



ECONOMIC AND SOCIAL RESEARCH FOUNDATION (ESRF)



Economic and Social Research Foundation (ESRF)

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Annual Report 2006

POLICY RESEARCH • CAPACITY BUILDING
• KNOWLEDGE SHARING



www.esrftz.org



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

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ESRF ANNUAL REPORT 2006

■ Published by:



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- Development Gateway,
- The African Capacity Building Foundation (ACBF),
- United Nations Development Programme (UNDP),
- Department for International Development (DfID),
- East African Community (EAC),
- World Bank (WB), and
- Ford Foundation

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Lastly, the Foundation wishes to thank all individual consultants and private firms who worked with us for the year 2006.

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LIST OF ABBREVIATIONS

ACBF	African Capacity Building Foundation	LVEMP	Lake Victoria Environment Management Programme
ACCA	Association of Chartered Certified Accountants	MA	Master of Arts
AIA	Arusha Institute of Accountancy	MCM	Ministry of Cooperatives and Marketing
AIDS	Acquired Immune Deficiency Syndrome	MKUKUTA	Mkakati wa Kukuza Uchumi na Kuondoa Umaskini Tanzania
AMP	Agricultural Marketing Policy	MKURABITA	Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania
BEST	Business Environment Strengthening Programme in Tanzania	MSM	Maastricht School of Management
CBOs	Community Based Organisations	MUCCOBS	Moshi University College of Cooperatives and Business Studies
CBU	Capacity Building Unit	NARI	Naliendeke Agricultural Research Institute
CD-ROM	Compact Disc Read-Only Memory	NBS	National Bureau of Statistics
CEM	Country Economic Memorandum	NCC	National Computing Centre
CSOs	Civil Society Organisations	NEPRU	Namibian Economic Policy Research Unit
CUTS	Consumer Unit Trust Society	NGOs	Non Governmental Organisations
CVs	Curriculum Vitae	NSGRP	National Strategy for Growth and Reduction of Poverty
DASS	Development Association Limited	NUFFIC	Netherlands Organisation for International Cooperation in Higher Education
DFID	Department for International Development	ODI	Overseas Development Institute
DGF	Development Gateway Foundation	OUT	Open University of Tanzania
EAC	East African Community	PGD	Post Graduate Diploma
EC	European Commission	PhD	Doctor of Philosophy
EDF	European Development Fund	POPP	President's Office, Planning and Privatisation
EOI	Expression of Interest	PPRA	Public Procurement Regulatory Authority
EPAs	Economic Partnership Agreements	PRSP	Poverty Reduction Strategy Paper
ERB	Economic Research Bureau	PSDS	Private Sector Development Strategy
ESAMI	Eastern and Southern Africa Management Institute	QER	Quarterly Economic Review
ESRF	Economic and Social Research Foundation	RDS	Rural Development Strategy
FAO	Food and Agriculture Organisation	REPOA	Research on Poverty Alleviation
FBOs	Faith Based Organisations	RPED	Regional Programme on Enterprise Development
FDI	Foreign Direct Investment	SADC	Southern African Development Community
FES	Friedrich Ebert Stiftung	SEAPREN	Southern and Eastern Africa Policy Research Network
FSDT	Financial Sector Deepening Trust	SISERA	Secretariat for Institutional Support for Africa
GATS	General Agreement on Trade in Services	SME	Small and Medium Enterprise
GDP	Gross Domestic Product	SNV	Netherlands Development Organisation
GMAT	Graduate Management Admission Test	SPRAA	Special Programme for Refugee Affected Areas
GRE	Graduate Record Examination	SUA	Sokoine University of Agriculture
HBS	Household Budget Survey	TCARC	Technical Centre for Agricultural and Rural Cooperation
HIV	Human Immuno-deficiency Virus	TDIC	Tanzania Development Information Centre
IC	Information Centre	TEC	Tanzania Episcopal Centre
ICT	Information, Communication and Technology	TGNP	Tanzania Gender Networking Programme
ICTSD	ICT for Development	TIC	Tanzania Investment Centre
IDASA	Institute for Democracy in South Africa	TPRI	Tanzania Pesticide Research Institute
IELTS	International English Language Testing System	TTB	Tanzania Tourism Board
IFAD	International Fund for Agricultural Development	TZDG	Tanzania Development Gateway
IFM	Institute of Finance Management	UK	United Kingdom
IFMS	Integrated Financial Management System	UN	United Nations
IFP	International Fellowship Programme	UNCTAD	United Nations Conference on Trade and Development
IIE	Institute of International Education	UNDP	United Nations Development Programme
ILO	International Labour Organisation	UNIDO	United Nations Industrial Development Organisation
IMF	International Monetary Fund	USA	United States of America
IMG	Independent Monitoring Group	USD	United States Dollar
IMR	Infant Mortality Rate	WB	World Bank
IPT	Intermittent Presumptive Treatment	WDP	Women's Dignity Project
ISS	Institute of Social Studies		
IT	Information Technology		
ITI	International Trachoma Initiatives		
ITU	Information Technology Unit		
IUCEA	Inter-University Council for East Africa		
JICA	Japanese International Cooperation Agency		
LDCs	Least Developing Countries		

I NOTE FROM THE EXECUTIVE DIRECTOR

IA Preamble

This report reflects the achievements made and challenges faced by our institution during 2006. This was the 12th year of its existence. The institution continued to pursue the goals identified in its 3rd Strategic Plan (2003-2006), linking policy research and analysis with capacity building and knowledge sharing locally and internationally. Our research themes and capacity building interventions continued to centre on the national development goals of improving economic growth and reducing poverty, sustaining social equity and welfare, as well as promoting good governance practices in all sectors. The institution also geared itself to respond to other emerging stakeholder needs, which were handled through the Commissioned Studies Unit. The Board of Trustees provided the necessary policy guidance to the Management Team, which discharged its duties with the optimum cooperation from researchers and the entire ESRF Staff complement. Where necessary, the institution had to outsource skilled personnel from other network institutions to ensure that planned activities are timely undertaken.

IB Research Themes Focus

Growth and Poverty

The core research activities in 2006 reflected the nationally changing focus with most research projects falling under growth and poverty reduction. Literature has demonstrated that poverty can be tackled from different angles using different approaches and instruments. This means effective approaches have to be identified for adoption by stakeholders. In 2006 we decided to merge separate projects on poverty and growth under one theme in recognition that growth with equity is an essential pre-requisite if poverty reduction initiatives have to make the meaningful results. It is also appreciated by our researchers that although foreign aid is meant to reduce poverty it has some side effects on the economy, which need to be understood holistically. Our active participation in studies comparing poverty reduction strategies across countries and the underlying macro-economic variables has added to the Foundation's expertise in poverty reduction and policy analysis. We are therefore grateful to stakeholders within and outside Tanzania for entrusting ESRF to undertake such important studies as part of national efforts to realize MKUKUTA goals and MDGs.

Governance

Governance was another major area of research and/or theme, which continued to focus on, among other things, the impact of HIV/AIDS pandemic on the electoral process, and on government resources that may be utilised to contain the pandemic. These research areas were supplementing the Foundation's steady stream of work on the impacts and outcomes of investments made in health and health care systems, showing the need for economic analysis to support policy in areas that are often not thought of as "economic" in nature.

Globalisation and Regional Integration

Another major focus of research has been on the implication of international economic integration and globalisation of economic transaction on Tanzania and East Africa in general. ESRF researchers had opportunities to develop research topics in this area. The grant was used by ESRF researchers to analyse growth and poverty reduction by examining trends in investment, privatization, and labour markets, to mention just a few. The studies focused on determining how and when the globalised economy provided opportunities for pro-poor growth. We have endeavoured to study all the important aspects of globalization, including gender dimension of growth and integration as well as the factors behind unequal distribution of Foreign Direct Investments (FDIs) among economic sectors, and geographical distribution. ESRF also continue to host and implementing a separate project on Globalisation, whose funding from the Ford Foundation ended during the year. The work under the globalization project earned the Foundation some credibility due to the contribution we made in understanding the dynamics of globalization and regional integration. It is our hope that this experience by ESRF will be useful in pursuing matter once funds are obtained to continue with the started research work.

IC Commissioned Studies

Commissioned Studies is one of the three core activities and/or functions mandated to ESRF. Consultancy work under Commissioned Studies Unit used to overcrowd research in the past following the growing demands of the stakeholders served by ESRF including the Government, private sector and the civic society organisations (CSOs). However, at present the mismatch has gradually been corrected. The outputs from Commissioned Studies have been the basis for the Foundation's policy analysis as well as policy dialogue series which are held bi-weekly.

Through this arrangement, ESRF has been able to improve interaction with the policy makers as well as enhancing networking and information sharing. The interaction with Government officials gives ESRF researchers some awareness of priorities and needs for capacity building in policy analysis. For all research and commissioned studies, the Foundation has continued to put emphasis on quality control and instituting new processes by which all research is reviewed in-house for clarity of explanation and argument, as well as normal editing functions. This process is also capturing information (documents and statistics) collected and generated in the research process, which are posted on our websites and deposited in our Information Centre for future reference and access by other stakeholders.

ID Capacity Building Activities

One of our key contributions to the undertaking policy implications pertaining to social and economic management has been the series of policy dialogue seminars undertaken by the Capacity Building Unit. Among the policy dialogue topics that drew much attention from the public was "Does Globalisation Improve Wages in Poor Countries?". Other areas of debate included implications of regional integration to the national economy and impact of HIV/AIDS on the electoral processes. We welcome our stakeholder to suggest topics of interest for coverage. The institution actively participated in activities aimed at understanding the costing of MKUKUTA interventions at sector and sub-sectoral levels.

IE ESRF-Hosted Programmes

The Foundation continued to collaborate with Research on Poverty Alleviation (REPOA) and the Institute for Social Studies (ISS) in running an online Post-Graduate Diploma (PGD) course on poverty analysis using financial support from UNDP. The second batch of about 25 students started coursework in March 2006 and are expected to graduate in April 2007.

As hosts to the Ford Foundation's International Fellowship Programme (IFP), we continued to offer the necessary institutional support. The programme aims at sharpening leadership skills of professionals with emphasis on social justice in marginalised communities or peripheral geographical areas of Tanzania. More than 60 students have been sponsored so far, mostly at masters' degree level in overseas universities. We are proud that all of them have come back home after graduation and continued to serve the institutions/communities they were taken before going for post-graduate studies.

IF Knowledge Sharing

The Foundation's Information Centre (IC) and Information Technology Unit (ITU) continued to provide their support internally through services related to technical IT support, reference database and networking. Services were also offered to other stakeholders such as Government (e.g. designing, maintaining, hosting of websites and Databases and Research Networks (e.g. Southern and East Africa Policy Research Network-SEAPREN: (www.seapren.org) in the Region. ESRF also continued to host and manage two most popular information sharing websites in Tanzania, namely Tanzania Online Gateway (<http://www.tzonline.org>) and Development Gateway (<http://www.tanzaniagateway.org>). More than 12,000 users visit the two sites daily.

IG Facing the Future: A New Strategic Plan

As the third phase of ESRF Strategic Plan ended in 2006, the Foundation will use 2007 to reorganise itself by re-examining its role and sustainability of funding for core research. It is appreciated the space for ESRF as a leading policy research institution in the country will increasingly be shared by other emerging institutions. This calls for re-definition of ESRF's focus and differentiating itself from other institutions through a clearly defined delivery strategy using well qualified personnel. It will also require diversification of its income sources and also building a contingency fund.

We are grateful for continued funding support provided by many donors, in particular the Government of Tanzania, African Capacity Building Foundation (ACBF), UNDP and DFID, Ford Foundation and the World Bank.

The Foundation's Income and Expenditure Statement for the year ending 31st December 2006 is appended to this report as submitted by the External Auditors and approved by the Board of Trustees.

This is my last annual report to prepare as I will be retiring in March 2007. The Board of Trustees has already set in motion a process to competitively appoint the third Executive Director who will take over before June 2007. I take this opportunity to wish the incoming ED a successful tenure and ensure her/him of optimum cooperation from the Board of Trustees, Management and the entire staff team.



Professor Haidari K.R. Amani
Executive Director

IIA Background

Mission

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

Vision

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

Objectives

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

Strategic Plan

ESRF's overall efforts are directed by a strategic plan, which is updated every four years so as to allow the institution to adapt to the changing environment. The strategic plan for the period 2003 - 2006 focuses on three main components, which are consolidation, innovation and sustainability, and of which its four activities are:

- Policy research,
- Capacity building,
- Policy dialogue and dissemination, and
- Knowledge and information sharing.

Of these, policy research is the core activity around which all other activities revolve. In addition, three critical success factors have been identified as crucial to achieve these goals:

- (a) Maintaining the Foundation's high standards of human resources in light of rapidly increasing competition for skilled researchers in Tanzania;
- (b) Financial sustainability by diversifying funding sources and reducing over-dependence on a few donors. This will require cultivation of relations with a diverse group of research organisations that collectively meet ESRF's needs for sustenance, and
- (c) Maintenance and improvement of the research infrastructure to enhance research quality and attract the services of highly qualified researchers.

IIB Board Members

The ESRF Board of Trustees, as mandated by the constitution of the organisation, is composed of members from different, broadly recognised sectors of society: the Government, private sector, civil society and academia. The Board also has an Executive Committee that deals with ad hoc operational matters that need the approval of the Board. Board members are appointed for a maximum of two terms of three years each. Since its inception, ESRF has had three Chairpersons of the Board, namely: Amb. Fulgence Kazaura (1994-1996), Amb. Richard Mariki (1996-1999), and Prof. Rwekaza Mukandala (2000 to date). The current Board (2006/2007) is composed of the following members:

Dr. Naomi B. Katunzi (Academia), Prof. Geoffrey R. Mmari (Academia), Prof. Joshua Doriye (Academia), Mr. Penniel M. Lyimo, (Public Service), Ms. Ruth R. Mollel (Public Service), Ms. Mwanaidi Maajar (Private Sector), Mr. Ali A. Mufuruki, (Private Sector), Ms. Mary J. Rusimbi (Civil Society), Ms. Marie M. Shaba, (Civil Society) as detailed below:

ESRF Board Members 2005/2006

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DEAN - FACULTY OF
ARTS & SOCIAL SCIENCES
UNIVERSITY OF DAR ES SALAAM
CHAIRPERSON

DR. NAOMI B. KATUNZI
DIRECTOR
TANZANIA INSTITUTE
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MRN&M ADVOCATES
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MS. RUTH R. MOLLEL
PERMANENT SECRETARY
CIVIL SERVICE DEPARTMENT
MEMBER

IIC ESRF Management

The second ranking organ is the Management Team led by the Executive Director. The Executive Director is appointed by the Board for a maximum of two terms of 4 years each. The first Executive Director of the Foundation was Prof. Samuel Wangwe (1994 - 2002). In 2002, the Board of Trustees appointed Prof. Haidari Amani to succeed Prof. Wangwe. The Executive Director is assisted by a Management Team consisting of senior members of staff mostly heading some programme departments or coordinating units at ESRF.

The Management Team in 2006 consisted of the following members:

• Prof. Haidari K.R. Amani	Executive Director
• Dr. Oswald Mashindano	Head, Research and Monitoring
• Dr. Josaphat Kweka	Head, Globalisation Project
• Ms. Selina Irafay	Head, Administration
• Ms. Pendo Mwandoro	Head, Finance and Contracts
• Dr. Flora Kessy	Senior Research Fellow
• Mr. Dennis Rweyemamu	Coordinator, Commission Studies
• Ms. Vivian Kazi	Coordinator, Capacity Building Unit



IID Level of Staffing

Level of Staffing

During the year 2006 the Foundation saw a decrease in the number of its staff to 29 compared to 35 at the beginning of the year. Two members left the Foundation after the completion of the Globalisation Project that ran for two years, one began her PhD studies, two secured other jobs, and the contract of one employee was not renewed. (See Annex 1 and 2)

Staff Training

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

Staff Evaluation and Time Management

During the year, the Foundation continued to implement as planned, the use of staff performance evaluation tool to measure staff performance. The tool has proved to be quite effective, as it has enabled staff to get feedback on their rating promptly. Those with unsatisfactory performance are duly informed and measures required to improve their performance are taken.

ESRF implemented its Third Annual Workplan as part of the 2003-2006 Strategic Plan. The work programme for 2006 aimed at reaching the four main goals of the Third Phase Strategic Plan, namely;

- i) ESRF Institutional Development
- ii) Core Research
- iii) Commissioned Studies
- iv) Policy Dialogue and Dissemination

In order to realise the goals, it was necessary to consolidate the gains made in phases I and II in terms of the institutional and human capacity of ESRF itself. This goal recognises that sustainability is not achieved effortlessly and that without vigilance institutional capacity can not be attained. Secondly, ESRF sought to access and further build capacity through training, networking and attachments. Efforts in this area increase both the Foundation's research capacity and the capacity of members of the Government and Civil Society Organizations (CSOs). To understand and make use of research outputs. Thirdly, the Foundation must utilise this capacity to carry out research programmes that are relevant to its goal of informing the policy process. Fourthly, ESRF organises workshops and seminars because research outputs best benefit the society if decision makers know and understand it.

This annual report summarises outcomes of implementation of the work programme during 2006 and the Foundation's status by December 2006. The first four chapters cover the core activities of the Foundation:

- a) Capacity Building,
- b) Research Programme,
- c) Consulting and Commissioned Studies, and
- d) Policy Dialogue.

There are an additional five chapters which discuss details of the Foundation's operations; namely:

- i) ESRF collaboration with other institutions and external consultants,
- ii) The Foundation's Research Infrastructure,
- iii) Conferences, Workshops, and Seminars attended by ESRF Staff,
- iv) ESRF Staff Profiles,
- v) Publications Available,
- vi) Income and Expenditure Statement for 2006.

It is our hope that this information of what transpired in 2006 will provide a useful reference as we plan for the future. It should also provide a snapshot overview for stakeholders to understand and appreciate the contribution of ESRF in the economic management and development of Tanzania and Africa in general.

This progress report and the subsequent research plans for 2007 are based on three broad research themes of the current Strategic Plan. These themes are growth and poverty; globalisation and regional integration, and governance.

IV RESEARCH PROGRAMME

The 2006 Plan of Research Activities

The Research Plan for year 2006 was comprised of 15 research activities, which were carried forward from 2005. In addition, 7 new research projects were undertaken for 2006. The total number of research activities undertaken for the year 2006 was therefore 22. Note that, some carried forward research projects were in the final stages and were therefore completed early 2006. ESRF was implementing a total of 5 research projects under the first broad Theme I - Growth and Poverty as follows: -

IVA Theme 1: Growth and Poverty

Poverty and growth are approached as one theme so as to emphasize their relation, which is often appreciated. These researches examined poverty and growth from a variety of different perspectives.

- (a) **Poverty Escape Routes (PER): Understanding Growth and Democracy from the Bottom Up:** This is a comparative study aimed at learning from the Central Regions how in addition to economic factors (e.g. income), social factors such as governance, democracy, freedom and security can influence poverty.
- (b) **Comparative Poverty Reduction Strategies in Eastern and Southern Africa: The Cases of Botswana, Kenya, Namibia, South Africa, Tanzania, Uganda, and Zambia:** This study compared the poverty reduction strategies adopted by the (SEAPREN) countries particularly between PRSP countries and Non PRSP countries and to identify "best practices".
- (c) **Moving Out of Poverty:** The main objective of this study was to learn retrospectively from those who were once poor but have moved out of poverty and stayed out of poverty in different political, governance and economic environments. Ruvuma Region in Southern Tanzania was selected as a reference for the comparative case study as a similar study has been implemented in 17 other countries of African continent, Asia and South America.
- (d) **Inter-household Private Income Transfers and Poverty in Tanzania: Conceptual Analytics and Framework for Empirical Investigation:** The general objective of this study was to examine the impact of inter-household income transfers on poverty reduction.
- (e) **South - South Foreign Direct Investment:** This study investigated on the factors behind a shift from North - South to South - South FDI and the benefits associated with the late.

IVB Theme 2: Globalisation and Regional Integration

This theme should not be confused with the separately funded Globalisation Project, though it also pursues similar globalisation related research using sources of funding other than the Ford Foundation Grant. Six pieces of research were carried out under this theme. These are presented below as follows: -

- (a) **Trade, Development and Poverty: The Case of Textile Industry:** The objective was to carry out an empirical assessment on the link between trade and poverty reduction, with a focus on textile industry.
- (b) **Trade, Development and Poverty: The Case of Fishery Industry:** This study aimed at carrying out an empirical assessment on the link between trade and poverty reduction, with a focus on fishery industry.

- (c) **Understanding the Political Economy of East African Integration:** The study provides the analytical basis for building a shared understanding among stakeholders of the opportunities and threats to integration in East Africa.
- (d) **Trade and Welfare Effects of Economic Partnership Agreements' (EPAs) negotiations with the European Union (EU): The Case of Tanzania and Malawi:** The study identifies, at sector level, the main trade and welfare effects of reciprocity in EPA between EU and Tanzania and Malawi.
- (e) **Macroeconomic Convergence in SADC: The study was aimed at identifying Macro-economic Convergence (MEC):** The study identifies the successes, weaknesses and problems in attaining MEC targets. In addition, it suggests critical policy issues and mitigation measures in MEC areas for the processes of accelerating the deepening integration and enhancing the overall impact of MEC on regional development.
- (f) **Evaluating Industrial Policy in the Era of Globalization (Review of the Sustainable Industrial Development Policy - SIDP):** To review the industrial policy of Tanzania and make suggestion for a draft Industrial Development Policy of Tanzania (2020)

IVC Theme 3: Governance

Five research topics were undertaken in the year 2006 under this theme as presented below: -

- (a) **Measuring the Impact of HIV/AIDS on the Electoral Process in Tanzania:** This is a regional research programme which was aimed at studying the impact of HIV/AIDS on electoral processes in Tanzania Mainland and Zanzibar. Other countries participated in this programme are Namibia, Zambia, Botswana, South Africa, Senegal and Malawi.
- (b) **Tracking HIV and AIDS Resource in Tanzania:** The major objective of the study is to establish how the Government is prioritising HIV/AIDS in terms of budget allocations and spending. This was a regional programme comprising of Tanzania, Namibia, Malawi, Kenya, Botswana and South Africa.
- (c) **The Nature, Capacity and Potential of Public Private Partnership in Health Service Delivery in Tanzania:** Specific objectives of the study are: (i) To identify partners in PPP projects and categories of services and/or infrastructure delivered; (ii) To classify the existing PPP models and potentials for other frameworks; (iii) To identify and examine the capacity of public and private partners in engaging in robust PPP relationships, and (iv) To identify and examine the potentials of public and private sector in developing sustainable partnerships.
- (d) **Comparative Study on Budgetary Processes and Economic Governance in Southern Africa: The Cases of Botswana, Kenya, Namibia, South Africa, Tanzania, Uganda, and Zambia:** The objective of this study was to carry out a comparative analysis on budgetary processes and economic governance in Southern and Eastern Africa.
- (e) **Sector-Wide Approaches in Agriculture and Rural Development:** This study aimed at looking at the effectiveness of the Sector-Wide Approaches in agriculture and rural development in Tanzania. The study was undertaken in collaboration with the Institute of Social Studies and Food and Agriculture Organisation (FAO).

IVD Globalisation Project

This is a two year project established for the purpose of studying the implications of globalisation on East African economies. It differs from other research in that it takes place under one large grant, funded by the Ford Foundation, though its activities are consistent with the ESRF mission. Phase I (2001 -2003) has been completed and evaluation was done between October and December 2003. The Project Phase II (2004- 2006) started in 2004. In 2006, 6 research topics were under Globalisation Project umbrella, covering effects of economic integration on various aspects of the economy.

- (a) **FDI Promotion Policy and its Implication on Local Private Investment in Eastern Africa:** The study looks at various methodologies to accommodate foreign investments and the subsequent impact. In addition, this study looks at the historical evolution and trends of foreign investment in Tanzania.
- (b) **Globalisation and the East African Capital Market: The Case of Tanzania:** The objective of the study is to investigate on the changes taking place between the regional capital markets and global capital markets in terms of their linkage overtime.
- (c) **The Inter-relationships between FDI and Trade in East Africa:** The study investigates on whether or not there is a strong link between FDI and trade concentration in the EA region.
- (d) **Rural Transformation in the Globalisation Context: Evidence from Tanzania:** The study looks at FDI best practices in rural area and the possibilities of adoption in other rural areas.
- (e) **Trade in Services Liberalization: Implications of General Agreement of Trade in Services (GATS) to Tanzania:** The objective of this paper is to examine risks and opportunities of taking GATS commitments in liberalizing trade in services in Tanzania.
- (f) **The Impact of Globalisation on Poverty and Income Inequalities: Some Empirical Evidence from African Countries:** The objective of this study is to investigate on the impact of globalisation on poverty and income inequalities for all African countries.

IVE Seminars and Publications under Globalisation Project

In 2006, 4 number of reports were published. Dissemination of the findings from these published papers was done through policy dialogue forums, which facilitated discussions on the issues that arose.

A total of 2 commissioned papers, 7 project staff papers and 1 paper by PhD intern were completed. Additionally a total of 7 seminars were conducted.

The following is a breakdown of the research outputs for the year 2006:

- (i) **Commissioned Papers**
 - (a) “Globalization and Rural Household Welfare”, Working Paper Series No. 15, (Dr. Beatrice Mkenda), 2005.
 - (b) “Analysis of Factors Hindering Foreign Direct Investment (FDI) Flow into the Agricultural Sector in Tanzania”, Working Paper Series No.17, (Dr. David Nyange), 2005.

(ii) Project Staff Papers

- (a) Trade, Development and Poverty in Tanzania: An Advocacy Kit Developed by ESRF (2006).
- (b) A Review of Budgetary Processes and Economic Governance in Tanzania.
- (c) The Challenges of Globalization: This is a project book.
- (d) (“A Comparative Analysis of the Effects of Investment Promotions on FDI vis-à-vis Local Investment in East Africa”, Working Paper Series No. 18, (Mr. George Kabelwa), 2005.
- (e) “Globalization and the East African Capital Markets: The Case of Tanzania”, Working Paper Series No.19, (Mr. Allan Mlulla), 2006.
- (f) “Trade in Services Liberalization: Implications of GATS to Tanzania”, Working Paper Series No. 20, (Mr. George Kabelwa), 2006.
- (g) “Foreign Direct Investment and Rural Transformation”, Working Paper Series No. 21, (Mr. Allan Mlulla), 2006.

(iii) Paper by a PhD Intern

- (a) “Agricultural Marketing and Supply Chain Management in Tanzania: A Case Study”, Working Paper Series No. 16, (Elina Eskola), 2005.

(iv) Seminars conducted in 2006 under the Globalisation Project:

- (a) Trade, Development and Poverty in Tanzania: An Advocacy Kit Developed by ESRF (2006)
- (b) “Globalization and the East African Capital Markets: The Case of Tanzania”, (Mr. Allan Mlulla), 2006.

V CAPACITY BUILDING

The Capacity Building Unit coordinates efforts that involve training, networking, and facilitation of field attachments. The main objective of this particular programme is to equip policy analysts and decision-makers with analytical tools that will allow them to advise senior policy makers on the formulation, implementation and evaluation of policy packages and to effectively communicate with other stakeholders. A welcome side-benefit is that public awareness of the ESRF is increased.

Clients were key Government ministries, private sector, civil society and non-governmental institutions. Building on 2005 results and changes in the market place, the following were performed in 2006:

- Short-term training and/or workshops
- Policy dialogue seminars and dissemination workshops
- Attachments and visiting scholars

In addition to internal expertise, the Unit outsourced from organizations such as Economic Research Bureau (ERB), Tanzania Gender Networking Programme (TGNP), the University of Dar es Salaam (UDSM), as well as select individual consultants, in order to meet the needs of participants in its various programmes.

VA Achievements: Short-Term Training and/or Workshops

The Capacity Building Unit conducted 8 short-term trainings for CSOs, Private Sector, Ministry of Finance (MOF) and Ministry of Planning, Economy and Empowerment (MPEE) and other Government staff in 2006. One training workshop on Budget Monitoring for Improved Policy Accountability was delivered to 25 people working with CSOs from all over Tanzania. The training was sponsored by ACBF and the Foundation for Civil Society (FCS). In addition, 5 trainings were done to the staff of the Ministry of Finance and Economic Affairs of the Zanzibar Revolutionary Government. The remaining 2 trainings were delivered to East African CSOs and trade stakeholders from different sectors, including the Government, CSOs and the private sector. The following were some key topics for the trainings done in the year 2006:

- 1 Synopsis on Theories of Poverty Analysis
- 2 Policy Analysis
- 3 Research Skills
- 4 Cross-cutting issues and other Economic Related Concepts
- 5 Population Dynamics
- 6 SADC Database Capacity Building Training
- 7 TOT for Bridging Research and Policy in East Africa
- 8 Trade and Investment
- 9 Training on Budget Monitoring for Policy Performance

VB Policy Dialogue Seminars / Dissemination Workshops

A total of 15 policy dialogue seminars were conducted under this Unit (See Table below). The dialogues were under different themes including, policy analysis and coordination, pay reforms, local government reforms, trade and development, regional integration, HIV and AIDS and gender and development.

Policy Dialogue Seminars held in 2006

S/N	date	Themes	Title
1	9th March	Decentralization	Japanese Experience on Decentralization by Devolution: Opportunities and Challenges for Tanzania's Reform Process
2	23rd March	SMEs and Policy Environment	Opportunities and Challenges for Rural SMEs
3	30th March	Gender and Development	Gender Dimension in cut flower sector: Implication for Economic and Social Policy
4	13th April	Policy Coordination	Issues in Policy Coordination
5	11th May	Gender, Women and Development Policies	Gender Mainstreaming in development Policies
6	25th May	FDI and Economic Development	Impacts of FDI on economic development in the country
7	1st June	Domestic Importation and Economic Development	Extent and Impact of Food Import Surges: The case of Tanzania
8	8th June	Environmental Degradation and Economic Growth	Does the Current Environmental Practices Conflicts with Poverty Reduction Efforts?
9	22nd June	A Post Budget Discussion Forum	A Post Budget Discussion Forum
10	6th July	Regional Integration	Regional Integration in Eastern and Southern Africa: Economic and Social Implication to Tanzania
11	27th July	Rural Development	Systemic Approach to Rural Development and Fighting Poverty
12	3rd Aug	Globalization and Poverty	Does Globalization Improve Wages in Poor Countries?
13	7th Sept	Policy Empowerment	Empowerment for Policy and Poverty Reduction
14	5th Oct	Options and Challenges of Improving Pay Reform	Policy Advisor: President's Office: Public Service Management
15	16th Nov	The impact of HIV/AIDS in Electoral Processes in Tanzania	The impact of HIV/AIDS in Electoral Processes in Tanzania

VC Workshop Facilitation and Dissemination

The Unit has also played an important role in facilitating a number of workshops based on clients' needs and also coordinated some inception workshops or research dissemination workshops. Below is a list of workshops done under this category:

1. Gender Dimension in the Cut Flower Industry in Tanzania: Implications for Economic and Social Policy
Impala Hotel, Arusha, 30th January, 2006
2. MKUKUTA Costing - Retreat to Consolidate the Findings for the Five Sector Millennium Hotel - Bagamoyo, 8-9th April 2006
3. National Dissemination Workshop on Sector Needs and MKUKUTA -Based Costing Millennium Towers Hotel, 16th May 2006

VD Attachments and Visiting Scholars

During the year 2006, the Unit hosted 4 interns from the Sokoine University of Agriculture, 12 interns from the University of Dar es Salaam, 4 interns from United States of America, 3 visiting scholars from Finland, Italy and the United Kingdom.

VIA Overview

The Economic and Social Research Foundation has undertaken a number of commissioned assignments related to both policy and development management and covering a broad-range of sectors. Commissioned studies undertaken by the Foundation have largely been feeding into a number of policy processes, building institutional capacities, and contributing largely to development management processes.

The major client of ESRF commissioned assignments has remained to be the Government through its Ministries, Agencies and other institutions. These include the Ministry of Planning, Economy and Empowerment; Ministry of Trade, Industry and Marketing, Tanzania Investment Centre (TIC) and the Tanzania Tourist Board. Other clients include: international organizations, non-governmental organisations (NGOs) and private companies. Clients from regional and international organizations include the EAC, World Bank, UNDP, ILO, UNCTAD, and JICA, just to mention a few.

VIB The major Themes

The major themes/categories of commissioned assignments during the period under review include: policy formulation, poverty reduction, impact evaluation/assessment, private sector development, political and economic integration and trade and investments. In order to enhance in-house capacity, sharing knowledge, expertise and experiences, ESRF has continued to collaborate with a number of domestic and international institutions/consulting firms in carrying out commissioned assignments. However, the department guarantees that ESRF professionals undertake a higher proportion of the commissioned assignments, as depicted in the tables here within.

VIC Implementation Status

ESRF undertook 13 commissioned assignments, out of which 9 projects were carried forward from year 2005. Out of these 13 assignments, 6 were completed, while some other 7 assignments were ongoing at various stages of completion as shown in the table below.

List of Assignments undertaken during the year 2006

No.	Project	Client	Description	Personnel
COMPLETED ASSIGNMENTS				
1	Growth and Poverty Status Report	REPOA-RAWG	Preparation of the Growth and Poverty Status Report for the year 2006.	Dr. Kweka
2	Agricultural Markets, Inputs and Extension Services	Action-Aid	An assessment of the marketing system and extension service delivery in selected areas.	Dr. Mashindano Mr. Rweyemamu
3	O & OD Study	JICA	Study on improvement of Opportunities and Obstacles to Development (O&OD)	Prof. Amani Mr. Rweyemamu Mr. Charle
4	Political economy of EAC	ODI	Study on interests and strategies underlying the process of East African Integration	Prof. Amani Dr. Kweka
5	Survey of Health Service Delivery in Tanzania	MSI	Conducting a Public Opinion Survey relating to health service delivery in the areas served by the Muhimbili Hospital and the Meru Hospital	Mr. Kajiba
6	EAC Development Strategy 2006 - 2010	EAC Secretariat	Preparation of the EAC Development Strategy 2006-2010	Prof. Wangwe Prof. Amani Mr. Rweyemamu
ONGOING ASSIGNMENTS				
7	The Private Sector Development Strategy (PSDS) for Tanzania	POPP	Preparation of the Private Sector Development Strategy for Tanzania	Prof. Wangwe Dr. Kweka Mr. Charle
8	TTB study	TTB	Medium Strategic Plan	Prof. Amani Dr. Kweka
9	Needs Assessment and Costing	UNDP	MKUKUTA Needs Assessment and Costing for Labor, Energy, and Land	Dr. Kessy (Team leader) Prof. Amani Dr. Mashindano
10	Review of Strategic Industrial Development Policy	GoT	Review of Strategic Industrial Development Policy	Dr. Kweka Mr. Charle
11	Impact of TFDI	UNCTAD	Assessing the development trends and impact of TFDI in Tanzania	Dr. Kweka
12	South-South FDI, Third World Multinationals and Development: South Africa, East Africa and India	EDGE Institute	Collect data by way of visiting 120 foreign direct investors in Tanzania	Dr. Mashindano Mr. Kajiba Prof. Amani
13	TASAF Evaluation	World Bank	Evaluation of the Sustainability of Rural Infrastructure Investments and Study of the Perceptions and Experiences of District Officials on Infrastructure Investments	Dr. Kessy Dr. Mashindano Mr. Rweyemamu Mr. Charle

VII ESRF HOSTED PROGRAMMES / PROJECTS

The Foundation hosts a wide variety of seminars, workshops, and roundtables in its conference hall. These help to assemble experts to comment on ongoing research as well as disseminate findings to the wider public. Seminars are also sometimes used simply to further the public debate on important issues giving noted scholars a forum to be heard.

VIIA The Ford Foundation International Fellowship (IFP) Program in Tanzania

About the Programme

The Ford Foundation launched the International Fellowship Program (IFP) in 2000 with an allocation of \$280 million, the largest single grant in the Ford Foundation's history. The IFP operates in 22 countries in Asia, Africa, Latin America and Russia where the Ford Foundation is a grant maker. It is different from other international fellowships in several key ways. First, IFP Fellows are selected on the basis of their leadership record and commitment to their country or community, as well as the strength of their academic achievement. Second, Fellows come from disadvantaged groups that have limited access to higher education: about half of the current Fellows are women; many are from ethnic, religious, or linguistic minority groups in their home countries; and most come from remote or rural areas distant from capital cities. Third, Fellows can pursue graduate studies at universities anywhere in the world.

In 2000, IFP program started in the East Africa Region under the supervision of a Regional Secretariat based at the Inter University Council for East Africa (IUCEA) in Kampala Uganda. However, in order to serve the East Africa Region more effectively, the IFP Offices were also established in Kenya and Tanzania in October, 2003.

Since 2004, the IFP Office in Tanzania is now hosted and supervised by the Economic and Social Research Foundation (ESRF) as the International Partner of IFP New York. The primary objective of the ESRF for research and policy analysis aimed at strengthening capabilities in policy analysis and development management in order to enhance the understanding of policy options in the government, the public sector, civil society, the donor community and the growing private sector, augurs well with the IFP goal for the enhancement of leadership for social justice in the society up to grass root levels.

The IFP vision is to strengthen democratic values, reduce poverty and social injustice. It also seeks to promote international cooperation and advance human development at grass root levels, country, and global level through furthering the education of leaders and potential leaders in the selected countries. Tanzania is among the few lucky countries. The IFP scholarship is a very unique scholarship in that it is targeting individuals who are already proven leaders or potential leaders from the marginalized or poorly developed communities who are expected to come back and serve their communities after their studies. These beneficiaries are expected to become the change agents in these communities!

IFP is an investment in international development. Today there is an urgent need for programs like this that promote international understanding and train new leaders who can advance peaceful and equitable development around the world. The Ford Foundation International Fellowships Program is making an important contribution to furthering this goal.

Accomplishments

Out-Reach

In 2006, IFP Tanzania continued to introduce the program to the various NGOs, FBOs, CSOs and enlisted their support and participation in the distribution of publicity materials and the application forms. Through the

leadership program for social justice, IFP is able to link well with the prevailing needs on capacity building found in all civil societies. Most CSOs do not have funds for training their personnel, so that IFP is increasingly becoming the answer to the people working in these CSOs, who are marginalized and therefore form IFP target groups.

Applications and Selections

As usual, the announcements for applications were carried in the local newspapers and the radio so as to reach the general public countrywide. Forms were distributed through our main stakeholders, that is, the NGOs, CSOs, FBOs and the Public Library System. Also the IFP Fellow Elects, Fellows and alumni are assisting the programme in distribution of application forms to the target groups

During the year 2006, IFP Tanzania performed the seven round of the Application and Selection Processes. Out of the received (over 700) applications countrywide, 14 candidates were selected for the award of IFP scholarships (10 Masters and 4 PhDs candidates).

In August 2006, the Needs Assessment Meeting was organized and held at ESRF, in Dar es Salaam to identify candidates training needs, including preparations for Standardized English Examinations like GRE, TOFIL, GMAT, IELTS and computer training for the group. During this meeting all the candidates were given the opportunity to accomplish university application dossiers with the support of subjects' experts. The university dossiers were sent to placement partners, namely the British Council - UK, NUFFIC in the Continental Europe, and IIE in the United States of America. The fellows from this cohort were placed for study in the US, UK and Netherlands.

VIIIB Post Graduate Diploma in Poverty Analysis Programme

About the Programme

The Postgraduate Diploma (PGD) Programme in Poverty Analysis was officially launched on 8th December, 2003 with the support received from the United Nations Development Programme (UNDP). The main objective of the programme is to train policy analysts and researchers who are actively involved in research on poverty, vulnerability and socio-economic security and development and/or in the design, implementation and evaluation of programmes aimed at reducing poverty and universalizing socio-economic security for the protection of the poor.

The PGD programme is jointly delivered and managed by the three institutions: Economic and Social Research Foundation (ESRF), Research on Poverty Alleviation (REPOA) and the Institute of Social Studies (ISS) based in The Hague, the Netherlands, whereas ISS is the postgraduate diploma awarding institution. The diploma has also been approved by the Higher Education Accreditation Council of Tanzania.

The Second Intake of the PGD Programme

The second intake of the Postgraduate Diploma course in Poverty Analysis started on 1st March 2006 and is expected to end in March 2007. This intake consists of a total of 25 students out of which 8 students are from Central Government Institutions, 3 students are from Local Government, 2 students are from Private Organizations, 6 students are from Academic/Research Institutions, 4 students are from Local NGOs and the remaining 2 students are from International Organizations/NGOs.

In part of the training process, the 2nd intake of PGD students was actively involved in the three intensive workshops that were held at ESRF and REPOA conference halls. The first workshop was held from 20th to 28th April 2006 with the main focus on the problems of conceptualizing poverty. The sessions explicitly concerned with issues of conceptualization - different ways of understanding poverty and why it matters on how we look at poverty. In addition to this the students were also trained on practical skill acquisition and some methods training.

The second workshop was held from 17th to 25th August 2006 and explicitly focused on Research Methods. It was during this workshop that the students started to develop their own research proposals. The students managed to develop very exciting research ideas which were then grouped into four thematic groups: agriculture, rural development and poverty; poverty and social development; social service provision and micro credit, community participation and poverty.

The last workshop for the 2nd intake of PGD students was held from 16th to 20th October 2006. This workshop focused mainly on policy analysis for poverty reduction. It was during this workshop that the students actively participated in the discussions along current policy issues, for example gender and development, cash transfer, targeting and water pricing, and so on. In addition, the students also had opportunity to present their work-in-progress on the research papers that they were developing.

During these intensive workshops the students also benefited from special policy sessions that were delivered by renowned scholars on development issues. These included a session on 'Policy on Poverty in Tanzania: Historical perspectives' delivered by Professor Issa Shivji, and 'The space of policy development in Tanzania,' delivered by Professor Joseph Semboja.



VIII RESEARCH INFRASTRUCTURE

VIIIA Information and Technology Unit (ITU)

The IT Unit continued to improve operational and administrative efficiency by ensuring that systems are up and running, requisite applications are identified, developed and/or procured, installed and put into use. The following paragraphs discuss the IT Unit's various activities in greater detail.

The Infrastructure

The Foundation has 30 desktop computers, 4 laptops, 2 video projectors, photocopiers and scanners. All computers are equipped with necessary software and tools for data analysis.

Maintaining the Infrastructure

The Unit has managed to maintain the infrastructure perfectly. The Unit also runs routine backups to prevent data loss at unforeseen events. The Unit also provide timely support to staff and gives training and awareness of various information and communication technology (ICT).

Databases / Databanks Development and Maintenance

The Unit has maintained the existing database and created some new to respond to several new requests. The following databases were enhanced or developed:

- Accounting System
- Administraton Database inclnding Stationery Database,Correspondence Database, Leave Application, etc.

ESRF Website / Intranet

The website for ESRF - www.esrftz.org - has been maintained quite well and be able to provide timely relevant information to ESRF stakeholders. The number of visitors is increasingly at a high pace, justifying the quality of its contents. The Intranet is also used as a notice board for sharing various information.

Creation of Data Capture Tools and Data Analysis

The Unit has done data analysis on several studies. The following studies have benefited from the service from the Unit:

- PIT - On this study the Unit participated on sample design, sampling, and questionnaire designing. We are now working on data cleaning.
- TASAF - On this study the Unit participated on questionnaire design. The Unit also participated fully on data analysis of this survey.
- Property and Business Formalization - This study had about 300 sets of questionnaires, the Unit participated on data entry, data cleaning and analysis.
- Harvard Health Survey II - On this study we have administered more than 1200 questionnaires that involved data entry and cleaning.

- Enterprise Survey Budget - On this study we have administered more than 120 questionnaires that involved data entry and cleaning.
- MSI - The survey involved issues on transparency and accountability on the health sector in Tanzania, covering Muhimbili and Mount Meru in Arusha as a case study. The Unit coordinated the entire survey from sampling, field survey, data entry and data cleaning.
- ICT - The survey involved the investigation on how can ICT enhance livelihood of rural poor in Tanzania. The unit participated on Mythology designing, filed survey and data entry.
- FDI - The Unit coordinates the survey for Foreign Direct Investment.

Knowledge Management Systems

During the period the Unit in collaboration with the Information Centre (IC) maintained 4 forums. These forums give an opportunity to Tanzanians to share their views on various topics for the development of our country. The forums topics include the budget, MKUKUTA, globalisation, and corruption issues.

- Budget Forum - The forum was setup to discuss the budget for the year 2006/2007 (<http://www.esrftz.org/budget>) giving Tanzanians an opportunity to air their views on the tabled budget. The forum was a very big success due to a good number of responses posted.
- MKUKUTA Forum - This forum aimed in providing a room to Tanzania to exchange ideas on general knowledge of MKUKUTA. The Forum is accessible at, <http://www.esrftz.org/mkukuta>
- Globalisation Forum - This forum aimed at providing a room to Tanzanians to exchange ideas on general knowledge of globalisation issues.
The forum is accessible at: <http://www.esrftz.org/globalisation>.
- Corruption Forum - The forum is providing a room to exchange views on corruption status in Tanzania and is accessible at <http://www.esrftz.org/corruption>.

SEAPREN

The Unit coordinates ICT project for Southern and Eastern Africa Policy Research Network (SEAPREN) with six member's countries. The Unit manages the extranet, website and other ICT resources facilitating the sharing of information among SEAPREN members (www.seapren.org).

Hosting

Hosting service is a new area of income generation to the Foundation. Due to credible services offered, the number of clients hosting websites and emails is increasing. About 50 clients are hosting at our ESRF farm servers from Government, CSOs, NGOs and private bodies.

VIIIB Information Centre (IC)

The Information Centre (IC) supports and facilitates research and consultancy work by providing relevant and up to date literature, through its computerized library. The IC also hosts the Tanzania Online Gateway and the Tanzania Development Gateway.

The Library

The library stock of about 9,000 volumes is fully automated with the OPAC available online through the Foundation's website. The library also subscribes to about 15 international and local newspapers and magazines. The library subscribes to the Programme for the Enhancement of Research Information (PERI). PERI provide access to six online databases with full text journal articles/publications. Collaboration with the British Library for Development Studies database for online document delivery services was maintained.

The library compiles and circulates lists of new acquisitions, including recent articles to all researchers. The library offers reference services to its users and conducts Internet search for the researchers. Useful online information/documents were downloaded and made available to library users.

Tanzania Online Gateway

Tanzania Online Gateway (www.tzonline.org) is an initiative to facilitate easy access to information among development stakeholders in the country. The database has about 6,000 documents, and subscribers for the monthly current awareness bulletin have increased from 5,500 last year to more than 9,500. More than 9,000 visits to the website were recorded per day by December 2006. The initiative has about 1,800 newspaper clippings on development issues from local newspapers. More than 1,200 jobseekers posted their profiles in the database and about 1,300 vacancies were posted into the Consultants and Job Search database in the year 2006.

Tanzania Development Gateway (TzDG)

Tanzania Development Gateway (www.tanzaniagateway.org) provides and promotes online networking as well as the exchange and dissemination of knowledge, ideas and information on development matters. The portal offers: sectoral information, business portal, civil society database, Tanzania project database, e-women networking and news clearing house.

In 2006, a total of 1,294 articles, reports, presentations, and links were uploaded on the Gateway databases. Average visits per day registered were 5,250. An email discussion forum (ngoforum@esrf.org) was established to facilitate easy sharing of information amongst civil society organizations in Tanzania.

The e-newsletter was distributed to the stakeholders via email every month. TzDG continued to strengthen its partnership with other institutions in terms of content, marketing and business.

TzDG is consulting with the Ministry of Finance to see feasibility of implementing the Development Gateway Foundation (DGF) Aid Management Platform (AMP) to address the needs of monitoring and evaluation of donor funded projects.

Consultancy Work

The Information Centre participated in competitive tendering for ICT consultancies. The following are the tenders that were awarded:

- Enhancement of the Poverty Monitoring website (Ministry of Planning, Economy and Empowerment), provision of system maintenance, hosting and capacity building.
- Development of a dynamic database driven website for the Social Action Trust Fund (SATF).
- Redesigning, maintaining and hosting the Sharing with Other People Network (SWOPNet) website.
- Automation of the Ministry of Planning, Economy and Empowerment (MPEE) Library.
- Maintaining the Public Procurement Regulations Authority (PPRA), e-procurement system.

Other Activities

- The Knowledge Management capacity building workshop, organized by ESRF in support with ACBF was conducted in Dar es Salaam from September 11th - 14th 2006. Facilitators were two Knowledge Management experts from South Africa, and participants were from the public sector, academia, research, private sector and civil society.
- ESRF / TzDG in partnership with SWOPNET organized a public dialogue on The Future of E-Commerce in Africa, at the ESRF Conference Hall on Friday 15th September.
- The centre developed a proposal to establish a Country Level Knowledge Network (CLK-NET) whose main purpose is to stimulate discussions by informed individuals on current issues via an electronic medium.
- Conducted a study on “Enhancing the Livelihoods of the Rural Poor: The Role of Information and Communication Technologies (ICTs)”. A round table discussion was also organized to discuss the study findings at national level.



IXA Report of the Auditors

REPORT OF THE AUDITORS TO THE BOARD OF TRUSTEES OF ECONOMIC AND SOCIAL RESEARCH FOUNDATION (ESRF)

We have audited the accompanying Balance Sheet of the **Economic and Social Research Foundation (ESRF)** as at 31st December 2006 and related statements of Income and Expenditure and Cash Flow for the year then ended. Our examination was made in accordance with the **International Standards of Auditing (ISA)** and accordingly included such tests of accounting records and such other audit procedures as we considered necessary in the circumstances.

Respective responsibilities of the management and auditors:

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

Basis of opinion

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

Opinion

In our opinion, the Financial Statements referred to above give a true and fair view of the Financial Position of Economic and Social Research Foundation (ESRF) as at 31st December, 2006 and of its performance and cash flow for the year then ended and are in accordance with the International Financial Reporting Standards (IFRS).

Emphasis of Matter

Without qualifying our opinion, we wish to draw your attention to International Accounting Standard(IAS) No. 20 concerning treatment of Capital Grants IAS 20 states that a Grant that relates to Fixed Assets is initially recognized in the Balance Sheet as Deferred income. The Grant is then recognized as income over the life of the asset, by reducing Deferred income over that period by way of Depreciation. So, when the asset has been fully depreciated, there will be no Capital Grand in the Balance Sheet. The whole amount of US\$ 1,051,999 constantly appears in the Balance Sheet. Hence, International Accounting Standard No. 20 has not been complied with by the Foundation.

FINANCIAL CONSULTANTS AND SERVICES

Certified Public Accountants in Public Practice

DAR ES SALAAM

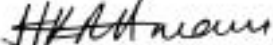
Date: April, 2007

IXB **Income and Expenditure Statement**
for the year ended 31st December 2006

	2006 US\$	2005 US\$
Income		
Revenue Grants	1,322,302	968,547
Income from Commissioned Studies	744,072	1,357,622
Other Income	19,834	30,492
	2,086,208	2,356,661
Expenditure		
Programme Activities	292,186	119,325
Commissioned Studies	465,030	511,365
Special Programme	255,899	214,756
Salaries and wages	674,737	829,199
Leave Travel	4,301	2,077
Payroll levy	40,774	39,910
Medical Expenses	798	756
Staff Training	3,075	-
Motor Vehicle Running Expenses	28,480	23,111
Generator Running Expenses	5,520	382
Maintenance of Office Equipment	827	4,806
Maintenance of Buildings	3,766	7,323
Office and Library Supplies	24,254	22,572
Insurance	2,002	2,967
Land Rent	313	8
Travel Expenses	4,844	4,020
Telephone and Postage	21,668	35,756
Board's Expenses	14,377	16,145
Bank Charges	5,142	5,556
Audit Fees	5,149	6,056
Electricity and water	10,871	17,019
Security Services	9,016	11,010
Entertainment	377	450
Subscriptions	1,083	7,427
Legal Expenses	3,989	4,137
NSSF Pension	46,825	45,512
PPF Pension	-	3,238
Internet Access and Web	2,980	13,191
Staff Welfare	3,949	9,722
Recruitment Expenses	4,215	211
Miscellaneous Expenses	669	(8,090)
Depreciation	44,692	82,042
SURPLUS (DEFICIT) FOR THE YEAR	1,981,808	2,031,959
	104,400	324,702

IXC Balance sheet as at 31st december 2006

	2006	2005
	US\$	US\$
Assets		
Non-Current Assets		
Property and Equipment	579,633	615,950
	579,633	615,950
Current assets		
Trade and other receivables	248,552	232,880
Bank and Cash Balances	281,757	473,891
	530,309	706,771
Total Assets	1,109,942	1,322,721
Equity and liabilities		
Grants and Reserves		
Capital Grants	1,051,999	1,051,999
Deferred grant	199,388	424,840
Cumulative Surplus/ (Deficit)	(299,543)	(400,429)
	951,844	1,076,410
Current liabilities		
Trade and other payables	158,098	246,311
TOTAL EQUITY AND LIABILITIES	1,109,942	1,322,721

Executive Director 

Date: 18th of April, 2007

Director of Finance 

Date: 18th of April, 2007

IXD Cash Flow Statement for the year ended 31 december 2006

	2006	2005
	US\$	US\$
Cash Flow from Operating Activities		
Surplus (Deficit) for the year	104,400	324,702
Adjustment for items not involving movement of cash:		
Depreciation	44,692	82,042
Operating Surplus/(Deficit) before Working Capital changes	149,092	406,744
Charges in Working Capital items other than cash:		
(Increase) Decrease in Debtors	(13,548)	(228,950)
Increase/(Decrease) in Creditors, Accrued charges and Deferred Income	(319,628)	(114,701)
Net Cash Flows from Operating Activities	(184,084)	63,093
Cash Flow from Investing Activities		
Adjustment in Cost of Equipment (Computers)	-	(75)
Purchase of Fixed Assets	(8,375)	(446)
Net Cash Flow from Investing Activities	(8,375)	(521)
Cash Flow from Financing Activities		
Capital Grant	-	-
Net Cash Flow from Financing Activities	-	-
Net movement is cash and cash equivalents	(192,459)	62,572
Cash and cash equivalents at 1 January	473,891	411,319
Cash and cash equivalents at 31 December	281,432	473,891

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XIA ESRF Staff



Professor Haidari K R Amani, Executive Director holds a PhD from Michigan State University USA (1981). He has extensive experience in policy research and has participated extensively in areas related to agriculture and food security, rural development, poverty reduction, governance, regional integration, globalisation and international trade issues. He has co-authored three books and published a substantial number of papers covering regional integration, agricultural, trade and food security policies. His recent assignments include: Co-Leader of a Team to “Evaluate the European Commission's Support to the United Republic of Tanzania”, March 2005 to December 2005; Member of a Committee appointed by EAC Summit to propose how to “Fast Track the Political Federation of East Africa”, September to November 2004, where he was the Vice Chairman; team member for the Formulation of the NSGRP, 2004; Consultant for the “Review of Food Security Preparedness and Response in Tanzania” for Oxfam-GB and Save the Children UK, July to August 2004; Team leader for the formulation of Tanzania's Rural development Strategy 2002. Prof. Amani was also a member of the team that finalised the Zanzibar Poverty Reduction Plan, 2001. He was a member of a Technical Team for the preparation of the first Tanzania Poverty Reduction Strategy, 2000 and a consultant on formulating “Agriculture and Rural Development Strategy” for EAC Secretariat, August to November 2000.



Dr. Oswald Mashindano, Senior Research Fellow and Co-ordinator of Research and Monitoring. Dr Mashindano has a PhD degree (Economics) from the University of Dar es Salaam (1998), a Master of Arts (Economics) degree from the University of Dar-es-Salaam (1988), and a Bachelor of Arts degree (Economics) also from the University of Dar-es-Salaam. He has a strong background on agricultural economics and rural development, natural resources and environmental management. He has been involved in various research projects and consultancies in the areas of macroeconomics, globalization, agriculture and rural development, and attended various courses within and outside Tanzania. For a number of years Dr Mashindano has been consulted in Public Expenditure Review (PER) for the agriculture, water, mining and energy sectors. He was a member of the team which conducted a study on Rural Financial Services in Tanzania (a study commissioned by the Ministry of Agriculture); a study to evaluate the Village Travel and Transport Programme (VTTP) nationwide, a survey of which covered 5 districts (and therefore District Councils), namely Masasi, Rufiji, Mbozi, Morogoro Rural, Muheza, Iringa Rural and Iramba; a study on Supply Factors Affecting Rural Credit in Tanzania - commissioned by the World Bank; and a study on Supply, Demand and Utilization of Financial Services in Tanzania, also commissioned by the World Bank. Other consultancy assignments that he has participated in include among the recent research projects, he has actively participated in the Moving out of Poverty project - sponsored by the World Bank, Tracking HIV and AIDS Resource Use in Tanzania; and Measuring the Impact of HIV/AIDS on the Electoral Process in Tanzania. One of his recent assignments is his involvement in the team that prepared the Private Sector Development Strategy (PSDS), Agricultural Marketing Policy (AMP) and a study on Deepening Integration in SADC. He also participated in the formulation of the Rural Development Strategy (RDS). Dr Mashindano is also lecturing at the University of Dar-es-Salaam and has been training various cohorts for more than ten years. He has published a number of articles and books.



Dr. Flora Lucas Kessy, Senior Research Fellow (Social Sector) has a PhD in Agricultural and Consumer Economics with a major in Family and Consumer Economics and a minor in Women and Gender in Global Perspective. She has a Masters in Management of Natural Resources and Sustainable Agriculture, and a Bachelor of Science in Food and Technology. Dr. Kessy has wide experience in coordinating and conducting poverty and policy related qualitative and quantitative research. Her recent major works related to monitoring and evaluation include “Evaluation of the Social Sector component of the Special Programme for Refugee Affected Areas (SPRAA) Project in the Lake Zone” for the European Union (May 2004); “Community Participation in Lake Victoria Environmental Management Programme (LVEMP)” for the World Bank (July 2005); “Internal Review of DFID/UNDP Partnership Programme to Support Poverty Reduction in Zanzibar” for UNDP (December 2005); and “A Research on the Mixed Method on Rural Income Dynamics and Methodology Development in Kagera Region, Tanzania” for the World Bank (April 2004). Others are a World Bank Commissioned Study on “Moving Out of Poverty: Understanding Growth from the Bottom-Up” undertaken in 2005, and an ESRF funded study on “Poverty Escape Routes: The Case of Central Tanzania” undertaken in 2005. These assignments combined quantitative, qualitative and participatory research approaches.



Dr. Josaphat Kweka holds a PhD from the University of Nottingham, UK (June 2002). Masters and Bachelor of Arts degrees in Economics from the University of Dar es Salaam in 1993 and 1995 respectively. Prior to going to UK for PhD studies he worked with ESRF as a Research Assistant (1995-1996) and as Assistant Research Fellow (1997-1998). Dr. Kweka is currently a Senior Research Fellow and coordinates the “Globalisation and East Africa Economies” project. His research areas include trade policy, regional integration, industrial and tourism economics. He has over 10 years experience in managing and conducting policy research and studies. Ongoing research includes: Economics of Inter-Household Income Transfers in Tanzania, Economic effects of Economic Partnership Agreement (EPAs); Economic Harmonisation in SADC region; and Training and Education in Manufacturing and Tourism Sectors in Tanzania. He has authored a number of publications and presented papers in various workshops. Some of his publications include: “Opportunities and Risks in Liberalising Trade in Services in Tanzania” (Bridges, ICTSD Geneva, 15-17, November, 2004); “The Economic Potential of Tourism in Tanzania (Journal of International Development, 15, 335-351, 2003). Dr. Kweka has also consulted occasionally for the Government of Tanzania, World Bank, UNIDO, UNDP, ILO, ICTSD, ODI (London) and other research institutions. He has participated in a couple of UNCTAD “Hearings” with civil societies and the private sector in Geneva and has been nominated to various national committees/ task forces on several economic policy issues.



Mrs. Margaret Nzuki is the Manager for Tanzania Development Gateway, Coordinator for Tanzania Online and Principal Information Scientist heading the ESRF Information Centre and Knowledge management component. She has a Masters of Science in Information Science from the University of London and a BA in Librarianship and Information Studies from the Liverpool John Moore University U.K. She has a wide range experience on ICT for development, information and knowledge based strategic initiatives and research on knowledge management and Information Communication Technology. She has contributed to the conceptual and strategic thinking on practical information and knowledge programmes through her work at ESRF. She was involved in the establishment of Tanzania Online Gateway, Tanzania Development Gateway, Rwanda Information Online and ESRF Information Centre. She has done number of consultancy works and research on Information and knowledge management, ICT for Development and E-business.



Ms. Selina Irafay, Human Resource Manager with ESRF. She has been working for the Foundation since 2005. She has a Bachelors of Arts and Social Science degree with a major in International Relations and a Master in Business Administration (MBA) both from the University of Dar es Salaam. Selina has seven years experience in customer service related jobs out of which four years have been vested in various managerial roles. Her previous employers include Standard Chartered Bank, Mobitel MIC Tanzania Ltd, International Communications Systems (ICS) and Sheraton Tanzania Hotels Ltd.



Ms. Pendo Mwandoro, Contract and Finance Manager is an ACCA qualified accountant since 2002 and holds a BA Accounting & Business Finance degree (1998) from Thames Valley University, U.K. She is part of a successful team that excels at developing and implementing financial policies and procedures, financial analysis, strategic planning, budgeting, reporting and cost optimisation at ESRF. Her expertise and input is relied upon for setting and maintaining the Foundation's financial objectives and business strategies.



Mr. John Kajiba is the Foundation's IT Expert /Data Analyst who has a BSc degree in Computer Science from the University of Dar es Salaam. Mr. Kajiba has successfully launched the website, intranet and facilitated the work of members of the core research team. Mr. Kajiba is managing all data processing at ESRF, starting from questionnaire coding, data entry and data analysis by using different software such as SPSS, STATA, etc. Mr. Kajiba has successfully administered various big survey datasets including HIV survey and RPED surveys of various waves. Mr. Kajiba is among the pioneers on the area of e-commerce in Tanzania as he prepared and conducted research on the area of e-commerce. He also co-authored a book on Tanzania's poverty baseline, which shows the poverty situation in Tanzania 2000. This is a joint work between National Bureau of Statistics (NBS) and ESRF in reviewing various household datasets like HBS1992, HRD1993 and HBS2000. Mr. Kajiba is also well versed in various database packages like Inmagic, Ms-SQL, MySQL and MS-Access. He has trained and developed several databases by using the above-mentioned packages. Mr. Kajiba participated fully on the automation of various systems like Rwanda Online, Tanzania Online Gateway (www.tzonline.org), and Tanzania Development Gateway (www.tanzaniagateway.org).



Mrs. Vivian Kazi Mateng'e, Coordinator Capacity Building Unit, holds a Masters Degree in Business Administration (MBA Finance, 2003) from the University of Dar es Salaam and a Bachelor of Arts (Statistics, 2001) degree from the same University. Before joining the CBU, Ms. Mateng'e was working in the Commissioned Studies Unit. She is a researcher and trainer specialising in business management, research methodologies, CSOs in policy engagement, budgetary processes and quantitative analysis, capacity building and partnership. Her current job responsibility includes coordinating and conducting training and policy dialogues to stakeholders in government, civil society and the growing private sector. She has written a number of bid proposals, EOIs and research papers. She has participated in various consulting studies and training programmes. She has coordinated many commissioned assignments as well as policy dialogues seminars and training projects undertaken by the Foundation.

Mr. Liam Kavanagh, Quality Control Manager, is a graduate student at the University of Cambridge (UK) in Economics. He has a Bachelors of Arts degree in Economics (mathematics minor), and a Bachelors of Science Degree in Psychology, both Summa Cum Laude, from the University of Illinois (1999). Mr. Kavanagh was responsible for quality control of reports during the year.



Mr. Dennis Rweyemamu is an Assistant Research Fellow and Acting Coordinator of Commissioned Studies. He holds a Master of Science Degree in Agricultural Economics (2000) from Sokoine University of Agriculture and a Bachelor of Science Degree in Agriculture (1997) also from Sokoine University of Agriculture. He has experience in research, research management and consultancy works in various fields. His research interests include poverty and income mobility analysis, the rural economy, institutional development, economic reforms, and regional integration. He has authored journal articles, consultancy reports and presented a number of papers in various fora. He has undertaken both field-based and desk research and consultancies covering mostly issues of poverty and rural development.



Mr. George Kabelwa is an Assistant Research Fellow with ESRF working under the Globalisation Project, which is funded by the Ford Foundation. He holds a B.A with Honors (1997) and an M.A (2000) both in economics from the University of Dar es Salaam. Before joining ESRF, he worked with a number of institutions including World Bank (Dar es Salaam), REPOA (Dar es Salaam) and RAND Corporation (Santa Monica, California). At REPOA he was involved in a CMI research programme on Taxation, Aid and Democracy. At the World Bank Country Office in Tanzania he supported the Macroeconomic Unit where among other things he participated in the preparation of the 1999/00 Country Economic Memorandum (CEM). At the RAND Corporation in Santa Monica, California he worked in a range of research issues facing Southern California covering environment, transport and health. Currently, his research interest is on international trade, FDI, taxation and transport. He published two papers on South African involvement in the Tanzanian economy and wrote several reports on, among others, trade in services, trade and poverty linkage, FDI promotion, tax revenue performance and transport competitiveness.



Mr. Prosper Charle, Research Assistant has a Master of Arts degree in Economics (2001) and a Bachelor of Arts degree in Economics (1999) both from the University of Dar es Salaam. Before joining the Foundation, He worked with the World Bank as a Research Assistant where he supported various activities of the Macroeconomic Unit of the Country office in Dar es Salaam, including the Public Expenditure Review cycle for fiscal year 2001/2002



Mr. Abdallah Kashindye Hassan, Information Officer has Bachelor of Library and Information Science from Makerere University (1992). He pursued a Masters in Community Economic Development offered by the Southern New Hampshire University in collaboration with the Open University of Tanzania. He has attended several short courses, seminars and workshops on librarianship and information management, Internet research and policies, websites development and maintenance, Information and Communication Technology. He has 15 years of work experience on information processing, retrieval and dissemination, records management, library automation, online information dissemination, website management and maintenance, Information Management Software installations and management. He was a member of a team of experts that established an Electronic Documentation Centre at Kigali Institute of Science and Technology, participated in the establishment of Tanzania Online Gateway, assisted with the automation of the Kigali Institute of Science and Technology Library and established the World Bank Library in Dar es Salaam.



Ms. Evonne Massawe is the Business and Information Development Coordinator for Tanzania Development Gateway. She holds a Bachelor of Commerce Degree in Information Systems from the University of Cape Town, South Africa (2002). She has been involved in the establishment and the implementation of the various Tanzania Development Gateway portal databases. She has been a team member in several consultancies related to Information and Communication Technologies, Establishment and Automation of Libraries and Knowledge Management.



Ms. Avina Chanahi, Office Management Secretary (OMS) is the Foundation's Research and Publications Secretary. She acquired her Pre-Service Secretarial Certificate from Tabora Secretarial College in 1985. She has a Diploma in Advanced Office Skills for Executive Secretaries from DTI Institute, Kingdom of Swaziland and a Diploma in Business Information Systems Part 1 from the ABE, UK. She has technically formatted a large number of ESRF publications, i.e. newsletters, QERs and Discussion, Globalisation and Policy Dialogue Series. She organises and manages workshops, training sessions, policy dialogues, etc. (local, regional and international).



Ms. Rukia J. Nikitas, Office Management Secretary to the Executive Director has a Full Secretarial Certificate from Shinyanga Commercial Institute (SHYCOM) and Pitmans London - Shorthand Certificate. She also has certificates in management from Eastern and Southern Africa Management Institute (ESAMI) and the National Institute of Productivity (NIP). Before joining ESRF, she worked with various institutions including Tanzania Housing Bank (THB), Tanzania Investment Bank (TIB), Sinare and Shiyo Advocates and Comprehensive Community Based Rehabilitation in Tanzania (CCBRT).

POST GRADUATE DIPLOMA AND MA PROGRAMME IN POLICY ANALYSIS



Ms. Tausi Mbaga Kida - Training Coordinator. Ms Kida is involved in the coordination of the teaching component together with course development and delivery of the Post Graduate Diploma Programme. She is part of the team that developed the policy module of the course 'Policy Analysis for Poverty Reduction and Socio Economic Security: Understanding Systems of Cover and Studying Interventions'. Ms Kida is currently pursuing her PhD programme in Development Economics (in a sandwich arrangement) at the Institute of Social Studies (ISS), The Hague, The Netherlands. She is working on a thesis titled 'Health Care Financing and Delivery in Tanzania: Does Subsidy work for the Urban Poor'. She has a Masters of Arts degree in Economics (1999) majoring in Public Finance and Monetary Economics, and BA Economics (1996) both from the University of Dar es Salaam and a Post graduate Diploma (2002) in Universalizing Social Security (PGD- USS) from Institute of Social Studies, The Hague, The Netherlands. She has also attended wide range of skill intensive short courses in social economic research design and policy issues. Within ESRF core programmes, Ms Kida has an extensive experience (over 7 years) in conducting research and capacity building activities, mainly in the following areas: health, poverty and vulnerability; HIV/AIDS; and rural development. Among others, she has participated in an international collaborative research 'Exploring the Influence of Trust in Over Health Workers Performance,' a research project that was jointly conducted with the Centre for Health Policy, University of Witwatersrand, ESRF, Ifakara Centre and London School of Hygiene and Tropical Medicine. She was also part of the team that developed the Tanzania Rural Development Policy and Strategy (2000-2001). In addition, she has published in various international journals, including the African Journal of Finance and Management and presented papers in a range of local and international symposiums. She has also co-authored a chapter (2005) in a book titled 'Commercialization of Health Care: Global and Local Dynamics and Policy Responses' based on the research work conducted for United Nations Institute for Social Development (UNRISD).



Ms. Femida Patwa - Course Administrator (B.Sc. Computing and Information Systems, Post Graduate Diploma in Strategic Business IT) is currently working as the Course Administrator for the Post Graduate Diploma Programme based on distance learning and participates actively in IT support. Ms Patwa has five years of work experience in teaching IT related subjects, such as website design and development, programming, business studies, systems analysis & design, database design & development and communication. She is in-charge of all the administrative duties of the PGD course, which include facilitation of tutor and student communication, management of the website and online discussion forum, reporting to the donors, organisation of PGD workshops and graduation ceremony and compilation of student grades. She is also ESRF's whiz kid in solving computer-related problems.

INTERNATIONAL FELLOWSHIP PROGRAMME (IFP) STAFF



Mrs Margaret K. Kasembe - IFP Country Program Coordinator has a BSc Education and a Masters in Development Studies from the University of Dar es Salaam. She also has a Postgraduate Diploma in Librarianship from the University of Wales, UK and a Masters in Information Science from Leeds University UK. She has attended many short courses on Management and Organisational Development, Manpower Planning and Development, Budgeting and Finance, the Training Function, and Women Empowerment Program Designs, Planning and Implementation. Work experience includes 20 years as a professional librarian at the University of Dar es Salaam, and at the Tanzania Library Services up to the level of Deputy Director General; four years as Manager of University Bookshops in Kenya at Moi University and Jomo Kenyatta University of Agriculture; seven years as Project Director for the Training Fund for Tanzania Women at the Ministry of Community Development Gender and Children, and now three years as Program Coordinator of IFP Tanzania. In addition, Mrs. Kasembe has done many consultancies in the area of Information Technology, Planning and Management, Development, and Gender. As consultant she designed the business plan for TzOnline and TzDG and the Rwanda Information Centre. In the area of gender, Mrs. Kasembe is one of the UNFPA's National Consultants in Tanzania.



Mr. Ernest Yusto Mufuruki - IFP Assistant Program Coordinator has a Bachelor of Arts degree in Political Science and Public Administration from the University of Dar es salaam, attended various training workshops in OD processes, child rights, strategic planning, Knowledge Management and Communication Strategy. Accomplishments include helping with the compilation of an administrative guidebook for NIMR/AMREF/ LSHTM Research Projects, Information and Filing Management System for Women's Dignity Project (WDP), Best Worker of the Year 2002/2003 with WDP. Work experience includes, Research Assistant with REDET Project at the University of Dar es salaam, Planning and Control Assistant, Regional Commissioners office Mwanza, Administrative officer, Kuleana Centre for Children's Rights, Project Administrator with NIMR/AMREF/ LSHTM Collaborative Research Projects, in Mwanza, Project Administrator, with Women's Dignity Projects (a Collaborative Fistula Project with Ministry of Health in Tanzania) and three years as Assistant Program Coordinator, IFP Tanzania. He is affiliated to the International Society for Performance Management in USA and Member and Advisor for SEDEO - SACCOS based in Dar es Salaam.

Other Support Staff



Ms. Stella William
Office Management Secretary



Mr. Japhet Maginga
Accounts Assistant



Ms. Violet Bhoke Isaack
Receptionist and Telephone Operator



Mr. Richard Kesanta
Head Driver



Mr. Peter Mhono
Driver



Mr. Theo Mtega
Office Attendant



Mr. Said Abdallah
Office Attendant



Ms. Prisca Mghamba
Office Attendant

XIB Organisational Chart

