

ESRF News

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ESRF IN THE NEW MILLENIUM

ESRF Takes A Good, Critical Look At Itself

On 16 February 2000, ESRF held an internal evaluation workshop, whose purpose was to assess the performance of the Foundation since its establishment. During the opening remarks, the ESRF Executive Director Professor Samuel Wangwe traced the growth of the Foundation from its humble beginnings in 1993 to what it has become today. In doing so, he underscored three main issues: [i] the prospects and future of the institution is determined by consolidating past achievements. Thus the organisational structure of the Foundation was being reviewed with a view to transforming it so that it can cope with new challenges. ESRF also needs to separate the component of core research work from short-term commissioned studies, and to have a separate component for capacity building; [ii] in view of the above, the Foundation has been transformed from a project into a permanent institution, to ensure sustainability. Initially, the Foundation was created as a four-year project, thus sustainability was not certain.

Staff development, which had not received adequate attention given the then project status of ESRF, is now being considered seriously, as it is vital to developing institutional capacity to monitor the development of the economy. Quarterly Economic Review (QER) has also been developed along this line; and [iii] African Capacity Building Foundation (ACBF) has evaluated ESRF through a mid-term review process. The evaluation, which was done in 1997, was positive. However, three years down the road warrants a fresh look at how the Foundation was evolving. Performance appraisal would now be an important aspect of the Foundation because sustainability depends on performance. Everybody was therefore urged to participate fully (i.e. generating ideas, being innovative etc.) so as to contribute to the development of the Foundation.

At the end of the workshop, a team of four persons was selected to work on the deliberations of the workshop and come up with proposals on what should be the best way to address the burning issue that were raised during

the workshop. The team consisted of Mr Alex Mwinuka, ESRF Finance & Administrative Manager (Chairperson); Ms Margaret Manyanda, ESRF Assistant Capacity Building Co-ordinator; Mr Rob van der Werf, an MSc student from Eindhoven University of Technology in The Netherlands; and Ms Tonga-Margaret George, ESRF Publications & Publicity Manager.

The working team met twice in May 2000, discussed issues of concern that came up during the workshop and finally came up with proposals on human resource management and organisational effectiveness, the main areas on which staff raised concerns. In order to develop institutional performance/output indicators, the proposals were divided into two categories – those related to policy issues and those needing further action – and presented to Management for deliberation and/or implementation.

At Long Last ... ESRF Under One 'Roof'!

After months of waiting anxiously for the completion of the new wing of ESRF premises, a day finally arrived for staff to move from 47 to Plot # 51. On Monday, 03 April 2000, all members of staff who had been temporarily housed in the 'other' building 500 metres away packed their bags and re-located to proper ESRF office building situated at Plot # 51 Uporoto Street. For most of the staff, packing had started as soon as official word was sent out on Thursday, 30 March 2000 that staff at # 47 should vacate the building by the following Monday. It was a hectic weekend as well as a hectic Monday, but it was all done in a jovial mood.

Apart from being more spacious and more comfortable, the proximity of the two wings also makes it convenient for staff to carry out their day-to-day duties and other official interactions. Although the new wing is far from completion to the satisfaction of everyone, it is yet a very big & significant step towards making the Foundation self-reliant in physical infrastructure. The structure of the two-storey office block has been completed and offices in the ground & most of those in the first floors have been occupied. A few offices in the first floor and all offices in the second floor will be completed in the course of time, depending on availability of funds.

ESRF Commended

The African Capacity Building Foundation (ACBF) has commended ESRF for its work since its inception in 1994. ACBF a Harare based funding institution which funds ESRF upto 40% along with over 40% other institutes in Africa, is ESRF's primary funding institution and, having been satisfied with the latter's performance, expressed its continued support. "ESRF has in the last five years put itself on the map as a leading policy institution in Tanzania and internationally, and is making a significant contribution towards building indigenous capacity in policy analysis and development management in Tanzania...undoubtedly, ESRF has given ACBF reason to continue to support capacity building in the area of macro-economics management and policy analysis". This glowing tribute is contained in a recent issue (April-June 2000) of **ACBF Newsletter**.

We at ESRF feel gratified that our efforts are being recognised, and this commendation fuels our drive into even greater contribution to policy analysis, development management and capacity building.

Appointments / New Staff

In its determination to shifting emphasis towards capacity building, the Foundation appointed Dr Haji Semboja the first Capacity Building Co-ordinator with immediate effect. This decision was announced by the Executive Director on 06 June. The appointment is consistent with the Phase II work programme, which places emphasis on capacity building activities at the Foundation. The

appointment of Dr Semboja, therefore, gives the much-needed boost to this Unit and its challenging responsibility.

In another development and in conformity with the revised structure of the Foundation, the Management has created a separate unit that will be in-charge of co-ordinating and managing commissioned studies, other contract studies and consulting services. The Co-ordinator for this Unit is Mr John Ulanga, who was appointed by Management in the second week of June.

Effective June 2000, Professor Haidari Amani of the University of Dar es Salaam has been working with ESRF as a consultant on preparation of the Poverty Reduction Strategy Paper. In the meantime, the Management of ESRF is recommending him to the Board for a longer-term appointment.

On 15 February 2000, the Director of the Global Development Network (GDN), Lyn Squire, requested Professor Samuel Wangwe to be a member of the Network's High-Level Committee. Professor Wangwe obliged, thus joining a high-powered group of other five persons who had already been appointed to the Committee. The Committee was a result of donors' concern that GDN activities might crowd out existing activities. At meeting with donors in Bonn to launch GDN in December 1999, several speakers said they wanted to know more about what the international community was doing in terms of supplying the research community in the developing world with funding, training networking, and so on. The reason they asked this was because they did not want to duplicate activities. So it was decided to put up a high Level



Committee that would assess the supply side and report to the donors at the Tokyo meeting in December 2000. Other Committee members are Jo Ritzen, World Bank Vice President; Enric Banda, Secretary General of the European Science Foundation; Bob Solow, Professor at MIT; Heba Handoussa, Director, ERF; and Isher Ahluwalia, Director at ICRIER. The committee is being supported by the GDN secretariat, which helps with drafting; the material is being generated by three working groups — one on research funding, one on training, and one on networking.

Darlene K Mutalemwa joined ESRF as a Research Assistant on 22 February 2000. She is a holder of a BA (Honours) degree in Business Economics and MSc degree in Management from London School of Economics. Prior to her engagement at the Foundation, she worked as an Intern at the Economics Unit of UNDP, Tanzania.

VISITS

Student Attachments at ESRF

Year 2000 was ushered in with visits of two students from The Netherlands. Martyr Gladeumans, a graduate student from KUD (the Catholic University of Brabant in the Netherlands) arrived in Tanzania towards the end of 1999 and stayed until the early months of the new millennium. During his stay

in the country, Mr Gladeumans studied Tanzania's experience in privatisation process, taking TBL and TPL as case studies. Professor Samuel Wangwe, ESRF Executive Director, and Dr Haji H Semboja, ESRF Senior Research Fellow, provided Mr Gladeumans with 'on-site guidance' in Tanzania.

Rob van der Werf, a MSc student at the Eindhoven University of Technology in The Netherlands, arrived in Tanzania on 9 January 2000 for a six-month research, which would enable him to write and present his thesis as a final fulfilment for getting his second degree. The University of Eindhoven had requested that Rob be attached at ESRF for the duration of the research.

Rob, who was doing his MSc studies under the supervision of Professor Szirmai of Eindhoven University, also had Dr Haji H Semboja, ESRF Senior Research Fellow, as his supervisor in Tanzania. At the end of his research, Rob presented his findings at a two-hour workshop at the ESRF Conference Hall on Monday, 12 June 2000. Among the 26 invited guests were Mr Musabi Chacha from the Ministry of Science, Technology and Higher Education, who chaired the workshop; Professor Galabawa from the University of Dar Es Salaam; Mr S B Buberwa from Planning Commission; Ms Angella Rutakomozibwa from Tanzania Institute of Education; Mr Peter Mateso from VETA (Vocational Education and Training Authority) and, of course, ESRF staff, consultants and research assistants. Following the presentation, invited guests commented on the research findings. We hope that Rob will find them valuable and useful when writing the final report.

Others...

A researcher from Telemarksforsking-Bo, a research institution in Norway, Mr Knut Vareide paid a visit to ESRF during his two-month stay in Tanzania. Mr Vareide came to Tanzania with the intention of working on a specified project for "Tellus IT-system", a private Norwegian company that specialises in developing information systems for tourism, which are tailor-made for presentation on the Internet. While at ESRF, Mr Vareide conferred with Dr Semboja and visited the library, where he requested for relevant material for his work. The purpose was to research how tourism is organised in Tanzania and whether the IT system can be implemented in the country. In his opinion, Tanzania has a great potential in tourism, and he believes that the Tellus IT System could be helpful on both national and regional level. ESRF assisted Mr Vareide to meet with relevant officials in the Ministry of Natural Resources and Tourism, and the Tanzania Tourist Bureau.

During the first six months of the year, ESRF received more than 25 visitors from institutions & organisations outside Tanzania. These included officials from UNCRD Africa Office in Nairobi, Kenya; OECD/INRA in Paris, France; US GAO in Washington D.C; ILO Geneva; ICFTU AFRO Project in Nairobi, Kenya; UN/DESA in New York; Natural Resources Institute in Chatham, Kent, UK; ACBF in Harare, Zimbabwe; Special Representative to SADC at US Embassy in Gaborone, Botswana; DFID UK; Centre for Development Studies Thiruvananthapuram in Kerala, India; IDRC in Nairobi, Kenya; Ireland Aid in Kampala, Uganda; and Unit Trust of India.

PARTICIPATION IN EXTERNAL FORA

SEAPREN Launching Conference

ESRF took part in a launching conference for SEAPREN (Southern and Eastern African Policy Research Network) was launched in Cape Town, South Africa on 29 February 2000. The aim was to introduce the Network to key national and regional policy makers, donor agencies as well as other stakeholders so as to invite their contributions and solicit their support for the activities of the Network. The Network is made up of six policy research institutions based in East and Southern Africa, namely: Botswana Institute for Development Policy analysis (BIDPA) in Botswana; Development Policy Research Unit (DPRU) at the University of Cape Town in South Africa; Economic Policy Research Centre (EPRC) in Uganda; Economic and Social Research Foundation (ESRF); the Institute of Economic and Social Research (INESOR) in Zambia and the Namibian Economic Policy Research Unit (NEPRU) in Namibia.

At the launching conference, the background, the proposed structure of the Network and planned activities for the next 1-2 years were presented and discussed. These were:

- Research in following areas which were identified to be of concern for the region covered by the Network: Trade, Industry, Poverty and Governance
- Capacity Building
- Institute Management
- Information Technology in the Network

The deliberations indicated that the initiative to establish

SEAPREN was received favourably by both stakeholders and donors. The Conference was concluded by Heads of the Institutions signing a Memorandum of Understanding for the establishment of the Network. During a meeting prior to the launch, it was also agreed that BIDPA would be the co-ordinating institution for the Network.

The implications of this event on the activities of ESRF are that ESRF expects to: gain potential benefits of establishment of the Network; learn from each and exchange best practices with other member institutions and non-members; benefit from mutual learning in research as well as institute management; make optimal use of existing human resources through co-operation and joint research; and to enhance consulting activities using regional capacity for region-wide policy analysis.

ESRF was represented by Prof Samuel Wangwe and Ms Lorah Madete.

Participation in TAS and PRSP

ESRF participated in the formulation of TAS and PRSP, two government initiatives that aim at changing and improving the lives of Tanzanians. Tanzania Assistance Strategy (TAS) is neither a programme nor a project; TAS is about **a process of change** that aims at promoting partnership in designing and executing development programmes. It is also about good governance, transparency, accountability, and capacity building and effectiveness of aid. Therefore TAS is a Tanzanian attempt

to gradually consolidate and deepen ongoing initiatives overtime to overcome remaining problems in delivering development assistance by establishing and implementing a coherent national development framework (a blue print) for co-ordinating and managing external resources. As one of the architects of TAS, ESRF collaborated with REPOA in the co-ordination of these policy processes.

TAS is in some respects an input to PRSP (Poverty Reduction Strategy Paper), in which ESRF is also involved as one of the two Co-ordinators. The aim of PRSP a successor of PFP is to prepare a policy framework for the reduction of poverty in Tanzania. It brings together, in a coherent framework, all of Government of Tanzania's programmes aimed at poverty reduction. It therefore provides an opportunity to adopt a more systematic approach to addressing and monitoring the impact of Tanzania's fight against poverty.



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