



ECONOMIC AND
SOCIAL RESEARCH
FOUNDATION

MEDIUM TERM STRATEGIC PLAN

2022-2026





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MEDIUM TERM STRATEGIC PLAN VII 2022 - 2026



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ABBREVIATIONS

ACBF	African Capacity Building Foundation
AERC	African Economic Research Consortium
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
ARRFF	African Research and Resource Forum Formative
ARRF	African Resource and Research Foundation
ASDS I	Agricultural Sector Development Strategy I
BOT	Bank of Tanzania
CAADP	Comprehensive African Agriculture Development Programme
CPD	Centre for Policy Dialogue
CUTS	Consumer Unit & Trust Society International
DGF	Development Gateway Foundation
DoE	Department of Economics
DPs	Development Partners
EAC	East African Community
EBPDN	Evidence Based Policy in Development Network
EPB	ESRF Policy Briefs
EPRC	Economic Policy Research Centre
ESRF	Economic and Social Research Foundation
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FF	Ford Foundation
FOPRISA	Formative Process Research on Integration in Southern Africa
FSC	Foundation for Civil Society
FSDT	Financial Sector Deepening Trust
FYDP I	Five Year Development Plan I
GBS	General Budget Support
GDNET	Global Development Network
GNP	Gross National Product
GOT	Government of Tanzania
HRD	Human Resource Department
HRM	Human Resource Management
ICTSD	International Centre for Trade and Sustainable Development
IDRC	International Development Research Center
IGC	International Growth Centre
ILO	International Labour Organization
IPAR	Institute for Policy Analysis and Research
IPOA	Istanbul Plan of Action
IRA	Institute of Resource Assessment
ISS	International Institute of Social Studies, the Hague
KEEI	Korean Energy Economic Institute
KIPPRA	Kenya Institute for Public Policy Research and Analysis
LED	Local Economic Development
LGAs	Local Government Authorities
LGRP	Local Government Reform Programme
LTPP	Long Term Perspective Plan
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies

MDGs	Millennium Development Goals
MEM	Ministry of Energy and Minerals
MoFP	Ministry of Finance and Planning
NBS	National Bureau of Statistics
NEPRU	Namibian Economic Policy Research Unit
NSGRP	National Strategy for Growth and Reduction of Poverty (MKUKUTA)
PRSP	Poverty Reduction Strategy Paper
QER	Quarterly Economic Review
RDP	Rural Development Policy
RDS	Rural Development Strategy
RECs	Regional Economic Cooperation
REPOA	Research on Poverty Alleviation
RMS	Resources Mobilisation Strategy
SADC	Southern Africa Development Community
SAIIA	South African Institute for International Affairs
SAT	South African Trust
SDGs	Sustainable Development Goals
SEAPREN	Southern and Eastern Africa Policy Research Network
SMEs	Small and Medium Enterprises
MTSPs	Medium Term Strategic Plans
STs	Sub-Themes
SUA	Sokoine University of Agriculture
SWOPNET	Sharing with other People Network
TAKNET	Tanzania Knowledge Network
TASAF	Tanzania Social Action Fund
TBC	Tanzania Broadcasting Corporation
TDV	Tanzania Development Vision
THDR	Tanzania Human Development Report
TPRP	Tanzania Third Poverty Reduction Project
TTI	Think-Tank Initiative
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WB	The World Bank
WGs	Working Groups
DPS	Discussion Papers Series
ZSGRP II	Zanzibar Strategy for Growth and Reduction of Poverty



FOREWORD



The Economic and Social Foundation (ESRF) is an independent **Think Tank** devoted to social and economic research, analysis, and capacity building of development for stakeholders in Tanzania and beyond. The overall mandate and primary objective of the Foundation is to initiate and coordinate studies in economic and social issues, to promote public understanding of economic and social conditions and public policy issues, to explore and analyze options of public economic and social policies and collaborate with the Government (central and local) of Tanzania, development partners, civil society organizations (CSOs), private sector, and other research institutions and entities with the purpose of enhancing the national capacity for public analysis and development management.

The Foundation fulfills this broad mandate through three programme departments (Commissioned Studies Department, Strategic Research and Publications Department and Knowledge Management and Innovation Department).

Since its inception, the Foundation has made an invaluable contribution to the development process in Tanzania and beyond by playing an instrumental role in the formulation and review of Policies, national medium and long term plans and strategies such as the **Tanzania National Vision 2025**, review and updating of sector policies in key sectors such as agriculture and tourism, shaping of regional and global level processes (SADC, EAC etc.) such as the current SDGs and building capacities of sub-national players through supporting the development and implementation of **Regional Investment Guides**. Lastly, because of COVID 19 that has affected countries all over the World; think tanks have had to adapt and move on-line, re-focus their agendas, respond to COVID 19 related research calls, or undertake necessary adjustments to their strategic plans.

The year 2020 was an important year for ESRF as it marked a quarter of a century since its inception in 1994. Such a milestone offers a unique opportunity for self-reflection and strategic reorientation to ensure alignment with current development needs. An institutional review was carried out prior to developing the 7th Mid-Term Strategic Plan (MTSP VII) with the aim of understanding the impact of the Foundation, the alignment between its mandate and the needs of its stakeholders and focus areas for the upcoming Strategic Plan. The review revealed the Foundation's positive reputation amongst its stakeholders, and that it is respected for the quality of its outputs, and the positive contribution it makes to improve social and economic conditions of Tanzanians.

In addition to adding clarity to our vision and mission, we have reviewed and refined the breadth and depth of our programme and policy areas. We have also used the feedback from our stakeholders to sharpen the goals that we are pursuing and identify the thematic research focus areas ensuring that the priorities are consistent and relevant to the policy landscape in Tanzania and the regional and global development dynamics for the medium term.

This is the Foundation's 7th Strategic Plan and continues the quest to consolidate our place as a leading **National and Regional Think Tank** for discussion and debate on topical policy discourses and development of innovative policy proposals in Tanzania and the region. The 7th Mid-Term Strategic Plan focuses, among other things, on the imperative of ensuring a constantly innovative research agenda that also requires a pool of discretionary funding; increased organisational capacity; adequate internal financial systems to access funding; and effective and targeted dissemination strategies for its outputs.

Underpinning all of these must be the development of a financially sustainable enterprise that factors in the changed funding landscape and is able to take advantage of different business opportunities.



Tanzania, the continent, and the world are undergoing rapid changes that are transforming the face of global affairs and the development landscape for the next decades. The important role that think tanks play is more important and relevant now than was the case 25 years ago. We continue to call on continued stakeholder collaboration in understanding and addressing the current and emanating social and economic challenges through the implementation of the Plan as we believe that this strategic plan will augment ESRF's profile and ability to play such a role.



PHILLEMONT LUHANJO
CHAIRPERSON, ESRF BOARD OF TRUSTEES



ACKNOWLEDGEMENT



The Economic and Social Research Foundation (ESRF) has, since its inception in 1994, implemented six phases of its Strategic Plans (1994-1997; 1998-2001; 2002-2006; 2008-2011; 2012-2015 and 2015-2020), whose outputs have contributed to policy formulation and strategic thinking in Tanzania, and in the region. In living its mission and vision and achieving its goals and targets, the Foundation has relied on support from a growing number of partners both domestic and foreign. The Foundation would like to acknowledge the technical, logistical, and financial support provided by our various development partners, private institutions and the government.

We are specifically grateful to the Government of Tanzania (GoT) for the continued support in ensuring that ESRF is their first port of call when it comes to undertaking strategic studies for the country. We have been privileged and will continue to work closely with the Ministry of Finance and Planning, Ministry of Agriculture, Prime Minister's Office as well as multiple departments and agencies within the Government.

ESRF has also received unwavering support directly, and indirectly, from multilateral development partners such as Bill and Melinda Gates Foundation (BMGF), the United Nations Development Programme (UNDP), The African Capacity Building Foundation (ACBF), the IDRC-Think-Tank Initiative, the Development Gateway Foundation (DGF), the East African Community (EAC), the European Union (EU), the World Bank (WB), the United Nations Population Fund (UNFPA), the African Development Bank (AfDB), the Ford Foundation (FF), the United Nations Children's Fund (UNICEF), the International Labour Organization (ILO), the International Growth Centre (IGC), the Alliance for a Green Revolution in Africa (AGRA), International Development Research Centre (IDRC), global Challenges Research Funds (GCRF), Economic and Social Research Council (ESRC) and Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN).

In terms of management of the development discourse, in many ways, Tanzania is at a cross-road. The Tanzania Vision 2025 will soon come to an end and efforts are underway to chart out its successor. Similarly, a number of key policies and sector governing frameworks such as the Sustainable Industrial Development Policy have ended or will end soon. In Zanzibar, the Government recently started the implementation of Zanzibar Vision 2050 as well as the Blue Economy Policy (2020). At a regional and global level, ensuring development is inclusive and sustainable, providing decent jobs for women and youth, and the link between digitalization and development are some of the key themes that dominate agendas. It is for these reasons that thematic and practical development concepts such as sustainability and inclusion (women and youth), digitization, decent work, good governance, and competitiveness form the backbone of the upcoming Strategic Plan for the Foundation.

This Foundation's 7th Medium Term Strategic Plan (MTSP VII) for the period 2022-2026 is a result of the institutional internal reviews undertaken to assess performance in the implementation of the 6th MTSP. The core research themes, and their corresponding sub-themes were developed having considered the current capacity needs for the country, emerging regional and global policy issues and the national 3rd Five-Year Development Plan. In addition, the priority focus areas are themes that are aligned with the Foundation's comparative advantage based on its institutional strength and activities undertaken in the past 25 years. These core research themes have been derived through a consultative process as they were also suggested through the Institutional Review process. The seven Core Research Themes are: Inclusive



Growth, Employment, and Industrialization; Trade, Investment and Business Facilitation; Governance and Accountability; Globalization and Regional Integration; Gender, Social Service Delivery and Social Protection; Natural Resource and Environmental Management; and Enhancing Digitalization and 4th Industrial Revolution.

On behalf of the management and staff of ESRF, I take this opportunity to extend an invitation for more collaboration from interested stakeholders. I also look forward to enhanced cooperation with overseas think-tanks, including those in Asia and Latin America, in addressing the emerging challenges to the global economy generally, and to the least developed countries. Finally, and most importantly, let me assure our Board of Trustees, and all stakeholders, that the Management and staff of ESRF are fully prepared to work as a team to fulfill the plans detailed in this MTSP (2022 – 2026) document. We therefore count on your technical, financial, and moral support in the next five years, and beyond!



DR. TAUSI MBAGA KIDA
EXECUTIVE DIRECTOR

1. VISION, MISSION AND VALUES

1.1 Introduction

The Economic and Social Research Foundation (ESRF) is an independent policy research institution based in Dar es Salaam, Tanzania. The Foundation was established in 1994 and tasked with conducting research for policy analysis and capacity building of actors in development management.

The Foundation's primary objectives are to undertake policy-enhancing research, strengthen capabilities in policy analysis and evidence-based decision making, as well as articulate and improve the understanding of policy options in the government, the public sector, the donor community, the growing private sector, and the civil society.

1.2 The Mandate of ESRF

The overall goal and mandate of ESRF is to improve public policy making for realization of national development goals, primarily through economic forecasting, policy analysis and research, and formulation of medium and long-term strategic perspectives for economic and social development. In addition, ESRF is expected to provide and implement innovative and practical recommendations that advance the nation's broad goals: foster the economic and social welfare, security, and opportunity of all Tanzanians. The Foundation is mandated to work in the following specific areas:

- a). to undertake research in public policy and sector-oriented issues
- b). to facilitate capacity development for government and other development stakeholders
- c). to act as a focal point for dialogue and exchange of knowledge on pertinent social and economic issues
- d). to disseminate/communicate policy and research findings for the purpose of deepening and widening the understanding of the issues, opportunities, and challenges by researchers and policy makers.

1.3 ESRF Vision and Mission

The Foundation is a prominent player in the development management space and seeks to provide input into policy development and promote informed dialogue and debate on issues crucial to Tanzania's and Africa's advancement and engagement in a dynamic global context. We produce research, offer policy advice, and convene key stakeholders to ensure Tanzania is better positioned for smart, inclusive, and sustainable development.

ESRF VISION

To become a national and regional centre of excellence in research and capacity development for policy analysis and development management

OUR MISSION

Advancing knowledge to serve the public, the government, CSOs, and the private sector through policy-oriented research, capacity development initiatives and advocating for good development management practices.

1.4 ESRF's Philosophy and Core Values

In carrying out its vision and mission, the Foundation maintains a set of values that are aimed at fostering excellence, integrity, and freedom, and upholding social responsibility and high ethical standards. These values are central to the people that work at ESRF, the work that the Foundation engages in and modality of carrying out its activities and the type of work and collaborative environment that ESRF strives to create. The Foundation adheres to the following values:

a). Impact

Impact is at the center of the Foundation's decision making and how we assess and measure our success. ESRF achieves impact by ensuring that its policy-related outputs--insights, policy making, and review--have positive immediate and long-term impact on the social and economic welfare of the people of Tanzania and beyond.

b). Independence

The independence of the Foundation as a research institution is the cornerstone of our credibility to our stakeholders. We uphold the spirit of free and balanced enquiries whilst conducting research and subjecting its findings to peer review and stakeholders dialogue.

c). Inclusiveness

This is enforced through conducting the activities of the Foundation using a participatory approach involving internal and external stakeholders, working in teams to increase efficiency and effectiveness, and enhancing the overall transparency. Also, the Foundation does not segregate against any groups and strives to ensure that its findings/outputs highlight the varying needs and priorities of vulnerable groups and communities.

d). Innovation and knowledge transfer

The Foundation and its staff are committed to continuous learning and improvement, finding, testing, and communicating/transferring and scaling new ideas and solutions in its modality of operation and in its outputs.

e). Professional excellence and integrity

The Foundation discharges its duties diligently and in line with nationally and internationally recognized ethical and professional standards upholding honesty, transparency, reliability, and consistency in all our decisions and actions. This is strengthened by promoting quality control mechanisms at the Foundation. Also, the Foundation adheres to contractual obligations, meeting high levels of financial management standards, and taking charge and responsibility for the results.

1.5 ESRF Strategic Objectives

1.5.1 Overall objectives

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

1.5.2 Specific Objectives

Below are the specific objectives of the Foundation:

- a). Identifying and undertaking independent and objective social and economic research and analyses, including macroeconomic, inter-disciplinary and sectoral studies on topics affecting public policy in areas such as environment and natural resources, agriculture and rural development, social welfare, innovation and development etc
- b). Developing and strengthening the capacities of development stakeholders in public policy research and analysis and assist the Government in the process of policy formulation and implementation through innovative capacity development initiatives such as training on impact assessment and other outreach programmes
- c). Serving as a reservoir of research resources on public policy and related issues and spearhead knowledge transfer and innovation aimed at increasing the awareness of national decision makers and the public on the usefulness of technology in development
- d). Serving as a point of communication and encourage debate and discourse on issues pertinent to the sub-national, national, and regional development priorities
- e). Encouraging national, regional, and international networking around social and economic policy issues through organizing symposia, conferences, workshops, and other meetings



Dr. Tausi Kida (in red) - Executive Director ESRF making a point during a SADC Macroeconomic Convergence Peer Review Mission. ESRF was the only think tank and one of few key development Institutions to host the Mission in Tanzania.

1.5.3 Mid-Term Strategic Plans

The realization of the Foundation's objectives over the years has been achieved through a unique combination of approaches all anchored on the development and implementation of Mid-Term Strategic Plans. The strategic plan serves as a guideline for the realization of its objectives in the next 5 years translating a vision into broadly defined goals, objectives, strategies, and a sequence of activities to achieve the same. The development of the strategic plans involves situational analysis of the current challenges, opportunities, and risks in the Tanzania development management space emanating domestically and beyond. The development of the Foundation's strategic plans has consistently coincided with and been

influenced by the national development frameworks (Five-Year Development Plans) as well as regional and global agendas such as the Africa Vision 2063 and the Sustainable Development Goals (SDGs) respectively. Table 1.1 below shows the previous phases of ESRF’s strategic plans, their corresponding programme areas, and key assignments of national significance.

Table 1.1: ESRF Strategic Plan Phases

Sn	PHASES	PROGRAMME AREAS
1.	1994 - 1997	(i) ESRF institutional development, (ii) core research, (iii) commissioned studies, and (iv) policy dialogue and dissemination
2.	1998 - 2001	(i) Institutional capacity building i.e. capacity strengthening of Tanzanian institutions involved in the development agenda (ii) Core research in issues concerning development (iii) Policy dialogue, and (iv) The publication and dissemination of the outputs
3.	2002 - 2006	(i) Institutional capacity building i.e. capacity strengthening of Tanzanian institutions involved in the development agenda (ii) Core research in issues concerning development, policy dialogue (iii) The publication and dissemination of the outputs (iv) Ensuring a balance between research, commissioned studies, and consultancies, so as to reduce the high proportion of consultancies
4.	2007 - 2011	(i) Institutional capacity building i.e. capacity strengthening of Tanzanian institutions involved in the development agenda (ii) Core research in issues concerning development, policy dialogue (iii) The publication and dissemination of the outputs (iv) Ensuring a balance between research, commissioned studies, and consultancies, so as to reduce the high proportion of consultancies
5.	2012 - 2015	(i) Strategic research (and outstanding research Issues) (ii) Commissioned research (iii) Collaborative Research, Capacity Development for Economic Management, and (iv) Policy Dialogue and Policy Voice
6.	2016 - 2020	(i) Strategic research (and outstanding research Issues) (ii) Commissioned research (iii) Collaborative Research, Capacity Development for Economic Management, and (iv) Policy Dialogue and Policy Voice



2. THE ACHIEVEMENT OF THE FOUNDATION

ESRF's research and advocacy work for policy influence is widely seen to be well-founded, timely, empirically, or analytically based, and highly effective and impactful among its audience. Prominent in Tanzania, its visibility is growing in the region and elsewhere and has been called to provide expert African opinion and experiences in various forums such as on the assessment of the impact of COVID-19 on the Global South, and in the rethinking of the EU-Africa think tanks cooperation.

2.1 ESRF Key Engagements Since Inception

This section provides a snapshot of some of the key engagements that the Foundation has undertaken since inception and in the implementation of the MTSP VI. The sub-sections have been highlighted for ease of presentation.

2.1.1 Contribution to national and sectoral long-term

The Foundation has made significant contributions to the development process, including actively supporting national and sectoral strategic medium and long-term planning initiatives such as the Tanzania Vision 2025, formulation of its implementation tool, the Long-Term Perspective Plan. The ESRF was also substantially involved in various stages of preparing the Poverty Reduction Strategy Paper (PRSP), as well as the National Strategy for Growth and Reduction of Poverty (NSGRP-MKUKUTA and MKUZA).

Carrying out such important engagements has positioned the Foundation at the center of policymaking in Tanzania and reinforced its influence and relevance. Most recently, the Foundation has been tasked with the review of the implementation of FYDP II and making practical recommendations that will feed into the drafting of the successor FYDP III.

ESRF has also been involved in the evaluation of various sector-specific programmes and strategies, with the intention of suggesting improvements to attain better outcomes. Notable engagements include the formulation of the Tanzania Tourism Policy (1997) and its corresponding review twenty years later. The Foundation also undertook the review of the National Environmental Policy and National Energy Policy and reviewed the National Microfinance Policy. Several other sector policy reviews were carried out in sectors/areas such as livestock, land, transport, trade, and public service management.

Lastly, there are several analytical pieces that have been influential in policy decision making such as the analysis of the Tanzania's Industrial Competitiveness in 2015 that informed the priority sectors of the FYDP II and a study that made recommendations on how best to phase-out of second-hand clothes and footwear in East African Community (EAC).

Table 2.1: Snapshot of key activities undertaken by the Foundation since inception¹

National Policy	Sectoral Policies
<ul style="list-style-type: none"> • National Development Vision 2025 formulation and review • NSGRP I and II formulation and review • Formulation of the Long-Term Perspective Plan • FYDP I and II formulation and review • Formulation of Rural Development Policy and Strategy • SDGs consultations and ratification • Formulation and review of East Africa Community Development Strategy • National Plan of Action to End Violence Against Women and Children in Tanzania 	<ul style="list-style-type: none"> • ASDS I and ASDS II formulation • Strengthening Food Security and Export Trade in Tanzania • National Agricultural Policy (NAP 2013) review • National Microfinance Policy review and updating • National Youth Policy Review (2007) • National Energy Policy review and updating • National Tourism Policy (NTP 1999) formulation and review • Formulation of Tanzania & Zanzibar Private Sector Development Strategy (PSDS) • Formulation of Tanzania Mineral Sector Policy and Strategy • Formulation of Tanzania Investment Policy

2.1.2 Contribution to the development process at regional and global levels

ESRF has also been active in policy space at regional and global levels. In this regard, some of the Foundation’s key engagements include the review of East Africa Community Development Strategy in 2000 and in 2005, and formulation of East Africa Community Private Sector Development Strategy in 2001 and since 2002, the ESRF has been the node hosting institution for Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) in Tanzania. Similarly, the Foundation played an instrumental role during the development of the SDGs by coordinating the national consultations (aimed at identifying the people’s needs and priorities). The findings of these consultations went on to inform the broad goals of the 2030 Agenda.

Hosted Programmes

The Foundation has also developed key strategic programmes aimed at programmatically addressing pertinent development issues such as poverty and capacity for development management. For instance, with support from USAID, the Foundation provided training and technical assistance helping individuals, organizations, and institutions to acquire the knowledge, skills, and capacity to support Tanzania’s advancement.

Similarly, the Tanzania Human Development Report (THDR) has been instrumental in the understanding of the multiple dimensions of poverty, regions, and people (gender) most at risk, and how best to address the challenges. For example, the findings of THDR 2014 informed the theme of the second Five-Year Development Plan (FYDP II) --Nurturing Industrialization for Economic Transformation and Human Development. ESRF also hosted a Post Graduate Diploma (PGD) in Poverty and Policy Analysis in collaboration with REPOA and ISS (Netherlands).

The part-time one-year programme of international standard aimed at imparting investigative skills and capabilities for Applied Policy Analysis through an interdisciplinary skill-intensive approach to issues of Poverty, Vulnerability and Social Protection. Several key and influential policy makers benefited from that programme.

¹ This snapshot only highlights a few key activities done by the Foundation. Thus is **not exhaustive** of all the activities undertaken since inception.



Launching of Tanzania Human Development Report 2017: Social Protection in the Context of Economic Transformation.

Engagements on Gender and Youth and Vulnerable Groups

ESRF has remained steadfast in ensuring that Tanzania's growth is inclusive and has thus contributed to this agenda through the review of the (2007) National Youth Policy that focuses on youth development issues including: economic empowerment, environment, employment promotion, youth participation, and others. Similarly, ESRF's portfolio of work includes research and capacity development in the areas of gender, women empowerment, children, the elderly, and the protection of vulnerable groups. For instance, The Foundation in collaboration with the Without Violence Foundation, and Ministry of Health, Community Development, Gender, Elderly and Children developed an Integrated Communications Strategy for the National Plan of Action to End Violence Against Women and Children in Tanzania for 2017/18-2021/22 period. That plan recognizes the interconnectedness of the issues of violence against women and violence against children and emphasizes the actions needed for both preventing and responding to violence.

Figure 1: Other Selected Engagements ESRF has undertaken over the years

<p>Agriculture</p> <ul style="list-style-type: none"> • East African Youth Implementation Program (EAYIP) in Southern Highlands of Tanzania [MasterCard Foundation and Heifer International] • Promoting Exports of Horticulture products by SMEs in the Eastern Africa Region [ACBF] • The FEATS Project: Food Security and Rural Livelihoods in Tanzania [CUTS Geneva] • Innovation and inclusive industrialization in agro-processing [GCRF Edinburgh University] 	<p>Education</p> <ul style="list-style-type: none"> • Out of School Children (OOSC) in the Primary Education System in Tanzania [Graca Machel Trust] • Time to teach: Causes and motives of teacher absenteeism in Sub-Saharan Africa [UNICEF Tanzania] • MKUKUTA Needs Assessment and Costing of the Education Sector [Vice President's Office] • Impact of sanitary pads on girls secondary school attendance [Tanzania Gender Networking Programme – TGNP] 	<p>Energy & Environment</p> <ul style="list-style-type: none"> • Pro-Poor Economic Growth and Environmentally Sustainable Development [PO, UNDP & UNEP] • Developing, Monitoring and Evaluation Framework for the TEITI Initiative [Ministry of Energy & Minerals] • Extractive Industries Gap Analysis study and designing of a Tanzania Extractive Industries Governance Programme [UNDP] • Domesticating the Africa Mining Vision [UNDP]
<p>Financial sector</p> <ul style="list-style-type: none"> • Development of Financing Programme • Urban Infrastructure Finance [World Resources Institute - WRI] • Unlocking the potential of SMEs [African Capacity Building Foundation – ACBF] • Strengthening Institutions to Improve Public Expenditure Accountability [Global Development Network – GDN] 	<p>Health and Governance</p> <ul style="list-style-type: none"> • The Potential Impact of Sugar-Sweetened Beverages Tax on Obesity Prevalence in Tanzania [IDRC TTI] • Policies and Actions for Enhancing Inclusive Social Progress in Maternal and Child Health in Sub-Saharan Africa [Southern Voice & ODI] • Tanzania Human Development Report • Micro-Level Perspectives of Growth in Tanzania (MLPG) 	<p>ICT</p> <ul style="list-style-type: none"> • Development of the Mobile Kilimo (MKilimo) Platform [Ministry of Agriculture – MoA/UNDP] • Developed a centralized farmers registration system [MoA/UNDP] • Development of a Dash-board to provide real time information to the MoA and other key stakeholders • Developed a stakeholders database to map key actors and their programmes to identify areas of synergies and complementarities [MoA/UNDP]
<p>Poverty</p> <ul style="list-style-type: none"> • Chronic Poverty and Research Development Policy [Chronic Poverty Research Centre – CPRC] • Understanding and supporting sustained pathways out of extreme poverty and deprivation [Overseas Development Institute – ODI] • Baseline study on OPEC III project [TASAF] • Household socio-economic status survey for the Rumaki seascape programme area [WWF] 	<p>Tailor-made Trainings</p> <ul style="list-style-type: none"> • Participant Training Program [USAID & IIEP-UNESCO] • Hosting of the Ford Foundation International Fellowship Programme [British council, NUFFIC, IEN & IFM-TGDLC] • Capacity Development for Partners of Accountability (Pamoja Twajenga) [USAID & Chemonics International] • Legislature Support Project [UNDP & Parliament of Tanzania] 	<p>Women, Children & Youth</p> <ul style="list-style-type: none"> • Girl Economic Empowerment – The Best Contractive? [DPC, HIP, NHH & CMI] • Integrated Communications Strategy for the National Plan of Action to End Violence Against Women and Children in Tanzania, 2017-2021 [UNICEF Tanzania] • Innovative Approaches to Creating Opportunities and Incorporating Young Youth into EAC's Labour Markets [IDRC]

2.2 ESRF Performance in the Sixth Mid-Term Strategic Plan

In its sixth Mid Term Strategic Plan (MTSP VI), the broad ESRF research agenda was focused on seven broad research themes or the Core Research Themes (CRTs) including some ESRF research agenda which were spelled out in the fifth ESRF MTSP (2012 – 2015) and which were deemed valid despite requiring re-organization and sharpening. The seventh Core MTSP-VI Research Themes are: Inclusive Growth, Employment, and Industrialization; Governance and Accountability; Globalization and Regional Integration; Social Service Delivery and Social Protection; Natural Resources and Environmental Management; Knowledge Management and Social Innovation; and Implementing Sustainable Development Goals (SDGs). The core research themes, and their corresponding sub-themes reflected the needs of the time, emerging issues, and the Foundation's intended focus. Similarly, review of the implementation of the fifth Mid-Term Strategic Plan (MTSP V) and the development of the core thematic research areas of the MSTP VI has considered the needs of the time emanating from the emerging challenges and opportunities, and ESRF's strategic and comparative advantage in addressing the same. The MTSP VI was also in line with the 2nd Five Year Development Plan and the start of the

implementation of the Sustainable Development Goals (SDGs) which together guided the development management processes in the country. The Plan's implementation was completed during the period when Tanzania and the world faced the health and socio-economic effects of the COVID 19 pandemic, forcing some of the assumptions underpinning the trajectory of the institutional funding landscape in that strategy to be recalibrated.

Notwithstanding the adverse impact of the pandemic, we can be justifiably proud of several achievements during this period. The Foundation carried out several key activities against all the core research areas and sub-themes. These activities have been in the format of projects, as well as capacity building initiatives such as training, internships, and policy dialogues. Also, partnerships with research and other institutions are becoming essential tools of the think tank world. This is because, in a multi-level networked global community, partnerships enrich perspectives, allow for broader dissemination and policy engagement strategies, and help to leverage diverse support. Throughout the implementation period, ESRF's various research programmes have deepened their partnership engagement in recognition of this fact, which has, in turn, provided them with the opportunity to better align with the needs of the policy community – both government and non-state actors in Tanzania and beyond.

2.2.1 Key National-Level Projects

In the implementation of its sixth Mid-term Strategic Plan (MTSP VI), the Foundation has continued to carry out several long-term engagements on key thematic areas that are of national and/or sectoral significance. One example is the Rapid Response Implementation Support (RARIS) to the Ministry of Agriculture (MoA) and other Agricultural Sector Lead Ministries (ASLMs). That project aims at supporting the Ministry of Agriculture and other Agricultural Sector Lead Ministries (ASLMs) to ensure effective and efficient delivery of the Agricultural Sector Development Programme (ASDP II) and their other immediate mandates related to the achievement of the agricultural sector. Among many other things, the project has enabled the Ministry to develop implementation tools of ASDP II such as the Programme Implementation Manual, its resource mobilization and communication strategy. Similarly, to bring about the inclusion of women and youth in development, ESRF is coordinating the East Africa Youth Inclusion Program (EAYIP).



Under the RARIS Project, ESRF with other partners organised Grain Stakeholders' Meeting to discuss available opportunities in Grain Value Chain

The program aims at improving the livelihoods of economically disadvantaged young men and women through job creation and entrepreneurship opportunities by addressing barriers to full access to employment and enterprise development opportunities within agricultural value chains. Lastly, the Foundation also coordinated the Tanzania Urbanization Lab which brought together all stakeholders on matters related to sustainable urban development, to develop and communicate the urbanization roadmap and discuss the implementation of the National Urbanization Policy. The activities under the Lab have enabled the government to continue to build the capacity to understand and address challenges related to urbanization as the country continues to grow and industrialize.

Table 2.2: ESRF's key achievements in the MTSP VI

NO.	Key activities	Impact	Partner
1.	Rapid Response Implementation Support (RARIS) to the MoA and ASLMs	Provide support to MOA and LGAs capacity to respond fast and meet the day to day demand for agricultural development business planning, investment and resources mobilization	Bill and Melinda Gates Foundation through the United Nations Development Programme (UNDP)
2.	Development of Regional Investment Guides	Enhance regions' competitiveness in areas of comparative strengths as well as emerging economic areas	United Nations Development Programme (UNDP)
3.	Tanzania Urbanization Laboratory	Release of the Tanzania Urbanization Roadmap to make an input in the process of developing and implementing National Urbanization Policy in Tanzania	Coalition for Urban Transitions (CUT)
4.	Impact Evaluation Laboratory	Training on impact evaluation methodologies for the public and private sector	William and Flora Hewlett Foundation
5.	East Africa Youth Inclusion Program (EAYIP)	Working with 25,000 youth from communities in Tanzania and Uganda as they set up youth groups, complete financial and technical training and identify income-generating opportunities within their own communities.	MasterCard Foundation/ Heifer International
6.	The evaluation of the 2nd Five Year Development Plan (FYDP II)	The evaluation results of the FYDP II led to the formulation of the 3rd Five Year Development Plan (FYDP III)	Ministry of Finance
7.	Formulation of the Zanzibar Private Sector Development Policy and Strategy	The draft private sector development policy and its strategy in place for implementation by the Government and its stakeholders	Zanzibar Ministry of Finance and Economic Affairs

2.2.2 Development Management at Sub-National Level

ESRF has made a significant contribution to Tanzania's development process in recent years by putting the Local Economic Development (LED) approach to development to work. First, in collaboration with NIRAS we prepared Local Economic Development strategies for Tanga, Arusha, Mbeya and Mtwara with the overall objective of improving economic efficiencies, productivity and living standards in four Tanzanian cities.

In each of the four participating cities, the LED strategy analysed their respective business environment, the urban economy and growth potential, and provided practical plans and recommendations for poverty alleviation. Each LED strategy incorporated inputs from the community, private sector, public entities, and development partners who are working closely with the local government authorities.

Also, during the MTSP VI, ESRF helped 25 regions prepare investment guides mapping out all investment opportunities (investment guides) in the country and their corresponding effective communication through launches. This exercise aimed at unearthing Tanzania's vast investment opportunities and has equipped regional governments with a tool to use in achieving local economic development.

In addition to preparing regional investment guides, the ESRF has also been supporting regional and district authorities in the communication and implementation of the same through activities such as undertaking feasibility studies for development of high potential investments. Crucially, this exercise has received support from the highest levels of government as His Excellency the Prime Minister launched most of the investment guides and investors forums.



The Minister of Finance and Planning, Dr. Philip Mpango, speaking at the opening of the Economic Forum organized by ESRF in collaboration with the Swedish Embassy in Tanzania.

2.2.3 Research on Socio-Economic Impact of COVID 19

As countries around the world battled with the health and corresponding socio-economic impact of the COVID 19 pandemic, the Foundation undertook studies and analytical pieces that aimed at understanding the immediate and long-term impact and risk emanating from the pandemic in a study that was titled, the Rapid Socio-Economic Impact Assessment of COVID 19 in Tanzania.

The Foundation also carried out an in-depth study on the Rapid Assessment on Impact of COVID 19 in the Agriculture Sector and contributed to the regional efforts aimed at articulating the impact of the pandemic from the perspective of the Global South and recommendations for countries and the global community.

3. SITUATION ANALYSIS AND INSTITUTIONAL REVIEW

The development of ESRF's Mid-Term Strategic Plans is a participatory process that involves constructive and strategic consultations with all key stakeholder groups. The purpose of the stakeholder engagements is to understand the utility and perceived impact of the interventions led by the Foundation to its stakeholders (Government, CSOs, Academia, Private Sector, and Development Partners). This process is important at ensuring that the core research themes and modality of operation of the Foundation are effective at achieving the desired and envisioned research.

3.1 Institutional Review and Relevance

The primary objectives and purposes of the Foundation are to initiate and coordinate studies in economic and social issues, to promote public understanding of economic and social conditions and public policy issues, to explore options of public economic and social policies, to collaborate with Government (central and local) of Tanzania, development partners, civil society organizations (CSOs), private sector, and other research institutions and entities to enhance the national capacity for public analysis and development management. Ahead of the development of the 7th Mid-Term Strategic Plan, the Foundation carried out an institutional review in a process that was led by an independent consultant and conducted through interviewing key stakeholders in government (central and local), CSOs, private sector and development partners. It examined relevant review and plan documents by key stakeholders such as national development reviews, evaluations and plans and development partner country programmes.

3.1.1 *Relevance of ESRF Mandate and Objectives*

The Independent Reviewer found that ESRF has been and remains a very relevant player in the Tanzania development management space and its activities have been tremendously impactful to its stakeholders. For the Government, the Foundation is the source of prompt expert views on a wide range of socio-economic development issues of the country. The efforts of the ESRF are concentrated on providing operational, informational, and analytical support, expert support of government's decisions on major issues of socio-economic development in the areas of finance, transport, industry, utilities, natural resources, environmental protection, education, health, innovation, information technologies, etc. Particular attention is paid to strategic areas such as innovation and digital revolution, sustainable development (environment) and inclusion (gender, youth, and other marginalized groups). In addition, ESRF plays a catalytic role in facilitation of efforts of the private sector and CSOs by acting as a forum for consultation, dialogue and consensus between representatives from all the different sectors of "organized civil society". Specifically, the outputs of the activities of the Foundation (analytical studies, policy briefs, thought pieces) are routinely used by CSOs and private sector representative organizations for their advocacy work.

3.1.2 *Analysis of Stakeholders*

At ESRF, needs assessment is a regular process where key questions are posed to stakeholders to gauge their needs for and assessment of ESRF activities and services. Most of the needs, views and opinions are often gathered during consultations while implementing various research projects. Also, every year, the Foundation conducts stakeholders' reviews to gauge the needs and areas that require evidence from research and these findings go on to influence annual plans. In addition, the Institutional Review provided more in-depth insights to the perspectives of the key stakeholders. Respondents (ESRF stakeholders) are divided into four broad categories namely, the government, the private sector, Civil Society Organizations

(CSOs), and development partners (donors). As noted, the major groups of key stakeholders that the Foundation is working with remain the same. By and large, ESRF is seen and thought-of as a key and influential partner in Tanzania and in the region. The following is a summary of stakeholders' perspectives:

The Government of Tanzania

The Foundation's regular interaction with different government ministries, departments, and agencies (MDAs) has normally been intended to, among others, review macroeconomic and sector policies, providing research-based inputs or advisory services to assist in the different stages of public policy processes, including on agenda setting, formulation of policy, implementation, monitoring and evaluation, analyses of impact, and rapid response to the local and global developments. The preparation of the National Development Vision 2025 in 1999, review of MKUKUTA I, FYDP I, and the FYDP II are examples of the government policy processes where ESRF plays a key role. In addition, the Government often relies upon ESRF as a source of expertise in forming regional and global development agendas such as in the coordination of the national consultations on SDGs.

Government stakeholders noted that the Foundation's interaction had been predominantly with central government ministries dealing with planning and economic affairs, agriculture as well as finance. Overtime, ministries mandated to work on urban growth and development, rural development, mining, energy, labour, health, education, regional administration, and local government etc, have been regular working partners of the Foundation. During the MTSP VI (2016 - 2020), the Foundation intensified its engagement with Regional Governments, delivering specialized products such as preparation of 25 Regional Investment Guides, and their respective implementation as a key capacity need. The Foundation also facilitated the implementation of the Regional Investment Guides through supporting regions to undertake feasibility studies such as feasibility studies on expansion of Maswa chalk and Meatu Milk factories, in Simiyu region, Tanzania. In summary, the Government, Central and Regional, have continued to express their satisfaction with the work that the Foundation has been undertaking and the need for other partners to collaborate with the Foundation to ensure that support continues.

The Private Sector

Participation and involvement of the private sector is crucial if development objectives are to be attained in Tanzania. The private sector is the engine of economic growth and is expected to play a key role in poverty eradication and foster inclusive growth in the country. The private sector, through its apex associations, acknowledges the important role research can play to facilitate growth of the private sector and subsequently overall economic growth. ESRF's role in support of the private sector has been around ensuring that the Government plans are private sector centered and that the Government understands the reforms needed to bring about private sector-led economic transformation. In this regard, ESRF has been called upon to continue to provide advisory (business research) services on different aspects of doing business, combining its knowledge of business-related policies and regulations, financial policies and the regulatory frameworks, and the Foundation's interaction with foreign international organizations such as the UN system (UNDP, UNIDO, UNICEF, FAO etc.) that have interest in advancing the cause of private sector competitiveness.

Apart from provision of thought pieces for the private sector, ESRF takes part actively on advisory capacity, in the dialogue between the private sector and public institutions in matters for example, related to the operation of private-public sector partnerships towards private sector development in Tanzania, issues related to human resources as well as aspects of good governance including corruption. In addition, the Foundation has been working with sector ministries to bring about the implementation of the BLUEPRINT for Regulatory Reforms to Improve the Business Environment. Most recently,

the Foundation was called upon by the Tanzania Private Sector Foundation (TPSF) to carry out an assessment of the state of the private sector -- its performance following the implementation of the various reforms. In the near future, private sector stakeholders are looking for ESRF to provide analytical pieces that would identify and quantify the opportunities for the sector in Tanzania and beyond and lay out a blueprint for realization of increased competitiveness of Tanzanian products in the regional and global markets. In addition, stakeholders would like the Foundation to advise on the kinds of policies that will build and strengthen the resilience of the Tanzanian economy and its businesses against pandemics such as COVID 19 through initiatives such as digitalization.

Civil Society Organizations (CSOs) and Academia

ESRF has a long-established working relationship with many CSOs and the academic and research community in Tanzania. CSOs are more embedded contextually and are in a better position to hold the government responsible and lobby for favorable and popular courses of action. They are potent in exerting pressure for change, only that they often tend to lack the proper approach and empirical research evidence to justify their agenda, a gap that ESRF has been filling. CSOs seek advisory services and take part in most ESRF's capacity development programmes such as policy dialogue series, depending on the theme. Like the government and private sector, the CSOs in Tanzania work closely with ESRF and appreciate the role and services of ESRF and have benefited from recommendations provided through the policy dialogue forums, as well as studies carried out by ESRF. Working closely together with these organizations, the Foundation is in a better position, and it is relied upon in translating research reports and findings into simpler and less sophisticated messages for the CSOs to use in their work with communities and advocacy with Government. Most recently, the Foundation also carried an assessment of the State of the Civil Society outlining their challenges, opportunities, and impact. In addition to engaging with CSOs, the Foundation also works very closely with academic and research institutions who in many ways are consumers and complementors of the work that ESRF undertakes.

Stakeholders in this niche believe that, given the growing CSOs interests and demands, there is still room for improvement in this relationship, especially in the area of CSOs' participation and engagement with the Local Government Authorities (LGAs), capacity building in the area of SDGs, FYDPs, ASDPs and BLUEPRINT for Regulatory Reforms to Improve the Business Environment, CSOs participation in national policy formulation and budgeting, and dissemination of research results for easy reading by CSOs and targeted communities. Similarly, the research and academic community are horizontal partners of the Foundation and work closely with ESRF to ensure that research inputs and insights are practical and can inform policy decisions.

Development Partners

Development Partners (DPs) have also acknowledged and appreciated the role and importance of ESRF as a leading national policy think-tank. The Foundation has continuously availed itself to meeting the needs of the development partners for advisory services on several issues of development. In the recent past, development partners have continued to work with ESRF in the design of their programmes taking advantage of the Foundation's strong networks within Government and the knowledge of key areas of alignment and complementarities. DPs have also jointly implemented sectoral programs with the Foundation and in some cases, the Foundation has served as a focal point for activities of all DPs in a specific thematic area such as urbanization (Urbanization Lab). Most DPs believe that this is the case because of ESRF's convening capabilities, able to bring together all key and influential stakeholders for decision making. In addition, DPs have found analytical outputs by the Foundation useful in understanding the development context of Tanzania and in making their own decisions about priorities and support areas and often collaborate with ESRF in dissemination of their works to achieve impact.





The Economic and Social Research Foundation (ESRF) in collaboration with the Nordic Countries' Ambassadors organised the symposium on Tanzania's Path Towards Prosperity: Balancing State, Market and Community. In the picture from left are: H.E. Amb. of Sweden Anders Sjoberg, Prof. Godius Kabyarara - PS at Prime Minister's Office – Investment, Dr. Tausi Kida-Executive Director ESRF and H.E. Amb. of Finland Riitta Swan exchanging views after the Symposium

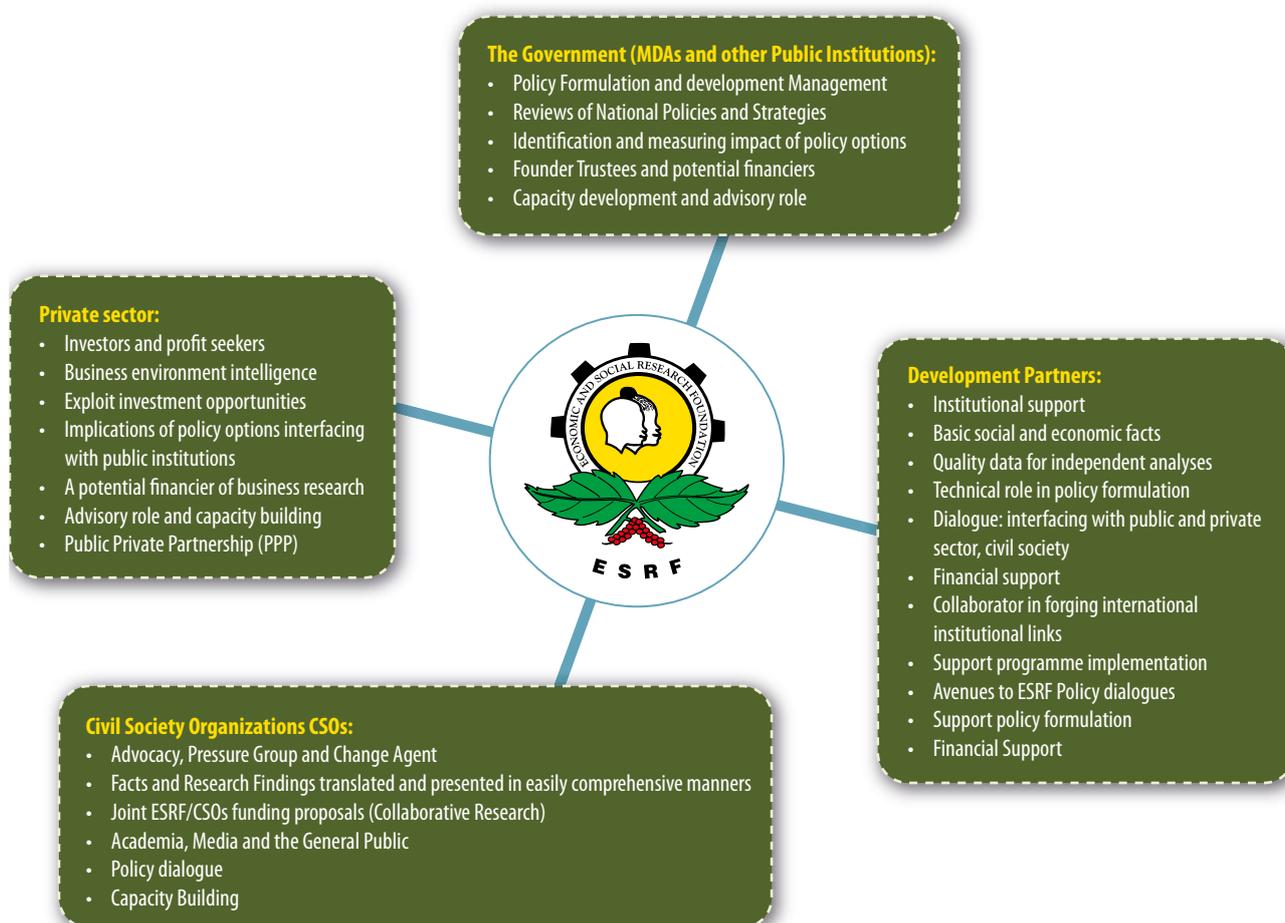
Going forward, development partners have called on the ESRF to strengthen its strategic research capacity especially by a focus on emerging global and national challenges such as leveraging demographic dividend, sustainable economic and social development and issues related to climate change and taking advantage of technology and digitization for development. Lastly, development partners have expressed interest in the Foundation's gender-sensitive approach to its work given the uniqueness of the opportunities and challenges those women and women entrepreneurs face in the rapidly changing social and economic environment.

Table 3.1: Summary of identified opportunities for continued collaboration by stakeholders

Category	Opportunities identified
Government	<p>Government stakeholders noted that the Foundation's interaction with government Ministries, Departments and Agencies has been close and healthy. Emphasis was placed on reinforcing relationships in three areas:</p> <ul style="list-style-type: none"> ● Development of the next national vision: Following the expiry of the Tanzania Development Vision in 2025, the task ahead is to prepare the next vision, possibly Tanzania Development Vision 2050.ESRF is expected to contribute to the crafting of 'TDV 2050 since ESRF was the Secretariat for preparation of TDV 2025 there is an opportunity for ESRF to play the same central role in the preparation of TDV 2050 ● Continued provision of strategic technical support at sector level such as to the Ministry of Agriculture and Line Ministries in the implementation of ASDP II ● Managing Local Economic Development (LED) with greater attention to developing the capacity to operationalize decentralized development and LED strategy ● Continued implementation of Investment Guides such as supporting regions to undertake feasibility studies such as feasibility studies ● Designing and implementing innovative programs that allow for knowledge transfer and innovation (creating employment for women and youth)

Category	Opportunities identified
Private Sector	<p>Insights developed by the Foundation are expected to:</p> <ul style="list-style-type: none"> • Enhance the level of understanding the private sector, its structure and analysis of its strengths and weaknesses and how the private sector capacity could be unlocked and enable it to grow to effectively play the role of real engine of growth in the economy such as in ICT adoption and utilization • Analysis and continuous tracking of implementation of the Blueprint taking stock of what has been achieved, what is currently in progress and what has yet to be implemented with a view to identify the approach or model that could be adopted to realize fast tracking of implementation of the Blueprint • Facilitate big data management in the sense of developing systems for managing data on the private sector, its sub sectors and Private Sector Organizations (PSOs).
CSOs and Academia	<ul style="list-style-type: none"> • Collaborating with CSOs to reduce or close the gap between the national level articulation of the development agenda as in FYDP III and the level of understanding and interpretation of national development agendas by the people at lower levels such as LGAs and communities • Development of policy briefs and documents such as the Tanzania Human Development Report (THDR) reporting on issues relating to the livelihoods of people in the local areas such as poverty status are much in demand
Development Partners	<ul style="list-style-type: none"> • Positioning Tanzania to take advantage of digitalization and the digital economy • Articulate and address issues of inclusion of women and youth in development • Natural resources management including aspects of Blue Economic Growth • Develop research that ensure that development is sustainable by looking at areas such as climate change

Figure 3.1: Broad Categories of Key Stakeholders and Areas of Interface with ESRF



3.2 Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

A SWOT analysis was undertaken to outline internal and external factors that could affect ESRF functions and mandate. SWOT analysis is a useful tool for strategic planning and decision making. It was therefore used to align the suggested ESRF programmes i.e. decide if and how ESRF MTSP should take advantage of new opportunities; respond to new trends; implement new avenues; and deal with changes and new challenges. In other words, findings from the SWOT analysis have helped the Foundation to come up with strategic plans by building on the existing strengths, minimizing weaknesses, seizing the existing opportunities, and counteracting the threats.

Table 3.2: Strength, Weaknesses, Opportunities and Threats (SWOT)

Strength	Weaknesses/Challenges
<ul style="list-style-type: none"> ● Extensive experience in undertaking policy research and capacity development as well as great institutional reputation ● Established and expanding national/sub-national, regional, and global linkages (networks) of development stakeholders - government, development partners, advocacy NGOs and private sector ● Convening and influencing power with policy actors having led or taken part in development of key development discussions ● Reputable and qualified research staff: combining young and experienced staff, and vast network of research associates and good research infrastructure – e.g. buildings and ICT, library, meeting facilities ● Institutional governance that combines representatives and experts from all key stakeholders and adherence to institutional values and good governance policies for services delivery such as board oversight and meetings, management meeting ● Sound financial management 	<ul style="list-style-type: none"> ● Inadequate funding of the core budget to facilitate strategic research and other operations of the institution ● More competitive staff remuneration packages offered by other institutions ● Changing funding environment and weakening financial support to local research institutions ● Multiplicity of reporting procedures from multiple funding partners ● Budgetary challenges faced by local stakeholders such as local government authorities
Opportunities	Threats
<ul style="list-style-type: none"> ● Growing demand (market) for policy research from government both at national and sub-national as well as from international and local policy actors ● High demand from the public to be engaged in policy analysis and formulation, and employ the use of data for advocacy ● Growing number of both national and international collaborators, and eagerness of collaborators to work with the Foundation ● Expanding engagement beyond central government MDAs to span local government authorities on specific “products” (services), and private sector/individuals ● A stream of young well-educated researchers and research associates eager to join the Foundation, who would thus keep its staff contingent revitalized and able to adapt to fast changing work technology and information 	<ul style="list-style-type: none"> ● Declining funding for supporting the core research programmes ● Competition for research funds amongst organizations doing similar work, including commissioned studies

4. THEMATIC RESEARCH FOCUS AREAS

The core research themes and their corresponding sub-themes for the current Medium Term Strategic Plan (MTSP, 2022 - 2026) are developed having considered the current capacity needs for the country, emerging regional and global policy issues, and the national 3rd Five-Year Development Plan. In addition, the priority focus areas are themes that are aligned with the Foundation's comparative advantage based on its institutional strength and activities undertaken in the past 25 years. These core research themes have been derived through a consultative process as they were also suggested through the Institutional Review process.

4.1 Emerging Global and Regional Trends

Globally, there is a growing need for and support towards ensuring that development and economic transformation is inclusive and sustainable. The focus on inclusion has been primarily on vulnerable groups such as women, youth, people with disabilities, the elderly, and children. The SDGs continue to form the guiding principle for development management with a greater emphasis on supporting governments, civil society, businesses, and academic institutions to accelerate progress towards the achievement of the Sustainable Development Goals (SDGs). Within the context of the SDGs, there is a growing need to accelerate progress towards Goals: 1. Strengthening human well-being and capabilities; 2. Shifting towards sustainable and just economies; 3. Building sustainable food systems and healthy nutrition patterns; 4. Achieving energy decarbonization and universal access to energy; 5. Promoting sustainable urban and peri-urban development; 6. Securing the global environmental commons. In addition, there is a growing recognition that technological advancements will play a critical role in global development and will define the nature and patterns of growth within and between countries.

Within the continent, most African countries have started the new decade with tremendous optimism. Collective action among African and global policymakers to improve the livelihoods of all under the blueprint of the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063 is representative of the shared energy and excitement around Africa's potential. With the business environment improving, regional integration centered around the African Continental Free Trade Agreement progressing, and the transformational technologies of the Fourth Industrial Revolution spreading, never has the region been better primed for trade, investment, and mutually beneficial partnerships.

The recent, unprecedented interest of an increasingly diversified group of external partners for engagement with Africa highlights this potential. Similarly, to global trend, most policymakers in the continent believe that the Fourth Industrial Revolution (4IR)—characterized by the fusion of the digital, biological, and physical worlds, as well as the growing utilization of new technologies such as artificial intelligence, cloud computing, robotics, 3D printing, the Internet of Things, and advanced wireless technologies, among others—has ushered in a new era of economic disruption with uncertain socio-economic consequences for Africa.

4.2 National Development: 3rd Five-Year Development Plan

The Core Themes of the Foundation's Strategic Plans derive heavily from the national planning frameworks. From a vision and policy standpoint, Tanzania is at a crossroad. The nation's Vision 2025 will come to an end in the next four years and there will be efforts to assess the performance in its realization as well as in defining the upcoming vision by various stakeholders coordinated by the Government. Regarding its implementation tool, Tanzania's Long Term Perspective Plan, this is the final year of implementation of the Perspective Plan as the country is currently implementing the 3rd Five-Year Development Plan

centered on building competitiveness. Beyond the Vision and its realization, several sectors are currently carrying out reviews of or developing their sectoral policies and acts. The National Agriculture Policy (2013) is currently under review with coordination from ESRF; the Sustainable Industrial Development Policy ends this year, and the Integrated Industrial Development Strategy will end in 5 years.



A cross section of stakeholders (Private Sector) during the gathering of views for 3rd Five-Year Development Plan.

Box 4.2: Priority Areas of FYDP III

- **Stimulating a Competitive and Participatory Economy:** This area includes projects that will focus on: building a competent community of regional and international competition; stimulating the stability of economic indicators; strengthening the business and investment environment; stimulating foreign technology transfer; and developing railway infrastructure and services, roads, bridges, water and air transport, ICT, energy, ports and airports and airlines.
- **Strengthening Industrial Production and Service Delivery Capacity:** This area includes industrial projects aimed at adding value to agricultural, livestock, fisheries, and mining products as well as products that will use the raw materials and resources available in the country. In addition, this area also includes projects and targeted programs to improve tourism, finance, and insurance services.
- **Promoting Investment and Trade:** This area includes initiatives which will strengthen local markets and take advantage of regional and international marketing and business promotion opportunities. Marketing will target national products, including those from agricultural, livestock, fisheries, and forests.
- **Stimulating Human Development:** This area includes the implementation of projects that focus on improving people's lives including education and training in general; health and social welfare; social protection; water and sanitation services; town planning, housing and housing development; and mitigating the impact on climate change.
- **Human Resource Development:** This area includes programs and strategies aimed at developing the knowledge and skills of human resources in the country, from pre-primary to tertiary levels including enabling young people to become self-employed. Similarly, this area includes steps for improving the provision of vocational education and technical training to increase productivity and the competitiveness of the citizens in using the resources available in the country to bring development.

In Zanzibar, the turn of the millennium marked a change in the approach to development planning, with the inception of Zanzibar Development Vision 2020, with its first long-term development vision spanning the 20-year period from 2000 to 2020. The successor Vision 2050 seeks to optimally exploit the Island’s comparative advantage, by developing linkages across all sectors, with emphasis on economic diversification, human capital and infrastructural development and good governance. Similarly, the Zanzibar Blue Economy Policy (2020) aims to work in the following priority areas: fisheries and aquaculture, maritime trade and infrastructure, energy, tourism, and marine and maritime governance.

4.3 Core Research Themes

The broad ESRF research agenda will therefore focus on the six broad research themes (Core Research Themes (CRTs)) including some ESRF research agenda which are spelt out in the ESRF MTSP VI that are still valid despite requiring re-organization and sharpening. The six Core Research Themes are: Inclusive Growth, Employment, and Industrialization; Trade, Investment and Business Facilitation; Governance and Accountability; Globalization and Regional Integration; Gender, Social Service Delivery and Social Protection; Natural Resource and Environmental Management; and Enhancing Digitalization and 4th Industrial Revolution. These core research themes were developed through an assessment of the global, regional, and national development landscapes (opportunities and capacity needs) and based on the feedback and recommendations through the stakeholder consultative processes. The broad themes and sub-themes were purposefully selected to ensure that all activities done by the foundation are geared towards achieving its objectives as well as aligned with its mission and vision.

Table 4.3: Core Research Themes and Sub-Themes

	Core Theme	Sub-Themes
1.	Inclusive Growth, Employment, and Industrialization	<ul style="list-style-type: none"> a). Enhancing Youth Development and Entrepreneurship in Tanzania b). Sustainable Industrial Development c). Making Urbanization Work d). Development Financing in Tanzania e). Agriculture and Food and Nutrition Security f). Addressing Social-Economic Impact of Covid-19
2.	Globalization, Regional Integration, Trade, Investment and Business Facilitation	<ul style="list-style-type: none"> a). Support the implementation of the Blueprint and assessment of impact b). Increase linkages between SMEs with financial institutions and markets (EAC, SADC, AfCFTA) c). Enhance trade, investment, and businesses in Tanzania d). Support the Public Private Dialogue processes through insights
3.	Good Governance and Accountability	<ul style="list-style-type: none"> a). System and structure of governance and management of public assets and resources b). Effective and efficient service delivery c). Corruption and good governance d). Impact evaluation
4.	Gender, Social Provision, and Social Protection	<ul style="list-style-type: none"> a). Enhancing social service availability and delivery in health, education, and water b). Poverty and social protection c). Youth and Women Economic Empowerment d). Gender, children, youth, elderly, and vulnerable groups
5.	Natural Resource and Environmental Management	<ul style="list-style-type: none"> a). Climate change and environmental management b). Blue economy c). Management of natural resources and tourism d). Management of extractives



6.	Enhancing Digital Economy, Knowledge Management, and Innovation	<ul style="list-style-type: none"> a). Policy framework for support of digital transformation and digital inclusion b). Enhance knowledge transfer and innovation c). Support utilization of ICT, new technologies in social and productive sectors d). 4th Industrial Revolution
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4.3.1 Inclusive Growth, Employment, and Industrialization

Inclusive growth and employment for women and youth especially through industrialization remains a priority agenda at a global and regional level. At the global level, the SDGs seek to bring about the kind of growth that is inclusive and has specific goals and targets on industrialization and decent work. Also, women and girls are central to achieving every one of the 17 SDGs and building a prosperous, resilient future. Among the top challenges facing countries all over the world and especially developing countries continues to be the mismatch between demographic trends and job creation.

For instance, Africa’s working age population is growing rapidly, with estimations that the number of young people entering the region’s workforce will exceed that of the rest of the world by 2050. While this youth bulge is a potential economic boom, a stagnant industrial sector, and the increasing adoption of labor-saving technologies in production present a massive hurdle to overcome before dividends can be realized. With rapid population growth, policymakers must fashion and implement policies to encourage job creation and maintain service delivery.



Industrialization in Tanzania

Within Africa, the COVID-19 pandemic has revealed that globalization has made humanity co-vulnerable, left most of the society behind, and has led to the strengthening of value chains that are maximized for individuals and companies rather than optimized for society. In response, policymakers are working to weave a policy tapestry that engages and promotes active citizenship, creates an African economy that is resilient and inclusive, by leveraging the African Continental Free Trade Area and optimizing integration and regional trade.

To achieve this, there is a need to ensure improved access for girls to education and provide tailored capacity building support to youth and women-led SMEs for accessing markets and financing. Some key activities include financial and technical support to women’s cooperatives and better connecting them to international markets and global value chains. Other urgent preconditions for building back better include women’s inclusion in decision-making, the fight against gender-based violence especially for women entrepreneurs, the provision of skills and resources, and social protection systems and economic infrastructure that take women’s needs into account.

In Tanzania, the pursuit of inclusive growth for human development has been the cornerstone of policy making since independence. That said, the nature and pattern of growth has not been sufficient at achieving the desired levels of growth, economic transformation, and inclusion. For instance, between 2007 and 2016, Tanzania's national poverty rate declined from 34.4% to 26.8%. While this is important progress, the total number of people living in poverty still stands above 13 million and more that above the poverty line remain vulnerable to economic shocks. This slow progress is partially attributable to the high population growth rate of 2.7% and urbanization that the country has been experiencing in the previous decades. From this perspective, the high economic growth rate has not been able to sufficiently meet the demands of an expanding population. The ramifications of this high growth rate is that on an annual basis, the number of new people entering the workforce is also very high at more than 700,000. Projected to 2030, it is expected that the labor force in Tanzania will expand to 45 million people thus creating even more pressure on the government to create jobs that meet the demands of the new entrants.

In response, the government is committed to maintain macroeconomic stability by ensuring that inflation remains at single digit, stability of the currency, and lower interest rates within predictable economic fundamentals and fiscal policy framework.

FYDP III seeks to accelerate broad-based/inclusive economic growth through poverty reduction and social development interventions as well as targeted productive capacities for the youth, women, and disadvantaged groups

FYDP III Specific Objectives

At a sectoral level, the Private Sector, especially banks and financial institutions are expected to fully participate in executing strategic activities as stipulated in the Financial Sector Development Master Plan (FSDMP). Further, banks and financial institutions should implement the action plan for financial inclusion and come up with innovative products in favors of private sector development. In addition, the cross-cutting focus areas of women, youth and people with disabilities point to a commitment to address the needs of all, including vulnerable and marginalized members of society. This commitment resonates well with the public-purpose mandate of ESRF and its institutional strength and expertise.

The Foundation in its renewed focus on the use and impact of its research has an important contribution to make in monitoring and evaluating the implementation of the model, and assessing the social implications and potential impact thereof in the affected communities. The Foundation will also support the realization of several strategies that have been proposed to achieve this such as sustainable industrial development, supporting and facilitating entrepreneurship, ensuring that urbanization and urban trends are supportive to inclusive growth and addressing urban poverty, and building economic resilience following the socio-economic impact of COVID 19. Other research objectives include to expand employment opportunities so that economic growth is more inclusive, and incomes are more equal and to ensure that workers' skills, particularly among the youth, align with employer needs.

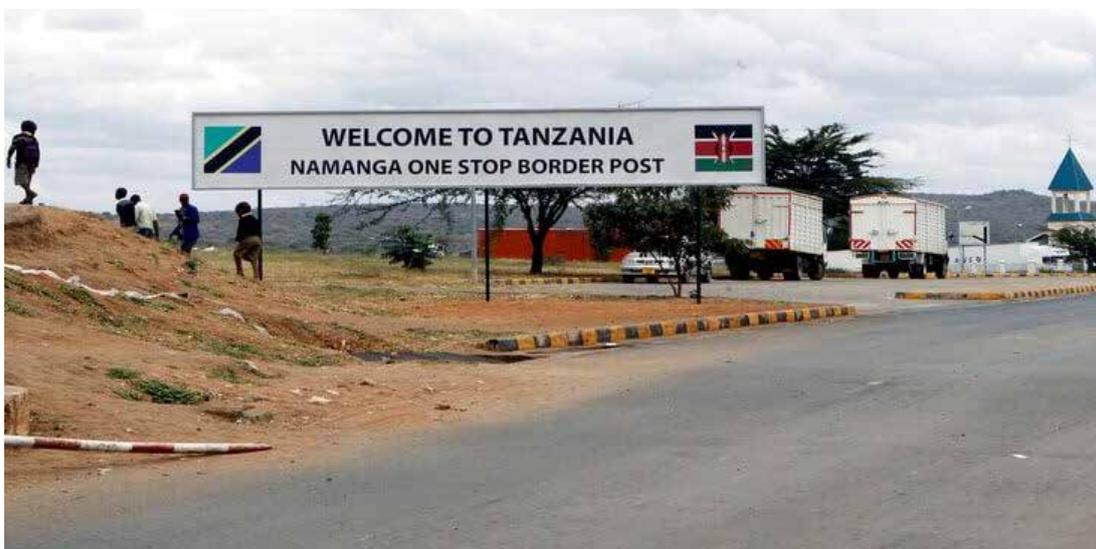
4.3.2 Globalization, Regional Integration, Trade, Investment and Business Facilitation

Tanzania's potential in the regional and world economy is large. The eight countries with which Tanzania has land-borders have a combined population and GDP that is five and four times, respectively, the size of Tanzania's. The country is engaged into two regional trade agreements (RTAs), namely the East African Community (EAC) and the Southern African Development Community (SADC), and has a considerable number of bilateral trade agreements, even though not always thoroughly implemented, the regional integration efforts are intended to harmonize economic policy and promote trade. The country recently ratified the AfCFTA opening its markets to the continent. The effects of the AfCFTA are expected to



differ significantly by country and area of policy reform. The World Bank estimates that the highest income gains due to the AfCFTA will occur in Côte d'Ivoire, Zimbabwe, Kenya, and Namibia, which would see income gains of over 10 percent each by 2035. Furthermore, the AfCFTA is expected to have a positive but heterogeneous impact on wages across region, skill level, and gender. In Southern Africa, for example, the World Bank projects that wage gains will be higher for male workers than female workers. In contrast, in Central, East, North, and West Africa, wage gains are expected to be higher for female workers. These gains will depend not just on tariff liberalization—for which benefits are generally low—but on trade facilitation measures and the reduction of non-tariff barriers.

The Tanzania Long Term Perspective Plan has identified increasing competitiveness for economic growth as the overarching theme of the FYDP III. While competitiveness is an important ingredient for welfare improvement, the challenge of enhancing it is also enormous. It requires a multifaceted approach. The FYDP III recognizes that while much progress has been made on the hard infrastructure such as roads, harbours, and energy, real constraints on trade expansion and diversification remain at institutional and regulatory sides. There is also a weak understanding and knowledge about these constraints and their economic impact and lack of informed coordinated dialogues to resolve the same. At the heart of Tanzania's low level of trade competitiveness are the disincentives created by cumbersome taxation, escalating tariff structure (with widespread use of rebates) that creates a large dispersion in protection levels, and high tariffs.



Namanga is a gateway to Kenya where trade and other businesses procedures are done

Given the current FYDP III's focus on competitiveness and the country's pursuit at the creation of a modern, competitive, and dynamic industrial sector, fully integrated into the global trade, there is an intensifying need for rethinking competitiveness. The key factors that determine and enhance the country's competitiveness include social and political stability, an efficient and predictable legal system, macroeconomic stability and an enabling microeconomic environment, especially improved infrastructure, efficient regulatory framework, skilled manpower, efficient government services and processes, clusters, and technological readiness. The business environment needs urgent improvement especially regarding business regulation, procedures and licenses, service delivery by public institutions, law and order and resolution of commercial disputes. Also, there is a need to concentrate on improving technological readiness, especially innovation and adoption/adaptation of improved technologies.

In the FYDP III, there is a stronger emphasis on pursuing 'economic diplomacy' towards increased global, regional, and national peace and security, equality, and respect of territorial sovereignty. These are conditions without which production and trade activities cannot take place within and across nations.

Economic diplomacy fosters the promotion and facilitation of flows of investment, trade, and ideas (knowledge, experiences, negotiations, settlements) for mutual (win-win) gain from trade. FYDP III aims at increased 'economic independence' and reduced dependence on foreign aid. Domestic trade and investment promotion institutions and diplomatic missions will, together, organize information about the country's investment opportunities and tourist attractions and communicate the same in foreign countries.

To achieve higher levels of trade performance and competitiveness, FYDP III, is directing efforts at increasing the trade sector's contribution of trade to GDP as well as increasing Tanzania's share in World market in a bid to decrease share of imports in total trade hence improve trade balances. This also entails finding new markets, particularly trading; more initiatives have been taken to develop the border markets to simplify and formalize trade across the borders. Further, cross border trade can be improved by simplifying and streamlining regulations to effectively address both tariff and non-tariff impediments.

FYDP III

The general research themes will be centered around developing an understanding of how Tanzania compares with its competitors and the policies and interventions needed to facilitate stronger linkages with regional and global markets especially for value chains that employ most women and youth. Specifically, the research work will help Tanzania accelerate trade facilitation to promote regional integration and provide a platform to support a transformed regional business environment through increased trade and policy harmonization.

4.3.3 Good Governance and Accountability

Good governance and accountability are foundational for a developmental state. Among the seven key aspirations listed in Agenda 2063: The Africa We Want—the African Union's (AU) shared 50-year development and transformation program for realizing the full potential of the continent—one stands out in its interconnectedness: "[a]n Africa of good governance, democracy, respect for human rights, justice and the rule of law". The Agenda recognizes that fighting poverty and improving human development in Africa must begin with the creation of wealth, a process that requires the existence of a robust entrepreneurial class. Also, the type of governance structure that each African country should strive for over the next decade is one that should address peaceful coexistence and economic development, inequality, the effects of climate change, health pandemics, and enhanced regional cooperation.

At the global level, democracy and good governance is also important in the realization of SDGs. The objective of the Good Governance in Sustainable Development (GGSD) Program is to assist societies to develop effective government within a democratic system, and to implement sustainable development principles through global partnership. This is done through empowering the public to enable them to effectively participate in decision making for public interest and to undertake local initiatives; developing and strengthening good governance at the local level; and developing the capacity of public and the government at the local level to cooperate in increasing welfare of the people.

Over the decades, Tanzania has made various strides in improving the level of accountability, transparency, and responsiveness of its public institutions. This is evident in the formation of several key institutions that govern public life and oversee specific sectors. Notable examples of these are the Preventing and Combating Corruption Bureau (PCCB), the Tanzania Revenue Authority (TRA), and the Tanzania Communications Regulatory Authority (TCRA). Strides in improving the quality of governance have not only been felt with the increase in the number of institutions, but also reflected in Tanzania's improvements in global perceptions of corruption and transparency.

A recent review that was carried out by ESRF revealed that the Government has improved integrity of public servants by reducing the level of corruption through: leadership commitment and political will; automation; enforcement of ethics and anti-corruption laws and regulations; investigations; disciplinary actions against corrupt public servants; and regular changes in different MDAs and in the leadership positions whenever things go wrong. Corrupt officials have been fired and the Government is striving to instill a general sense of discipline and accountability in the public service.

In the FYDP III, the Government has committed to continuing to fight corruption with efforts being directed towards addressing various dimensions of corruption including political and bureaucratic corruption, public funds embezzlement, fraudulent procurement practices, and judicial corruption. Key commitments under governance in the FYDP III are to foster strategic public-private sector engagement and government leadership in promoting economic aspects of international relations. In this regard, the Foundation aims to continue supporting Tanzania's endeavors in building functional and credible public institutions that build trust and guarantee the realization of human rights in a manner that is free of corruption and abuse. The foundation aims to support these objectives through research assessing public perceptions on the credibility and accountability of public institutions and advocacy with public institutions and governmental bodies where findings from research can be shared with government authorities.

4.3.4 Gender, Social Service Delivery and Social Protection

Promotion of interventions aimed at reducing poverty; promoting livelihoods; addressing social and economic risks, deprivation, and vulnerability; protecting human rights and improving capabilities and labour market results is central to implementation of global, regional, and national development agendas. This is mainly because differing levels of economic advancement, social stigma, and religion all govern norms directly affecting access to the labor market, occupation, and compensation by women/girls and other vulnerable groups. While progress had been made in gender equality in global labor markets thanks to economic and social advancement, progress is more limited in Africa due to high poverty and gender discrimination. Issues related to social services, and social protections are increasingly becoming very crucial in the process of economic transformation and the aftermath of climate change, but also in view of growing inequality in the developing world. There is a growing consciousness of the benefits of social services, and social protection as a measure to protect people from becoming trapped into poverty and misery, to empower them to seize opportunities, to help workers to adjust to changes and to deal with the consequences of unemployment and thus support productivity.

The FYDP III has outlined several interventions that aim at addressing challenges faced by vulnerable communities and ensuring their corresponding integration into productive economic activities. These include, the strengthening of alternative care including foster parenting and adoption services to enable vulnerable children including those living and working in the streets get basic social services; carrying out efforts against gender-based violence and violence against children; supporting early childhood development services and child protection and provision of social welfare services to older persons including health services and psychosocial support; extending social protection coverage to the formal and informal sector; and promoting inclusiveness and economic empowerment for Persons with Disabilities and productive inclusion supports savings promotion. Importantly, much of these interventions will depend on constructive collaboration between the public and private sector.

This is because more jobs are created in the private sector compared to the public sector, implying the significance of the private sector in fighting poverty through employment creation. The increase in the number of jobs created means more people are employed, social protection improved and the number of people who are marginalized reduced.



Key interventions aimed at reducing poverty; promoting livelihoods; addressing social and economic risks, deprivation, and vulnerability; protecting human rights and improving capabilities and labour market results

FYDP III

Therefore, the importance of social services and social protection systems that address and reduce inequality and social exclusion for long-term sustainable and inclusive growth will be taken into consideration in ESRF's research agenda. We need to know about the mechanisms and the channels through which social services and social protection more generally affect the most vulnerable in the developing world. Social services and social protection can also support the achievement of poverty reduction, by raising incomes in the short run, allowing people to build up their assets and thereby accelerating growth, with positive spillovers felt in the community.

For example, evidence seems to suggest that social protection could reduce the poverty headcount ratio by 5 percent to 10 percent, thus contributing substantially to the achievement of SDG1. Social services cover health, education, and water. It should be noted that the issue of employment has been cited in Core Research Theme No.1.

4.3.5 Natural Resources and Environmental Management

Tanzania's economic growth has been accompanied by an increasing number of environmental challenges. For instance, unplanned urbanization has led to the proliferation of unplanned settlements and as a result, mounting pollution arising from poor waste management collection systems. Also, urbanization arising from industrialization has also resulted in an increasing rate of pollutants being emitted thus directly affecting air, water, and soil quality. Climate change and climate change variability is a threat to food production patterns, thus exacerbating food and nutrition insecurity across Africa. Tackling poverty, hunger and food security is a priority for the Africa Union Agenda 2063 which underscores the right of Africans to live healthy and productive lives. The African Union has set a target to eliminate hunger and food insecurity by 2025 towards achieving the Sustainable Development Goal (SDG) 2 on ending hunger, achieving food security, and improving nutrition.



ESRF is implementing AFRICAP Project focusing on improving evidence-based policy making, identifying and implementing evidence-based policy pathways for sustainable, productive, climate smart agricultural systems. In the picture are implementing partners when visited the project area in Lushoto District.

Unfortunately, Africa is not on track in meeting these targets mainly because the region is not producing enough food due to climate change and low adoption of technology.

The East Africa Community (EAC) region is particularly vulnerable to climate change. The region is already experiencing increased climate change impacts, including extreme weather conditions, persistent drought, floods, and landslides and rising sea level which threaten food security and efforts to eradicate poverty. Thus, there is a need to apply other approaches such as the nexus approach which allows for evaluating integrative systems where, for instance, trade facilitates food security in a changing climate environment.

Going forward, research is needed to understand mechanisms of strengthening climate resilience and adaptation measures will be particularly important for vulnerable populations in coastal cities. This research theme aims to explore a range of policy, economic and communications tools that governments, businesses, civil society organizations and individuals can use to promote sustainable consumption and production patterns through well-planned land use, effective sustainable urban planning, and management.

On the other hand, the government has been undertaking several activities to ensure that the abundant natural resources (extractives and beyond) are used to benefit the majority of the people and contribute meaningfully to the country's development. Nonetheless, given the enormity of these challenges, there is a definite need to refocus efforts on rebalancing economic growth towards a model that is more sustainable and less harmful to the Tanzanian ecosystem. Indeed this has also been acknowledged by the government in FYDP II as a strategic priority in achieving TDV 2025 with increased focus and attention so that Tanzanian policy makers can urgently prioritize sound and sustainable natural resource management in achieving TDV 2025 and beyond.

Similarly, Zanzibar recognizes the role of the Blue economy in promoting socio-economic development through better stewardship of the sea and related resources. This involves the utilization of maritime and marine resources to support inclusive and sustainable economic growth as well as creating employment opportunities.

The research theme will target use of the country's natural resources – mineral, oil, and natural gas – to support economic transformation more effectively by optimizing revenue taken from projects, managing in transparent and accountable fashion, linking to other economic sectors, and boosting local content and value addition. This will also involve aspects of the Blue Economy which are especially relevant for Zanzibar and coastal regions.

4.3.6 Enhancing Digital Economy, Knowledge Management, and Innovation

One of the important lessons of the past two decades has been the pivotal role of innovation in economic development. The build-up of innovation capacities has played a central role in the growth dynamics of successful developing countries. The development of inclusive innovations as well as the transfer of technologies from developed countries can often contribute significantly to addressing urgent developmental challenges such as providing access to drinking water, eradicating neglected diseases, or reducing hunger. In Africa, the narrative that technological innovation and “digital disruption” can spur economic growth is persuasive—especially through the success stories of mobile money, as well as agricultural extension and health services supported by mobile devices.

However, challenges to faster delivery of technological innovations include basic infrastructures (such as roads and power), educational quality—especially in STEM (science, technology, engineering, and mathematics) subjects—and a conducive regulatory environment.





Advancement of technology has made a small area to produce abundantly and quality products. In the picture is ESRF's Smart farming demonstration Site- left is Hydroponic vegetable and right recirculating Aquaculture System

Digital transformation is arguably Africa's biggest opportunity arising from the crisis. During the pandemic, the continent has accelerated its adoption of ICTs: lockdown conditions have pushed many sectors to raise their online presence and expand their range of digital services, with developments that would ordinarily take years compressed into several months. Significant opportunities remain for digital acceleration in key sectors, particularly government, education, retail trade, and finance.

Policymakers are increasingly reliant on the use of technology for civic engagement and to provide services to the people. Similarly, the private sector perceives technology as a tool that will ensure improved competitiveness and resilience as businesses that are online performed better during the pandemic than their peers.

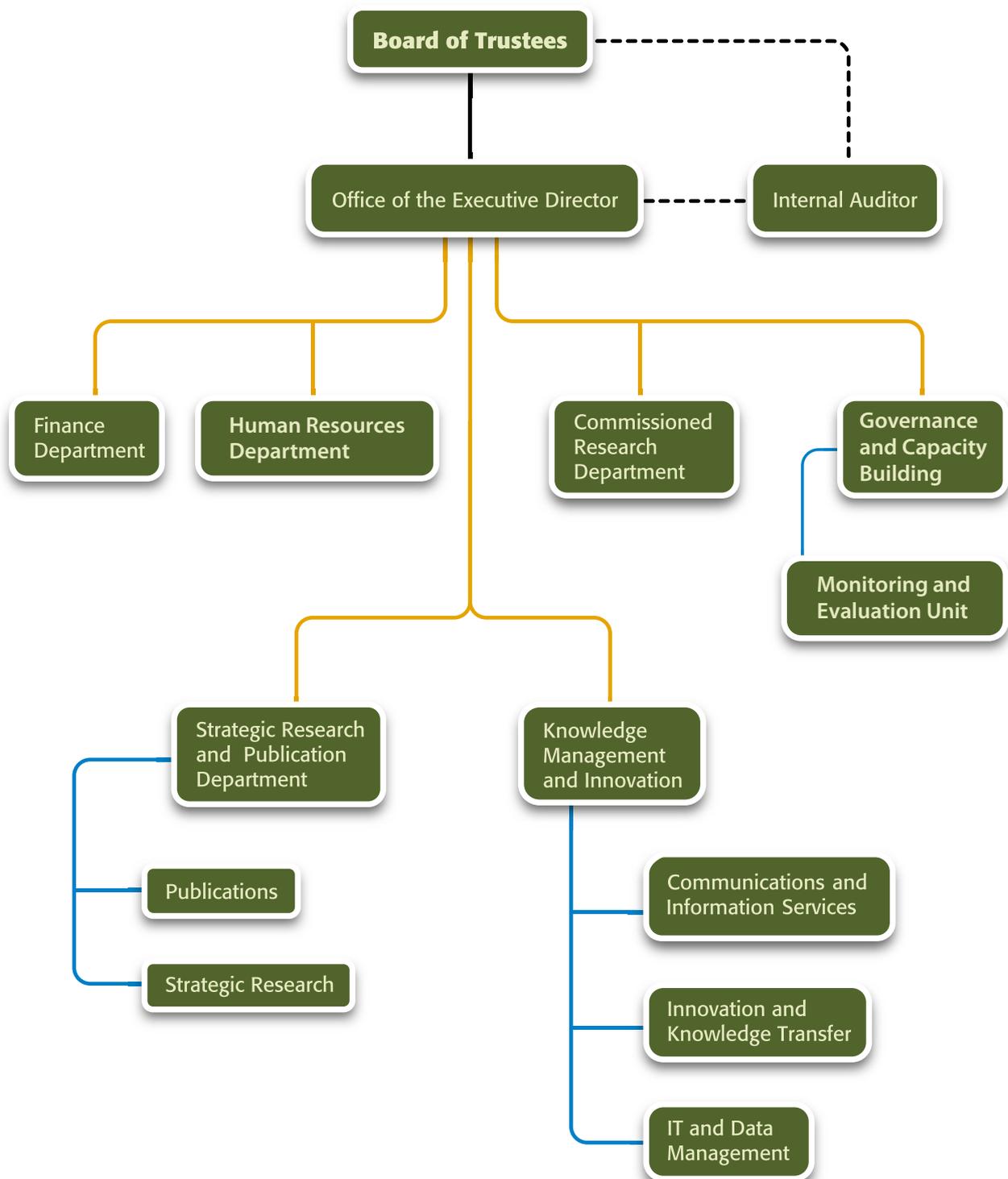
The challenge for the government will be how to ensure that technology is available, accessible, and relevant (sectors most important to most of the people). As such, this research theme will focus on the following key questions: How might donors and governments separately and together support entrepreneurs? How might the African workforce be empowered to contribute to the Fourth Industrial Revolution? What are the factors that will attract investors to African technological innovations? The aim of this research theme is to identify innovations that can spur start, growth, and development of business for youth and women and improve their resilience. Increasingly, the Enhancing Digital Economy, Knowledge Management, and Innovation is becoming a crosscutting theme and an enabler for achievement of other core objectives and sub-themes and this research theme will enable the government to ensure that there is an enabling environment for digital transformation.

4.4 Institutional Governance

The ESRF Institutional structure which is expected to govern implementation of all the Core Research Themes is under the guidance of the Board of Trustees, as mandated by its constitution of 1994 that was amended in 1999. The Board of Trustees is composed of 10 members from different recognized sectors of society namely the government, private sector, civil society, and academia. Board members are appointed for a maximum of two terms, three years per term.

The Management Committee, under the Executive Director is the third layer in the institutional governing structure. The Executive Director is appointed by the Board for a maximum of two terms of four years each. There are six departments and six heads of departments, some of which form the ESRF Management Team. The institutional organogram is presented in Figure 4.4.

Figure 4.4: ESRF Organizational Structure



5. INSTITUTIONAL CAPACITY FOR EFFECTIVE DELIVERY

For the Foundation to achieve its stated objectives ESRF will implement the recommendations outlined in its most recent institutional review. Among the outlined interventions are activities aimed at improving the Foundation's financial capacity and promoting partnership and networking to market and brand ESRF. Also, in line with the policy changes and challenges in Tanzania and around the world, ESRF has sharpened the focus of its core research areas; to strike an optimal balance between medium and long-term research vis-à-vis consultancy work; and to broaden its outreach. In addition, for the Foundation to fulfill its mandate, four critical support services are needed. These support services are Knowledge Management, Publication and Quality Control, Human Resources, and ICT Hardware. It is imperative that these support services be properly functioning if ESRF is to accomplish its mandate and mission successfully.

5.1 Knowledge Management: Information Services, ICT and Library

Access to government information and knowledge is an important aspect in decision making by other economic and social actors outside the government. Examples include in avoidance of duplications, in increasing innovation, reduction of operational costs and in improving the services to citizens generally. This approach encompasses the creation and collection of information, the conversion of information into institutional knowledge, and government decision-making being based on that knowledge. ESRF's role is to effectively manage the information value chain, based on its research and capacity building works as well as ICT facilities that will give it an advantage in policy advice and subsequent research assignments.

The image displays three panels of the Mobile Kilimo platform interface. The left panel is a green and white informational page titled "MOBILE KILIMO" with text in Swahili explaining the service. The middle panel is a yellow and green page titled "MOBILE KILIMO" with sections for "LENGO KUU LA JUKWAA NI:" and "SEHEMU KUU ZA JUKWAA HILI:". The right panel is a green and white page titled "MOBILE KILIMO" with a photo of a woman and text about "JINSI YA KUJIUNGA KWENYE HUDUMA YA MOBILE KILIMO:". The interface includes logos for the Ministry of Agriculture and Food Security, and the website address "esta.kilimo.go.tz".

Mobile Kilimo Platform links farmers, fishermen and extension officers via text messaging for receiving expert information, asking questions as well as enabling farmers, pastoralists, fishermen and various traders to advertise their businesses and find markets for their products



Zanzibar Delegation led by Dr. Afua Mohamed - Commissioner for Research at Zanzibar Planning Commission (3rd seated left) visited ESRF's Maarifa Studio where research outputs are repackaged for public consumption. On Dr. Afua's left is Dr. Tausi Kida- Executive Director ESRF

In view of the above, ESRF has resolved to improve its infrastructure such as the library, staffing and focus on the three units namely, communication and information services to support effective communication, processing and dissemination of information to inform policy process and decision making, IT and data management to support ESRF IT infrastructure and data/statistics management process, and innovation and knowledge transfer to tap the global knowledge that is critical to development, assimilate, innovate and adapt it and create local knowledge for community use.

5.2 Publications, Quality Control and Dissemination

One of the primary mandates of the Foundation is to build capacity for policy making. This is achieved through development and dissemination of research that has the potential to positively impact decision making or improve the quality of advocacy by the various stakeholders such as the private sector and CSOs.

A. PUBLICATIONS

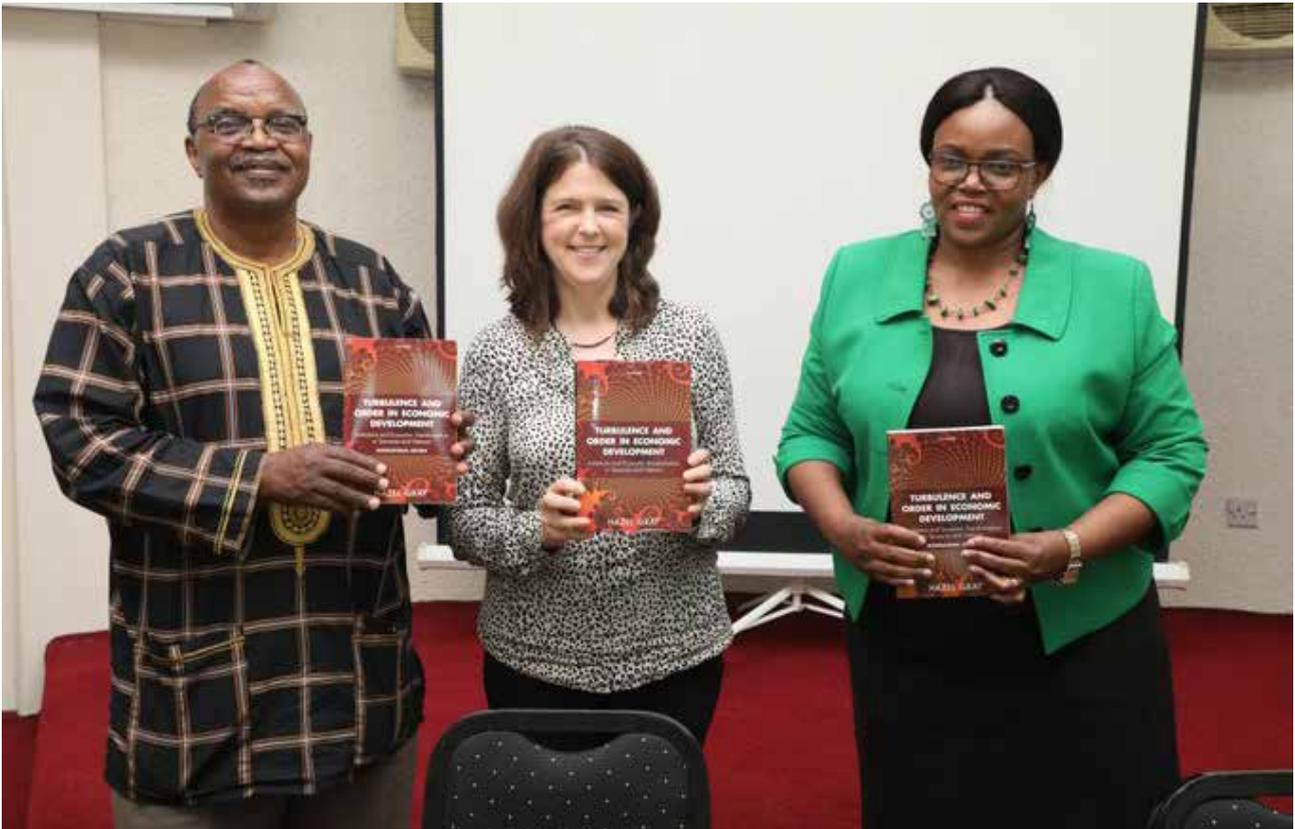
In the medium term a variety of publications is envisaged, as follows:

- Discussion Papers Series (WPS): They will constitute specific publications that evolve from ESRF research programmes. In this case, authorship will be limited to staff and associates assigned to the study/research who will abide by certain guidelines. They may eventually transform these publications into Policy Dialogue Series.
- Policy Dialogue Series (PDS): These publications evolve from substantive discussions mostly in workshops or seminars, hosted or organized by ESRF.
- ESRF Policy Briefs (EPB): These are short papers (e.g. 4-6 pages) aimed at message delivery on a policy issue. They could be summarizing an output of a substantive policy dialogue process or derived from working paper series. The Policy Brief Series would incorporate stakeholders' views and will be written for wide circulation and readership (i.e. put in simple non-technical language).



From its establishment, ESRF has been producing a number of publications such as; policy briefs, working papers, books, discussion papers etc

- TAKNET Policy Briefs (TPB): These are summaries of the exchange processes in the 'TAKNET' forum on different topics of current (popular) interest in the country, in East Africa or worldwide. They usually include contextual information to enhance their value for furtherance of policy dialogue and decision-making.
- Quarterly and Annual Reports and Statements: Quarterly Economic Review (QER) will be published quarterly to review the major economic developments in the country, factually maintaining the past trend and the annual documents such as the annual pre-budget statement.
- Newsletters: These will be published semi-annually to enlighten the public about the various burning or simply newsworthy issues and occasions at national and international level. The publication will also present information about major developments at the Foundation
- Institutional Publications: These include brochures for information and annual reports on ESRF situation.



From left are Professor Samuel Wangwe- ESRF's Principal Research Associate, Dr. Hazel Gray Consultant and Professor Fortunata Makene- the former Head of Strategic Research displaying on of the publications.

B. QUALITY CONTROL

As emphasized from the outset of this Strategic Plan, it is intended to enforce quality control in all ESRF activities. Because publications portray to the wider public the image of the Foundation, the institutionalized mechanism will be improved to ensure that publications produced are of high quality. A two-stage approach will be applied to assure quality in the publications: First, use of an internal quality control expert and second, use of peer reviewers (possibly external reviewers) for all publications and key technical works.

The Foundation will use the strong linkages it has with a wide range of stakeholders– Government Ministries, Departments and Agencies, Development Partners, Civil Society Organizations, other Research and Academic Institutions, and the Private Sector, to ensure efficient dissemination of its publications. Where necessary, ESRF will consider collaborating with NGOs who would decipher and present relevant ESRF research results in a reader and user-friendly form for groups of stakeholders. Proper marketing of the publications is another important aspect that will be considered for better dissemination of ESRF publications. Marketing of ESRF's products will be done using newsletters and brochures; use of the internet, especially via the popular Tanzania Online housed by ESRF; and events such as forums, workshops, seminars and dialogue series. It is intended to initiate one annual research conference that will serve to disseminate selected ESRF research work outputs and to enhance networking and contacts among researchers working or interested in similar research fields, as well as facilitating formal consultation with research clients.

During this conference the flagship publication cited above will be circulated. Every two years the annual conference could be expanded to become a regional conference to highlight more issues of regional and international concerns. Such a regional conference will have to involve collaboration with other research

institutions and networks of regional level status. The Foundation will continue with its efforts to enhance subscriptions, distribution, and sales of ESRF publications through more aggressive marketing. Also, ESRF will continue to foster a stronger network of various experts who could help the Foundation's core staff to produce and disseminate its envisaged outputs.

5.3 Human Resources

Human Resource Management (HRM) is a critical component for the success of the Foundation. It is crucial in ESRF's transition to become a center of excellence in the region. The Medium-term Strategic Plan will therefore address HRM related major challenges by focusing and aligning the required skills to fulfill the Foundation's vision and mission. The Human Resource Department (HRD) will accordingly ensure that ESRF recruits and retains staff with the requisite expertise.

Though the current number of staff is 27 in total, according to the organization structure, the optimal staffing level required by the Foundation to be able to fulfill its mandate is 34. The proposed positions and staffing levels are optimal under an ideal situation where all research programmes, training and policy works are at the highest level of performance. Due to financial constraints, the Foundation has in the past found it hard to meet staffing demands to its satisfaction.

The strategic direction of HRM for the period 2022-2026 shall focus on recruiting and retaining qualified staff and ensuring that the scheme of service is in place. This will aim at minimizing staff turnover and increasing productivity as well as maintaining the integrity and credibility of the Foundation. Steady staff development shall also entail the recruitment and capacity building of young professionals for which short-term training and exchange programmes and partnerships will be established worldwide with other research institutions and centers of excellence. Professional staff will seek deeper specialization so that they gain national and international recognition as leading researchers in their specific fields. The intention is to attain excellence in research, in the specific areas around the core staff whose capacity will be strengthened with the outsourcing of other experts. A network of outside experts will be maintained in a systematic database.

The HRM Department shall improve upon human resource planning and improve further the performance management systems and human resource policies and practices. For this purpose, the HRM department will design a staff development plan, considered as one of the staff retention strategies. It will highlight a staff succession plan, which will among other elements shed light on such matters as (i) strengths and potential gaps in internal capabilities, particularly the organizational core competencies, and thus plans for meeting future staffing needs, (ii) professional career development plans to guide individuals to advance to higher professional responsibilities or leadership levels, and (iii) the ESRF external experts resourcing strategy, for anticipated and planned gap filling.

5.4 Technology and ICT Infrastructure

In the wake of the 'digital world', ESRF must be at the forefront in ensuring that Tanzania is less affected by the north-south 'digital divide' phenomena, and it is moving well in that direction. In recent years, the ICT facilities at ESRF have improved significantly to support the research activities and other aspects of its work such as dissemination. By doing so, the Foundation will now be able to further strengthen its position in the market. Successes achieved by managing TZ-Online, TZ-Gateway and TAKNET are a showcase of a basis for a broader range of ESRF's ICT based products. The Foundation has also carried out several national level surveys in an effective, and efficient manner largely due to employment of the latest technologies in the space.

The COVID 19 pandemic further emphasized the growing relevance of technological infrastructure for think tanks like ESRF as the Foundation. For the future, further improvements are required for new accessories. Internet access must be expanded as a lot of the research depends on information readily available on the internet. A larger capacity computer server shall also facilitate more effective sharing of knowledge and information within and outside ESRF.

6. RESOURCE REQUIREMENT

The funding landscape is based on the past funding trends as well as funding policies or strongholds of various potential funders. The ESRF resource requirement and therefore financing strategy for the current MTSP is based on the past, current, and future funding opportunities available. The general strategy aims at forging strong long-term partnerships with strategic partners and have less reliance on short term commissioned studies.

The resource requirement to implement the activities outlined in the new MTSP 2022-2026 is projected to be USD 17,445,000. The cost elements featured in the current MTSP reflect the core research and capacity building areas and as well as other institutional operation and support functions as indicated in Table 6.1.

MTSPS 2022 - 2026 Resource Requirement Projection		
Sn	INCOME (USD)	TOTAL
1.0	PROGRAMMES	14,790,433
1.1	Strategic Research and Publication	3,704,269
1.2	Commissioned Research	3,694,843
1.3	Knowledge Management	3,695,758
1.4	Governance and Capacity Development	3,695,563
2.0	INSTITUTIONAL SUPPORT	2,654,568
2.1	Strategic Development Partners	2,654,568
	TOTAL INCOME	17,445,000

Sn	EXPENSES (USD)	TOTAL
1.0	PROGRAMMES	10,269,430
1.1	Strategic Research and Publication	2,567,801
1.2	Commissioned Research	2,579,551
1.3	Knowledge Management	2,565,059
1.4	Governance and Capacity Development	2,557,019
2.0	HUMAN RESOURCES MANAGEMENT	5,670,410
2.1	Staff Remuneration	5,670,410

3.0	INFRASTRUCTURE	1,505,160
3.1	Office Administration and Operating Expenses	1,505,160
	TOTAL EXPENSES	17,445,000

7. MONITORING AND EVALUATION, RISKS, AND ASSUMPTIONS

The Monitoring and Evaluation (M&E) of the ESRF MTSP is a routine activity, which is conducted monthly, quarterly, semi-annually and annually. Monitoring and Evaluation is part and parcel of the entire ESRF implementation of the MTSP VII. To ensure effective implementation of the MTSP a routine monitoring, evaluation and learning is vital during the implementation process.

7.1 Key Performance Indicators and Means of Verification

For overall efficiency and effectiveness of the MTSP, key performance indicators and targets are assigned to the core research themes and financial resources. Tracking of achievement of the Key Performance Indicators for this MTSP will be done by the detailed Institutional M&E framework whereby achievement of targets for each key performance indicator will be assessed.

Table 7.1: Key Performance Indicators and Means of Verification

Categories	Key Performance Indicators	Means of Verification
Core Research Themes (CRT)	<ul style="list-style-type: none"> ● Proportion of projects/studies conducted in a respective CRT; ● The number of workshops/seminars conducted in a respective CRT; ● Publications released under a respective CRT; ● Trainings conducted under a respective CRT; and ● Policy changes emanated from the implementation of activities under a respective CRT. 	<ul style="list-style-type: none"> ● Departmental Annual Progress Reports; and ● The M&E reports
Financial Resources	<ul style="list-style-type: none"> ● Actual Income collected by the Foundation ● Strategic long-term partnerships developed 	<ul style="list-style-type: none"> ● Annual work plan approved by the board ● Audited Financial Statement

In terms of institutional arrangement for monitoring and evaluation: The Executive Director retains the ultimate supervisory role to ensure that monitoring of the ESRF MTSP is undertaken and evidence is generated; the Heads of Department will manage and keep departmental data and information for regular monitoring of MTSP.

They will also be involved in the Review meetings; and the M&E Coordinator will be responsible for undertaking regular monitoring and reporting by using methods and tools identified in the monitoring and evaluation (M&E) framework, the progress being made in the implementation of MTSP.

7.2 Performance Reviews

The monitoring of implementation of the MTSP will be done through the Foundation's organs. Meetings by these organs will be instruments on regular monitoring of the performance of MTSP. These meetings will review the quarterly, semi-annually, and annually performance of the MTSP. The table below presents review meetings that will be conducted by the Foundation.

Table 7.2: Meetings for performance review

Review Meeting	Purpose	Participants
Departmental Meetings	<ul style="list-style-type: none"> To discuss and monitor departmental activities To track progress of departmental KPIs 	Members of respective department
Staff meetings	<ul style="list-style-type: none"> To present and discuss implementation of activities by all departments to ESRF staff Track progress of Foundation KPIs 	All ESRF staff
Head of Departments Meetings	<ul style="list-style-type: none"> Review project implementation status Review financial performance Discuss strategic projects for institutional collaboration 	Executive Director and Heads of Departments
Management Meetings	<ul style="list-style-type: none"> To review implementation and progress from other three meetings above To implement recommendation from the board of trustees 	Executive Director and members of ESRF management team
Research Meetings	<ul style="list-style-type: none"> Researcher from program departments meets to discuss new research skills and innovations Outcomes from this meeting is taken to annual research stakeholders meeting 	Heads and staffs of program departments
Board Meeting	<ul style="list-style-type: none"> To review and approve audited financial statements To review and approve semi-annual progress report To review and approve annual progress report Approve work plan for the next year 	Heads of departments and ESRF board member

7.3 Evaluations

Periodic evaluation will be undertaken to understand and assess the achievement of MTSP performance indicators against the set targets. The periodic evaluation will inform the Foundation on the alignment of achievement of target. Over the implementation period of this MTSP, three kinds of evaluation will be performed, namely, baseline, midline evaluation and the summative evaluation.

Baseline

The baseline evaluation will be conducted in the first year (2022) of the MTSP implementation to obtain a benchmark on which key performance indicators will be measured in the future. The baseline will also inform on the relevance of MTSP targets and if there is a need to fine-tune the targets.

Midline Evaluation

The Midline evaluation will be carried out in mid-2024 with the aim of assessing the progress of Foundation in achieving the desired targets set on the MTSP. The evaluation will also provide lessons and challenges to inform decisions on how to fast-track the achievement of MTSP targets.



Summative Evaluation

The summative evaluation will be conducted in early 2027. The purpose is to establish achievements, lessons, and challenges from 5 years of implementing the MTSP. The evaluation will also include the Review of ESRF mandate, vision, mission, what went well and what did not work, new areas for collaboration and Recommendation as inputs for the next MTSP.

7.4 Risk and Assumptions

The main assumption underlying ESRF's success in reaching its objectives is that Tanzanian Government, DPs, NGO's, CSO's and local organizations will maintain confidence in the Foundation and interest in its products and services. It is further assumed that in addition to the commitment of policymakers to continue working with ESRF, professional staff at ESRF must be motivated, and essentially dedicated to their work to achieve the Foundation's objectives. One factor in evaluating ESRF's outputs during the timeframe of this MTSP VI will be the timely completion of research assignments and efficient dissemination of the outputs to leverage impact on policy decisions by policy practitioners and/or on policy voice in partnership with CSOs.

It is also assumed that the Government of Tanzania, DPs, the Private Sectors, and others will extend strong support to ESRF for its work programmes. It is further expected that the Government will work closely with ESRF in its activities for capacity building and policy analysis through mentorship programs for professionals working in or with similar backgrounds in policy analysis. This will include attachment of ESRF staff to work in Government departments to gain a more hands-on approach on policy formulation as well as Civil Servants' secondment to ESRF for field level practices.





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