



**ECONOMIC AND SOCIAL RESEARCH  
FOUNDATION**

**ANNUAL REPORT  
2017**





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

## **Annual Report 2017**

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Tanzania Knowledge Network (TAKNET): [www.taknet.ortz](http://www.taknet.ortz)

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# LIST OF ABBREVIATIONS

ACBF	African Capacity Building Foundation
CDPA	Capacity Development for Partners of Accountability
CRD	Commissioned Research Department
CSOs	Civil Society Organizations
CUTS	Consumer Unity and Trust Society
DfID	Department for International Development
DGCD	Department of Governance and Capacity Development
EDI	Economic Development Initiatives
ESRC	Economic and Social Research Council
ESRF	Economic and Social Research Foundation
FDI	Foreign Direct Investment
FYDP I	First Five Year Development Plan
FYDP II	Second Five Year Development Plan
GDP	Gross Domestic Product
GoT	Government of Tanzania
GRADE	Grupo de Análisis para el Desarrollo
IDRC	International Development Research Centre
IIE	Institute of International Education
KMID	Knowledge Management and Innovation Department
LED	Local Economic Development
MDAs	Ministries, Departments and Agencies
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MNRT	Ministry of Natural Resource and Tourism
MoFP	Ministry of Finance and Planning
MTSP	Medium Term Strategic Plan (2016-2020)
NCDs	Non Communicable Diseases
ODI	Overseas Development Institute
OFID	OPEC Fund for International Development
OOSC	Out of School Children
PEI	Pro-Poor Economic Growth and Environmentally Sustainable Development
PMO	Prime Minister's Office
RAS	Recirculative Aquaculture System
RCT	Randomized Control Trial
SAIIA	South African Institute of International Affairs
SADC	Southern Africa Development Community
SRPD	Strategic Research and Publication Department
THDR	Tanzania Human Development Report
TZS	Tanzanian Shillings
UNDP	United Nations Development Programme
USD	United States Dollar
USAID	United States Agency for International Development

# ACKNOWLEDGEMENT FROM BOARD CHAIRPERSON



*Phillemon Luhanjo*  
*Chairperson,*  
**ESRF Board of Trustees**

This is the 23<sup>rd</sup> year of the Foundation in implementing its research mandate in the economic and social arena as ESRF continues to be among the leading Think Tanks to engage and influence policy actors in the country and beyond.

For more than two decades, the Foundation has undertaken research policy for domestic and international use and in 2017 has undertaken a number of significant studies for development.

The Economic and Social Research Foundation (ESRF) and the Board of Trustees, would like to acknowledge the technical and financial support by numerous national and international organizations in the year 2017.

In particular, the Foundation would like to acknowledge the perpetual support by the Government of the United Republic of Tanzania (URT), United Nations Development Programme (UNDP), International

Development Research Centre (IDRC) and African Capacity Building Foundation (ACBF). Their support has been instrumental in the successes garnered by the Foundation.

The Board of Trustees would also like to extend its gratitude to other entities that have been extending support to ESRF. In particular we wish to acknowledge the support from the following institutions and networks: Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), Department of Economics (DoE) at the University of Dar es Salaam, REPOA, The Bank of Tanzania (BoT), Agriculture University of China, University of Edinburgh, People's Defense Forces of Tanzania (National Service wing), and the President's Office-Regional Administration and Local Government (PO-RALG).

The Foundation continues to be dedicated to fulfilling its mandate and is indebted to the nation for their confidence in ESRF as a premier Think Tank in providing remedial policy options

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in mitigating social and economic ills, as well as providing policy guidance in trying to reach the national goals.



Phillemon Luhanjo

**Chairperson, ESRF Board of Trustees**



# NOTE FROM THE EXECUTIVE DIRECTOR



*Tausi Mbaga Kida (PhD)*  
**Executive Director**

The Economic and Social Research Foundation (ESRF) is into the second year of implementing its sixth Medium Term Strategic Plan (MSTP VI) for the period 2016-2020 in undertaking Research, Capacity Building as well as Knowledge Management and Innovation. The strategic plan has taken into account the priority issues in research and capacity building highlighted in the country's First Five Year Development Plan (FYDP I) and Second Five Year Development Plan (FYDP II). MSTP-VI focuses on seven core research themes, namely: (i) Inclusive growth, employment and industrialization; (ii) Governance and accountability; (iii) Globalization and regional integration; (iv) Social service delivery and social protection; (v) Natural resources and environmental management; (vi) Knowledge management and social innovation; and, (vii) Implementing Sustainable Development Goals (SDGs 2030).

With the focus outlined in the Strategic Plan, the Foundation has sought to foster and nurture relationships with academic institutions, development partners, private sector, non-government organizations and civil social

organizations. We have also worked closely with the Regional and Local Government Authorities in various areas, but more notably in developing the Investment Guides for Simiyu, Mwanza, Kilimanjaro and Mara Regions.

Some of the key studies undertaken in 2017 include: "Enhancing Industrialization in Tanzania as a Pivotal Pillar of Economic Growth: A Mapping of Extant Industrialization Potentials", aiming at identifying and documenting industrialization potential and exact areas of industrialization by sector in three regions; completing the "Out of School Children (OOSC) in the Primary Education System" aiming at profiling the out of school children, available public/private schools and support required to re-enroll children in Mara Region.

The Foundation also worked on projects such: as Roundtable Discussions on Addressing Gaps in Planning and Management of the Natural Gas Economy between the Regional and Local Government Authorities of Lindi and Mtwara; "Developing an Integrated Communications Strategy for the National Plan of Action to End

Violence Against Women and Children In Tanzania, 2017/18-2021/22”; “Migrant Organization and Spontaneous Urban Planning: Key for a Rational Urbanization Process in the Absence of State”. In final stages is a study on “Practical Norms in Education and Health Sectors”, aiming to explain ways to improve service delivery and levels of integrity. Apart from publishing general study reports, the Foundation also published policy briefs, discussion papers, quarterly economic reviews in a sustained dissemination effort to keep the policy actors informed.

In conducting demand driven policy work the Foundation undertook several projects that include: “Formulation of Annual Action Plan Program 2017 for the 11<sup>th</sup> EDF Interventions for Tanzania in Agriculture Sector (Horticulture)”; “Scaling up Seeds & Technologies (SSTP) Adoption Survey in Tanzania”; and a “Review of the 1999 National Tourism Policy”.

In the second half of the year the Foundation managed to implement a total of seventeen commissioned studies. Some of the new ongoing assignments include; “Policy Recommendations for Industrialization of Tanzanian Textiles”; “Monitoring the State of the Private Sector in Tanzania for Media and Public Engagement”; and “Formulation of the Zanzibar Private Sector Development Policy and Strategy”.

In continuation of our series of the Annual conference, ESRF successfully organized and coordinated the 6th National Conference in collaboration with China Agricultural University, bearing the theme “High Level Thinkers’ Dialogue on Development Cooperation

between Tanzania and China” focusing on trade and investments. Numerous policy dialogues were also undertaken such as: “the impact of long term cooperation between Sweden and Tanzania”; and “Long term structural Change in Tanzanian Agriculture: Food Crops as Cash Crops and the policy Implication”. A number of knowledge sharing workshops and short training sessions were carried out in the year.

In a sustained effort the Foundation continued implementing the “Pro-Poor Economic Growth and Environmentally Sustainable Development (PEI) Project” and other routine activities. The Foundation also conducted a training workshop on “The role of community radios on rural development: Focusing on contents, financial and institutional sustainability” aiming at imparting knowledge to community radios to be able to sustain their respective radios in content generation, financial and institutional areas.

The Foundation facilitated the preparation and launching of Simiyu, Mwanza, and Kilimanjaro Investment Guides which is the outcome of the study conducted by the Foundation in collaboration with the respective regional authorities.

ESRF continued to promote products and services through both online and offline channels as well as disseminate these products and services to reach wider audience.



Tausi Mbagi Kida (PhD)  
**Executive Director**

# I. INTRODUCTION

## I.1 About the Economic and Social Research Foundation

The Economic and Social Research Foundation (ESRF) is an independent policy research institution based in Dar es Salaam, Tanzania. ESRF was established in 1994 to respond to the growing need for a research Think Tank with a mandate to conduct research for policy analysis and capacity building on economic management principles.

The Foundation's primary objectives are therefore to undertake policy enhancing research, strengthen capabilities in policy analysis and decision making, as well as to articulate and improve the understanding of policy options in the government, the public sector, the donor community, the growing private sector, and civil society. ESRF has played a catalytic role in the country's socio-economic reforms and policy development since its establishment.

From its inception, ESRF has successfully implemented five phases of the Medium Term Strategic Plans. The first phase (MTSP I - 1994-1997) focused on four programme areas, namely: (i) ESRF institutional development, (ii) core research, (iii) commissioned studies, and (iv) policy dialogue and dissemination.

The second phase (MTSP-II – 1998-2001) had five components, namely: institutional capacity building; capacity strengthening of Tanzanian institutions involved in the development agenda; core research in issues concerning development, policy dialogue, the publication and dissemination of the outputs.

The third phase (MTSP-III - 2002-2006), and the fourth phase (MTSP IV - 2008 – 2011)

primarily continued with the activities started in the preceding phases, but in addition strived to ensure that there was a balance between research, commissioned studies and consultancies, so as to reduce the high proportion of consultancies.

The fifth phase (MTSP-V 2012-2015) focused on strategic research; commissioned research; collaborative research capacity development for economic management; and policy dialogue and voice.

The current sixth Medium Term Strategic Plan (MTSP VI) 2016-2020 is informed by the prevailing national policy priorities as well as global policy dynamics; and continue to play a key role in the country's socio-economic transformation and policy development by providing research evidence that will inform policy nationally, regionally and globally.

The seven focus areas for MTSP VI 2016 - 2020 are: Inclusive Growth; Employment and Industrialization; Governance and Accountability; Globalization and Regional Integration; Social Service Delivery and Social Protection; Natural Resources and Environmental Management; Knowledge Management and Social Innovation; and, Implementing Sustainable Development Goals (SDGs 2030).

## I.2 The Mandate of ESRF

The Foundation is mandated to: (i) undertake research in public policy and in sector-oriented issues, (ii) facilitate capacity development for government and other stakeholders for economic development, (iii) act as a focal point for dialogue and the exchange of knowledge on pertinent economic and social issues, and (iv) disseminate policy and ESRF researched

information so as to widen the understanding of the public and dedicated groups of policy makers and researchers.

Whereas ESRF has historically played a positive role in the policy formulation and economic

reforms in Tanzania, there are emerging national and regional priorities, global policy and development changes as well as a broad range of on-going and new challenges that require solid policy analysis, enhanced policy dialogue, and critical questioning and thinking.

### **Vision:**

ESRF envisions itself as a “National and regional centre of excellence in policy research and capacity development for policy analysis and development management”.

### **Mission:**

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

## **1.3 ESRF Strategic Objectives**

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

Specific Objectives:

- (a) Undertake policy research and analysis to increase stakeholders' knowledge on major issues that affect the society;
- (b) Strengthen capacity for policy analysis

through innovative capacity development initiatives such as training, outreach programmes, and policy dialogue;

- (c) Increase the awareness of national decision makers on specific policy issues and options that affect the nation and the communities;
- (d) Facilitate debate and discourse on issues pertinent to the national and regional development priorities;
- (e) Encourage national, regional and international networking around policy issues.

## 2. THE MEDIUM TERM STRATEGIC PLAN 2016-2020

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

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

The current MTSP choice of research focus has been influenced by eight national issues that are topical in the country's economic and social development process.

These are: (i) Overarching National Development Frameworks, (ii) the need to consolidate the development attained through MDGs which are now taken up by Sustainable Development Goals, (iii) the need for efficient exploitation of the natural resources endowment, (iv) vigorous domestic resource mobilization efforts, (v) giving proper place of Local Government and Communities in the development process, (vi) trying to inculcate a culture of responsibility in peoples' mind sets, (vii) pursuing a realistic regional integration process and agenda, and (viii) good governance.

The Core Research Themes (CRTs)	Sub-Themes
<b>1. Inclusive Growth, Employment and Industrialization</b>	<ol style="list-style-type: none"> <li>1. Macro-Economic Fundamentals</li> <li>2. Employment Generation and Unemployment Issues</li> <li>3. Enhancing Industrialization and Economic Infrastructures</li> <li>4. Enhancing Business Environment, Investment Climate and Financial Inclusion</li> <li>5. Agriculture, Food and Nutrition Security</li> <li>6. Private Sector Development</li> </ol>
<b>2. Governance and Accountability</b>	<ol style="list-style-type: none"> <li>1. System and Structure of Governance and Management of Resources</li> <li>2. Government Effectiveness in Service Delivery</li> <li>3. Corruption and Good Governance</li> </ol>
<b>3. Globalisation and Regional Integration</b>	<ol style="list-style-type: none"> <li>1. Regional and International Trade</li> <li>2. The Dynamics of Regional and Global Economy</li> <li>3. Monitoring and Evaluation of Regional Economic Integration within EAC, SADC and COMESA</li> </ol>

<b>4. Social Service Delivery and Social Protection</b>	<ol style="list-style-type: none"> <li>1. Enhancing Social Service Availability and Delivery in Health, Education and Water</li> <li>2. Social Protection</li> <li>3. Population Dynamics and Urbanization</li> <li>4. Gender, Children, Elderly and Youth</li> </ol>
<b>5. Natural Resource and Environmental Management</b>	<ol style="list-style-type: none"> <li>1. Climate change and Environmental Management</li> <li>2. Management of Natural Resources and Tourism</li> <li>3. Management of Natural Gas</li> </ol>
<b>6. Knowledge Management and Social Innovation</b>	<ol style="list-style-type: none"> <li>1. Social Innovation and Knowledge Transfer</li> <li>2. Support of ICT for Development</li> <li>3. Data and Knowledge Management</li> </ol>
<b>7. Implementing Sustainable Development Goals (SDGs)</b>	<ol style="list-style-type: none"> <li>1. Localization and Community Awareness of SDGs</li> <li>2. Local Economic Development (LED) and Capacity Development</li> <li>3. Innovative SDGs Financing</li> <li>4. Monitoring and Evaluation of SDGs</li> </ol>

# 3. GOVERNANCE STRUCTURE

## 3.1 Board of Trustees in 2017

Institutional Governance is under the Board of Trustees, as mandated by the amended Constitution of ESRF (1999). The Board is composed of members from four different broadly defined categories of stakeholders:

government/public service, private sector, civil society and academia. The Board also has an Executive Committee that deals with *ad hoc* operational matters that require the Board's approval. Board Members are appointed for a maximum of two terms of three years each. The current board members are as shown below:



Mr. Phillemon L. Luhanjo  
**Chairperson**



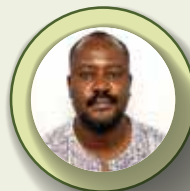
Prof. William Lyakurwa  
**Vice Chairperson**



Mr. Doto James  
**Member**



Prof. Sylvia Temu  
**Member**



Prof. Honest Ngowi  
**Member**



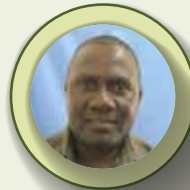
Mrs. Lilian Liundi  
**Member**



Mrs. Olive Luena  
**Member**



Mr. Charles Singili  
**Member**



Prof. Godius Kahyarara  
**Member**



Dr. Hassan Mshinda  
**Member**

## 3.2 ESRF Management

The Management Team consists of the following members:



Dr. Tausi Mbagi Kida  
**Executive Director**



Mr. Deodatus Sagamiko  
**Head, Human Resource and Administration**



Mrs. Margareth Nzuki  
**Head, Knowledge Management and Innovation**



Prof. Fortunata Songora Makene  
**Head, Strategic Research and Publication**



Mr. Ernest Chiwenda  
**Head, Finance and Resource Mobilisation**



## 4. STRATEGIC RESEARCH FOR POLICY ANALYSIS

Tanzania is among the fastest growing economies in Sub-Saharan Africa, with the annual Gross Domestic Product (GDP) growth rate hovering around 7% since the mid 1990s.

Based on the current socio-economic background, ESRF has worked around research themes that are topical and precisely match the national policy direction and priorities as well as global policy and development changes.

Most of the strategic research is designed and proposed in-house based on the market needs but continues to serve the same function of providing policy advise on the country's needs.

### 4.1 Some of the key studies undertaken in 2017

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

This project was undertaken in collaboration with Grupo de Análisis para el Desarrollo (GRADE). This project aimed to produce both new knowledge about the keys to successful informal urban planning, and a set of tools to disseminate this knowledge.



*Prof. Fortunata Songora Makene (Head, Strategic Research and Publication, ESRF) explaining the use of the mobile application for establishing organized urban settlements.*

The research had two main aims. The first was to understand the socio-cultural elements and basic spatial notions that allow for informal occupations to follow rational urban patterns.

The second aim was to design and develop a toolkit composed of simple and cheap methodological guidelines that can be applied and replicated in most fast-growing cities around

the developing world. State-led urban planning is often absent, which creates unsustainable environments and hinders the integration of migrants. Communities' prospects of integration to cities and the quality of life they offer can be significantly improved by designing a rational urban layout and reserving spaces for urban infrastructure and services.

A rudimentary community organization with basic urban awareness can fill the role normally played by state-sponsored planning wherever it is lacking. The project successfully developed an Organizational and Urban planning Toolkit (OUT) as a viable alternative for urban expansion where urban planning cannot be carried out in traditional means.

### **East Africa Youth Inclusion Programme (EAYIP)**

East Africa Youth Inclusion Programme's (EAYIP) overarching program goal is to improve the livelihoods of 25,000 youth in Uganda and Tanzania by increasing their income through youth employment and enterprise development.

Providing youth with a direct pathway to sustainable livelihood is an integral part of the program's strategy.

ESRF is part of the local implementing partners; and during 2017, it prepared a comprehensive report that identified and recommended required reforms in national policies, laws and institutions in order to catalyze youth participation and inclusion in economic activities, particularly in agriculture and related value chains.

The report was used to prepare three types of Policy Briefs targeting policy makers and office bearers at national-level, regional/district and community-level. This is done in appreciation that it's vitally important to have conducive, enabling environment for the youth to succeed in agribusiness. The project engages independent youth-focused organizations advocating for policies and legal frameworks that support youth and youth-led initiatives. The EAYIP envisions this policy advocacy to be organized through forums that will take place at three levels: Central or national, district and community.



*Mr. Richard Ngilangwa (Research Assistant, ESRF, seated first right) during a Focus Group Discussion with crop farming and livestock officials from Local Government Authority (LGA) in Busokelo, Mbeya.*

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### **Roundtable Discussions on Addressing Gaps in Planning and Management of the Natural Gas Economy between the Regional and Local Government Authorities of Lindi and Mtwara**

Tanzania is entering into the natural gas industry without much knowledge of what to expect and, therefore, limited preparedness for achieving its expectations. Being a recent entrant in the natural gas industry, coupled with a continued discovery of a vast natural gas potential and an increasing international and domestic demand for the same, Tanzania must become increasingly aware of and prepared for various changes that are typical with this development so as to strategically position herself to optimize benefits thereof.

With that realisation, ESRF in consultation with public and non-public stakeholders undertook a baseline study in the regions of Lindi and Mtwara in 2014 to examine the socio-economic inclusiveness and sustainability of the natural gas sub-sector.

The study was also meant to foster an understanding of related outcomes and impacts in connection with stakeholders' expectations. The study which was supported by the African Capacity Building Foundation (ACBF) was to ascertain effective management of the Tanzanian natural gas industry leading to inclusive and sustainable socio-economic impact.

### **Developing an Integrated Communications Strategy for the National Plan of Action to End Violence against Women and Children in Tanzania, 2017/18-2021/22**

The Foundation in collaboration with "Without Violence Foundation" based in Germany, and Ministry of Health, Community Development, Gender, Elderly and Children have embarked on the effort to develop 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.

Tanzania's National Plan of Action to End Violence against Women and Children 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.

The National Plan of Action envisages improved national coordination efforts, delivery of quality services, and the application of innovative solutions to build a unified protection system that prevents and responds to violence against women and children. The communications output under the National Plan of Action will be designed to promote new social norms and behavioral changes that challenge the stereotypes and discriminatory practices that allow the cycle of violence against women and children to continue.

### **The State of Non Communicable Diseases (NCDs) in Tanzania and Optimal Interventions**

The main objective of this study was to assess the current state of NCDs (Hypertension, Diabetes and Cancer), and map the optimal preventive interventions to reduce NCDs prevalence in Tanzania. Extensive documentation of the NCDs optimal interventions would help the government and other key stakeholders in effective implementation of preventive measures for NCDs which will eventually minimize the disease burden.

Specifically, the study analyzed the following: the current state of NCDs (Hypertension, Diabetes and Cancer) prevalence and its burden in Tanzania; NCDs (Hypertension, Diabetes and Cancer) preventive policies and initiatives that are in place at the national and sub-national level; the optimal preventive interventions to reduce NCDs prevalence in Tanzania; and, the effectiveness of each preventive intervention. This project was financially supported by IDRC.

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### **Local production of pharmaceuticals and health system strengthening in Africa**

Developing local pharmaceutical production can improve access to medicines and help to generate the scientific, technological and skills base for building stronger and more resilient health systems. These health-industry mutual benefits also depend on funding and managing competent, inclusive, population-focused health services, and on effective industrial regulation for quality assurance. The objective of the study was to identify factors that can and do sustain a positive health-industry spiral of mutual benefit, ascertain to what extent these factors have been achieved; where and why have the linkages gone wrong; and, what could be done to strengthen them?

This study was done in collaboration with researchers from the Open University of London and has been published by Oxford Journals. The publication is titled 'Local Production of Pharmaceuticals and Health System Strengthening in Africa'.

### **Enhancing Industrialization in Tanzania as a Pivotal Pillar of Economic Growth: A Mapping of Extant Industrialization Potentials**

The study, supported by ACBF, was highly demanded by both public and private stakeholders in the quest to achieve industrialization as per the National Development Vision 2025. It was also indirectly responding to demands by the general community on the need to enhance employment opportunities and therefore improving their living conditions. The fifth phase government under President John Magufuli is constantly encouraging and fully supporting investments in the industrial sector by both nationals and foreigners.

There is a strong political will and support to ESRF's efforts to produce evidence-

based information to inform and encourage private sector players to partake in prevailing industrialization opportunities.

The study documented priority areas with high potential for industrial investment, which includes textiles, leather, pharmaceutical, urban areas modernization, and development of special economic zones. The reports also indicated the role and place of Micro, Small and Medium Enterprises (MSMEs) and labour intensive technologies; and recommended policies to improve participation and involvement of Tanzanians (inclusiveness), and empower and protect them during the process of industrialization. The reports covered four regions of Mwanza, Kilimanjaro, Simiyu, and Mara regions.

### **Promoting Agriculture, Climate and Trade Linkages (PACT)**

The PACT EAC2 project, led by CUTS International Geneva in collaboration with CUTS ARC Nairobi, aims to build the capacity of individuals, networks and institutions to identify and promote appropriate policies for climate-aware, trade-oriented, food security-enhancing agro-value-addition in the EAC region. ESRF is the implementing partner of this project in Tanzania.

The still infant agro-processing industry in East Africa has been earmarked as having huge potential for poverty reduction, growth and regional integration. The region's success in realizing this potential will partly depend on its ability to factor in the ever-increasing challenges posed by climate change, and work in synergy with its own trade agenda.

In an ideal scenario, trade policies should ensure the availability of inputs despite climate change, markets for the processed products and access to cleaner technologies; while climate change policies support this effort through targeted adaptation and mitigation initiatives. The role of international trade and climate negotiations

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in framing the policy space for such policies should not be overlooked. The Foundation has thus undertaken analysis to highlight trade challenges and made policy recommendations in the various publications in the form of policy briefs.

### **Opportunities and Challenges for Private Sector Investments in Green and Inclusive Energy (GIE) Projects in Tanzania.**

A faster and more efficient shift towards renewable and decentralized energy is urgently needed, and the opportunities are especially large in low- and middle-income countries. The International Energy Agency (IEA) predicts that 80% of energy infrastructure in the 21st century will be built in developing countries, where millions still live in energy poverty. Tanzania's energy supply depends mainly on biomass. Since 85-90% of the population is not connected to the electricity grid, the overwhelming majority of households use wood and charcoal for cooking.

This study had sought to identify opportunities and challenges for Private Sector Investments in Green and Inclusive Energy (GIE) Projects in Tanzania.

The objectives of this assignment are to undertake a baseline study which is oriented towards creating the 'ground' level for monitoring change and progress in a country, and contextualize achievement of outcomes against trends and developments in the country. This study was supported by Hivos International.

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

Following various successive phases of the 'Girl Power' project women economic empowerment, the new phase of the project focused on biomedical testing. In 2013, ESRF with various local and international partners

began implementing the Girl's Economic Empowerment project. The programme selected 3,500 girls from 80 secondary schools across Tanzania.

The sampled girls were split into 4 study groups and each group received a different combination of additional training (health and/or business skills trainings) in their final months of Secondary School in 2014.

ESRF with Economic Development Initiatives (EDI) and the Norwegian School of Economics (NHH) implemented the fourth phase that focuses on testing respondents for 3 conditions - pregnancy, malaria and syphilis using rapid diagnostic testing equipment. The aim of this phase of the study was to evaluate the impact of these trainings (economic empowerment and reproductive health training) provided by project partners in 2013. The report is expected to be published in collaboration with partners by 2018.

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

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

The research examined the extent to which official rules are being applied and to what degree everyday practices in hospitals, schools, district offices and ministerial headquarters are governed by practical norms.

Using in depth interviews with government employees in the two sectors the findings reveal that these informal (practical) norms are common in government health and education services to get job done as sticking to official norms will result into the services not being provided to the citizens.

However, practical norms tend to be ambivalent as on one hand they are solutions to get the job done but also could lead to misallocation of public funds and corruption.

Formalization of practical norms is not likely to improve the situation - public service delivery - as it could lead to new practical norms.



*Directors and Heads of Departments at PO-RALG Headquarters Dodoma during a validation workshop for the practical norms study*

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

ESRF was commissioned by Graca Machel Trust to undertake a baseline study divided into two phases to identify 10,000 Out of School Children (OOSC) in Mara. The objective of this study was to profile the target children in Mara Region, their families as well as profile all available public/private schools, and identify potential support services and organization that extend support to these children to re-enrol in school.

The study provided the basis for which the interventions were introduced by the stakeholders in Mara to remedy the situation and ensure that pupils are re-enrolled and are retained in schools.

The study revealed several barriers to education,

however, the top most included; poverty, illness, lack of awareness, mental disability, death of parents and adverse family background.

Nevertheless, early pregnancies and marriages were found to be the most important social cultural factors that were acknowledged across the selected districts (i.e. Musoma, Bunda, Butiama and Tarime).

### **4.2 Publications by ESRF in the year 2017**

For the year 2017, the Strategic Research and Publication Department (SRPD) prepared the following publications:

- I. Quarterly Economic Review (QER):** Four (4) issues of QER covering the periods of July - September 2017, January - March 2017, April - June 2017

and September - December 2016. The themes of each QER are indicated in Section 10.

**2. Discussion Papers:** The publication unit has published six (6) discussion papers emanating from various projects undertaken whose details are shown in Section 10.

**3. Policy Briefs:** Twelve (12) Policy Briefs were published from January- November 2017 whose titles are indicated in Section 10.

**4. General Publications:** There are three (3) general publications emanating from various studies undertaken with the Foundation



*Prof. Fortunata Songora Makene, Head of Research and Publication - ESRF with Dr. Naomi Katunzi, Project Education Specialist Consultant and Advisor - Graca Machel Trust planting a memorial tree at Buhari Community Development College.*

## 5. COMMISSIONED RESEARCH

The Foundation, through Commissioned Research Department (CRD) strengthened collaborative work with a number of domestic Government Ministries, Departments and Agencies (MDAs), Private Sector, Development Partners (DPs) and international firms during proposal writing and project implementation. This helped to enhance international research collaboration and networking, enhancing in-house capacity, and sharing knowledge, expertise and experiences from other research organizations.

The Foundation managed to finalize the review of National Environmental Policy (1997) for Vice President's Office (VPO), and there is ongoing work to review the National Tourism Policy of 1999 for the Ministry of Natural Resources and Tourism (MNRT) as well as formulation of Zanzibar Private Sector Development Policy and Strategy. In addition, the Foundation has worked with the Ministry of Industry, Trade and Investment (MITI) to examine the challenges to growth and competitiveness of Tanzania's textile industry. This study helped the government to devise alternative means that could help in lessening dependency on second hand clothing imports by developing a vibrant and competitive local textile industry.

CRD also worked with a number of partners on the following projects: "Understanding and supporting sustained pathways out of extreme poverty and deprivation", whose focus is on increasing understanding of factors associated with sustained escapes from poverty, policies and programmes influence on supporting such escapes as well as political and institutional pre-conditions for successful policies/programs implementation; Worked with Tanzania Private Sector Foundation on the Monitoring of the State of the Private Sector in Tanzania for Media

and Public Engagement. The study revisited the public private engagement and therefore showcase the performance and contribution of the public sector to the development of the economy.

Additionally, Zanzibar Ministry of Finance and Planning commissioned ESRF to formulate Zanzibar Private Sector Development Policy and Strategy. The purpose of this assignment include to lay out deliberate course of actions towards business environment improvement, development and promotion of the private sector so as to realize its contribution to economic development and poverty reduction in Zanzibar.

In 2017, the Foundation was able to implement a total of 17 projects. Details of some of the 2017 projects are provided below.

### ***Scaling up Seeds & Technologies (SSTP) Adoption Survey in Tanzania***

The Mendez England and Associates (ME&A), a US based consulting firm, using USAID grants, subcontracted ESRF to conduct "Scaling Seeds and Technologies Adoption Partnership (SSTP)" farmers' survey in Tanzania. This survey targeted three focal crops namely: maize, beans and irish potatoes grown in Manyara, Arusha, and Njombe regions, respectively, and covering 1,200 beneficiary farmers. The survey was preceded by a pilot work at Kimamba and Peapea villages in Kilosa district.

The purposes of the assignment among others were to conduct smallholder farmers' survey (from late March to early April 2017) and assess the adoption of selected technologies and the rate of scaling that is occurring for maize, beans and potatoes crops among farmers.



The data from the smallholder farmers' survey was meant to inform the SSTP mid-term evaluation in terms of: improved capacity of public and private sector groups to deliver quality seeds and other technologies to smallholder farmers; increased

use of quality seeds and other technologies by smallholder farmers; and improved regional and country level policy and regulatory mechanisms for the production and delivery of quality seeds and technologies to smallholder farmers.



*SSTP field team at the SAGCOT Centre Ltd managed Irish Potatoes demonstration farm in Njombe region, March 2017.*

### **Monitoring the State of the Private Sector in Tanzania for Media and Public Engagement**

ESRF and the Tanzania Private Sector Foundation (TPSF) established a consultancy work in which the latter was assigned to develop monthly state of the private sector reports for Tanzania which tracks progress, trends and developments within the sector for public private dialogue and media engagement.

The main objectives of this assignment anchored on: revisiting the fragmented private sector engagement with the public; attempt to show casing the performance and contribution of the public sector to the development of the economy; and enhance positive narrative by the public sector. This work was funded by Best Dialogue.

It is further anticipated that the monthly reports will describe and concretize the performance and contribution of the private sector in the economy, turn out as key entry points for media engagement, act as a foremost avenue in tracking progress in the private sector realm.

### **Policy Recommendations for Industrialization of Tanzanian Textiles**

The Gatsby Africa (a UK based charitable foundation) in collaboration with Textile Development Unit (TDU) under the Ministry of Industry, Trade and Investment (MITI) subcontracted the ESRF an assignment to develop the action plan that outlines Policy recommendations for Industrialization of Tanzanian Textiles in Tanzania.

The purpose of the assignment was, among others, to devise the means that could help in lessening dependency on second hand clothing imports by developing a vibrant and competitive textile industry.

More specifically, the study focused on competitiveness in local and global markets, constraints encountered as well as policy priorities in place for the growth of textile industry in Tanzania.



*Clothes making at A To Z Textile Mills Limited in Arusha region, textiles and garment industry survey, September 01, 2017.*

### **Scoping Study on Tapping the available Economic Opportunities in Mtwara Region**

The Trademark East Africa (TMEA) commissioned the ESRF to undertake a scoping study on the available and potential economic opportunities in Mtwara region. Specifically, the study focused on; (i) identifying economic opportunities in the region, (ii) assessing level of utilization of economic opportunities in the region, (iii) assessing trade opportunities

across the borders of Mtwara region, and (iv) providing recommendations on tapping available economic opportunities in the same region. In a detailed note, the study involved identification of potential sectors and products (goods and services) which could be produced and traded in Mtwara and beyond.

Hence, the study centered itself in analyzing existing trade patterns between Mtwara region and Comoro and Mozambique.



*The Umoja Bridge at Tanzania and Mozambique border facilitates cross border trade between the countries, field photo 2017.*

**Formulation of Annual Action Plan Program 2017, 11<sup>th</sup> EDF Interventions for Tanzania in Agriculture Sector (Horticulture)**

NIRAS Tanzania Limited established a sub-consultancy with ESRF with a purpose of assisting EU Delegation to Tanzania and the government of Tanzania to design and formulate a nutritious sensitive horticulture intervention strategy and

support program to be financed under 11<sup>th</sup> EDF National Indicative Program for Tanzania. The assignment focused on identifying potential for developing horticulture sector in terms of: areas with high potential for horticulture production and existing horticulture support programs. Targeted groups included small scale farmers, households in rural areas, value chain actors, women, youth and government authorities.



*Horticultural products local market in Dar es Salaam, January 2017*

It is envisaged that this assignment stands an opportunity to lead into promoted potentials for horticulture, which in turn contributes to economic growth, creation of descent jobs, enhanced food and nutrition security in Tanzania.

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

The project was jointly funded by ESRC and DfID.

It was implemented by Chronic Poverty Advisory Network (CPAN) at ODI in partnership with three African research institutions namely: Economic and Social Research Foundation (ESRF) in Tanzania, the Institute of Policy Analysis and Research (IPAR) in Rwanda, and the Association of Ethiopian Microfinance Institution (AEMFi) based in Ethiopia.

This was a two years project (2016-2017) and its general objective include to increase

understanding of the factors associated with sustained escapes from poverty, of how policies and programmes can support these escapes and the political and institutional pre-conditions under which these policies can successfully be initiated.

The expectations from implementing the

project include: enhancing awareness of factors associated with sustained escapes from poverty, actions to be taken in order to support strategies towards achieving sustained poverty escapes, and informing on the institutional and political conditions for starting up the policy implementation.



*Prof. Andrew Shepherd from ODI paid a courtesy visit to ESRF Executive Director Dr. Tausi Kida during the Dar es Salaam write shop, November 07, 2017*

### **National Tourism Policy (1999) Review**

ESRF was contracted by the Ministry of Natural Resource and Tourism (MNRT) to review the National Tourism Policy of 1999. The review came up as a response to a number of issues, developments and challenges that face and impact tourism sector in Tanzania.

The main objective of the assignment was to review and update the existing National Tourism Policy of 1999 with the view of guiding all tourism development, operations and

management so as to meet the government and tourism industry's immediate and long-term objectives. The assignment undertook a rapid survey by interviewing beneficiaries of tourism activities. These were communities around and near tourism sites such as Wildlife Management Authorities (WMAs), National Parks etc. This assignment therefore had a number of outputs such as tourism sector situation analysis report; and an updated and reviewed National Tourism Policy, which is consistent with latest global developments, and needs of Tanzania Tourism industry.



*Review of the National Tourism Policy of 1999: Northern Zone (Arusha) workshop participants, April 2017.*

## 6. GOVERNANCE AND CAPACITY DEVELOPMENT

The Foundation has the mandate to undertake capacity strengthening of intellectual resource on matters related to development management in Tanzania. It uses evidence based research findings and knowledge accumulated from research and policy analysis in building the capacity of our stakeholders in different sectors of the economy.

The Foundation through its' Department of Governance and Capacity Development (DGCD) undertakes this function in a number of ways including conducting policy dialogues, conducting short term training courses, organizing conferences, provision of internship opportunities for university students and work attachments for visiting scholars and implementation of hosted programs.

### **Conducting Policy Dialogues**

The Foundation through its Department of Governance and Capacity Development (DGCD) undertakes policy dialogues aimed at engaging development stakeholders in the country and beyond to discuss research evidences informing policy processes and economic management in Tanzania. The policy

dialogues in 2017 included:

1. *The impact of long term cooperation between Sweden and Tanzania.* This seminar with the Swedish Expert Group on Aid Studies (EBA) was held on 14<sup>th</sup> February 2017. The meeting discussed Evaluation Report of Long Term (1962 - 2016) Cooperation between Sweden and Tanzania focusing on whether it has helped the poor in Tanzania.
2. *The National Reference Group meeting of Promoting Agriculture, Climate Change and Trade Linkages (PACT) EAC project.* was held on Friday 17<sup>th</sup> March 2017. The overall objective of PACT EAC project is to help East African countries address food security challenges triggered by climate change through integration of climate change with trade policies as well as agro processing processes. The meeting attracted various stakeholders from the government, trade organizations and private sector. Objectives of the meeting were to launch and discuss a report titled "Agro-industrial Development Policies – what nexus to climate, food security and trade?"



*Launching of the National Reference Group of PACT East Africa titled "Agro-industrial Development Policies: What Nexus to Climate, Food Security and Trade?" It was attended by Mr. Leo Lyayuka Assiatnt Director of Marketing and Information - Ministry of Industry, Trade and Investement (Sitting In the centre) and Dr. Tausi Kida Executive Director of ESRF (2<sup>nd</sup> Left).*

3. *A High Level Workshop on Regulatory Reforms for Improving Business Environment in Tanzania.* This meeting was held on 3<sup>rd</sup> October 2017. The meeting aimed at discussing design of a program for Monitoring Business

Environment in Tanzania basing on a business environment blue print prepared by the Prime Minister's Office in collaboration with the Ministry of Industry, Trade and Investment.



*His Excellency Einar Hebogård Jensen, Ambassador of Denmark making his contributions during the high level brainstorming workshop on regulatory reforms for improving business environment in Tanzania. Also present is the Ambassador of Norway Her Excellency Mrs. Hanne-Marie Kaarstad, Prof. Adolf Mkenda - then Permanent Secretary Ministry of Industry, Trade and Investment and Dr. Tausi Kida- Executive Director of ESRF.*

4. *Public Seminar on Long term structural change in Tanzanian agriculture; food crops as cash crops and the policy implications.* This meeting which was facilitated by Prof. Brian Van Arkadie was held on 22<sup>nd</sup> August 2017. The objective of this public seminar was to review and describe the performance of agricultural sector in Tanzania since independence and the corresponding approaches for agricultural and rural development. The seminar aimed at challenging some of the dominant perspectives/approaches for agricultural and development offered some alternative suggestions for fostering rural economy in Tanzania.
5. *Board of Governance meeting of IDRC/TTI conducted on the 10th July 2017.*

The objective of the meeting which was conducted in the form of roundtable policy forum was to orient the new board members of IDRC/TTI to the policy work and impact of TTI grantees in Tanzania. The meeting which was attended by 20 dignitaries featured some presentations and discussions on the impact of policy and research work conducted by ESRF, REPOA and STIPRO during the 10 years of IDRC/TTI support and beyond.

### **Conducting Short Term Training Courses**

The Foundation through the Department of Governance and Capacity Development coordinate short term training courses which aimed at impacting some specialized skills to

stakeholders. In 2017, the Foundation conducted a total of four training courses as shown below.

1. *Training workshop on preparations of district strategic plans for Local Government Authorities of Mwanza, Mara and Simiyu Regions.* This training workshop was held in Mwanza Region on 31<sup>st</sup> May - 1<sup>st</sup> June, 2017. The training workshop was motivated by an observation that Strategic Plans of most regional

secretariats and local government authorities in the country are outdated and not aligned with the current five years development plan 2016/17 – 2020/1 “nurturing industrialization and transformation for human development”. Hence, the workshop was aimed at training the officials of Local Government Authorities on preparation and updating of strategic plans for local government authorities.



*Training Workshop on Updating and Preparation of District Strategic Plans for LGAs Officials from Mwanza, Mara and Simiyu.*

2. *Short Course Training on Monitoring and Impact Evaluation* was held on 5<sup>th</sup> – 9<sup>th</sup> June, 2017 at ESRF Conference Hall. The objective of the course was to provide researchers, project managers, policy makers and practitioners of development with the necessary methodology and practical knowledge to meet the growing demand for rigorous evaluation of development programs. Participants were drawn from CSO's, Government and the private sector.
3. *IDRC Technical workshop on research proposal writing* aiming at strengthening capacity of policy research institutions in conceptualization, design and resourcing of applied policy research. The three days (1<sup>st</sup> to 3<sup>rd</sup> November 2017) involved participants from ESRF, REPOA and STIPRO all from Tanzania. The meetings also included participants from IPAR (Senegal) and ISSER (Ghana).





*Prof. Olu Ajakaiye, making a presentation on writing research proposal for funding during the workshop on Research Proposal Writing Capacity Development. Prof. Olu Ajakaiye is from African Centre for Shared Development Capacity Building (ACSDCB) in Nigeria.*

4. A seminar on skills and techniques for tracking SDGs Implementation to Parliamentary Committees held on 29<sup>th</sup> August 2017 in Dodoma. 5 Parliamentary Committees were oriented on monitoring the implementation of SDGs. The seminar was funded by Legislative Support Project II (LSP II) by United Nations Development Programme (UNDP).

### **Organizing Conferences**

ESRF conducts a series of Annual National Conferences aiming at creating a platform for engaging stakeholders in a dialogue on most important policy issues facing Tanzania. Through this series of Annual High Level Meetings, ESRF has made a significant contribution in policy development processes especially in the realm of articulation and implementation of the country's policy framework including the

current FYDP II 2016/17 – 2020/21 “nurturing industrialization for economic transformation and human development”.

This event was opened by Hon. Dr. Philip Mpango Minister for Finance and Planning which was also attended by the Ambassador of China in Tanzania and Ambassador of Tanzania in China. Among dignitaries that attended the meeting included country representatives from UN Agencies, Ambassadors of three countries, Permanent Secretaries, and Simiyu Regional Commissioner and H. E Dr. Salim Ahmed Salim former Prime Minister of the United Republic of Tanzania who delivered closing remarks.

In addition, High level thinkers from both Tanzania and China of diverse background including academia, research and NGOs as well as public and private sector personalities also attended the conference.



*The Guest of Honour Hon. Dr. Philip Mpango - Minister of Finance and Planning, Dr. Tausi Mbaga Kida - ESRF Executive Director, Hon. Anthony Mtaka - Simiyu Regional Commissioner and Dr. Lin Xiaoyun Chair of China International Dev. Research Network of Southern Think-Tanks in a group photo with other delegates from China Agricultural University during the 6th ESRF Annual Conference*

### **Coordination Of Internship And Field Practical Training For University Students**

As part of its mandate to strengthen capacity for development management, ESRF offers internship opportunities for University Students to allow them to familiarize with research environment. In 2017, ESRF provided internship placements for a total of 11 students as follows:

- Four (4) second year undergraduate students for Field Practical Attachments.
- Three (3) postgraduate students for internship. These were from different universities doing part of their studies at the ESRF.
- Four (4) research trainees. These were recent post graduates undertaking work placement for one year as part of orientation to actual research environment.

### **Impementation Of Hosted Programs**

The ESRF coordinates some long term research, policy analysis and capacity development programs. Through Department of Governance and Capacity Development, in 2017 the ESRF implemented three (3) hosted programs below.

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

Since March 2013, the Economic and Social Research Foundation through Department of Governance and Capacity Development has implemented Tanzania Human Development Report (THDR) project. THDR project started in March 2013 with an overall objective of enhancing national capacities for integrating issues of human development and multi dimensional poverty into planning, budgeting, monitoring and reporting through the production of Human Development Reports for Tanzania, outreach activities and capacity development.

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These reports are strategic advocacy tools created through the process of active engagement within countries and across regions. These reports address cutting edge issues, articulate people's priority needs as important sources of innovation and advancement.

The major activities carried out in the THDR project in 2017 relates to production of Tanzania Human Development Report 2017 *"Social Policy in the Context of Economic Transformation in Tanzania"*. The activities included drafting of chapters, preparation of Statistical Annex, editing and proof reading of the report, preparation of English summary as well as translation of English summary to Kiswahili language.

Tanzania Human Development Report was launched during the first quarter of 2018. In 2017, the THDR project also produced a concept note for Tanzania Human Development Report 2019 *"Equitable Growth and Human Development in Resource Based Economy in Tanzania"*. Preparation of this report is planned to commence in the second quarter of 2018.

### **Capacity Development for Partners of Accountability (CDPA)**

This project was supported by the United States Agency for International Development (USAID) through Chemonics International. The main goal of CDPA was to provide selected Tanzanian CSO's and GOT Institutions of Accountability (IOAs) with an array of support (e.g., technical assistance, training, and logistics) in order for these targeted organizations to achieve sustainable and significant impact of accountability to citizens in targeted regions (Dodoma, Iringa, Morogoro, Mtwara, and Zanzibar).

The major component of support undertaken by the ESRF in this project was to support M&E functions of these institutions. Implementation of this project was completed in June 2017.

### **Participants Training Program**

This project was supported by United States Agency for International Development (USAID) through the International Institute of Education (IIE). Participant Training Program as a program transfers knowledge, skills, or attitudes (KSA's) through structured learning and follow up activities, or through less structured means, to solve job performance problems or fill identified performance gaps. Learning activities were planned to take place in the U.S., a third country, or in country, in a setting predominantly intended for teaching or imparting knowledge or skills. The department through this project was able to implement the following activities:

- Training on integrated pest management to government and non-government stakeholders working on the agriculture sector. The key output of this training was publication of guidebooks on IPM for five horticultural crops.
- Coordination of training for staff from academic institutions on areas of advanced data collection, analysis and reporting.
- Coordination of trainings on data collection and analysis (data management) to staff from the public sector.

### **Urbanization Lab**

ESRF in collaboration with Planning Commission established Tanzania Urbanisation Laboratory (Lab) in September 2017. This is a new special initiative aiming to support the national efforts on urban policy making and implementation. The Lab brings stakeholders from public, private, civil society, and academic organizations together to identify problems, risk and opportunities facing cities in Tanzania. The Lab is a place for discussion and analysis of the day-to-day reality of urbanization in

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Tanzania.

The Lab agrees on important issues to inform action oriented policy recommendations. Currently the Lab is being funded by the USA based World Resources Institute <http://www.wri.org> and working in collaboration with a New Climate Economy <http://www.wri.org> through Coalition for Urban Transitions initiative (CUT), and the African Centre for Cities (ACC) at the University of Cape Town, Republic of South Africa.

Since its establishment in September 2017, the urbanization lab has issued a call for research on three areas to inform policy for urban development in Tanzania. The lab is currently implementing three research projects namely:-

i). Understanding the scope for urban

infrastructure and services finance in Tanzania cities;

- ii). A research to describe the relationship between national and urban government in Tanzania; and,
- iii). A research that will provide missing urban data required to enhance investment in Tanzania.

In addition, in the year 2017, urbanization lab conducted one meeting aiming at reviewing and making some inputs into the three research projects mentioned above. Again, ESRF in collaboration with African Centre for Cities (ACC), University of Cape Town, and International Growth Centre under the auspices of Coalition for Urban Transition initiative supported by DFID launched a new report titled "*better growth in Tanzania*".

# 7. KNOWLEDGE MANAGEMENT AND INNOVATION

The mandate to manage knowledge and innovation is coordinated by the Knowledge Management and Innovation Department (KMID). KMID is organized in three units: The Communication and Information Services; Innovation & Knowledge Transfer and IT; and Data Management for supporting Knowledge Management and Innovation services in areas of policy analysis, development management, research communication and dissemination. It also taps global knowledge and localizes them for community use.

The department serves a vast range of stakeholders: policy makers, private sector, civil society, academia, researchers (in house and from outside), development partners and other stakeholders including farmers, breeders, fishermen, etc via its online ([www.tzonline.org](http://www.tzonline.org), [www.Taknet.or.tz](http://www.Taknet.or.tz), [www.knowledgetv.esrf.or.tz](http://www.knowledgetv.esrf.or.tz), E-Brief) and offline channels (Library, Maendeleo Studio, and different publications prepared by the Foundation and other collaborating Institutions)

In the year 2017 more emphasis was put on:

(a) Strengthening Community Knowledge and ICT Development; (b) Enhancing local capacities and support community innovations and best practices; and (c) Information sharing/ Dissemination and communication. As well as, engaging in other routine activities as mandated by the Foundation.

## 7.1 Strengthening Community Knowledge and ICT Development

In 2017, the Foundation through KMID supported community radio stations established in project districts of Ileje - Ileje FM, Bunda - Bunda FM and Mazingira FM, Bukoba Rural - Kagera FM, Nyasa - Unyanja FM and Sengerema - Sengerema FM. The support was in the form of required knowledge and information amassed from different research results that empowered rural communities, especially women and youth. These community radio stations were also used to disseminate research findings supplied by the Foundation to rural communities.



*Hon. Anastazia Wambura, then Deputy Minister for Information, Culture, Arts and Sports giving an opening speech during the training workshop on the role of community radios in rural development; focusing on content, financial and institutional sustainability, held in Dodoma.*



Hon. Anastazia Wambura - then Deputy Minister for Information, Culture, Arts and Sports (seated at the center) with Dr. Tausi Kida Executive Director ESRF on her right. Mr. Paulo Kuhenga - Facilitator of the Training seated far right and Mrs. Margareth Nzuki - Head Knowledge Management and Innovation (seated to the left of the Hon. Minister, and to the far left is Mr. Emmanuel Maliki UNDP representative in a group photo with community radios representatives (standing behind).

In strengthening community knowledge and Information as well as Communication Technology (ICT) the KMID organized a two day Training

Workshop on the "Role of Community Radios for Rural Development focusing on Contents and Financial generation and Institutional Sustainability



Mr. Joseph Ngonyani, IT Expert ESRF making a presentation during the training workshop on the role of community radios in rural development: focusing on content, financial and institutional sustainability

to districts supported community radios whereby districts' officials responsible for radios, Journalists and Editors from these radios participated. The training built capacity and enhanced skills in contents and financial as well as institutional sustainability. The training workshop was held in Dodoma, officiated by Hon. Anastazia Wambura by then the Deputy Minister responsible for Information, Culture, Arts and Sports.

Furthermore, the Department also provided expertise and technical support to six project districts' websites, email systems, by maintaining and hosting the websites and emails in order to make these project districts more visible to a broad range of stakeholders.

**Enhancing local capacities and support to community innovations and best practices**

**(i) Inauguration of Simiyu Investment Guide**

The Foundation through KMID in collaboration with Simiyu Regional Secretariat with the support from United Nations Development Program inaugurated the Simiyu Regional Investment

Guide in Bariadi - Simiyu in March 2017. The Investment Guide identifies and provides information on several potential investment opportunities that can attract investors both local as well as foreign.

The event was officiated by Professor Adolf Mkenda, the then Permanent Secretary Ministry of Industry, Trade and Investments. Also in attendance were Professor Godius Kahyarara, the Director General of National Social Security Fund (NSSF), Ms. Awa Dabo, the Former UNDP Country Director and the Simiyu Secretariat led by Hon. Anthony Mtaka the Regional Commissioner.

The Guide was prepared on the basis of the study which (ESRF) conducted in all Local Government Authorities (LGAs) in Simiyu Region about twenty six investment opportunities were identified in agriculture, industry, livestock, tourism, fishing sectors. The Investment Guide was printed in English, Swahili and Chinese as well as documentary video clips in English, Swahili and Chinese on Simiyu Regional website. The Chinese documentary version was used in 2017 road show in China to attract Chinese Investors to Simiyu Region.



The Guest of Honor Prof. Adolf Mkenda, then Permanent Secretary Ministry of Trade and Industries (In a black Suit) and Hon. Anthony Mtaka, Simiyu Regional Commissioner showing the Simiyu Region Investment Guide after its launch. First Left is Dr. Tausi Kida- Executive Director ESRF.

(ii) **Development of Investment Guides for Mara, Mwanza and Kilimanjaro Regions**

Following the inauguration of Simiyu Regional Investment Guide the Department received some requests from Mwanza, Mara and

Kilimanjaro regions to support the preparation of Investment Guides for their respective regions through the support from UNDP. The Mwanza Investment Guide was inaugurated on 27<sup>th</sup> November, 2017 by Hon. John Mongella, the Regional Commissioner for Mwanza.



*Hon. John Mongella- Mwanza Regional Commissioner standing 3<sup>rd</sup> from right with some ESRF staff holding the Mwanza Investment Guide Books after the inauguration. On Hon. Mongella's right are: Dr. Tausi Kida - Executive Director ESRF, Mr. Amon Manyama - Representative UNDP, Dr. Hoseana Lunogelo - Principle Research Associate ESRF and Mr. Mussa Martine - Assiatant Research Fellow. On his left are: Mrs. Margareth Nzuki - Head Knowledge Management and Innovation ESRF and Mr. Joseph Ngonyani IT ESRF*

This was followed by the launch of Kilimanjaro Investment Guide on 05<sup>th</sup> December, 2017, officiated by Hon. Joseph George Kakunda, Deputy Minister PORALG in the honoured presence

of the Kilimanjaro Regional Commissioner Hon. Anna Mghwira. The Mara Investment Guide will be launched later and several regions have requested for the development of Investment Guides.



*Hon. George Kakunda, Deputy Minister, President's Office, Regional Administration & Local Government displaying Kilimanjaro Investment Guide Books to mark an official inauguration of the Kilimanjaro Investment Guide. On his right is Hon. Anna Mghwira - the Kilimanjaro Regional Commissioner and far right Dr. Tausi Kida Executive Director ESRF. On his left is Eng. Aisha Amour - Regional Administrative Secretary - Kilimanjaro.*



### (iii) Implementation of Investment Opportunities in Simiyu Region

In sustained effort to ascertain viability of the investment guides, ESRF with experts carried out four feasibility studies as an additional measure towards actualizing investment opportunities.

The studies were on: (i) Scaling up the Maswa Standard Chalks Factory in Maswa District; (ii) Expansion of Meatu Milk, in Meatu district; (iii) Establishment of tomatoes and chillies processing plant in Busega district; and, (iv) Establishment of a packaging materials factory to bridge the gap of packaging materials in Lake Zone. These feasibility studies have their Business Plans.

### (iv) Other studies carried out

Additional studies that were carried out under the mandate of knowledge management and innovation were:

- a) GAP Analysis - Unlocking natural Capitals Potentials and Opportunities for Private sector-led Tourism Development and Promotion in Lake Victoria Zone and Western Serengeti Catchment Area *The study aimed at unlocking the tourism potentials in the lake zone especially the western Serengeti Catchment area.;*
- b) Institutional Capacity and Readiness Assessment for SDGs and LED Implementation Private Sector Involvement: A Case of Bunda and Busega Districts. *The study assessed the LGAs capacity to implement LED and SDGs at Sub National level;*
- c) Feasibility study for developing partnership



*ESRF research consultant in Maswa District looking at chalk boxed from Maswa Standard Chalks Factory*

between Tanzania and Korea on scientific and Technological Cooperation and Commercialization - *Focusing on the aspect of biological processes for food and medicines.* The study conducted by KMI in partnership with UNDP and the State University of New York (SUNY) Korea.

### (v) Information Sharing/Dissemination and Communication.

The Foundation through KMID in collaboration with National Service (Suma JKT), Sokoine University of Agriculture (SUA), Fisheries Education and Training Agency (FETA) organized a workshop for sharing opportunities in Aquaculture.

The workshop was colored with some presentations from experts in Ponds, Cage, Re-circulative Aquaculture System technologies, fish feeds and marketing strategy. There were also experienced farmers who shared their experiences in smart farming. The workshop attracted more than 300 participants from within and outside Dar es Salaam.



*The Guest of Honor Ms. Ritha Maly, the Assistant Director responsible for Mariculture Development (in a black coat) on her left Dr.Tausi Kida - Executive Director ESRF and right Mrs. Margareth Nzuki - Head Knowledge Management and Innovation ESRF and other participants during the workshop on Empowering Entrepreneurs on Commercial Fish Farming*

The Department promoted and supported integrated fish farming by advocating for modern fish farming methods like using Re-circulating Aquaculture System (RAS) to fish

farming groups. In collaboration with National Service it managed to showcase the RAS system at Sabasaba grounds attracting more than 500 customers.



The Department transferred knowledge of RAS to different groups of people through ESRF demonstration site mounted at ESRF grounds. An average of 15 people visited per week to learn how the new fish farming technology worked.

*Some of ACACIA staff visited ESRF's Re-circulative Aquaculture System Demonstration Site.*

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KMID in collaboration with Agriculture Media Company supported smart farming technology in Agriculture, like the use of Azolla as animal/chicks feed, Green House farming and Hydroponic fodder.

The Department also supported the improvement of water supply and sewerage systems at Kisangwa Folk Development College, Nyantwali and Kisangwa villages in Bunda district.

## 7.2 Communication and Information Services

The Department is responsible for communicating research outputs accrued by the Foundation and other partner institutions via its offline and online facilities.

### Offline Facilities

**Library:** The Library provides references to in house researchers, individual visiting researchers and students who were doing their Master's programs from different universities in Tanzania and outside. The Library collects publications published by the Foundation, those downloaded from various websites as well as those donated by individual researchers. In this period two trainings on social media were conducted.

**Mobile Kilimo:** The platform assists various stakeholders; farmers, breeders, fisherman to advertize and seek markets for their products by connecting to different markets. In strengthening its services, the Department joined efforts with the Kibaigwa International Market to see how best the two systems can assist sellers and buyers of grains

**Studio Maendeleo:** The studio develops contents/programs from translated research outputs and packaged them into simpler language hence disseminating via community radios in Ileje, Bunda, Sengerema, Bukoba Rural, Nyasa districts. In 2017 about 29 programs were produced and disseminated. Some of the programs were posted into Knowledge TV.

**Media coverage:** The Foundation through KMID works to widely disseminate research findings and other products and services through the use of traditional (print and electronic) and online media (social media platforms). Staff and Foundation's events featured in over 75 media appearances including radio, televisions and newspapers.

**Online Facilities:** The Department hosts several online facilities which assist in disseminating products and services offered by the Foundation: TzOnline, TAKNET, E Brief, Social Media

- **TzOnline ([www.tzonline.org](http://www.tzonline.org)):** Is an online library collecting analytical documents on development issues in Tanzania, posting job vacancies and public information. The number of subscribers reached 39,300 who received current documents monthly.
- **TAKNET ([www.taknet.or.tz](http://www.taknet.or.tz)):** This is the platform for sharing, discussing, issues of national interests. In 2017 the platform posted four discussion topics; What needs to be done to promote industrialization in Tanzania, Smart farming in Tanzania, Human Development Report: Work for Human Development and Linking research, innovation, knowledge transfer and industrialization.
- **Knowledge TV ([www.knowledgetv.esrf.or.tz](http://www.knowledgetv.esrf.or.tz)):** Assisted disseminating various research outputs and experiences from various experts in different developmental sectors. 28 programs were disseminated.
- **E-Brief:** KMID maintains the E-Brief and it proves to be one of the channels which can reach a big number of our stakeholders for informing them various issues whether new or about to happen at the Foundation. In 2017 the Department prepared and disseminated 13 E-Briefs to inform stakeholders different issues happened at the Foundation

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- **Social Media (Facebook, Twitter and Whatsapp):** ESRF's social media is another means of communication in and outside the Foundation. Social media communication grew faster. In 2017, twitter registered 2,640 followers compared to 1987 the preceded year; Facebook had 3,000 compared to 2,614. The ESRF's 2017 Annual Conference

registered 1,000,000 tweets.

### **7.3 IT and Data Management**

KMID through IT and Data Management provides technical and infrastructure support to researchers, other staff and visiting researchers. It participated in a number of research works in data collections as well as data management processes.

# 8. INSTITUTIONAL INFRASTRUCTURE

## 8.1 Staff recruitment

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

The ESRF Staff strength as at 31<sup>st</sup> December, 2017 stood at 33 employees. The work force includes 13 Programme Staff, 12 Operational Staff and 8 Project/Consultant Staff. In addition to the in house staff, the Foundation has a substantial network of consultants and research associates who work on projects together with in-house staff. The Foundation recruited employees while other employees left the Institution's services for various reasons including resignation, end of employment contracts, retirement and death. The Foundation witnessed the untimely death of its key staff member Mr. Abdallah Hassan who passed away on 12th September 2017, may his soul rest in peace.

## 8.2 Training and Capacity Development

Management has been providing short-term training courses to its employees aimed at improving their capability, capacity, productivity and performance. More so, there is still a need to continue training our employees so as to maintain, upgrade and update their skills from time to time. Management has resorted into short-term training because such trainings

provide both soft and hard skills which can be quickly applied on the job.

21 staff members were trained on various disciplines related to their areas of specialization this year as detailed here below:

### 8.2.1 Training on “WEB 2”

Mr. Senorine Libena, Mr. Joseph Ngonyani, Mr. Patrick Kihenzile and Ms. Nancy Mgulambwa attended a five days training on WEB 2. The training was designed for e-communication experts. The objective of this training was to impact the experts with skills on how they communicate and widen their visibility in online platforms (i.e. social media) as well as how they can gather information from different sources. The training was held at Eastern Africa Grain Council Tanzania Office in Dar es Salaam from 13<sup>th</sup> – 17<sup>th</sup> February 2017.

### 8.2.2 Training on “Monitoring and Impact Evaluation”

Ms. Sylvia Shekilango (Research Assistant) and Mr. Zakayo Zacharia (Research Trainee) attended a five days training on Monitoring and Impact Evaluation that was organized by the Department of Governance and Capacity Development of ESRF. The training was designed for the researchers, Project Managers, Policy Makers, donors and Practitioners of development from different Institutions. The objective of the course was to provide necessary methodology and practical knowledge to meet the growing demand for vigorous evaluation of development programmes. Ms. Sylvia

and Mr. Zakayo learnt about different methods of doing Impact Evaluation which included: introduction to project planning; linkage between project planning and monitoring; data collection for project monitoring; data quality assurance; introduction to data analysis and interpretation in project monitoring; introduction to methods of impact evaluation; and, practical demonstration using statistical software/STATA. The training was held at ESRF Conference Hall from 5<sup>th</sup> – 9<sup>th</sup> June, 2017.

### **8.2.3 Training on “Development Skills for the Office Administrator”**

Mr. Yasser Manu, the Administrative Officer attended a short course on Development Skills for Office Administrator conducted from 8<sup>th</sup> – 12<sup>th</sup> May, 2017 by the Institute of Accountancy Arusha (IAA). The course has sharpened his administrative skills and enabled him to effectively perform his duties well.

### **8.2.4 Training on “Business Models for Think Tank Sustainability”**

Dr. Tausi Kida, Prof. Fortunata Makene, Mrs. Margareth Nzuki, Mr. Deodatus Sagamiko, Mr. Ernest Chiwenda, Mr. Danford Sango, Ms. Vivian Kazi, Ms. Aldegunda Ngowi, Mr. Selemani Haji and Ms. Sylvia Shekilango attended training on Business Models for Think Tank Sustainability. The training was conducted by Mr. Anthony Boateng from IDRC from 5<sup>th</sup> to 6<sup>th</sup> June, 2017. The beneficiaries of this training learnt about Principles of (Strategic/Project) Costing and Communication Strategy.

### **8.2.5 Training on “Taxation”**

Mr. Selemani Haji attended a Tax Seminar that was held at Morogoro Hotel from

3<sup>rd</sup> to 4<sup>th</sup> August, 2017. This training was organized by Auditax International in collaboration with the National Board of Accountants and Auditors (NBAA).

### **8.2.6 Training on “Contemporary issues on Accounting”**

Ms. Aldegunda Ngowi attended a training on Contemporary issues on Accounting which was held at Zanzibar from 11<sup>th</sup> – 13<sup>th</sup> September, 2017. This training was organized by the National Board of Accountants and Auditors (NBAA).

### **8.2.7 Training on “Multi-method Data Collection and Analysis”**

Mr. Richard Ngilangwa and Ms. Hossana Mpango attended a training organised by Policy Research for Development (REPOA) in collaboration with Christian Michelsen Institute (CMI) of Norway. The workshop was designed to provide training on the challenges and opportunities of carrying out multi-method data collection and analysis. The workshop was held at REPOA conference facilities from 18<sup>th</sup> to 19<sup>th</sup> September 2017. Participants were mainly researchers from various institutions as well as university students at Masters and PhD levels. Through the workshop, participants gained knowledge on how to combine various methods of data collection and analysis within a single research project.

### **8.2.8 Training on “Measurements, Learning and Evaluation (MLE)”**

Mr. Abel Songole and Mr. Zakayo Zakaria attended a training on Measurement, Learning and Evaluation (MLE) from 9<sup>th</sup> – 13<sup>th</sup> October, 2017 organized by Tegemeo Institute of Agricultural Policy and Development at Egerton University, Nairobi, Kenya.

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### **8.2.9 Training on “Conceptualization, Design and Resourcing of Applied Policy Research”**

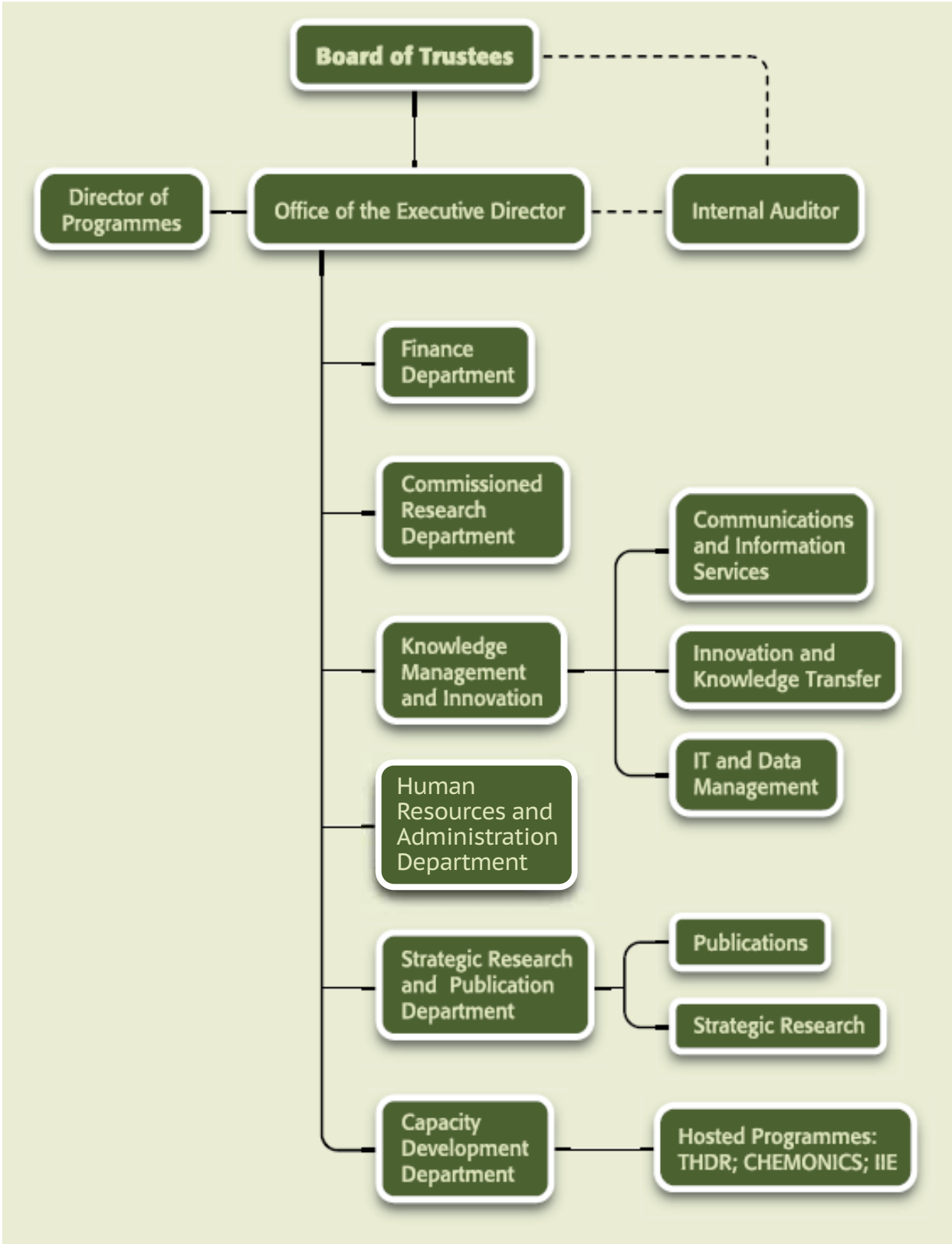
Prof. Fortunata Makene, Mrs. Margareth Nzuki, Mr. Danford Sango, Ms. Vivian Kazi, Ms. Aldegunda Ngowi and Mr. Senorine Libena attended training on Conceptualization, Design and Resourcing of Applied Policy Research. The objective of the training was to review and gain knowledge updates on the critical elements of a competitive research grant proposal and to strengthen researchers' capacity to integrate gender and communications aspects in applied policy research

proposals. The training was conducted by IDRC from 1<sup>st</sup> – 3<sup>rd</sup> November, 2017 at ESRF.

### **8.2.10 Seminar on “Contemporary issues in Accounting and Auditing”**

Mr. Moja Mapunda attended a training on Contemporary issues in Accounting and Auditing that was held at Morogoro Hotel, Morogoro from 10<sup>th</sup> – 11<sup>th</sup> November, 2017. The training was organized by the National Board of Accountants and Auditors (NBAA) whereby Mr. Mapunda earned 16 hours of Continuing Professional Development (CPD).

### 8.3 ESRF Organizational Chart





# 9. FINANCIAL REPORT 2017

## 9.1 INTRODUCTION

Pursuant to the Tanzania Financial Reporting standard No 1 on Directors' Report, the Chairperson of the Board of Trustees presents his report together with the audited financial statements for the financial year ended 31<sup>st</sup> December 2017, which discloses the state of affairs of the ESRF.

## 9.2 PERFORMANCE DURING THE YEAR

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

## 9.3 PRINCIPLE RISKS AND UNCERTAINTIES

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

## 9.4 FACTORS WHICH CONTRIBUTED TO ECONOMIC AND SOCIAL RESEARCH FOUNDATION'S PERFORMANCE

### ***Dedicated, committed and loyal workforce***

ESRF has a dedicated, committed and loyal workforce ready to provide ideal services to stakeholders and to public in general. The workforce has a team working culture that builds the synergy in achieving ESRF's objectives.

### ***Good Governance Policies***

ESRF is working under the good Governance policies which are aimed at improving the services delivery to the public in general.

### ***Good relationship with Donor Agencies***

ESRF received funds from the Government and Donors in implementing the Foundation's activities. ESRF believes that a prevailing good relationship with our Donors and the Government will continue to exist in the next financial year.

## 9.5 EMPLOYEES' WELFARE

### ***Employment Policy***

ESRF is an equal opportunity employer. It gives equal access to employment opportunities and ensures that the best available person is appointed to any given position free from discrimination of any kind and without regard to factors like gender, marital status, tribes, religion and disability which does not impair ability to discharge duties.

### ***Training and Development***

In 2017, a number of staff were trained in various areas of competencies including research methodology, Economic and Social aspects;

Monitoring and Evaluation skills; Secretarial duties; Accounting practices; and Information Communication Technology to name a few. In addition to these efforts, ESRF has made deliberate efforts to encourage or facilitate research staff to undertake various professional development courses.

### **Gender Parity**

ESRF is an equal opportunity employer. It gives equal access to employment opportunities and ensures that the best available person is appointed to any given position free from discrimination of any kind and without regard to factor like gender. During the year ESRF had 33 employees, out of which 12 were females and 21 were males.

### **9.6 STATEMENT OF COMPLIANCE**

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

### **9.7 STATEMENT OF TRUSTEES RESPONSIBILITY**

Pursuant to the Public Finance Act 2001 (Revised in 2004) section 25 (4) requires Trustees of an entity to prepare financial statements for each financial year, which give a true and fair view of receipts and payments of the reporting entity as

at the end of the financial year. It also requires the trustees to ensure that the reporting entity keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of the reporting entity. They are also responsible for safeguarding the assets of the reporting.

Trustees confirms that suitable accounting policies have been used and applied consistently, and reasonable and prudent judgment and estimates have been made in the preparation of the financial statements for the year ended 2017. Trustees also confirms that the International Public Sector Accounting Standards (IPSAs) have been followed and that the financial statements have been prepared on the going concern basis.

Trustees accepts responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates in conformity with IPSAs. Trustees further accepts responsibility for the maintenance of accounting records that may be relied upon in preparation of financial statements, as well as adequate internal control system.

We accept responsibility for the integrity of the financial statements, the information it contains and its compliance with IPSAs. Nothing has come to the attention of the trustees to indicate that ESRF will not remain a going concern for at least the next twelve months from the date of this statement.



Chairperson



Trustee

28th June, 2018

Date

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## 9.8 DECLARATION OF THE HEAD OF FINANCE FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2017

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

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

Full legal responsibility for the preparation of financial statements rests with the Board of Directors/Governing Body as under Directors

Responsibility statement on an earlier page.

I, **Ernest Chiwenda**, being the Finance Manager of Economic and Social Research Foundation (ESRF) hereby acknowledge my responsibility of ensuring that financial statements for the year ended 31<sup>st</sup> December 2017 have been prepared in compliance with International Public Sector Accounting Standards (IPSAS) and statutory requirements.

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



Signed by: \_\_\_\_\_

Position: Finance Manager

NBAA Membership No.: ACPA 3040

Date: 18.06.2018

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## **9.9 REPORT OF THE INDEPENDENT AUDITORS TO THE BOARD OF TRUSTEES OF THE ECONOMIC AND SOCIAL RESEARCH FOUNDATION**

### ***Unqualified Opinion***

We have audited the financial statements of The Economic and Social Research Foundation, which comprise the Statement of financial position as at 31 December 2017, Statement of Comprehensive Income, Statement of Changes in Reserves and Statement of Cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes set out on pages 31 to 46. We have obtained all the information and explanations, which, to the best of our knowledge and belief, were necessary for the purpose of our audit.

In our opinion, the financial statements give a true and fair view of the state of affairs of The Economic and Social Research Foundation as at 31 December 2017, and the results of its operations and cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (IPSAS).

### ***Basis of our opinion***

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Foundation in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Tanzania, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### ***Key Audit Matters***

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the year under review. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have however determined that there are no key audit matters to communicate in our report.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements.

The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

### ***Other information included in the Foundation's 2017 Trustees' Report***

Other information consists of the information included in the Report of the Trustees. Other than the financial statements and our auditor's report thereon, the Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance or conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge

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obtained in the course of the audit or otherwise appears to be materially misstated. If based on the work we performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Responsibilities of the Management and Those Charged with Governance for the Financial Statements**

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

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our Objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken

on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control system.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion accordingly. Our conclusions are

based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Foundation to express our opinion on their impact on the financial statements, if necessary.
- We are responsible for the direction, supervision and performance of the Foundation audit. We remain solely responsible for our audit opinion. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

This report, including the opinion, has been prepared for, and only for, the Foundation's Trustees as a body in accordance with the Non-Government Organisations (NGO) Act, 2002

and for no other purposes.

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

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

### **GLOBE ACCOUNTANCY SERVICES 2013 CHARTERED CERTIFIED ACCOUNTANTS**



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

Date: July 3, 2018

## STATEMENT OF FINANCIAL POSITION AS AT 31<sup>ST</sup> DECEMBER, 2017

	<b>31.12.2017 USD</b>	<b>31.12.2016 USD</b>	<b>31.12.2017 TZS</b>	<b>31.12.2016 TZS</b>
<b>NON CURRENT ASSETS</b>				
Property, Plant and Equipment	1,929,882	2,007,264	4,280,478,272	4,337,697,504
Intangible Assets	<u>8,523</u>	<u>2</u>	<u>18,904,000</u>	<u>4,322</u>
	1,938,405	2,007,266	4,299,382,272	4,337,701,826
<b>CURRENT ASSETS</b>				
Accounts Receivable & Prepayments	37,396	151,635	82,944,469	327,683,235
Cash and Bank Balances	<u>196,394</u>	<u>328,581</u>	<u>435,602,700</u>	<u>710,063,541</u>
<b>TOTAL CURRENT ASSETS</b>	<b><u>233,790</u></b>	<b><u>480,216</u></b>	<b><u>518,547,169</u></b>	<b><u>1,037,746,776</u></b>
<b>TOTAL ASSETS</b>	<b><u>2,172,195</u></b>	<b><u>2,487,482</u></b>	<b><u>4,817,929,441</u></b>	<b><u>5,375,448,602</u></b>
<b>EQUITY AND LIABILITIES</b>				
<b>GRANTS</b>				
Capital Grants	<b>29,310</b>	<b>62,174</b>	<b>65,009,241</b>	<b>134,358,014</b>
<b>RESERVES</b>				
Revaluation Reserve	1,734,501	1,725,980	3,847,124,138	3,729,842,780
Accumulated Deficit	<u>(1,169,619)</u>	<u>(1,133,549)</u>	<u>(2,594,214,098)</u>	<u>(2,449,599,389)</u>
<b>TOTAL GRANTS &amp; RESERVES</b>	<b>564,882</b>	<b>592,431</b>	<b>1,252,910,040</b>	<b>1,280,243,391</b>
<b>Deferred Income</b>	<b>-</b>	<b>68,403</b>	<b>-</b>	<b>147,818,883</b>
<b>CURRENT LIABILITIES</b>				
Accounts Payable and Accruals	<u>1,578,003</u>	<u>1,764,474</u>	<u>3,500,010,061</u>	<u>3,813,028,314</u>
<b>TOTAL CURRENT LIABILITIES</b>	<b><u>1,578,003</u></b>	<b><u>1,764,474</u></b>	<b><u>3,500,010,061</u></b>	<b><u>3,813,028,314</u></b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b><u>2,172,195</u></b>	<b><u>2,487,482</u></b>	<b><u>4,817,929,441</u></b>	<b><u>5,375,448,602</u></b>

**STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2017**

	<b>31.12.2017 USD</b>	<b>31.12.2016 USD</b>	<b>31.12.2017 TZS</b>	<b>31.12.2016 TZS</b>
<b>INCOME</b>				
Revenue Grants	1,454,906	2,071,535	3,228,437,511	4,476,587,135
Research Income	194,705	279,205	432,049,816	603,362,005
Commissioned Studies	593,423	341,831	1,334,445,155	738,696,791
Capacity Building	432,402	303,249	959,499,876	655,321,089
Other Income	333,915	21,338	740,957,099	46,111,418
Amortization of Capital Grant	<u>32,864</u>	<u>33,731</u>	<u>72,925,555</u>	<u>72,892,691</u>
<b>TOTAL INCOME</b>	<b>3,042,215</b>	<b>3,050,889</b>	<b>6,750,676,562</b>	<b>6,592,971,129</b>
<b>EXPENDITURE</b>				
Programme Activities	1,503,956	1,641,084	3,337,278,323	3,546,382,524
Personnel Emoluments	1,014,527	1,093,849	2,251,235,898	2,363,807,689
Administrative Expenses	116,743	102,235	259,054,632	220,929,835
Staff Welfare and Incentives	81,647	97,950	181,174,270	211,669,950
Repairs and Maintenance	42,601	44,693	94,530,832	96,581,573
Telephone, Fax and Postage	29,347	43,916	65,121,036	94,902,476
Electricity and Water	25,268	30,358	56,069,111	65,603,638
Audit Fees and Expenses	6,461	6,578	14,336,764	14,215,058
Bank Charges	6,066	5,204	13,460,416	11,245,844
Penalties & Interests	-	65,266	-	141,039,826
Loss on disposal	-	1,050	-	2,269,050
Impairment loss	13,183	-	29,253,366	-
Depreciation	<u>92,076</u>	<u>87,145</u>	<u>204,316,822</u>	<u>188,320,345</u>
<b>TOTAL EXPENDITURE</b>	<b>2,931,875</b>	<b>3,219,328</b>	<b>6,505,831,470</b>	<b>6,956,967,808</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b><u>110,340</u></b>	<b><u>(168,439)</u></b>	<b><u>244,845,092</u></b>	<b><u>(363,996,679)</u></b>



## CASH FLOW STATEMENT FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2017

	31.12.2017 USD	31.12.2016 USD	31.12.2017 TZS	31.12.2016 TZS
<b>CASH FLOW FROM OPERATING ACTIVITIES:</b>				
Surplus/(Deficit) for the Year	<b>110,340</b>	<b>(168,439)</b>	<b>244,845,092</b>	<b>(363,996,679)</b>
<b>Adjustments for Non-Cash Items:</b>				
a). Depreciation	92,076	87,145	204,316,822	188,320,345
b). Revaluation gain on software	(8,521)	-	(18,899,578)	-
c). Impairment loss	13,183	-	29,253,366	-
d). Deferred income	-	68,403	-	147,818,883
e). Loss on disposal	-	1,050	-	2,269,050
f). Assets adjustments, Net	1,691	-	3,751,685	-
g). Amortization of capital grant	(32,864)	(33,731)	(72,925,555)	(72,892,691)
h). Currency translation gains	(222,856)	-	(475,664,521)	-
<b>Cash Outflows Before Working Capital Changes</b>	<b>(46,951)</b>	<b>(45,572)</b>	<b>(85,822,689)</b>	<b>(98,481,092)</b>
<b>MOVEMENT IN WORKING CAPITAL:</b>				
Decrease in Accounts Receivables and Prepayments	114,239	71,348	253,496,200	154,183,028
(Decrease)/Increase in Accounts Payable and Accruals	(186,471)	73,024	(413,779,643)	157,804,864
Net Changes In Working Capital	<b>(72,232)</b>	<b>144,372</b>	<b>(160,283,443)</b>	<b>311,987,892</b>
<b>Total Cash (Outflows)/Inflows From Operating Activities (A)</b>	<b>(119,183)</b>	<b>98,800</b>	<b>(245,606,132)</b>	<b>213,506,800</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>				
Sale of fixed assets	-	119	-	257,159
Purchase of Property, Plant and Equipment	(13,003)	(10,421)	(28,854,709)	(22,519,781)
<b>Total Cash Outflows from Investing Activities (B)</b>	<b>(13,003)</b>	<b>(10,302)</b>	<b>(28,854,709)</b>	<b>(22,262,622)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Capital Grant Received	=	=	=	=
<b>Total Cash Flows From Financing Activities (C)</b>	<b>=</b>	<b>=</b>	<b>=</b>	<b>=</b>
<b>NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS DURING THE YEAR (A+B+C)</b>	<b>(132,187)</b>	<b>88,498</b>	<b>(274,460,841)</b>	<b>191,244,178</b>
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>	<u>328,581</u>	<u>240,083</u>	<u>710,063,541</u>	<u>518,819,363</u>
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	<b><u>196,394</u></b>	<b><u>328,581</u></b>	<b><u>435,602,700</u></b>	<b><u>710,063,541</u></b>

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# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2017

## 1.0 PRINCIPAL ACCOUNTING POLICIES

### 1.1 Foundation Information

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

### 1.2 Basis of Accounting

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

### 1.4 Property, Plant and Equipment.

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

### 1.5 Depreciation

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

• Buildings	4.00%
• Motor Vehicles	25.00%
• Plant and Machinery	25.00%
• Computers	33.33%
• Furniture and Equipment	20.00%

Assets that are subject to depreciation are reviewed for impairment loss whenever events or changes in circumstances indicate that the carrying amount may not be recoverable i.e. carrying amount being higher than the recoverable amount.

### 1.6 Impairment of Receivables

Receivables are initially recognized at fair value and subsequently measured at value less allowance for bad and doubtful debts. Specific write-off is made in the financial statements against receivables considered uncollectible.

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## **1.7 Foreign currencies**

Transactions denominated in Tanzania Shillings. The presentation currency for the time being is done at the rates of exchange ruling at the dates of transactions. Monetary assets and liabilities at the year-end expressed in other currencies other than the US Dollar are translated into the presentation currency at the rates of exchange ruling at the end of the financial year. The resultant gains/ (losses) on exchange rate translations are dealt with in the income statement. Non-monetary items that are measured in terms of historical cost in other currencies are translated using the exchange rates at the date of the initial transactions.

## **1.8 Cash and Cash Equivalents**

Cash and short-term deposits in the statement of financial position comprise cash at banks and on hand and short-term deposits with a maturity of three months or less. Cash and cash equivalents are carried in the financial position at face value.

## **1.9 Grants/Donations**

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

Grants related to revenue expenditure are credited to the income statement in the same financial year in which the revenue expenditure to which they relate is charged.

## **1.10 Accruals**

Provisions are recognized and presented in the financial statements when the Foundation has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made.

## **1.11 Income Recognition**

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

## **1.12 Gratuity**

Employees are entitled to gratuity, at the rate of 10% of the total gross salary or as may be amended from time to time; and 15% of the total basic salary will be applicable to the Executive Director. Gratuity is paid at end of the every month to a special employee account maintained by a Social Security Scheme. Gratuity earned is payable to the employees at end their respective contracts.

## **1.13 Short Term Benefits**

The cost of all short-term employee benefits such as salaries, employees' entitlements to leave pay, medical welfare, incentives, other contributions etc. are recognized during the year in which the

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employees render the related services.

### **1.14 Terminal Benefits**

Terminal Benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange of these benefits.

The Foundation recognizes terminal benefits when it is constructively obliged to either terminate the employment of the current employee according to detailed formal plan without any possibility of withdrawal or to provide terminal benefits as a result of an offer made to encourage voluntary redundancy.

### **1.15 Accounting for Government Grants**

Grants are received in the form of cash or in kind for capital or/and recurrent expenditure. Grants received in the form of fixed assets (grants in kind) are credited to the Capital Fund Account (or Deferred Income Account) and debited to respective asset account. Grants in the form of non-current assets are amortized and credited to income in amounts equal to annual depreciation charges in respect of such non-current assets. When the asset is disposed of the Capital Fund is debited with the amount received from sale.

Grants received for other charges (recurrent expenditure) are directly credited to income account as recurrent revenue for the year in which they are received..

# 10. ESRF PUBLICATIONS

## 10.1 Discussion Papers:

- i). Better Urban Growth in Tanzania: A Preliminary Exploration of the Opportunities and Challenges; by Ms. Leah Worrall, Ms. Sarah Colenbrander, Mr. Ian Palmer, Prof. Fortunata Makene, Desmond Mushi, Dr. Tausi Kida, Mr. Mussa Martine, and Mr. Nick Godfrey.
- ii). Participatory Governance on natural Gas Economy: Addressing Gaps in Planning and Management of the Natural Gas Economy between the Regional and Local Government Authorities of Lindi and Mtwara; by Prof. Samuel Wangwe, Prof. Razack Lokina, Prof. Fortunata Makene and Mr. Patrick Kihenzile
- iii). Latent Potential for Youth Inclusion in Agribusiness Value Chain Sector: The Case of Southern Highlands Regions in Tanzania; by Dr. Hoseana Lunogelo and Mr. Patrick Kihenzile
- iv). Tanzanian Civil Servants' Negotiation of Formal Rules in the Education and Health Sectors; by Prof. Fortunata Makene. A conference paper presented at the 2017 European Conference on African Studies, Basel Switzerland
- v). Strategic Youth Inclusion: Enhancing Enabling Environment to Increase Youth Participation in Agribusiness; by Dr. Hoseana Lunogelo and Mr. Patrick Kihenzile
- vi). Health Industry Linkages for Local Health: Reframing Policies for African Health System Strengthening; by Prof. Maureen Mackintosh and Mr. Jires Tunguhole, main report also published by Oxford Journals.

## 10.2 Policy Briefs:

- i). Situation social policy in economic transformation; by Marc Wuyts and Hazel Gray
- ii). Addressing Barriers to Reduce OOSC in Tanzania: Case of Mara Region; by Prof. Fortunata Makene and Mr. Richard Ngilangwa
- iii). Informal Practices among Tanzania's Public Sector Health Workers - Determinants and Policy Implications; by Ms. Hosana Mpango and Prof. Fortunata Makene
- iv). Unlocking the Governance Gaps of Natural Gas Economy: The case of Lindi and Mtwara Regions; by Fortunata Makene, Patrick Kihenzile and Hafidhi Seif
- v). Ending Hunger in Tanzania: Strategic Approaches Towards Poverty Reduction and Achieving Food and Nutrition Security by Prof. Haidari Amani and Mr. Patrick Kihenzile

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- vi). Leveraging technology development and transfer to tackle climate change: Views from EAC agro-industries; by ESRF
  - vii). How to Boost Agro-Processing While Facing Climate Change: Views on the EAC NDCs and the Way Forward; by ESRF
  - viii). WTO Agriculture Negotiations: Addressing Domestic Support Measures- Tanzania Stakeholder Perspectives; by Mr. Solomon Baregu and Ms. Esther Matemba
  - ix). Trade and Investment in the Multilateral Trading System- Tanzania Stakeholder Perspectives; by Mr. Solomon Baregu and Ms. Esther Matemba
  - x). Assessing the Potential Impacts of Liberalizing Government Procurement: Tanzania Stakeholder Perspectives; by Mr. Solomon Baregu
  - xi). Better Urban Growth in Tanzania: Key Messages; by ESRF and Coalition for Urban Transitions
  - xii). Enhancing Enabling Environment to Increase Youth Participation in Agribusiness in Tanzania; by Dr. Hoseana Lunogelo, Prof. Fortunata Makene, Mr. Patrick Kihenzile and Mr. Richard Ngilangwa

### **10.3 Other Publications:**

- i). A book titled “Agro-industrial Development Policies: What Nexus to Climate, Food Security and Trade?”; by Dr. Oswald Mashindano and Mr. Solomon Baregu
- ii). Urban Plot Planning Manual/Mwongozo wa Mipango Miji, GRADE Lima and ESRF, Tanzania
- iii). Mapping Industrialization Potentials and Developing Investment Guides for the Regions of Simiyu, Mwanza, Mara and Kilimanjaro.

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

- i). QER Volume 13, Issue 3 for Jul – Sep, 2017
- ii). QER Volume 13 Issue 2 for Apr – Jun, 2017
- iii). QER Volume 13 Issue 1 for Jan – Mar, 2017
- iv). QER Volume 12, Issue 4 for Oct – Dec, 2016

### **10.5 Newsletters:**

- i). Newsletter Volume 16 – Issue 2, 2017
- ii). Newsletter Volume 16 – Issue 1, 2017

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- iii). Newsletter Volume 15 – Issue 2, 2016
  - iv). Newsletter Volume 15 – Issue 1, 2016
  - v). Newsletter Volume 14 – Issue 2, 2015
  - vi). Newsletter Volume 14 – Issue 1, 2015

## **10.6 Annual Reports:**

- i). ESRF Annual Report, 2016
- ii). ESRF Annual; Report, 2015
- iii). ESRF Annual Report, 2014
- iv). ESRF Annual Report, 2013
- v). ESRF Annual Report, 2012

## II. ESRF STAFF LIST 2017

### ESRF 2017 Staff list

S/N	NAME	DESIGNATION
1.	Dr.Tausi M. Kida	Executive Director
2.	Prof. Fortunata S. Makene	Head, Strategic Research and Publication Department
3.	Mrs. Margareth Nzuki	Head, Knowledge Management and Innovation Department
4.	Ms.Vivian Kazi	Head, Commissioned Research Department
5.	Mr. Danford Sango	Head, Governance and Capacity Development Department
6.	Mr. Deodatus Sagamiko	Head, Human Resource and Administration Department
7.	Mr. Ernest Chiwenda	Head, Finance Department
8.	Mr. Moja Mapunda	Internal Auditor
9.	Mr. John Kajiba	Principal Information and Technology Expert
10.	Ms. Aldegunda Ngowi	Principal Accountant
11.	Mr. Patrick Kihenzile	Assistant Research Fellow
12.	Mr. John Shilinde	Research Fellow
13.	Mr. Richard Ngilangwa	Research Assistant
14.	Ms. Sylvia Shekilango	Research Assistant
15.	Ms. Hossana P. Mpango	Research Assistant
16.	Mr. Abel Lawrence Songole	Research Assistant
17.	Mr. Mussa Martine	Research Assistant
18.	Mr. Hafidhi Kabanda	Research Assistant
19.	Mr. Jires Tunguhole	Research Assistant
20.	Mr. Zakayo Zakaria	Research Assistant
21.	Mr.Yasser Manu	Administrative and Procurement Officer



S/N	NAME	DESIGNATION
22.	Mr. Senorine Libena	Senior Publication and Publicity Officer
23.	Mr. James Kasindi	Information Technology Expert (Systems Administrator)
24.	Mr. Joseph Ngonyani	Information Technology Expert (Database Administrator)
25.	Mr. Selemani Haji	Assistant Accountant
26.	Ms. Margareth Kasembe	USAID/IIE Project Director
27.	Ms. Goreth Kashasha	USAID/IIE Training Coordinator
28.	Ms. Jacqueline Mwijage	Personal Assistant to the Executive Director
29.	Ms. Doris Lyimo	Customer Relations Officer
30.	Mr. Theo Mtega	Office Assistant
31.	Mr. Peter Mhono	Driver
32.	Mr. Francis John	Driver
33.	Ms. Prisca Mghamba	Senior Office Attendant

### **List of Principal Research Associates and former Executive Directors of ESRF**

1. Prof Samwel Wangwe
2. Prof. Haidari Amani
3. Dr. H.Bohela Lunogelo







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