ECONOMIC AND SOCIAL RESEARCH FOUNDATION (ESRF)

ANNUAL REPORT 2007

Policy Research
Capacity Development
Knowledge Management
Policy Voice

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ESRF ANNUAL REPORT 2007

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United Republic of Tanzania

African Capacity Building
Foundation
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- United Nations Development Programme (UNDP);
- Department for International Development (DFID);
- East African Community;
- World Bank (WB);
- Ford Foundation; and

We also wish to acknowledge other institutions and networks, with whom we collaborate with during this period, namely: Forum for Agriculture, Natural Resources Policy Analysis Network (FANRPAN); African Policy Institutes Forum (APIF); Christian Michelsen Institute - Norway (CMI); Economic Research Bureau (ERB) and Economics Department of University of Dar es Salaam; African Economic Research Consortium (AERC); Bank of Tanzania (BOT) and Cooperative and Rural Development Bank (CRDB).
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<th>Full Form</th>
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<tbody>
<tr>
<td>ACBF</td>
<td>African Capacity Building Foundation</td>
</tr>
<tr>
<td>ACCA</td>
<td>Association of Chartered Certified Accountants</td>
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<tr>
<td>AERC</td>
<td>African Economic Research Consortium</td>
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<tr>
<td>AfDB</td>
<td>African Development Bank</td>
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<tr>
<td>AIA</td>
<td>Arusha Institute of Accountancy</td>
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<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
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<tr>
<td>AMP</td>
<td>Agricultural Marketing Policy</td>
</tr>
<tr>
<td>BEST</td>
<td>Business Environment Strengthening Program in Tanzania</td>
</tr>
<tr>
<td>CBOs</td>
<td>Community Based Organizations</td>
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<tr>
<td>CBU</td>
<td>Capacity Building Unit</td>
</tr>
<tr>
<td>CDTI</td>
<td>Community Development and Training Institute</td>
</tr>
<tr>
<td>CD-ROM</td>
<td>Compact Disc Read-Only Memory</td>
</tr>
<tr>
<td>CEM</td>
<td>Country Economic Memorandum</td>
</tr>
<tr>
<td>CSOs</td>
<td>Civil Society Organizations</td>
</tr>
<tr>
<td>CUTS</td>
<td>Consumer Unit Trust Society</td>
</tr>
<tr>
<td>CVs</td>
<td>Curriculum Vitae</td>
</tr>
<tr>
<td>DASS</td>
<td>Development Association Limited</td>
</tr>
<tr>
<td>DFID</td>
<td>Department for International Development</td>
</tr>
<tr>
<td>EAC</td>
<td>East African Community</td>
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<tr>
<td>EC</td>
<td>European Commission</td>
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<tr>
<td>EDF</td>
<td>European Development Fund</td>
</tr>
<tr>
<td>EOI</td>
<td>Expression of Interest</td>
</tr>
<tr>
<td>EPAs</td>
<td>Economic Partnership Agreements</td>
</tr>
<tr>
<td>ERB</td>
<td>Economic Research Bureau</td>
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<tr>
<td>ESAMI</td>
<td>Eastern and Southern Africa Management Institute</td>
</tr>
<tr>
<td>ESRF</td>
<td>Economic and Social Research Foundation</td>
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<tr>
<td>FANRPAN</td>
<td>Food Agriculture and Natural Resources Policy Network</td>
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<tr>
<td>FAO</td>
<td>Food and Agriculture Organization</td>
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<tr>
<td>FBOs</td>
<td>Faith Based Organizations</td>
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<tr>
<td>FCS</td>
<td>Foundation for Civil Society</td>
</tr>
<tr>
<td>FDI</td>
<td>Foreign Direct Investment</td>
</tr>
<tr>
<td>FES</td>
<td>Friedrich Ebert Stiftung</td>
</tr>
<tr>
<td>FOPRISA</td>
<td>Formative Process Research on Integration in Southern Africa</td>
</tr>
<tr>
<td>FSDT</td>
<td>Financial Sector Deepening Trust</td>
</tr>
<tr>
<td>GATS</td>
<td>General Agreement on Trade Services</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GMAT</td>
<td>Graduate Management Admission Test</td>
</tr>
<tr>
<td>GRE</td>
<td>Graduate Record Examination</td>
</tr>
<tr>
<td>HBS</td>
<td>Household Budget Survey</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immuno-deficiency Virus</td>
</tr>
<tr>
<td>IC</td>
<td>Information Centre</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication and Technology</td>
</tr>
<tr>
<td>ICTSD</td>
<td>ICT for Development</td>
</tr>
<tr>
<td>IDASA</td>
<td>Institute for Democracy in South Africa</td>
</tr>
<tr>
<td>IELTS</td>
<td>International English Language Testing System</td>
</tr>
<tr>
<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
</tr>
<tr>
<td>IFM</td>
<td>Institute of Finance Management</td>
</tr>
</tbody>
</table>
IFMS Integrated Financial Management System
IFP International Fellowship Programme
ILO International Labour Organization
IMF International Monetary Fund
IMG Independent Monitoring Group
IMR Infant Mortality Rate
IPT Intermittent Presumptive Treatment
ISS Institute of Social Studies
IT Information Technology
ITI International Trachoma Initiatives
ITU Information Technology Unit
IUCEA Inter-University Council for East Africa
JICA Japanese International Cooperation Agency
LAN Local Area Network
LVEMP Lake Victoria Environment Management Programme
MA Masters of Arts
MCM Ministry of Cooperatives and Marketing
MITM Ministry of Industry, Trade and Marketing
MKUKUTA Mpango wa Kukuza Uchumi na Kuondoa Umasikini Tanzania
MKURABITA Mpango wa Kurasimisha Rasilimali na Biashara za Wanyoge Tanzania
MSM Maastricht School of Management
MUCCOBS Moshi University College of Cooperatives and Business Studies
NARI Naliendele Agricultural Research Institute
NCC National Computing Centre
NEPRU Namibian Economic Policy Research Unit
NGOs Non Governmental Organizations
NORAD National Strategy of Growth and Reduction of Poverty
NUFFIC Netherlands Organization for International Cooperation in Higher Education
ODI Overseas Development Institute
OUT Open University of Tanzania
PDG Post Graduate Diploma
PhD Doctor of Philosophy
POPP President’s Officer, Planning and Privatization
PPRA Public Procurement Regulatory Authority
PSDS Private Sector Development Strategy
QER Quarterly Economic Review
RDS Rural Development Strategy
REPOA Research on Poverty Alleviation
RICTSP Regional ICT Support Programme
RPED Regional Program on Enterprise Development
SADC Southern African Development Community
SEAPREN Southern and Eastern Africa Policy Research Network
SISERA Secretariat for Institutional Support for Africa
SME Small and Medium Enterprise
SNV Netherlands Development Organization
SPRAA Special Program for Refugee Affected Areas
| SUA | Sokone University of Agriculture |
| TCARC | Technical Centre for Agricultural and Rural Cooperation |
| TDIC | Tanzania Development Information Centre |
| TEC | Tanzania Episcopal Centre |
| TGNP | Tanzania Gender Networking Programme |
| TIC | Tanzania Investment Centre |
| TPRI | Tanzania Pesticide Research Institute |
| TTB | Tanzania Tourist Board |
| TZDG | Tanzania Development Gateway |
| UK | United Kingdom |
| UN | United Nations |
| UNCTAD | United Nations Conference on Trade and Development |
| UNDP | United Nations Development Programme |
| UNIDO | United Nations Industrial Development Organization |
| USA | United States of America |
| USD | United States Dollar |
| WTO | World Trade Organization |
On behalf of the Board of Trustees, The Management Committee and Staff members of ESRF, I have the honor to present for your information and records can account of what was planned and the achievements during the financial year January–December, 2007.

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

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

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

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

Various Stakeholders confirmed to actively participate in our Policy Dialogue Services, which in 2007 included interesting topics such as Moving out of poverty (MOP): Dissemination of research results, Current Experience and challenges in integrating Gender Analysis in development plans and to transport crisis in Dar es Salaam.
The Government of Tanzania through different Ministries and Agencies continued to use the services of ESRF, which included: Monitoring and Evaluation for RF, a Impact of Non Trade Barriers (NTB's) On Cross Border Trade in Eastern Africa, Effects of Counterfeit goods on the economy of Tanzania, Child friendly budget analysis study and Development of Shinyanga Investment Profile. We are also grateful to the Ministry of Planning and Economic Empowerment for providing financial support for meeting operation cost at ESRF.

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

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

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

I thank you.

Dr. H. Bohela Lunogelo
EXECUTIVE DIRECTOR
II. EXECUTIVE SUMMARY

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

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

11A. Institutional Governance

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

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

11B. Institutional Manpower Position

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

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

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

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

11D. Research and Publications

A total of 16 research studies were planned for 2007, out of which 11 were accomplished, representing about 70% of the target. Among the 11 completed studies 3 were under the theme of Globalization and Regional Integration while
Growth and Poverty and Governance had 4 studies each.

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

IIE. Governance and Capacity Building

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

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

IIF. Commissioned Studies

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

IIG. Information Centre Unit

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

a) Processed 263 books and entered into the database.

b) For the Tanzania Online a total of 900 documents were processed and added to the database, which now has 7,000 documents. This involves 2,287 profiles of job-searchers were also posted on the website. The average visitors to be site is about 10,000 per day.

c) For the Tanzania Development Gateway, it has a total of 5,300 online documents, with an average hits of 4,018 per day. More that 435 articles and reports were uploaded. The mailing list increased to 1,472 subscribers.

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

III. Information Technology Unit (ITU)

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

III. Collaborating Programmes and Networking

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

Other Institutions with collaborative activities are:

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

IIIA. Background

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

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

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

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

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

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

Under the Governance areas, some of the sub-themes to be focused include:
• Government Effectiveness on Aid Management and Service Delivery;
• Citizen Scorecards on the Quality of Public and Independent Service Delivery;
• Governance Issues and Private Sector Development

Under Globalization and Regional Integration; the sub-themes include:
• Regional Trade and its Relations to the Integration Trade System;
• Harmonization of Economic, Finance and Investment Policies;
• Monitoring Regional Economic Integration with EAC

Under Social Services and the Quality of Life; the sub-themes include:
• Human Capabilities
• Youth and Children
• Gender Issues
IIIB: Board Members

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

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

ii) Private Sector:
   • Dr. Charles Kimei - Managing Director – CRDB Bank Limited
   • Amb. Ami Mpungwe - Chief Executive Officer – NAMITECH East African

iii) Civil Society:
   • Ms. Usu Mallya - Executive Director - TGNP
   • Ms Mary Mwingira - Executive Director - TANGO

iv) Academia:
   • Prof. Andrew Temu - Senior Lecturer – Sokoine University of Agriculture
   • Dr. Marcellina Chijoriga - Dean – Faculty of Commerce and management UDSM
   • Prof. Sifuni Mchome - Dean – Faculty of Law – UDSM.
IIIC: ESRF Management

The Management Team consists of the members:

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

IIID: Level of Staffing

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

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

Staff Evaluation and Time Management
During the year, the Foundation continued to use performance appraisal system to determine staff performance levels. The tool has proven to be quite effective, as it assisted the Foundation to objectively extend performance contracts of 11 members of its staff. The tool has also helped individual members of staff to get feedback of their performance in an endeavor to improve their performance.
IV. RESEARCH AND PUBLICATIONS
UNDERTAKINGS IN 2007

a) Introduction

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

What was Planned for Year 2007

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

Table I: Status of Research implementation

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

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

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

<table>
<thead>
<tr>
<th>S/N</th>
<th>Research Title</th>
<th>Researcher</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theme 1: Growth and Poverty</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Poverty Escape Routes (PER): Understanding Growth and Democracy from the Bottom Up</td>
<td>Dr. Oswald Mashindano</td>
<td>ACBF</td>
</tr>
<tr>
<td>1.2</td>
<td>Comparative Poverty Reduction Strategies in Eastern and Southern Africa: The Case of Botswana, Kenya, Namibia, South Africa, Tanzania, Uganda, and Zambia</td>
<td>Dr. F. Kessy and Dr. Oswald Mashindano</td>
<td>SEAPREN</td>
</tr>
<tr>
<td>1.3</td>
<td>Moving Out of Poverty (MOP)</td>
<td>Dr. F. Kessy, Dr. Oswald Mashindano et al</td>
<td>World Bank</td>
</tr>
<tr>
<td>1.4</td>
<td>Inter-household Private Income Transfers and Poverty in Tanzania: Conceptual Analytics and Framework for Empirical Investigation</td>
<td>Dr. J. Kweka, Mr. D. Rweyemamu Mtatifikolo et al</td>
<td>ACBF</td>
</tr>
<tr>
<td>1.5</td>
<td>Linking Production and Marketing Chain Using SESAME in Tanzania as a Model: Policy Changes</td>
<td>Dr. Oswald Mashindano, Mr. D. Rweyemamu Dr. Prim Mmasi et al</td>
<td>None</td>
</tr>
<tr>
<td>1.6</td>
<td>South-South Foreign Direct Investment</td>
<td>Dr. Oswald Mashindano, Mr. J. Kajiba</td>
<td>Edge Institute</td>
</tr>
<tr>
<td>1.7</td>
<td>Impacts of Macro and Sectoral Policies on Deforestation in the Nile Basin: The Experience of Tanzania</td>
<td>Dr. H.B. Lunogelo, Dr. Oswald Mashindano</td>
<td>Nile Trans Boundary Environmental Action Project (NTEAP) Khartoum, Sudan</td>
</tr>
<tr>
<td><strong>2. Theme: Globalization and Regional Integration</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Trade, Development and Poverty: The Case of Textile Industry</td>
<td>Dr. J. Kweka and Mr. George Kabelwa</td>
<td>CUTS (India)</td>
</tr>
<tr>
<td>2.2</td>
<td>Trade, Development and Poverty: The Case of Fishery Industry</td>
<td>Dr. J. Kweka and Mr. Justine Mussa</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Macroeconomic Convergence in SADC</td>
<td>Prof. S. Wangwe, et al None</td>
<td>FOPRISA USD 30,000</td>
</tr>
<tr>
<td>2.4</td>
<td>Effects of Counterfeit Goods on the Tanzanian Economy: The Case of Manufacturing Sector</td>
<td>Dr. Oswald Mashindano Dr. Daniel Ngowi et al</td>
<td>Confederation of Tanzania Industries (CTI)</td>
</tr>
<tr>
<td><strong>Theme 3: Governance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Measuring the Impact of HIV/AIDS on the Electoral Process in Tanzania</td>
<td>Dr. F. Kessy, Dr. Oswald Mashindano and Prof. E. Mallya</td>
<td>IDASA</td>
</tr>
<tr>
<td>3.2</td>
<td>Tracking HIV and AIDS Resource in Tanzania</td>
<td>Dr. F. Kessy, Dr. Oswald Mashindano and Mr. Irenei Kiria</td>
<td>IDASA</td>
</tr>
<tr>
<td>3.3</td>
<td>The Nature, Capacity and Potential of Public Private Partnership in Health Service Delivery in Tanzania</td>
<td>Dr. Oswald Mashindano and Josaphat Itika</td>
<td>ACBF</td>
</tr>
<tr>
<td>S/N</td>
<td>Research Title</td>
<td>Researcher</td>
<td>Client</td>
</tr>
<tr>
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</tr>
<tr>
<td>3.4</td>
<td>Comparative Study on Budgetary Processes and Economic Governance in Southern Africa: The Cases of Botswana, Kenya, Namibia, South Africa, Tanzania, Uganda and Zambia</td>
<td>Dr. Oswald Mashindano Dr. D. Ngowi et al</td>
<td>SEAPREN</td>
</tr>
<tr>
<td>3.5</td>
<td>Sector-Wide Approaches in Agriculture and Rural Development</td>
<td>Prof. H.K.R. Amani, Dr. O. Mashindano IDS-UK and FAO- Rome</td>
<td></td>
</tr>
</tbody>
</table>
V. GOVERNANCE AND CAPACITY BUILDING UNIT

Introduction

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

VA. Achievements

Policy Dialogue Seminars/ Dissemination workshops
The policy dialogues have been well attended with not less than 40 participants in each session. Efforts are being made to increase the number and quality of participation. The dialogues have also been well covered by electronic and print media. One of the policy dialogues, The Impact of Globalization in Rural Development and Poverty Reduction: The case of Tanzania, was funded by the Foundation for Civil Society (FCS). For advocacy and raising awareness among the public, one of the outputs of the dialogue was a documentary which was beamed on TV for wider dissemination of knowledge to the public. Another policy dialogue on Promoting Governance at CSOs /Local/Community and Village Level was conducted in the Kisarawe District in an effort to improve outreach so that the constituency. The purpose was to dialogue with leaders at village level, ward level as well as a few representatives of the members of the respective villages and develop capacity about local government at the local community level. Discussion was conducted in Kiswahili.
Table: 3: Summary of Capacity Building Activities

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

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

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

Meetings/Workshop

Trade, Development and Poverty – Friday, 14th December 2007
Organized in collaboration with Research Department and International Consumer Unit Trust Society (CUTS). ESRF is the implementing partner of an international research project “Trade, Development and Poverty Reduction (TDP)” carried out by CUTS of India and UK in developing countries for the period 2005 to 2008. The aim of this project is to examine linkages between trade, development and poverty reduction. The aim of the meeting was to create and/or increase awareness of issues related to agriculture and its linkage with trade and poverty reduction.
VB. Policy Briefs

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

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

VC. Attachments and Visiting Scholars

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

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

VD. Written papers/Presentations

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

- Reflection on Governance: Opportunities and Challenges for Promoting Democratic Governance in Africa which was presented to the Africa Governance Institute, 1 – 2 June 2007, Dakar – Senegal.

- Governance and Capacity Building Challenges and Opportunities: preliminary ideas on sustaining the current achievements and moving forward which was presented to the ESRF Management

- “Nafasi na Mchango wa Utawala bora na wa Kidemokrasia Katika Ujenzi wa Uchumi wa Taifa” which was to be aired on ITV in May 2007 but had to be postponed.

- Drafted a proposal which was presented to SNV Arusha to offer capacity
development on Governance at Sub-District Level.

- Proof reading Strategic Plan after the Final editing

- Developed Proposal in response to a Call for Proposal to the Open Society Institute on Local Government and Public Service Reform Initiative - Accountability Arrangements to Combat Corruption.
VI. COMMISSIONED STUDIES UNIT

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

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

VIA. Projects Undertaken

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

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

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

Projects carried forward from 2006 are shown in table 1 while projects which started in 2007 are shown in table 2.
Table 1: Commissioned Assignments Carried Forward From 2006 to 2007

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

Table 2: Projects started in the year 2007

<table>
<thead>
<tr>
<th>S/No</th>
<th>Title Of Project</th>
<th>Client</th>
<th>Researchers Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Health sector evaluation: District impact evaluation assessment</td>
<td>MoHSW</td>
<td>Prof H K Amani Dr. F Kessy Dr. P Mujinja Dr. I. Semali Mr D Rweyemamu Vivian Kazi</td>
</tr>
<tr>
<td>2.</td>
<td>Fin Scope Survey for different market Segment</td>
<td>Financial Sector Deepening Trust</td>
<td>Dr. Oswald Mashindano Dennis Rweyemamu Irene Alenga John Kajiba</td>
</tr>
<tr>
<td>4.</td>
<td>Report on Capabilities needs and Research Themes for Labor Market Research Network in Africa</td>
<td>International Labor Organization (ILO)</td>
<td>Dr. Godius Kahyarara Dr. Lunogelo Prof. Samuel Wangwe Mr. John Kajiba Neema Yobu</td>
</tr>
<tr>
<td>S/No</td>
<td>Title Of Project</td>
<td>Client</td>
<td>Researchers Responsible</td>
</tr>
<tr>
<td>------</td>
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</tr>
<tr>
<td>5.</td>
<td>National Food security strategy Stakeholders workshops</td>
<td>Ministry of Agriculture Food Security and cooperatives</td>
<td>Mr Dennis Rweyemamu  Ms Irene Alenga  Mr Jonathan Mbambo</td>
</tr>
<tr>
<td>6.</td>
<td>SUMATRA's Stakeholders Dissemination workshops on student transport and road traffic accidents in Tanzania</td>
<td>Surface and marine Transport Regulatory Authority (SUMATRA)</td>
<td>Ms Irene Alenga  Mr Hanif Tuwa</td>
</tr>
<tr>
<td>7.</td>
<td>The national poverty policy week (PPW) focus on cluster I</td>
<td>Ministry of Planning economy and empowerment (poverty eradication Department)</td>
<td>Prof. Semboja  Dr Lunogelo  Mr Dennis Rweyemamu  Mr. Deogratias Mutalemwa</td>
</tr>
</tbody>
</table>

**ONGOING ASSIGNMENTS**

<table>
<thead>
<tr>
<th>S/No</th>
<th>Title Of Project</th>
<th>Client</th>
<th>Researchers Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>CSO-parliamentarian engagement in East Africa for an action research project</td>
<td>Overseas Development Institute (ODI)</td>
<td>Dr. Kakoko  Vivian Kazi  Irene Alenga</td>
</tr>
<tr>
<td>2.</td>
<td>The Development of a Regional Investment Profile for Kagera region</td>
<td>SNV Netherlands Development Organizations</td>
<td>Dr. O. Mashindano  Dr. Primi Mmasi  Mr. Hussein Nassor</td>
</tr>
<tr>
<td>3.</td>
<td>Monitoring and Evaluation for RFSP Phase II to III</td>
<td>Rural Financial Services program (RFSP)</td>
<td>Dr. Lunogelo</td>
</tr>
<tr>
<td>4.</td>
<td>Impact of Non Trade Barriers (NTB’s) On Cross Border Trade in Eastern Africa</td>
<td>International livestock Research Institute (ILRI)</td>
<td>Dr. Oswald Mashindano  Mr. George Kabelwa  Mr. Mariki  Mrs. Vivian K. Mateng’e</td>
</tr>
<tr>
<td>5.</td>
<td>Effects of Counterfeit goods on the economy of Tanzania</td>
<td>Confederation of Tanzania Industries (CTI)</td>
<td>Dr. Oswald Mashindano  Dr. Fred Ringo  Dr. Daniel Ngowi</td>
</tr>
<tr>
<td>6.</td>
<td>Child friendly budget analysis study</td>
<td>Ministry of Community development, Gender and children</td>
<td>Dr. Flora Kessy  Dr Daniel Ngowi  Ms. Janet Ishengoma</td>
</tr>
<tr>
<td>7.</td>
<td>Development of Shinyanga Investment Profile</td>
<td>SNV / Netherlands Development Organization Tanzania</td>
<td>Dr Oswald Mashindano  Mr. Hussein Nassor</td>
</tr>
</tbody>
</table>
VII. INFORMATION TECHNOLOGY UNIT (ITU)

Introduction

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

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

Databases Development and Maintenance:

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

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

Hosting:

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

Website/Intranet:

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

Consultancy and capacity building

The IT Unit in collaboration with Information Centre conducted several consultancy and capacity building projects. These projects were part of the foundation’s strategies of capacity building and knowledge transfer. The project included:
⇒ Automation of Libraries at the ministry of Industry, Trade and marketing; TANAPA and the Foundation for Civil Society
⇒ Website Development for the Ministry of East African Cooperation (MEAC); Ministry of Planning and Empowerment; Ministry of Community Development and Gender
⇒ Conducted training at Tanzania Transport Centre on development and maintenance of databases and other ICT issues.

**Collaboration and Networking**

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

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


VIII. INFORMATION CENTRE UNIT

Introduction

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

VIIIA. The Library:

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

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

VIIIIB. Tanzania Online:

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

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

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

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

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

Funding proposal was submitted to UNDP requesting extension of support for Tanzania Online project. This followed discussions between The Executive Director,
Tanzania Online project received ICT equipment from UNDP which includes; 7 desktop computer and UPS, 1 server, three laptops, 2 printers LCD projector and several software.

VIIIIC. Tanzania Development Gateway (TzDG)

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

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

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

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

VIIID. Other activities:

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

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

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

The ELDIS programme coordinator from IDS, Sussex University Visited ESRF and provided capacity building to ICU and IT units on how to improve Tanzania Online and Tanzania Development Gateway services
ESRF is currently finalizing implementation of the project to develop an Electronic Library/Information Centre and a system to enhance record keeping for the Ministry of Industry, Trade and Marketing.

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

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

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

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

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

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

IXA. Ford Foundation International Fellowships Program (IFP Tanzania)

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

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

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

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

IFP Tanzania is yet to announce the 7th Round intake (2009/2010) and distribute
IXB. Post Graduate Diploma in Poverty Analysis

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

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

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

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

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

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

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

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

Development and Supervision of First Semester Examination: 13th - 15th December 2007
iii) **Programme Management**: Finalization of the renewal of Memorandum of Understanding (MoU) between the three institutions (ESRF/REPOA/ISS) on the management and delivery of the second phase of the programme (2007-2010)

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

XA. Staff Position

During the period under review, the number of staff declined from 27 in January 2007 to 21 in June. Four staff were employed; this includes the Executive Director Dr. H. B. Lunogelo, Professor Suleiman Ngware, a Principal Researcher, Ms. Irene Alenga, a Research Assistant and Ms. Evonne Massawe a program assistant to capacity Building and Governance Unit. Two employees were mainstreamed from the International Fellowship program into ESRF. ESRF is hosting the International Fellowship Program which is supported by Ford Foundation. The total number of staff is 27.
XI: FINANCIAL REPORT FOR THE YEAR ENDED 31st DECEMBER 2007

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

1. BOARD OF TRUSTEES

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms R. Mollel</td>
<td>Chairperson</td>
</tr>
<tr>
<td>Prof. Andrew Temu</td>
<td>Vice Chairperson</td>
</tr>
<tr>
<td>Dr. Marcellina Chijoriga</td>
<td></td>
</tr>
<tr>
<td>Dr. Enos Bukuku</td>
<td></td>
</tr>
<tr>
<td>Mr. Ramadhani Khijjiah</td>
<td></td>
</tr>
<tr>
<td>Prof. S. Mchome</td>
<td></td>
</tr>
<tr>
<td>Dr. C. Kimee</td>
<td></td>
</tr>
<tr>
<td>Ambassador Ami Mpungwe</td>
<td></td>
</tr>
<tr>
<td>Ms Usa Mallya</td>
<td></td>
</tr>
<tr>
<td>Ms Mary Mwingira</td>
<td></td>
</tr>
<tr>
<td>Dr. H. B. Lunogelo</td>
<td>Executive Director/Secretary</td>
</tr>
</tbody>
</table>

2. STATEMENT OF EXECUTIVE DIRECTOR'S RESPONSIBILITY

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

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

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

RELATED PARTY TRANSACTIONS

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

AUDITORS

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

[Signature]

Executive Director

Date: 27/11/2008
XIB. Report of the Auditors to the Board of Trustees of Economic and Social Research Foundation (ESRF)

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

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

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

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

FINANCIAL CONSULTANTS AND SERVICES
Certified Public Accountants
DAR ES SALAAM
Date: April, 2008
XIC. Statement of Income and Expenditure for the year ended 31st December 2007

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>US $</td>
<td>US $</td>
</tr>
</tbody>
</table>

**INCOME:**
- Revenue Grants: 2.0 \[800,740 \[1,322,302
- Income from Commissioned Studies: \[347,478 \[744,072
- Other Income: 3.0 \[9,310 \[19,834

**Total Income:** 1,157,528 \[2,086,208

**EXPENDITURE:**
- Programme Activities: 4.0 \[230,243 \[292,186
- Commissioned Studies: \[180,505 \[465,030
- Special Programme: \[177,634 \[255,899
- Salaries and Wages: \[636,659 \[674,737
- Leave Travel: \[5,553 \[4,301
- Payroll Levy: \[34,946 \[40,774
- Medical Expenses: \[611 \[798
- Staff Training: \[821 \[3,075
- Motor Vehicle Running Expenses: \[18,654 \[28,480
- Generator Running Expenses: \[4,241 \[5,520
- Maintenance of Office Equipment: \[5,550 \[827
- Maintenance of Buildings: \[8,050 \[3,766
- Office and Library Supplies: \[22,111 \[24,254
- Insurance: \[1,846 \[2,002
- Land Rent: \[117 \[313
- Travel Expenses: \[14,866 \[4,844
- Telephone and Postage: \[35,791 \[21,668
- Board’s Expenses: \[21,048 \[14,377
- Bank Charges: \[3,249 \[5,142
- Audit Fees: \[5,121 \[5,149
- Electricity and Water: \[14,843 \[10,871
- Security Services: \[9,746 \[9,016
- Entertainment: \[9,472 \[377
- Subscriptions: \[343 \[1,083
- Legal Expenses: \[3,247 \[3,989
- NSSF Pension: \[37,875 \[46,825
- PPF Pension: \[4,387 \[\]
- Internet Access and Web: \[9,362 \[2,980
- Staff Welfare: \[5,988 \[3,949
- Recruitment Expenses: \[6,742 \[4,215
- Miscellaneous Expenses: \[3,236 \[669
- Depreciation: 5.0 \[63,753 \[44,692

**Total Expenditure:** 1,573,810 \[1,981,808

**SURPLUS/(DEFICIT) FOR THE YEAR:** \[-418,282 \[104,400

The Statement of Income and Expenditure is to be read in conjunction with Notes to and forming part of the Financial Statements set out on pages 7 to 11.
XID. Balance Sheet as at 31st December 2007

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NOTE</td>
<td>US $</td>
</tr>
<tr>
<td><strong>ASSETS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and Equipment</td>
<td>5.0</td>
<td>566,670</td>
</tr>
<tr>
<td></td>
<td></td>
<td>566,670</td>
</tr>
<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and Other Receivables</td>
<td>6.0</td>
<td>168,881</td>
</tr>
<tr>
<td>Bank and Cash Balances</td>
<td></td>
<td>92,213</td>
</tr>
<tr>
<td></td>
<td></td>
<td>261,064</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>827,734</td>
</tr>
<tr>
<td><strong>EQUITY AND LIABILITIES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and Reserves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Grants</td>
<td></td>
<td>1,061,999</td>
</tr>
<tr>
<td>Deferred Grants</td>
<td>7.0</td>
<td>220,570</td>
</tr>
<tr>
<td>Capital Reserve</td>
<td></td>
<td>30,000</td>
</tr>
<tr>
<td>Cumulative Surplus/(Deficit)</td>
<td>9.0</td>
<td>(696,043)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>606,526</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and Other Payables</td>
<td>10.0</td>
<td>221,208</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY AND LIABILITIES</strong></td>
<td></td>
<td>827,734</td>
</tr>
</tbody>
</table>

Executive Director: Date: 17th April 2008
Director of Finance: Date: 17th April 2008

The Balance Sheet is to be read in conjunction with the Notes to and forming part of the Financial Statements set out on pages 7 to 11.
XIE. Cash Flow Statement for the year ended 31st December 2007

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>US $</td>
<td>US $</td>
</tr>
</tbody>
</table>

(A) CASH FLOW FROM OPERATING ACTIVITIES:

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surpluses /(Deficit) for the year</td>
<td>(418,282)</td>
<td>104,400</td>
</tr>
<tr>
<td>Adjustment for items not involving movement of cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>63,753</td>
<td>44,692</td>
</tr>
<tr>
<td>Operating Surplus/(Deficit) before working capital changes</td>
<td>(354,529)</td>
<td>149,092</td>
</tr>
<tr>
<td>Charges in Working Capital items other than cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Increase) Decrease in Debtors and other Receivables</td>
<td>77,577</td>
<td>(13,548)</td>
</tr>
<tr>
<td>Increase/(Decrease) in Creditors, Accrued charges and Deferred Income</td>
<td>99,435</td>
<td>(219,623)</td>
</tr>
<tr>
<td>Net cash flows from operating activities</td>
<td>(186,697)</td>
<td>(184,084)</td>
</tr>
</tbody>
</table>

(B) CASH FLOW FROM INVESTING ACTIVITIES:

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of Fixed Assets</td>
<td>(12,257)</td>
<td>(8,375)</td>
</tr>
</tbody>
</table>

Net cash flow from investing activities  

<table>
<thead>
<tr>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>US $</td>
<td>US $</td>
</tr>
<tr>
<td>(12,257)</td>
<td>(8,375)</td>
</tr>
</tbody>
</table>

(C) CASH FLOW FROM FINANCING ACTIVITIES:

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior year adjustment (Bank Balances)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash flow from financing activities</td>
<td>9,735</td>
<td></td>
</tr>
</tbody>
</table>

Net movement in cash and cash equivalents  

\[ A + B + C \]

<table>
<thead>
<tr>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>US $</td>
<td>US $</td>
</tr>
<tr>
<td>(189,219)</td>
<td>(192,459)</td>
</tr>
</tbody>
</table>

Cash and cash equivalents at 1 January  

<table>
<thead>
<tr>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>US $</td>
</tr>
<tr>
<td>281,432</td>
</tr>
</tbody>
</table>

Cash and cash equivalents at 31 December  

<table>
<thead>
<tr>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>US $</td>
</tr>
<tr>
<td>92,213</td>
</tr>
</tbody>
</table>

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

XIIA. Discussion Paper Series

Investment, Foreign Aid and Self-Reliance in Tanzania: A State-of-the-Art Review
ESRF Discussion Paper No. 1
By Bartholomew M. Nyagetera
Printed in 1995

Economic Integration in Southern Africa: Towards Cost and Benefit Analysis in Tanzania
ESRF Discussion Paper No. 2
By Samuel M. Wangwe
Printed in 1995

Constraints in Filling the Gaps in Financial Integration and Development in Sub-Saharan Africa: The Case of Tanzania
ESRF Discussion Paper No. 3
By Michael O.A. Ndanshau
Printed in 1995

Tanzania’s Growth Potential
ESRF Discussion Paper No. 4
By Haji H. Semboja and Samuel M. Wangwe
Printed in 1995

Survival Strategies and Human Resources Development
ESRF Discussion Paper No. 5
By M.T. Sabai
Printed in 1995

Fostering Technological Capacity Building: The Case of Ethiopia and the United Republic of Tanzania
ESRF Discussion Paper No. 6
By Samuel M. Wangwe
Printed in 1995

Agriculture and Rural Development: A Survey of the 1980 – 1995 Literature
ESRF Discussion Paper No. 7
By Festus Limbu
Printed in 1996

Raising Productivity Levels and Alleviating in Tanzania’s Rural Areas: The Case of Non-Agricultural Activities
ESRF Discussion Paper No. 8
By Festus Limbu
Printed in 1996
Implication of the Uruguay Round on Tanzania’s Development
ESRF Discussion Paper No. 9
By Marwa Kasiri
Printed in 1995

Exit Procedures and Economic Transformation: The Case of Tanzania
ESRF Discussion Paper No. 10
By Samuel M. Wangwe, Haji H. Semboja and Henri B. Lecomte
Printed in 1996

The Parallel Economy in Tanzania: Magnitude, Causes and Policy Implications
ESRF Discussion Paper No. 11
By The Business Centre and ESRF
Printed in 1996

Capacity Building in Policy Analysis and Economic Management
ESRF Discussion Paper No. 12
By Samuel M. Wangwe
Printed in 1997

Levels and Determinants of Expenditures on the Treatment and Prevention of HIV/AIDS in Tanzania
ESRF Discussion Paper No. 13
By Paula Tibandebeage, Samuel M. Wangwe, Phares Mujinja and Richard Bail
Printed in 1997

Managing Tanzania’s Economy in Transition to Sustained Development
ESRF Discussion Paper No. 14
By Benno J. Ndulu and Samuel M. Wangwe
Printed in 1997

The Management of foreign Aid in Tanzania
ESRF Discussion Paper No. 15
By Samuel M. Wangwe
Printed in 1997

Economic Reforms and Poverty Alleviation
ESRF Discussion Paper No. 16
By Samuel M. Wangwe
Printed in 1997

Policies for Manufacturing Competitiveness: An Overview of LDCs
ESRF Discussion Paper No. 17
By Samuel M. Wangwe, Flora M. Musonda and Josaphat Kweka
Printed in 1998
Policies for Manufacturing Competitiveness: The Case of Tanzania
ESRF Discussion Paper No. 18
By Samuel M. Wangwe, Flora M. Musonda and Josaphat Kweka
Printed in 1998

Policies for Manufacturing Competitiveness: An Overview of LDCs
By Flora M. Musonda and Josephat Kweka
ESRF Discussion Paper No. 19
Printed in 1997

The Case of the Partnership between the Tanzanian Government and the Nordic Countries
ESRF Discussion Paper No. 20
By Samuel M. Wangwe
Printed in 1998

Informal Economy, Wage Goods and the Changing Patterns of Accumulation under Structural Adjustment: The Case of Tanzania
ESRF Discussion Paper No. 21
By Marc Wuyts and Samuel Wangwe
Printed in 1998

Industrial Policy and Industrialization in Sub-Saharan Africa
ESRF Discussion Paper No. 22
By Sanjay Lall and Samuel M. Wangwe
Printed in 1998

Import Liberalization, Industrialization and Technological Capability in Sub-Saharan Africa: The Case of the Garment Industry in Tanzania
ESRF Discussion Paper No. 23
By Haji H. Semboja and Josaphat Kweka
Printed in 1997

The Debt Crisis in the Least Developing Countries (LDCs): A Theoretical Note
ESRF Discussion Paper No. 24
By Haji H. Semboja
Printed in 1998

Building Capacity in the Government Economic Service
ESRF Discussion Paper No. 25
By Brian van Arkadie, Nicholas Monck, Nestor Rweyemamu, Ted Valentine, Jeremia Makindara and Margaret Manyanda
Printed in 2000

Private Sector Development: The Case of Private Health Facilities
ESRF Discussion Paper No. 26
By Paula Tibandebage, Haji H. Semboja, Phares Mujinja and Henock Ngonyani
Printed in 2001
Managing and Regulating Mixed Health Care Systems: A Tanzanian Case Study
Pricing and Competition in the Mbeya Health Care Market
ESRF Discussion Paper No. 27
By Paula Tibandebage and Maureen Mackintosh
Printed in 2002

Managing and Regulating Mixed Health Care Systems: A Tanzanian Case Study
Access, Exclusion and Information on Quality of Care in Mbeya Health Care Market
ESRF Discussion Paper No. 28
By Paula Tibandebage and Maureen Mackintosh
Printed in 2002

Managing and Regulating Mixed Health Care Systems: A Tanzanian Case Study
Health Care Facilities Finance and Strategy: Dar es Salaam, Mbeya and Coast Regions
ESRF Discussion Paper No. 29
By Maureen Mackintosh and Paula Tibandebage
Printed in 2002

Managing and Regulating Mixed Health Care Systems: A Tanzanian Case Study
Access, Exclusion and Quality of Care in the Dar es Salaam and Coast Regions Health Care Markets
ESRF Discussion Paper No. 30
By Paula Tibandebage and Maureen Mackintosh
Printed in 2002

Study on Pooling of Technical Assistance in the Context of Sector – Wide Approaches: the Case of Uganda
ESRF Discussion Paper No. 31
By: Prof. Samuel M. Wangwe and George Kasumba
Printed in June 2002

Pooling of Technical Assistance in the Context of Sector – Wide Approaches in Tanzania
Discussion Paper No. 32
By: Prof. Samuel M. Wangwe and Ms Lorah Madete
Printed in June 2002

XIIIB. Annual Reports
ESRF Annual Report, 2000, Printed in 2001
ESRF Annual Report, 2001, Printed in 2002
ESRF Annual Report, 2006, Printed in 2007

XIIC. ESRF Medium Term Strategic Plan 2008-2011
Printed in November, 2007

XIID. News Letters

Printed in 2007

XIIE. Tanzania Political Economy Series

Tanzania Political Economy Series 1

Tanzania Political Economy Series 2
Overcoming Constraints on Tanzanian Growth: Policy Challenges Facing the Third Phase Government, 2000

Tanzania Political Economy Series 4
Partnership For Capacity Building in Africa - National Capacity Assessment in Tanzania
Edited by: Prof. Samuel M. Wangwe, 2002

Tanzania Political Economy Series 5
NEPAD at Country Level - Changing Aid Relationships in Tanzania
Edited by: Prof. Samuel M. Wangwe, 2002
**XIIE. Quarterly Economic Review (QER)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume</th>
<th>Issue 1:</th>
<th>Issue 2:</th>
<th>Issue 3:</th>
<th>Issue 4:</th>
</tr>
</thead>
</table>

**XIIF. Other Publications**

**XIIG. Policy Dialogue Series**

**Implications of the Uruguay Round Agreement on Tanzania’s Development**

*ESRF Policy Dialogue Series No. 001*
Printed in 1996

*ESRF Policy Dialogue Series No. 002*
Raising Production Levels and Alleviating Poverty in Tanzania’s Rural Areas: Challenges of Rural Transformation

*ESRF Policy Dialogue Series No. 003*
Aid, Industrialization and Economic Development in Tanzania: Some New Ideas and Old Debates
ESRF Policy Dialogue Series No. 004
Printed in 1997

Diversity in the Tanzanian Business Community: Its Implications for Economic Growth
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D-2 WORKING PAPER SERIES (GLOBALIZATION)

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Printed in October 2002

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Working Paper Series No. 02
By Prof. Brian van Arkadie
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Working Paper Series No. 03
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By Ummy Ally Mwalimu
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Analysis of Factors Hindering FDI Flow into the Agricultural Sector in Tanzania
Working Paper Series No. 17
David A. Nyange
2005
The Impact of Globalisation on the Labour Market: A Case Study of Tanzania
Working Paper Series No. 18
Beatrice Kalinda Mkenda
September 2006

Capital Markets: The Case of Tanzania
Working Paper Series No. 19
Allan Syril Mlulla
October 2006.

XIII. List of Publications: Most Recent Research Reports


Moving Out of Poverty, by Flora Kessy, Oswald Mashindano, Dennis Rweyemamu and Prosper Charle (2005)


Tracking HIV and AIDS Resources in Tanzania, by Flora Kessy and Oswald Mashindano (2006)
## XIII. ESRF STAFF LIST

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

### DIRECTORATE OF PROGRAMMES

<table>
<thead>
<tr>
<th>S/No.</th>
<th>NAME</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Dr. H. Bohela Lunogelo</td>
<td>The Executive Director</td>
</tr>
<tr>
<td>2.</td>
<td>Dr. Oswald Mashindano</td>
<td>Senior Research Fellow</td>
</tr>
<tr>
<td>3.</td>
<td>Prof. Suleiman Ngware</td>
<td>Senior Research Fellow</td>
</tr>
<tr>
<td>4.</td>
<td>Mr. George Kabelwa</td>
<td>Assistant Research Fellow</td>
</tr>
<tr>
<td>5.</td>
<td>Mr. John Kajiba</td>
<td>Senior Information Technology Expert</td>
</tr>
<tr>
<td>6.</td>
<td>Ms. Vivian Kazi</td>
<td>Ag. Coordinator of capacity Building</td>
</tr>
<tr>
<td>7.</td>
<td>Ms. Irene Ayeso Alenga</td>
<td>Research Assistant II</td>
</tr>
<tr>
<td>8.</td>
<td>Ms Evonne Massawe</td>
<td>Program Assistant Capacity Building</td>
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### DIRECTORATE OF FINANCE AND MANAGEMENT SERVICES

<table>
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<tr>
<th>S/No.</th>
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<tbody>
<tr>
<td>9.</td>
<td>Ms. Pendo Mwandoro</td>
<td>Finance Manager</td>
</tr>
<tr>
<td>10.</td>
<td>Ms. Selina Irafay</td>
<td>Human Resource Manager</td>
</tr>
<tr>
<td>11.</td>
<td>Mr. Japhet Maginga</td>
<td>Accounts Assistant</td>
</tr>
<tr>
<td>12.</td>
<td>Ms. Rukia Nikitas</td>
<td>Office Management Secretary</td>
</tr>
<tr>
<td>13.</td>
<td>Ms. Avina Chanahi</td>
<td>Office Management Secretary</td>
</tr>
<tr>
<td>14.</td>
<td>Mr. Richard Kesanta</td>
<td>Head Driver</td>
</tr>
<tr>
<td>15.</td>
<td>Mr. Peter Mhono</td>
<td>Driver</td>
</tr>
<tr>
<td>16.</td>
<td>Mr. Theo Mtega</td>
<td>Office Attendant</td>
</tr>
<tr>
<td>17.</td>
<td>Ms. Violet Isaack</td>
<td>Telephone Operator/Receptionist</td>
</tr>
<tr>
<td>18.</td>
<td>Ms. Prisca Mghamba</td>
<td>Office Attendant</td>
</tr>
<tr>
<td>19.</td>
<td>Mr. Said Abdallah</td>
<td>Office Attendant</td>
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### PROJECT

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