

ECONOMIC AND SOCIAL RESEARCH FOUNDATION

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Contents

Members of the ESRF Board of Trustees (1999)	5
Chairman's Statement	9
The Executive Director's Statement	11
Implementing the 1999 Work Programme	17
I. Researches Conducted Based on Programme Priority Areas	19
Capacity Building Programme	19
Challenges of Sustainable Human Development Programme	21
Macro-economic Studies Programme	25
Growth Potential and the Challenges of Accelerating the Rate of Economic Growth Programme	31
Trade, Regional Integration And Globalisation Programme	35
II. Policy Dialogue	39
III. ESRF Collaboration with Consultants/Institutions	41
IV. The Research Infrastructure	43
V. Some Conferences, Workshops & Seminars Attended by ESRF Staff	45
VI. ESRF Staff	51
ESRF's Report of the Auditors	59

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During its 25th seating that was held on 21 December 1999, the Board of Trustees appointed new members to serve in year 2000. The following persons constitute the new Board:

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Sokoine University of Agriculture.

*Presenters and discussants at a Workshop on "African States and the Global Economy" held at ESRF Conference Hall on 03 June 1999. Above, from left to right, are **Dr Flora Musonda, ESRF Senior Research Fellow, Mr Jenerali Ulimwengu, Managing Director of Habari Corporation, Mr Juma Mwapachu from Confederation of Tanzania Industries, Rev. Charles Stith, USA Ambassador to Tanzania, Dr Haji Semboja, ESRF Senior Research Fellow.** Below are some of the workshop participants.*

CHAIRMAN'S STATEMENT

The Annual Report and Audited Accounts of the Economic and Social Research Foundation for 1999 is the fourth such report to be produced by the Foundation. The report also covers the first year of implementation of ESRF's Phase II Work Programme. Once again, it is my pleasure to present this report.

As Tanzania prepared to enter the 21st century, ESRF continued to promote broader dialogue sessions on key issues in economic and social policy by facilitating transparent discussions in 1999. With its core research team and a network of national and international experts at hand, the Foundation is committed to continuing with its mission of strengthening capabilities in policy analysis and decision-making. Further, ESRF will continue to carry out objective research work and remain independent in identifying and analysing policy-related problems and recommend solution to them. Such impartiality is imperative in ensuring that there are viable economic options for the Government to choose from. Central to all this is the use of existing capacities in an endeavour to build and effectively utilise the otherwise scattered capacities.

In the second phase (1999-2003), the Foundation's activities are expected to centre around capacity building, in-house core research programme, commissioned/contract studies, dissemination of research results, and policy dialogue activities.

Once again, join me in wishing ESRF every success in its challenging role. I am confident that the Foundation will continue to play a vital role in policy analysis and capacity building in the new millennium.

Ambassador Richard Mariki
CHAIRPERSON
ESRF BOARD OF TRUSTEES

THE EXECUTIVE DIRECTOR'S STATEMENT

While preparing to enter the new millennium at the age of only six years, ESRF continued to work even harder to achieve its objectives and meet the challenges of the new century ahead. These objectives are to help build Tanzania's capacity to manage change; to strengthen capabilities in policy analysis and development management, and to enhance the understanding of policy options in the government, the public sector, civil society, the donor community and in a growing private sector.

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During 1999, the Foundation started to implement the second phase of its Work Programme. The main thrust of the 1999 Work Programme was to: (i) consolidate the gains made in Phase I in terms of the institutional and human capacity of ESRF itself (ii) assess and build capacity through training, networking and attachments (iii) carry out the research programme (iv) organise policy dialogue seminars.

The Foundation continued to adapt and improve upon its approach of collaborating with local and foreign individuals and institutions in implementing various studies. In this process, the Foundation contributed to building the capacity of other institutions and individuals while at the same time building its own capacity. Through its networking approach, the Foundation has expanded its network of experts to over 250; its network of institutions has grown too.

The long transition period from Phase I to Phase II (November 1998 to June 1999) slowed down implementation as funds were not made available as planned. For this reason, the level of some activities during 1999 fell short of plan.

However, the Foundation made progress in five main areas: research and commissioned studies; technical support; contributing to policy initiatives at national level and beyond; facilitated policy dialogue; and expanded networking and collaboration. The following is a summary of activities that ESRF undertook in 1999.

1. **Core Researches and Commissioned Studies**

During the January - December 1999 period, the Foundation implemented 40 projects from various aspects of the work programme. Seven projects are still at various stages of implementation. These included various topics in human development, aid management, science and technology, industrial restructuring and trade. A breakdown of the composition of these projects shows that of the 40 completed projects, 7 were in-house core research projects and 33 were commissioned studies. Out of the seven core research projects, three

were designed and implemented in-house and one was designed in-house and implemented jointly with REPOA.

Five out of the 33 commissioned studies were contracted by government or public sector institutions, 23 by international institutions, one by the private sector and two by foreign Embassies accredited to Tanzania.

2. **Technical Support**

As part of its Capacity Assessment and Capacity Development component, the Foundation envisaged to engage in augmenting and complementing the capacity of key policy-making government institutions such as the Planning Commission, the Ministry of Finance, the Central Bank and the ministries responsible for economic and social sectors. The role of the Foundation is to provide backstopping support in aspects of policy analysis and economic management according to the needs of the respective institutions. For 1999, the Foundation provided support in the following areas:

- **The Planning Commission**
Backstopping support for undertaking sector studies to underpin the Development Vision 2025 for Tanzania. This was among the last stages in the development of the Vision, an exercise that started in 1995, for which the Foundation has been providing backstopping support all along.
- **Ministry of Agriculture**
Backstopping support in preparing Public Expenditure Review (PER) for the Ministry for 1999. The Foundation is also engaged in the exercise for year 2000.
- **Ministry of Water**
Backstopping support in the preparation of PER; the Foundation is engaged in a similar exercise for the year 2000.

So far, negotiations for institutional support have been carried out on a case-by-case basis. The Foundation is awaiting the outcome of the Needs Assessment Study, currently underway but soon to be completed, for a more systematic implementation of the Capacity Assessment and Capacity Development component. The assessment is part of a Capacity Building Project under an IDF grant, which was given for the purpose of strengthening capacity for effective policy analysis, management and government ministries co-ordination in key government ministries and departments of the United Republic of Tanzania, i.e. both the Mainland and Zanzibar. The ministries include the Ministry of Finance, the Planning Commission (PC), and the policy departments of key sector ministries (Agriculture, Industry and Commerce, Lands, Works, Energy, Water, Education and Health).

The study has involved, first, identifying priorities for immediate skill development activities that can be implemented within the short term. Secondly, an attempt has been made to place these immediate requirements in the context of the longer-term needs that

will have to be addressed if the government is to have a high-level government economic service at its disposal. It is envisaged that the immediate requirement is to develop a programme of work to enhance the capacity of existing staff, in the context of the current government machinery and reforms that are to be implemented in the near future. The findings of the study should provide substantial guidance in implementing the Foundation's capacity building component part of its work programme.

3. Policy Initiatives: Nationally and Internationally

3.1 *Contributions to national policy-making*

On-going important policy initiatives such as the Public Expenditure Review for the 1999/2000 Financial Year (for Water, Energy and Agricultural sectors) are undertaken by the Foundation. The Foundation started to provide technical support for the preparation of the Tanzania Assistance Strategy under the Ministry of Finance and on Employment Policy Issues paper for the Ministry of Labour and Youth Development with the support of ILO.

3.2 *Contribution to Regional and International Policy Initiatives*

ESRF also continued to contribute towards policy initiatives undertaken by international organisations such as the AERC/ODC Study on Managing the Transition from Aid Dependence in SSA. The findings from this study are being used as an input into the Tanzania Assistance Strategy.

4. Policy Dialogue

4.1 *Organising in-house workshops*

ESRF organised 19 Policy Dialogue workshops, which addressed topical policy issues. For instance, a workshop on the public expenditure review (PER) that brought together participants from a wide range of sectors in society including the private sector, Parliament, labour unions, NGOs, academia, public servants, and co-operatives. This was the second time the PER was being discussed openly as part of the process of democratisation of the budget proceedings.

These workshops also facilitated interactions with distinguished international visitors who made presentations on various development policy issues. Some of these visitors include Rev. Charles Stith (US Ambassador to Tanzania), Mr Bo Guransson (Director General of SIDA), Mr Hans Biswange of the World Bank, Professor Rakesh Mohan of the Centre of Applied Economic Policy Research in Delhi and Dr Oliver Morrissey of the University of Nottingham. The workshops facilitated interaction of these distinguished visitors with broad sections of the Tanzanian society.

4.2 *Participation in other workshops*

The staff of the Foundation participated in 32 policy-related conferences and workshops organised by local and international institutions. These workshops were attended mainly by research staff in the areas that fall within the programmes that they co-ordinate.

5. **Capacity Building**

The Foundation facilitated and co-ordinated training in budgeting management specifically a course in Medium Term Expenditure Framework (MTEF) for key personnel for policy analysis and management from the Ministry of Finance, Planning Commission, Civil Service Department and key sector ministries (Agriculture, Industry, Lands, Works, Water, Education, Health). The Ministry of Justice and Constitutional Affairs, and the Ministry of Science, Technology and Higher Education were also involved.

The above training was conducted as MTEF Phase I; MTEF II was later conducted to train a selected group of trainers from key economic government ministries who would train budget officers in all sector ministries.

6. **Networking and collaborating**

The Foundation continued to collaborate with local and international individuals and institutions in implementing its research programme and carrying out contract studies. These included individuals from universities, research institutions, ministries, private sector consulting firms, as well as freelance experts.

*A workshop on "**Privatisation Trust Board**" was held at ESRF Conference Hall on 25-26 February 1999. Above picture shows, from left to right, Prof. Samuel Wangwe, ESRF Executive Director and **Mr Peniel Lyimo**, Deputy Permanent Secretary Ministry of Finance. Below are some of the workshop participants.*

IMPLEMENTING THE 1999 WORK PROGRAMME

The implementation of the 1999 Work Programme slowed down due to delay in funds disbursement, which was caused by a long transition period between the end of Phase I and the beginning of Phase II. Nevertheless, the Foundation made notable progress in the following main areas:

- (i) Capacity Building (assessment and development)
- (ii) Challenges of Sustainable Human Development
- (iii) Macro-economic Studies Programme
- (iv) Growth Potential and the Challenges of Accelerating the Rate of Economic Growth
- (v) Trade, Regional Integration and Globalisation

All the three aspects of the Foundation's Work Programme, i.e. research, commissioned studies and policy dialogue, contributed to implementing the thrust of the 1999 programme activities. In the following pages, the report presents progress of implementation of the 1999 Work Programme.

Participants pose for a group picture at a training session in "Medium-Term Expenditure Framework Training I (MTEF)" held at ESRF Conference Hall from 21-24 September 1999

RESEARCHES CONDUCTED BASED ON RESEARCH THEMES

Capacity Building

The Capacity Building Project, under IDF grant, aims at strengthening capacity for effective policy analysis, management and co-ordination in key government ministries and departments of the United Republic of Tanzania (i.e. both Mainland and Zanzibar). The ministries include Finance, Planning Commission, Agriculture, Industries and Commerce, Lands, Works, Energy, Water, Health and Education.

- **Needs Assessment**

A needs assessment survey was conducted in order to take stock of needs and to identify measures for strengthening skills and personnel in policy analysis and management. The survey started in August 1999 and was completed in October 1999.

Draft reports of the survey were circulated for comments and roundtable discussions were held with government and donor officials for the purpose of disseminating the findings. Study findings are expected to guide a series of future interventions by donors in recruiting and providing required skills to policy analysts in government.

- **Medium-Term Expenditure Framework Training (MTEF)**

The first MTEF training was conducted from 21-24 September 1999. The session was attended by participants composed of key personnel involved in government budgeting from eleven ministries. There were also observers from ESRF and the World Bank office in Tanzania.

The objective of the training was to assist personnel in government departments involved in the budgeting process to improve and produce integrated performance budgets, which include all recurrent and development activities as well as donor-funded activities.

The second MTEF training was a Training of Trainers (TOT) Workshop targeted for Assistant Commissioners, Principal and Senior Planning Officers from six government ministries. The TOT workshop took place from 30 November to 3 December 1999. The workshop aimed at equipping this small group with training skills that would enable them to train others from all sector ministries in year 2000.

Challenges of Sustainable Human Development

- **Managing and Regulating Mixed Health Care Systems: A Tanzania Case Study in a Comparative Perspective**

This is an on-going project that is being undertaken as part of ESRF's research programme under this theme. The study, which covers a two-year period, is funded by the Department for International Development (DFID) and is being undertaken in collaboration with the Open University of the United Kingdom.

The main objective of this study is to investigate public financial management and public and private services provision in the Tanzania health care sector with a view to making a theoretical and practical contribution to the improved management and regulation of mixed health care systems. This project has an international perspective and is expected to include studies on the Kerala, (India) and UK systems in a comparative perspective. By the end of December 1999 six working papers had been written, and preliminary findings discussed by key stakeholders.

As of December, 1999, four consultative working papers analysing study findings and a paper on regulation based on study findings had been written and discussed with both policy makers and health care providers during the second phase of field work. The papers are:

- [i] Working paper 2: *Pricing and Competition in the Mbeya Health Care Market.*
- [ii] Working paper 3: *Access, Exclusion and Information on Quality of Care in the Mbeya Health Care Market.*
- [iii] Working paper 4: *Health Care Facilities' Finance and Strategy - Dar es Salaam, Mbeya and Coast Regions.*
- [iv] Working paper 5: *Access, Exclusion and Information on Quality of Care in the Dar es Salaam Health Care Market.*
- [v] Paper on Regulation: *Collaborative Approaches to Health Care Regulation: A Consultation Paper Based on Recent Fieldwork in Dar es Salaam, Mbeya and Coast Regions.*

This study is expected to be completed by June 2000.

Taking part in the study are **Dr P Tibandebage** from ESRF and **Prof. Maureen Mackintosh** from the Open University, UK, and **Mr Phare Mujinja of the Muhimbili University College of Health Sciences (MUCHS)**. The researcher in India is **Dr Narayana**.

- **Challenges of Developing and Implementing Social Security Systems in Tanzania**

A proposal for the study was submitted to potential funding agencies.

- **National Case Study on Education Financing Experiences and Budgetary Reforms**

Funded by the Council for the Development of Social Science Research in Africa (CODESRIA) and commissioned by the Ministry of Education and Culture, this was part of multi-country case studies that started in November 1997. The purpose of the study was to analyse, in the context of education financing, current budget practices, with the objective of (a) identifying major constraints, bottlenecks and weaknesses in implementing recent budget reforms and (b) providing recommendations for improvement of expenditure management in light of the current country framework.

Representing ESRF in this study were **Dr Paula Tibandebage, Research Fellow** and **Dr F Mukyanuzi**. It was completed in July 1999.

- **Study on Investment for Poverty Reducing Employment (IPRE)**

This is an on-going study expected to be completed in January 2000. Commissioned by ILO, the study has eight areas of focus and is being undertaken by a team of experts with ESRF as a co-ordinating institution.

The main objective of the study is to explore areas for investment that have the potential to create poverty-reducing employment. The study is expected to serve as a major input to the preparation of appropriate national programme(s) of action, which shall guide the activities of the National Network Advisory Group (NNAG), with a view to supporting, enhancing and sustaining project activities.

The eight areas of the study, with the names of the authors in brackets, are as follows:

- Conceptual Context (Professor S Wangwe)
- Participation and Good Governance (Dr E Malya)
- Public Policy and Public Sector Investment (Dr P Tibandebage)
- Private Sector Investment (Dr Y Tsikata and Ms L Madete)
- Industrial Investment (Dr J Shitundu)
- Investment in Agriculture and the Rural Sector (Dr H Semboja)
- Financial and Banking Systems (Mr Kamori)
- Gender Mainstreaming and Co-ordination Mechanisms (Dr R Shayo)

- **Assessment of Training of Different Sub-sectors within the Private Sector and Analysis of Existing In-country Training and Business Development Service Providers**

This study, known in short as TEAS (Tanzania Enterprise Award Scheme), is a baseline survey that was carried out to assist targeting needy areas. Commissioned by DFID, the survey was started in March 1999, and was co-ordinated by **Professor Samuel Wangwe**, assisted by **Dr Haji Semboja, Senior Research Fellow ESRF**, and **Mr Godwill G Wanga, Research Assistant**. The **principal researcher** was **Dr Lwoga** who, unfortunately, died in the middle of the study. Completion of the report has been rescheduled to April/May 2000.

- **Institutional Cultures and Regulatory Relationships in Liberalising Health Care System: A Tanzania Case Study**

This study was commissioned by the World Institute for Development Economics Research (WIDER) as part of a WIDER project on group behaviour. Utilising data collected for the study on “Managing and Regulating Mixed Health Care Systems in Tanzania”, the study aimed to examine behaviour and institutional culture of a mixed health care system in Tanzania, with a view to identifying ways in which positive norms of behaviour can be reinforced and negative ones overcome in an effort to assure quality and access to health care. It is expected that the paper will be published as a chapter in a book on the group behaviour project.

The authors are Dr Paula Tibandebage (ESRF) and Professor Maureen Mackintosh (Open University, UK).

A workshop on “Private Sector Development: The Case of Private Health Care Facilities” was held at ESRF Conference Hall on 29 April 1999. In the picture are (from left to right) Dr Paula Tibandebage, ESRF Research Fellow; Mr Phare Mujunja, Senior Lecturer at Muhimbili University College of Health Sciences (MUCHS); Dr Hemed, Director of Hospital Services in the Ministry of Health; Dr Haji H Semboja, ESRF Senior Research Fellow; Mr Malauri, owner of a private health care facility, and professor Shija, a retired doctor from MUCHS and owner of a private health care facility.

Macro-economic Studies

- **The Development of Capital Markets and Growth in Sub-Saharan Africa: The Case of Tanzania**

The study was carried out in collaboration with Howard University. It was **co-ordinated** by **Prof. S M Wangwe, ESRF Executive Director**, while the main **Researcher** was **Dr F M Musonda, ESRF Senior Research Fellow**, assisted by **Mr Godius Kahyarara, ESRF Research Assistant**. **The Tanzania Audit Corporation** also took part in the study.

It was completed in June 1999.

- **Managing the Transition of Aid Dependence in Sub-Saharan Africa**

This study was covered under a joint project between the African Economic Research Consortium (AERC) based in Nairobi, Kenya, and the Overseas Development Council (ODC) based in Washington, DC. It was one of 8 studies in 8 countries in Africa, and it was jointly **co-ordinated** by **Prof. Samuel M Wangwe** on behalf of AERC and **Dr Carol Lancaster of Georgetown University** on behalf of ODC.

The study was completed in June 1999.

A synthesis report has been written based on 8 framework papers and 8 country studies, and is expected to be published by OCD in the first half of year 2000.

- **Aid and Reforms in Africa**

The Tanzania case study was carried out by ESRF for the World Bank. Researchers were **Prof. Samuel M Wangwe, Mr Deo Mutalemwa** and **Dr Yvonne Tsikata**. It was part of a bigger study that covered several African countries, and it was completed in June 1999. Preliminary results of both projects were reported in a workshop held in Frankfurt in June 1999. The final synthesis was discussed at an international conference on 18 -19 November 1999 organised jointly by the World Bank and ESRF.

- **Aid Management and Accountability Programme (AMAP)**

The study was commissioned by UNDP and **co-ordinated** by **Prof. Samuel M Wangwe, ESRF Executive Director**, with **Mr Deo Mutalemwa** as the principal researcher.

The study was started in March 1999 and was completed in June 1999.

Its objective was to evaluate AMAP with a view to proposing the way forward.

- **Business Contracting Practices in Tanzania - Phase II**

This is a follow-up study commissioned to ESRF by the University of Maryland's Centre on Institutional Reform and Information Sector (IRIS), College Park, USA.

The objective of this study was investigate and describe in detail the activities related to business contracts; to assess the potential presence of business contracting culture in the Tanzania's business community and to probe the nature and varying dimensions of these practices. The specific objectives of this study were to investigate and analyse issues raised during the Phase I study.

The study was **Co-ordinated** by **Dr. H.H. Semboja, ESRF Senior Research Fellow**, assisted by **Mr P Kessy**. The study was started in March 1999 and was completed in June 1999.

- **Review of Legal and Regulatory Framework of Industrial Sector in Tanzania**

The study was commissioned by CTI and was completed in November 1999. It was **co-ordinated** by **Dr Haji Semboja, ESRF Senior Research Fellow**, who was assisted by **Mr Deogratus Macha**.

- **Study on Non-Tax Revenue**

This study was commissioned by the Tanzania Revenue Authority (TRA). The purpose of the study was to conduct intensive surveys in areas that are important for collection of non-tax revenue, and analyse how collection is done, the areas and other sources' potential, and problems in collection.

The main objective was to propose suitable ways of plugging any loopholes (weak administration, poor supervision and monitoring, and lack of accountability) that permit revenue leakage.

The study was carried out by a team of nine researchers and consultants, led by **Dr Haji Semboja and Dr Flora Mndeme-Musonda, Senior Research Fellows at ESRF** and **Mr Richard Kapella (Consultant) as co-researcher**.

It was completed in November 1999.

- **Public Expenditure Review Financial Year 1999 for the Agricultural Sector**

This study, whose overall objective is to provide an input to the overall PER project, will enhance the medium-term planning of a public expenditure framework. The study included performing a situation analysis on the performance of crop, livestock and co-operatives sub-sectors, identifying the sectoral constraints and prospects, and assessing the resources to the sector.

Commissioned by the Ministry of Agriculture and Co-operatives, the study was completed in January 1999.

The Co-ordinator of the PER project is **Dr H H Semboja, ESRF Senior Research Fellow**, and **Dr Festus Limbu, Lecturer, Economics Department, University of Dar es Salaam**.

- **Public Expenditure Review Financial Year 1999 for the Water Sector**

The objective of this study is to provide an update of policy performance, issues and options in the water sector (including the expected fiscal impacts of parastatal operations in the water sector) and the indicative Ministerial expenditure plans for the coming three years. The expected fiscal impact of parastatal operations in the water sector, including options for alternative levels of Government financing, was also examined.

The team co-ordinating this study consisted of **Dr H H Semboja, ESRF Senior Research Fellow** and **Mr Godwill Wanga, ESRF Research Assistant**.

This study was completed in January 1999.

- **Mid-Term Review of the Third-Phase Government**

This study was designed in-house and funds were sought from DFID. It was co-ordinated by Professor Wangwe, and finalised with the assistance from **Brian van Arkadie**. Its objective is to discuss key economic and social policy issues facing the Third Phase Government.

Started in April 1999, the study is expected to be completed in February 2000.

- **Country Strategy Paper**

Commissioned by the Embassy of Ireland, this study aimed at evaluating Irish aid in Tanzania on a background to the preparations of a Country Strategy Paper.

It was co-ordinated by **Prof. S M Wangwe, ESRF Executive Director**, and it was completed in April 1999.

- **Review of the Debt Management Strategy Analysis Capacity Building Programme (DSACBP) for Highly Indebted Poor Countries**

This study was subcontracted to ESRF by Management Perspectives International (MPI). Researchers from ESRF were **Prof. S M Wangwe, Executive Director, Dr H H Semboja, Senior Research Fellow, Mr Deo Mutalemwa and Dr Yvonne Tsikata**.

The aim of the study was to review the performance of DSACBP. It was completed in April 1999.

- **Multilateral Debt Relief Fund (MDF): Analysis and Monitoring of the Debt Issue**

The study was financed by Danish International Development Agency (DANIDA). The objective of the study was to assess the performance and the status of the Multilateral Debt Fund (MDF). It also analyses other areas that are essential to the successful implementation of the MDF conditions and objectives. These include macro-economic policy measures, generation of public revenue, budget preparation, management and accounting. In evaluating Government performance in implementing commitments it made in the framework of the MDF arrangement,

the study report will facilitate discussions and further collaboration between the Government and the Danish authorities.

The **Co-ordinator** of this study, which was completed in September 1999 was **Dr H H Semboja, ESRF Senior Research Fellow**, in collaboration with **Dr Yvonne Tsikata, ESRF Research Fellow, Mr D P Mutalemwa, Research Consultant** assisted by **Mrs Tausi Kida ESRF Research Assistant**.

- **Discriminatory Taxation of Soft Drinks in Tanzania**

This study was commissioned to ESRF by Coca Cola Africa Headquarters, Nairobi. The objective of the study was to analyse special excise duty levied on the soft drinks in Tanzania. Specifically, the study intended to identify and establish the following:

- (i) The current taxation system affecting performance of Carbonated Soft Drink Industries (CSDI);
- (ii) What would be the effects of removal of the excise duty currently being charged on the CSDI's raw materials and inputs, leaving other competing beverages free of excise duty taxes; and
- (iii) What policy alternatives should be pursued so as to guarantee compensation to GOT for any losses in revenue if excise taxes on CSDI was to be abolished.

The **co-ordination** of the project was undertaken by **Dr H H Semboja** (Team Leader - ESRF), Prof. N E Osoro (Reviewer – UDSM), Mr R Kapella (Independent Consultant), Mr O Bendera (Planning Commission) and Mrs T Kida (Research Assistant – ESRF). The study was started in October 1999 and was expected to be completed in February 2000.

- **Collateralisation Costs in Small Scale Financial Transactions**

The study was commissioned by ILO and **co-ordinated** by **Dr. H H Semboja, ESRF Senior Research Fellow**. Other team members were Mr R T Kapella **Independent Consultant** and Mr **Moses Msuya, ESRF Research Assistant**.

The study's objective was to find ways to reduce the collateralisation costs involved in acquiring loans for small business. A survey for the study was conducted to find possibilities of introducing collateral substitutes that would enable small borrowers who don't have the traditional collateral -i.e. fixed assets to access credit.

The study was started in June 1999 and was expected to be completed in March 2000.

Growth Potential and the Challenges of Accelerating the Rate of Economic Growth

- **Policy Study on Economic Empowerment of Tanzanians**

This is an on-going study that started in September 1999 and commissioned by the Capital Markets and Securities Authority (CMSA).

Co-ordinated by ESRF in collaboration with Pace Developments Limited, the study aims at finding ways and means that will enable Tanzanians to face the challenges and to withstand the emerging vigorous competition in the new economic system. To realise this objective, the study is focusing on identifying socio-economic cultural legal, policy and institutional aspects that bar indigenous Tanzanians from participating in the on-going economic reforms and privatisation of public entities (including capital markets) and proposing possible solutions. It is expected to be completed in April/May 2000.

- **Industrial Restructuring, Rehabilitation and Efficiency in Manufacturing Sector: A Case Study of Selected Firms in Tanzania**

A pilot study of this project was carried out and a report produced. Funding for the project is still being sought.

The co-ordinators of this study were **Prof. S M Wangwe, ESRF Executive Director, Dr Flora Mndeme-Musonda and Dr Haji Semboja, ESRF Senior Research Fellows.**

- **Community and Economic Impact of Export Diversification: The Cut-Flower Industry in Tanzania**

This study, commissioned by ILO, was co-ordinated by **Dr Haji Semboja, ESRF Senior Research Fellow** who was assisted by **Ms Rhoda Mbelwa and Mr Charles Bonaventure.** The target of the study was to do policy analysis on the role of the cut-flower industry in Tanzania and its impact on national economic development.

The purpose was to evaluate the 'success' of the industry and to identify specific factors that have contributed to, or hindered, this success.

It was completed in May 1999.

- **Privatisation of Telecommunication Sector**

This is an on-going project being co-ordinated by **Prof. S M Wangwe, ESRF Executive Director, and Dr Haji Semboja, ESRF Senior Research Fellow.** Surveys in Tanzania, Uganda and Malawi are complete.

The objective of the study is to analyse Africa's experience in reform. Specifically, the study focuses on the case of privatisation of telecommunication sector in Tanzania.

Started in June 1999, the study was completed in December 1999.

- **Rural and Micro-Finance Services Project**

Commissioned by Bank of Tanzania (BOT), this study was **co-ordinated** by **Dr Haji Semboja, ESRF Senior Research Fellow**, who was assisted by **Mr Tom Chacha, Dr Michael Ndanshau** and **Mr David Christian**.

The objective of the study was to prepare an implementation plan for Bank of Tanzania. It was completed in November 1999.

- **East Africa Industrial Development Strategy**

ESRF was commissioned by the East African Commission to do this study. It was co-ordinated by **Dr Haji Semboja, ESRF Senior Research Fellow**. The objective was to prepare a background study on Industry Development Strategy for Tanzania in the context of East African co-operation. The draft proposal is an input into the formulation of a Regional Industry Development Strategy for East African countries.

The study was completed in October 1999.

- **World Bank Country Memorandum Study**

The study was carried out by ESRF under the co-ordination of **Dr Haji Semboja, ESRF Senior Research Fellow**. It was commissioned by the World Bank, and its objective was to prepare background papers for the Tanzania Country Economic Memorandum (CEM) 1999. The 1999 CEM focused on the theme "Tanzania at the Turn of the Century: From Reforms to Sustainable Growth and Poverty Reduction".

Started in June 1999, it was completed in October 1999.

- **Proposal on Executive Agencies**

The study was commissioned by the British Council, and was **co-ordinated** by **Dr F M Musonda, ESRF Senior Research Fellow**.

The objective of the study was to assist in the establishment of Executive agencies by undertaking baseline studies. It was completed in July 1999.

- **Marketing and Taxation of Tanzania's Precious Minerals, Phase II**

The objective of the study was to provide an understanding of the actual artisanal marketing patterns, their logic and economic impact. The study provides thorough exposure to key developments in the mining sector in Tanzania. The study was conducted in collaboration with a Policy Advisory Committee comprising of stakeholders in the sector from ministries, professional associations and research community.

The study was commissioned by USAID Equity and Growth through Economic Research Co-operative in the Trade and Investment Component.

It was **co-ordinated** by **Prof Samwel Wangwe, ESRF Executive Director** and **Prof. Lucy Phillips, President of the International Business Initiatives (IBI) Corporation, USA**. The study's Principal Researcher was **Dr H Semboja, ESRF Senior Research Fellow**, who was assisted by **Mr Godwill Wanga**.

The study started in March 1999 and completed in December 1999.

Trade, Regional Integration and Globalisation

- **Regional Integration Based on East African Co-operation: Evaluation of Costs and Benefits**

This study was carried out under the overall co-ordination of the World Bank.

It was **co-ordinated** by **Dr. F M Musonda, ESRF Senior Research Fellow**, in collaboration with **Mr Godius Kahyarara, ESRF Research Assistant**.

It was completed in 1999.

- **Commodity Import Support**

The study was **co-ordinated** by **Prof. S M Wangwe, ESRF Executive Director**, while **contributors/researchers** were **Mr Richard Kapella** and **Mr Muneni (ESRF Consultants)**, and **Dr Flora Musonda, ESRF Senior Research Fellow**.

- **The Relationship between the ACP and the EU on the Eve of the 21st Century: The Case of Tanzania**

This on-going project, which is being co-ordinated by **Dr F M Musonda, ESRF Senior Research Fellow**, is nearing completion. The objective of the project is to take stock of ACP and EU relationship over the different Lome Conventions and analyse the future of their relationship using the case of Tanzania.

- **Trade and Gender**

This is an on-going study commissioned by IDRC and being **co-ordinated** by **Dr F M Musonda, ESRF Senior Research Fellow**. Its objective is to research on the relationship between Gender and International Trade in East Africa.

It started in 1998.

- **WTO in Services, WTO in Agriculture and WTO in Transport**

These are small desk studies commissioned by CAPAS and World Bank to contribute to WTO Agreement in Agriculture and the new WTO issues of Trade in Services.

The studies started in mid-1999 and were completed at the end of 1999.

They were co-ordinated by **Dr F M Musonda, ESRF Senior Research Fellow**.

- **Water Sector Development Vision in SADC Region**

The study commissioned by SADC Water Secretariat. It was **co-ordinated** by **Dr Haji Semboja, who was assisted** by **Ms Lorah Madete**.

Started at the beginning of June 1999, it was completed at the end of June 1999.

The objective of the study was to establish strategies to ensure that the water sector is transformed to the state that is envisaged in the National Development Vision 2025, and at the same time ensure that the sector supports other socio-economic activities that will facilitate the realisation of the Vision without compromising regional and international commitments that been made by the country.

- **The Impact of Globalisation on Developing Countries**

The Norwegian Embassy commissioned this study.

It was **co-ordinated** by **Dr F M Musonda, ESRF Senior Research Fellow.**

Started in January 1999, the study was completed in May 1999.

The objective of the study was to investigate the impact of globalisation on developing countries in the case of Tanzania.

- **Cross-Border Initiative (CBI) Evaluation**

This study was commissioned by Synergie of Brussels and **co-ordinated** by **Dr F M Musonda, ESRF Senior Research Fellow.**

Started in June 1999 the study was completed in August 1999.

The objective of the study was to evaluate the CBI programme in East and Southern African Region and make recommendations to the European Union.

A Workshop on "Globalisation and Transition to Tourism" was held at ESRF Conference Hall on 16 July 1999. Above picture shows (from left to right) Dr Haji Semboja, ESRF Senior Research Fellow, Mr Cosmas Gamba, Research and Development Manager, Tanzania Tourist Bureau, Prof Seithy Chachage of the University of Dar es Salaam, and Dr Natu Mwamba, Economic Research Bureau/REPOA. In the picture below are, left to right, Dr Flora Musonda, ESRF Senior Research Fellow, Dr Martha Qorro, from the University of Dar es Salaam and Prof. Marjorie Mbilinyi from the University of Dar es Salaam.

POLICY DIALOGUE

- **Public Talks and Workshops**

As part of its policy dialogue, ESRF continues to organise public seminars and lectures on topical policy issues and arrange workshops on researched topics. ESRF holds policy dialogue fora regularly in a bid to facilitate the process of sensitisation. The key issues at these fora are then incorporated into discussion papers and produced as part of in-house publications, while others provide topics for further research. Participants invariably come from the Government, the private sector (including local and foreign investors) the civil society and academic institutions.

The following policy dialogue fora were held in 1999:

- The Privatisation Trust (25-26 February 1999)
- Electronic Commerce (21-23 April 1999)
- Private Sector Development: The Case of Private Health Care Facilities (29 April 1999)
- Industrial Development (26 May 1999)
- The African States and the Global Economy (3 June 1998)
- A 2025 Vision for Food and Agriculture (4 June 1999)
- A Roundtable on Investment and Environment: Tanzania (7 June 1999)
- Policy Process and Poverty Reduction (11 June 1999)
- Globalisation and Transitions in Tourism in Tanzania (16 July 1999)
- Rural Development Decentralisation and Mission Finding (20 July 1999)
- The Ideal Development Path for a Developing Country to Take in the Year 2000 and Beyond: Perspectives of a Bystander (5 August 1999)
- Competition and Business Confidence in Manufacturing Enterprises in Tanzania (13 August 1999)
- Roundtable Discussion on Collateralisation Cost in Small Scale Financial Transactions (3 September 1999)
- Roundtable/Conversation Between Civil Society Organisations and USAID /Tanzania (28 -29 October 1999)
- Seminar on New Partnership for Development (5 November 1999)
- Aid and Reform (11-19 November 1999)
- Trade and Gender and International Conference (1-3 December 1999)
- Social Security Policy (16 December 1999)
- Mineral Marketing (17 December 1999).

A workshop on "New Partnership for Development" was held at the ESRF Conference Hall on 05 November 1999. The picture above shows presenters and discussants. Below are some of the participants at the workshop.

ESRF COLLABORATION WITH CONSULTANTS/INSTITUTIONS

The Foundation continued to collaborate with experts from many institutions within and outside the country. These experts were part of the 250 Consultants that ESRF has in its databank. This collaboration has greatly contributed to the Foundation's success, and ESRF is extremely grateful to them all.

Special Consultants who should not go without mention are:

Mr Albert Kanuya
Consulting Editor
UDP
University of Dar es Salaam

Mr Juma Mwapachu
Editorial Consultant for ESRF's Policy Dialogue Series
Dar es Salaam

Dr Martha Qorro
Rapporteur
University of Dar es Salaam

Mr Nestor Rweyemamu
Consulting Editor for Quarterly Economic Review (QER)

Mr Godius Kahyarara	-	Research Assistant, ESRF
Ms Aisha Mwapachu	-	Research Assistant, ESRF
Ms Lucy G. Makundi	-	Publications Assistant, ESRF
Ms Deborah Timasi	-	Research Assistant, ESRF
Mr Deogratius Macha	-	Research Assistant, ESRF
Mr Godwill G Wanga	-	Research Assistant, ESRF
Mrs Tausi Kida	-	Research Assistant, ESRF
Mr Joseph Mboya	-	Research Assistant, ESRF
Mr Moses Msuya	-	Research Assistant, ESRF
Ms Josephine Kimaro	-	Research Assistant, ESRF

Among the institutions with which the Foundation collaborated and benefited from the expertise of their staff, are the following:

The Planning Commission; the Civil Service Reform Programme (CSRP); the Confederation of Tanzania Industries(CTI); Tanzania Breweries Ltd.; the Bank of Tanzania (BOT); a number of key ministries (such as the Ministries of Finance, Development and Research Centre (IDRC); the *Deutsche Gesellschaft für Technische Zusammenarbeit* (GTZ); the Council for the Development of Social Science Research in Africa (CODESRIA); and the United States Agency for

International Development (USAID). Others were the African Economic Research Consortium (AERC); the Overseas Development Council (ODC); the Harvard Institute for International Development and Associates for International Resources and Development's USAID's Equity and Growth through Economic Research (EAGER) programme; the World Bank; and the Open University (UK).

Lastly, but not least, we are much indebted to our donors without whose support we would not have been able to achieve what we have. These are ACBF, DANIDA, SIDA, DFID and the World Bank. Several other donors supported ESRF indirectly through funding commissioned studies.

THE RESEARCH INFRASTRUCTURE

Building the Foundation's research infrastructure has involved the acquisition of equipment and software, building data banks and documentation in economic and social policy and increasing the Foundation's capacity to communicate with other researchers within Tanzania and other parts of the world.

At the same time, the Foundation's production capacity and its capacity to analyse data has been strengthened. The Foundation has **33 desk top** computers, **3 laptops** (all of which have been equipped with the necessary software for data analysis), **twelve (12) printers**, two high-capacity photocopiers, **one scanner, one over-head projector (OHP) and one video projector.**

The Foundation's library has a number of electronic information sources to assist in the retrieval of information. These include CD-Rom bibliographic databases (ECO NLIT and African Studies), on-line databases and document delivery services.

Books and other library materials are organised and shelved according to the Dewey Decimal and Shelved Classification (DDC) system. All items and their location are reflected on our computerised catalogue (OOPAC).

The Foundation has also started to build a database to support researchers involved in economic and social policy analysis—substantial data has been collected and computerised. Internet services enable researchers to access relevant research information in other institutions.

Book collections stand at 5,800 volumes; there are also 58 periodicals, 117 conference titles (1,200 conference papers) and 19 local and international newspapers.

CONFERENCES, WORKSHOPS & SEMINARS ATTENDED BY ESRF STAFF

Activity /and Date	Place and Organisers	Who Attended and Remarks
Expert Group Meeting on Globalisation and Human Development	Geneva	Prof S M Wangwe.
Workshop on Agriculture conducted by ASERECA 7-13 February 1999	Entebe, Uganda	Dr H H Semboja.
Retreat of Permanent Secretaries 9-12 February 1999	Arusha, Tanzania	Prof S M Wangwe.
Financial Institutions Conference 15-18 February 1999	Arusha, Tanzania	Prof S M Wangwe.
Workshop on Regional Integration Network Project 6-9 March 1999	Lusaka, Zambia	Dr F Musonda.
Workshop on Regional Trade and Environment 10-13 March 1999.	Harare, Zimbabwe	Dr F Musonda.
Regional Workshop on Education Financing 15-22 March 1999	Abidjan	Dr. P Tibandebage
Ministerial Seminar on East African Co-operation 25 March 1999	Arusha, Tanzania	Prof S M Wangwe.
President's Office/UNDP Workshop on Good Governance 29-31 March 1999	Arusha, Tanzania	Prof S M Wangwe.
Visiting Fellowship to UNU-Institute for New Technologies 8 April - 8 July 1999	Maastrich	Prof S M Wangwe.
African Futures Training of Trainers 12 - 16 April 1999	Akosombo Ghana	Ms M Manyanda Ms Aisha Mwapachu.
Meeting on the Coca-Cola Project 5 May 1999	Nairobi, Kenya	Dr H H Semboja.
Meeting on Water Vision for Southern Africa 5-6 June 1999	Gaborone, Botswana	Dr H H Semboja.
Visiting Fellowship 1-30 June 1999	University of Oxford	Dr P Tibandebage.
Senior Policy Seminar 15-18 June 1999	Nairobi, Kenya	Dr H H Semboja.
Visiting ACBF Offices 23-25 June 1999	Harare, Zimbabwe	Dr H H Semboja.
Workshop on Capacity Building and Institutional Development 27-29 July 1999	Kampala, Uganda	Prof S M Wangwe. He also held discussions with EPRC and Mr Peter Morgan
Workshop on Vision 2025 9-10 August 1999	Morogoro, Tanzania	Prof S M Wangwe, as a resource person.
EAC Senior Officials Meeting on Trade and Industrial Development 16 August 1999	Arusha, Tanzania	Prof S M Wangwe.

Meeting on Gender Study 16-20 August 1999	Nairobi, Kenya	Dr F Musonda.
Meeting of ECAPAPA Steering Committee 16-20 August 1999	Nairobi, Kenya	Dr H H Semboja.
Annual General Conference on International Federation of Library Associations and Institutions (IFLA) 17-29 August 1999	Bangkok, Thailand	Mrs M Nzuki.
Workshop on Cut-Flower Industry Study 21-27 August 1999	Arusha, Tanzania	Dr H H Semboja.
The African Computing & Telecommunications Summit 24-29 August 1999	United Kingdom	Mr J Kajiba.
Workshop on Privatisation and Regulation of Utilities and Infrastructure 1-2 September 1999	Arusha, Tanzania	Prof S M Wangwe.
Industrial Attachment at the Cape Town University Library 3 September- 9 October 1999	Cape Town	Mrs M Nzuki.
EAC-Industry Development Strategy 9-12 September 1999	Arusha, Tanzania	Dr H H Semboja.
Workshop on EAC Co-operation 8-9 September 1999	Arusha, Tanzania	Dr F M Musonda.
Workshop on Group Behaviour 9-13 September 1999	Helsinki, Finland	Dr P Tibandebage.
Workshop on Tanzania Input-Output Tables 13-16 September 1999	Arusha, Tanzania	Dr H H Semboja.
FASID Seminar on Africa III - "Putting Research Results into Action in Africa: Closing the Gap." 21 September 1999	Japan	Prof S M Wangwe.
Meeting of Research and Capacity Building Network for African Development (RACNAD) 22 September 1999	Japan	Prof S M Wangwe, as a member of the Steering Committee.
Presentation on Managing Transition to Less Aid Dependence 26-28 September 1999	Washington D.C	Prof S M Wangwe.
Meeting on East African Co-operation 27-30 September 1999	Kampala, Uganda	Dr. F Musonda.
Meeting on WTO and Agreement on Agriculture 11-15 October 1999	Zimbabwe	Dr. F Musonda.
EAGER workshop 16-21 October 1999	Botswana	Dr H H Semboja.
Workshop on Africa in the 3rd Millennium: Trade and Growth with Equity 18-20 October 1999	Gaborone, Botswana	Dr H H Semboja.
Meeting of Ministers of Industry in Africa 18-23 October 1999	Dakar	Prof S M Wangwe.
Workshop on Managing and Regulating Mixed Health Care Systems in Tanzania 18-22 October 1999	Mbeya, Tanzania	Dr P Tibandebage.
Workshop on The African Development Forum and conference on Informal Economy in Africa 23-29 October 1999	Addis Ababa, Ethiopia	Prof S M Wangwe Mr J Kajiba.

Seminar on Budget Reform and Civil Society Participation in the Budget Process 23-28 October 1999	Harare, Zimbabwe	Dr H H Semboja.
Workshop on Operational Approaches to Institutional Capacity Development 27-29 October 1999	Harare, Zimbabwe	Prof S M Wangwe.
CGE Training 8-26 November 1999	Malawi	Dr F Musonda.
SEAPREN Meeting (Network of Policy Research Institutes in Eastern and Southern Africa) 10-13 November 1999	Gaborone, Botswana	Prof S M Wangwe, Dr H H Semboja, Dr P Tibandebage and Ms L Madete.
Conference on Global Development Network and Inaugural Meeting of Think Tanks on Development 5-8 December 1999	Bonn, Germany	Prof S M Wangwe.
Workshop on Internet Strategies for Development Networks 15-19 December 1999	Zimbabwe	Mr J Kajiba.

ESRF STAFF

The Foundation has a lean but committed, motivated and competent staff. Staff strength stems from a team spirit of nine professional and experienced staff (including four research staff) and five administrative staff. Also taken on board this year are two long-term research assistants and a publications. The research staff essentially initiate and coordinate various studies and engage a large network of experts in the implementation of research studies.

Specifically, the Foundation's staff list comprises of the following:

Professor Samuel M Wangwe, the Executive Director, has a Ph.D from the University of Dar es Salaam (1980), an MA (Economics) from the University of Dar es Salaam in 1973 and a BA (Economics and Statistics) from the University of Dar es Salaam in 1972. Prof. Wangwe has authored eight books, the latest being *Exporting Africa: Technology, Trade and Industrialization in Sub-Saharan Africa* (1997); a forthcoming book (in 1998), *Transitional Economic Policy and Policy Options* is co-edited together with Dr H H Semboja and Dr P Tibandebage. He has published more than 40 articles. Among the topical papers that he has written are: "Economic Reforms and Poverty Alleviation"; "The Management of Foreign Aid in Tanzania"; "Capacity Building in Policy Analysis and Economic Management"; and the one he has co-authored with Prof. B. Ndulu, "Managing Tanzania's Economy in Transition to Sustained Development." Prof. Wangwe has extensive experience both in academics and research and has more than 20 years' experience in policy research and policy-related consultancy work.

Dr Haji H Semboja, Senior Research Fellow, has a Ph.D in Economics from the University of Gothenburg (1992), an MSc (Economics) from the University of Oslo (1988), a BSc (Economics) from the University of Oslo (1986); and a BA (Economics) from the University of Dar es Salaam (1979). Dr Semboja has wide experience in both local and international research in the areas of macro-economic policy, environmental and natural resource economics, energy and industrial development. At ESRF, Dr Semboja, who is also a member of the ESRF management team and the core research team, is involved in a number of policy studies and researches related to his areas of specialisation. Among his recent papers is "Exit Procedures and Economic Transformation: The Case of Tanzania", which he co-authored with Prof Wangwe and Dr Henri Lecomte of OECD.

Dr Paula Tibandebage, Research Fellow, has a Ph.D in Political Economy from the University of Texas at Dallas (1994), and a Masters degree in Public Affairs (1993) from the University of Texas at Dallas. Earlier on, in 1985, Dr. Tibandebage received a Masters degree in Public Administration from the University of Washington in Seattle. She also has a BA degree in Political Science from the University of Dar es Salaam (1980). A member of the ESRF Management team and the core research team, Dr Tibandebage has wide experience in human resource development and public policy in the civil service. Dr. Tibandebage conducts research on the social dimension (e.g. issues of health, education, and human welfare and development). Her current activities include a two- year research project on "Managing and Regulating Mixed Health Care Systems: A Tanzania Case Study in a Comparative Perspective." The project is a collaborative effort between ESRF and the Open University (UK) represented by Prof. Maureen Mackintosh.

Dr Flora Mndeme-Musonda, Senior Research Fellow, who has a Ph.D in Economics from the University of Lund (1992), has also an MA degree in Economics from the University of Dar es Salaam (1981), and a BA (Economics) degree from the University of Dar es Salaam (1980). She has worked as a member of the research staff at the University of Dar es Salaam's ERB, and at the University of Zambia as a lecturer in Economics and International Trade. Dr Musonda has several papers to her credit, and is involved in research on regional integration and international trade, in which she has wide experience. Among her recent papers is the study entitled "An Assessment of the Economic and Social Implications of Economic Recovery Programmes in Tanzania", which she co-authored with Prof. Wangwe and Mr J Kweka. Dr Musonda is a member of the ESRF Management and the core research team.

Mr Alex Mwinuka, Finance and Administration Manager, has a Masters degree in Business Administration (Accounting and Finance) from the Maastricht School of Management (1992) and a CPA (T) from the National Board of Auditors and Accountants (1988). Mr. Mwinuka has vast experience in managing funds from various local and international sources and administering diverse personnel engaged in an assortment of activities simultaneously. He also has excellent knowledge of Information Technology. Mr. Mwinuka is also part of the ESRF Management team.

Ms Tonga-Margaret George, Publications and Publicity Manager, has a Masters degree in International Relations (1981) and a BA degree in International Relations and Administration (1976), both from the University of Dar es Salaam. She has wide experience in various fields including youth development, tourism promotion, administration and personnel management, programme management, and public information/public relations. She has worked in government, parastatal corporation, national & international NGOs and the United Nations. Her major role at ESRF is to co-ordinate and supervise all publication activities of the Foundation, which include editing, publishing all ESRF diverse research & study outputs, and preparing the Foundation's Newsletter & Annual Report.

Mrs Margaret Nzuki, Librarian/Documentation Officer, has an MSc degree in Information Science from the University of London (1994) and a BA degree in Librarianship and Information Studies from the Liverpool John Moore University (1993). She was formerly Head of the National Bibliographic Agency at the Tanzania Library Service. Well-versed in the use of state-of-the-art Information Technology (IT) systems, Mrs Nzuki continues to maintain ESRF's ever-growing and specialised library in the field of Economics, and providing quick information retrieval (library) services using CD-ROMs, Internet and the On-line Public Access Catalogue (OPAC). The ESRF library is fully computerised.

Mr John Ulanga, ESRF Accountant, has a BCom (Accountancy) degree from the University of Dar es Salaam and a Professional Level III from the National Board of Accountants and Auditors. Mr Ulanga has a wide experience in computerised accounting systems and accounting for donor-funded projects. At ESRF he assists the Finance and Administrative Manager in financial matters.

Ms Margaret Manyanda is Assistant Capacity Building Co-ordinator. Ms Manyanda's qualifications include a BA degree in International Relations and Administration from the University of Dar es Salaam, and a wide experience in Human Resource Management and Training (i.e. Capacity Building).

Mr John Kajiba is the Foundation's IT Officer/Data Analyst, who has been seconded from the University of Dar es Salaam. Mr Kajiba has a B.Sc degree in Computer Science from the University of Dar es Salaam (1993). At the Foundation, Mr Kajiba has successfully launched the Website and facilitated the work of members of the core research team.

Mr Wilfred Mbowe is Managing Editor of the Quarterly Economic Review. He has an MA (Economics) degree from the University of Dar es Salaam (1996) and a BA (Economics) degree from the same University (1994). Prior to taking up the new post, Mr Mbowe was involved in research work at the Foundation in studies such as the PSI, Agricultural Marketing of Cotton and Maize in Tanzania, Investors Roadmap: Customer Service. He has also been preparing monthly economic bulletins and quarterly economic reviews for CIDA.

Ms Lorah Madete has a BSc degree in Economics from the University of Wales in Aberystwyth in the United Kingdom (1994). At ESRF, she works on development research (including researches in the area of capacity building), and many other internally implemented researches.

Mrs Evanerda Minja, the Foundation's Administrative Officer, has a Certificate in Manpower Management from the Institute of Development Management (1991), and a Certificate in Secretarial Studies from Tabora Secretarial College. She also has a wide experience in secretarial and administrative duties.

Mrs Avina Chanahi, Research Secretary, has a Certificate in Secretarial Duties. She has a good working experience in secretarial duties. At ESRF she facilitates the work of the entire research team.

Ms Faith Lucy Matumbo, Office Management Secretary. She is the Executive Director's Personal Secretary. Holds Professional Secretarial qualifications and certificates in Modern Office Management Procedures and Total Quality Management (TQM). She has a long working experience in secretarial and office administration duties. .

Mr Richard Kesanta, Transport Officer, holds a secondary school certificate, a certificate for Trade Test II in Truck Mechanics and a professional driver's licence. Mr. Kesanta takes care of the Foundation's transportation matters.

Ms Joyce Katale, Office Clerk, holds a secondary school certificate. She deals with the preparation and production of documents. She also does some typing work.

REPORT OF THE AUDITORS

The Economic and Social Research Foundation (ESRF) was established in 1993 as an independent not-for-profit, non-governmental research institute for capacity building in economic and social policy analysis.

ESRF's main objective is to improve policy making through building and strengthening capabilities in policy analysis and economic management. Specifically, ESRF seeks to promote ownership of the development policy agenda; initiate a policy-oriented research agenda that adequately reflects the economic and social priorities from the view point of the major actors in policy-making in Tanzania - the government, the business sector and civil society; and to promote the more effective utilisation of local researchers and consultants in various stages of policy analysis and economic management. ESRF also seeks to enhance collaboration with other institutions and individual experts engaged in policy research and analysis, and to sponsor analytical and policy related studies and publications on social and economic issues.

ESRF's 1998-2002 work programme comprises of three related components:

An in-house **Research Programme**, which has six main themes: Capacity Building; Challenges of Sustainable Human Development; Macro-economic Studies Programme; Growth Potential and the Challenges of Accelerating the Rate of Economic Growth; Trade, Regional Integration and Globalisation; and Institutional Framework and Institutional Implications of the Reform Process.

The second component deals with **Contract Research or Commissioned Studies**, which stems from client demand on issues that have relevance and/or are related to the Foundation's work programme.

Policy Dialogue is the third component. Consisting of interactive discussions among academic researchers, policy makers, the donor community and other development agents, policy dialogue sessions are organised in the form of seminars, workshops and brainstorming meetings.

Governing the Foundation is the Board of Trustees that consists of Ambassador R Mariki (Chairperson), Professor P Mlama (Vice-Chairperson), and eight other Board Members: Mr SODunga, Dr R Mohan, Dr A K Kashuliza, Mr J V Mwapachu, Professor G K Munishi, Professor G Helleiner, Mr G S Mgonja, and Ms J S.Mnguto.

The Executive Director of ESRF is Professor S. M. Wangwe.

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ESRF Publications Currently Available

- *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
- *Survival Strategies and Human Resource 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
- *Raising Productivity Levels and Alleviating Poverty in Tanzania's Rural Areas: The Case of Non-Agricultural Activities*
ESRF Discussion Paper No.8
By Festus Limbu
Printed in 1996
- *Implications of the Uruguay Round on Tanzania's Development*
ESRF Discussion Paper No.9
By Marwa Kisiri
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
- *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 Tibandebage, Samuel M Wangwe, Phare 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
- *ESRF Annual Report 1997*
Printed in 1998
- *ESRF Bi-annual Report*
Printed in 1997
- *Transitional Economic Policy*
By ESRF
Printed in 1998
- *Policies for Manufacturing Competitiveness: An Overview of LDCs*
ESRF Discussion Paper No. 17
By Samuel M Wangwe, Flora M Musonda and Josephat 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 Josephat Kweka
Printed in 1998
- *ESRF Annual Report 1998*
Printed in 1999