016, the statement of income and expenditure, statement of changes in reserves and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### ***Responsibilities of the Management and Those Charged with Governance***

The Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSASs, and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or have no realistic alternative but to do so.

### ***Auditors' Responsibility***

Our Objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with IPSAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with IPSAS, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Foundation to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Foundation audit. We remain solely responsible for our audit opinion. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### ***Report on other legal and regulatory requirements***

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

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

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



**GLOBE ACCOUNTANCY SERVICES 2013  
CHARTERED CERTIFIED ACCOUNTANTS**



Method A. Kashonda - (FCPA, FCCA, MBA)  
Managing Partner  
Dar es Salaam.

Date: May 29, 2017

STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2016

	<b>31.12.2016</b>	<b>31.12.2015</b>
	<b>USD</b>	<b>USD</b>
<b>INCOME</b>		
Revenue Grants	2,071,535	2,333,687
Research Income	279,205	121,789
Commissioned Studies (Gross)	341,831	360,816
Capacity Building	303,249	271,960
Other Income	21,338	15,503
Amortization of Capital Grants	<u>33,731</u>	<u>33,731</u>
<b>TOTAL INCOME</b>	<b>3,050,889</b>	<b>3,137,486</b>
<b>EXPENDITURE</b>		
Programme Activities	1,641,084	1,729,070
Personnel Emoluments	1,093,849	1,150,083
Administrative Expenses	102,235	188,855
Staff Welfare and Incentives	97,950	83,512
Repairs and Maintenance	44,693	78,933
Telephone, Fax and Postage	43,916	61,240
Electricity and Water	30,358	34,672
Audit Fees and Expenses	6,578	6,335
Bank Charges	5,204	6,251
Penalties & Interests	65,266	363,130
Amortization - Intangible Assets	-	3,817
Loss on disposal	1,050	8,046
Bad debt	-	1,345
Depreciation	<u>87,145</u>	<u>110,789</u>
<b>TOTAL EXPENDITURE</b>	<b>3,219,328</b>	<b>3,826,078</b>
<b>DEFICIT FOR THE YEAR</b>	<b><u>(168,439)</u></b>	<b><u>(688,592)</u></b>

STATEMENT OF FINANCIAL POSITION  
**AS AT 31<sup>ST</sup> DECEMBER, 2016**

	<b>31.12.2016</b>	<b>31.12.2015</b>
	<b>USD</b>	<b>USD</b>
<b>NON CURRENT ASSETS</b>		
Property, Plant and Equipment	2,007,264	1,482,299
Intangible Assets	2	2
<b>CURRENT ASSETS</b>		
Accounts Receivables	151,635	222,983
Cash and Bank balances	<u>328,581</u>	<u>240,083</u>
<b>TOTAL CURRENT ASSETS</b>	<b><u>480,216</u></b>	<b><u>463,066</u></b>
<b>TOTAL ASSETS</b>	<b><u>2,487,482</u></b>	<b><u>1,945,367</u></b>
<b>EQUITY AND LIABILITIES</b>		
<b>GRANTS</b>		
Capital Grants	<b>62,174</b>	<b>95,905</b>
<b>RESERVES</b>		
Revaluation Reserve	1,725,980	1,123,122
Accumulated Deficit	<u>(1,133,549)</u>	<u>(965,110)</u>
<b>TOTAL GRANTS &amp; RESERVES</b>	<b><u>592,431</u></b>	<b><u>158,012</u></b>
<b>Deferred Income</b>	<b>68,403</b>	<b>-</b>
<b>CURRENT LIABILITIES</b>		
Accounts Payable & Accruals	<u>1,764,474</u>	<u>1,691,450</u>
<b>TOTAL CURRENT LIABILITIES</b>	<b><u>1,764,474</u></b>	<b><u>1,691,450</u></b>
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<b><u>2,487,482</u></b>	<b><u>1,945,367</u></b>

STATEMENT OF CASHFLOW  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2016

	<b>31.12.2016</b>	<b>31.12.2015</b>
	<b>USD</b>	<b>USD</b>
<b>CASH FLOW / (OUTFLOW) FROM OPERATING ACTIVITIES</b>		
Surplus/(Deficit) for the Year	<b>(168,439)</b>	<b>(688,592)</b>
Adjustments for Non-Cash Items:		
- Depreciation	87,145	110,789
- Amortization	-	3,817
- Deferred Income	68,403	
- Bad debt	-	1,345
- Loss on disposal	1,050	8,046
- Amortization of capital grant	(33,731)	(33,731)
- Currency translation gain	-	(54,718)
CASH OUTFLOWS BEFORE WORKING CAPITAL CHANGES	<b>(45,572)</b>	<b>(653,044)</b>
MOVEMENT IN WORKING CAPITAL		
Decrease in Accounts Receivables and Prepayments	71,348	(95,406)
Increase in Accounts Payable and Accruals	73,024	844,324
NET CHANGES IN WORKING CAPITAL	<b>144,372</b>	<b>748,918</b>
<b>TOTAL CASH INFLOWS/(OUTFLOWS) FROM OPERATING ACTIVITIES (A)</b>	<b>98,800</b>	<b>95,874</b>
<b>CASH INFLOWS/(OUTFLOWS) FROM INVESTING ACTIVITIES</b>		
Purchase of Intangible Assets	-	(1,800)
Sale of fixed assets	119	855
Purchase of Property, Plant and Equipment	(10,421)	(41,851)
<b>TOTAL CASH OUTFLOWS FROM INVESTING ACTIVITIES (B)</b>	<b>(10,302)</b>	<b>(42,796)</b>
<b>CASH INFLOWS/(OUTFLOWS) FROM FINANCING ACTIVITIES</b>		
Capital Grant Received	-	<b>5,420</b>
<b>TOTAL CASH OUTFLOWS FROM FINANCING ACTIVITIES (C)</b>	<b>-</b>	<b>5,420</b>
TOTAL A+B+C	<b>88,498</b>	<b>58,498</b>
<b>CASH &amp; CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>	240,083	181,585
<b>CASH AND CASH EQUIVALENTS AS AT DECEMBER</b>	<b>328,581</b>	<b>240,083</b>

## 9.8 Foundation Information

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

## 9.9 Basis of Accounting

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

## 9.10 Property, Plant and Equipment.

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

## 9.11 Depreciation

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

- |                           |       |
|---------------------------|-------|
| • Buildings               | 4.0%  |
| • Motor Vehicles          | 25.0% |
| • Computers               | 33.3% |
| • Furniture and Equipment | 20.0% |

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.

## 9.12 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.

### **9.13 Grants/Donations**

Grants related to capital expenditure are initially credited to equity in form of capital grants and the amount is correspondingly debited to the related non-current assets. Grants related to depreciable assets are usually recognized as income over the periods and in the proportions in which depreciation on the related assets is charged.

### **9.14 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.

### **9.15 Income Recognition**

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

### **9.16 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.

### **9.17 Intangible Assets**

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 Foundation for unlimited term of renewal and therefore, these assets are not amortized.

10

ESRF  
PUBLICATIONS

## 10.1 Discussion Papers

- (i) Enhancing Energy Security in Rural Tanzania: Examples of Decentralized Rural Energy Approaches from India (2016); by Mr. Ian Shanghvi
- (ii) National Level Implications of Implementation of Sustainable Development Goals (2016); by Dr. Oswald Mashindano and Mr. Solomon Baregu
- (iii) Assessment of Public Private Partnership (PPP) in transportation infrastructure in Tanzania (2016); by Dr. Kenneth M.K. Bengesi, Dr. Patricia Mwesiga, and Mr. Tumaini Mrema
- (iv) Analysis of the Tanzania's Milk subsector Performance (2016), by Dr. Oswald Mashindano and Mr. Solomon Baregu
- (v) Policies and Actions for Enhancing Inclusive Social Progress in Maternal and Child Health within Sub-Saharan Africa (2016) by Ms. Hossana Mpango
- (vi) Formulation and Implementation of plans for emergence: case study of Tanzania (2016) by Prof. Samuel Wangwe and Hossana Mpango

### ***Ten (10) special discussion papers from the THDR background papers:***

- (vii) Status and progress of human development in Zanzibar (2016) by Prof. Flora Kessy & Ms. Mashavu Omar
- (viii) Population dynamics and social policy (2016) by Prof. Alfred Agwanda, Prof. Haidari Amani & Mr. Ahmed Makbel
- (ix) Situating social policy in social economic transformation: A conceptual framework (2016) by Prof. Marc Wuyts and Dr. Hazel Gray
- (x) Financing space for social provisioning in Tanzania (2016); by Prof. Marc Wuyts, Dr. Tausi Kida and Mr. Desmond Mushi
- (xi) Social policy in historical perspective in Tanzania (2016), by Dr. Jehovaness Aikaeli and Prof. Humphrey Moshi
- (xii) Social policy, gender and Labour (2016) by Prof. Godius Kahyarara & Dr. Joyce Nyoni



- (xiii) Health as a productive sector (2016) by Prof, Maureen Mackintosh and Dr. Paula Tibandebage
- (xiv) Social protection: Safety Net or Vehicle for Transformation? (2016) By, Dr. Flora Myamba & Dr. Sheshangai Kaniki
- (xv) Education foundations of development of skills and productive capacities (2016), By Prof. Suleman Sumra and Dr. Joviter Katabaro
- (xvi) Water provisioning in Tanzania: Access, Financing and Policy Trend (2016) by Prof. Flora Kessy and Mr. Richard Mahali

## 10.2 Policy Briefs

- (i) Transforming Fish-farming for Poverty Reduction in Tanzania: A Situation Analysis and Recommendations on the Way Forward (2016); By Dr. Donatilla Kaino, Dr. Francis Mwaijande and Dr. Patricia Mwesiga
- (ii) Public Private Partnership in Tanzania's Transportation Infrastructure: the way PPP is Understood, Challenges and the Way Forward (2016); By Dr. Kenneth Bengesi, Dr. Patricia Mwesiga and Mr. Tumaini Mrema
- (iii) Country Update: Competition Policy and the Multilateral Trading System (2016); by ESRF
- (iv) Country Update: The WTO Nairobi Package: What are Stakeholders' Takes? (2016) by ESRF
- (v) Country Update: Dealing with Agricultural issues after the Paris Agreement: views on the EAC INDCs and the way forward (2016); by ESRF
- (vi) Country Update: Integrating the EAC Cotton, Textile and Apparel sector in Global Value Chains: Stakeholders perspectives (2016); by ESRF
- (vii) Country Update: The UNFCCC Paris Agreement and the Way Forward (2016); by ESRF

## 10.3 Policy Dialogue Series:

- a) Pre - Budget Policy Dialogue with focus on Implications of the 2015/16 budget on Education and Agriculture Sectors in Tanzania

- b) Post - Budget Policy Dialogue with focus on Implications of the 2016/17 budget on Health and Industrial Sectors in Tanzania
- c) First PACT workshop with a theme "Promoting Agriculture, Climate Change and Trade Linkages in East African Countries" with a theme of Sustaining Improvements in Climate Food and Trade Policy Coherence
- d) Second PACT workshop with a theme "What relations in Climate, Food and Trade"
- e) Third PACT workshop with a theme "Agro-processing: Where does Agro-processing meet Trade, Climate Change and Food Security?"

#### **10.4 Quarterly Economic Reviews (QERs):**

- (i) QER Volume 12, Issue 3 for Jul – Sep, 2016
- (ii) QER Volume 12 Issue 2 for Apr – Jun, 2016
- (ii) QER Volume 12 Issue 1 for Jan – Mar, 2016
- (ii) QER Volume 11, Issue 4 for Oct – Dec, 2015

#### **10.5 Newsletters:**

- (i) Newsletter Volume 15 – Issue 2, 2016
- (ii) Newsletter Volume 15 – Issue 1, 2016
- (iii) Newsletter Volume 14 – Issue 2, 2015
- (iv) Newsletter Volume 14 – Issue 1, 2015
- (v) Newsletter Volume 13 – Issue 2, 2014
- (vi) Newsletter Volume 13 – Issue 1, 2014

#### **10.6 Annual Reports:**

- (i) ESRF Annual Report, 2015
- (ii) ESRF Annual; Report, 2014

- (iii) ESRF Annual Report, 2013
- (iv) ESRF Annual Report, 2012
- (v) ESRF Annual Report, 2011



# ESRF STAFF LIST 2016

S/N	NAME	DESIGNATION
1.	Dr. Tausi M. Kida	Executive Director
2.	Prof. Fortunata S. Makene	Head, Strategic Research and Publication Department
3.	Mrs. Margareth Nzuki	Head, Knowledge Management and Innovation Department
4.	Ms. Vivian Kazi	Head, Commissioned Research Department
5.	Mr. Danford Sango	Head, Governance and Capacity Development Department
6.	Mr. Deodatus Sagamiko	Head, Human Resources Department
7.	Mr. Ernest Chiwenda	Head, Finance Department
8.	Mr. Moja Mapunda	Internal Auditor
9.	Mr. John Kajiba	Principal Information and Technology Expert
10.	Mr. Abdallah Hassan	Principal Information Officer
11.	Ms. Aldegunda Ngowi	Senior Accountant
12.	Mr. Ian Shanghvi	Assistant Research Fellow
13.	Mr. Patrick Kihenzile	Assistant Research Fellow
14.	Mr. Solomon Baregu	Assistant Research Fellow
15.	Mr. Richard Ngilangwa	Research Assistant
16.	Ms. Doris S. Likwelile	Research Assistant
17.	Ms. Hossana P. Mpango	Research Assistant
18.	Mr. Abel Lawrence Songole	Research Assistant
19.	Mr. Yasser Manu	Administrative Officer
20.	Mr. Senorine Libena	Senior Publication and Publicity Officer
21.	Mr. James Kasindi	Information Technology Expert (Systems Administrator)
22.	Mr. Joseph Ngonyani	Information Technology Expert (Database Administrator)
23.	Mr. Selemani Haji	Assistant Accountant

<b>S/N</b>	<b>NAME</b>	<b>DESIGNATION</b>
24.	Mr. Khalid Mgaramo	Monitoring and Evaluation Specialist
25.	Ms. Margareth Kasembe	USAID/IIE Project Director
26.	Ms. Goreth Kashasha	USAID/IIE Training Coordinator
27.	Ms. Jacqueline Mwijage	Personal Assistant to the Executive Director
28.	Mr. Raphael H. Chibindu	Office Management Secretary
29.	Mr. Theo Mtega	Office Assistant
30.	Mr. Peter Mhono	Driver
31.	Mr. Francis John	Driver
32.	Mr. Said Abdallah	Office Attendant
33.	Ms. Prisca Mghamba	Office Attendant





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