



THE UNIVERSITY OF ZAMBIA
INSTITUTE OF ECONOMIC AND SOCIAL RESEARCH (INESOR)

2016 ANNUAL REPORT



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Acronyms

| | | |
|-------------|---|--|
| ACC | - | Anti- Corruption Commission |
| ALRN | - | African Labour Research Network |
| CBU | - | Copperbelt University |
| CTPD | - | Center for Trade Policy and Development |
| DRGS | - | Directorate of Research and Graduate Studies |
| ECRDC | - | Elizabeth Colson Research and Documentation Centre |
| GDP | - | Gross Domestic Product |
| GRP | - | Governance Research Programme |
| FK/BEEP | - | Fredskorpset Business Exchange Programme |
| FISP | - | Farmer Input Support Programme |
| FNDP | - | Fifth National Development Plan |
| FRA | - | Food Reserve Agency |
| FSDP | - | Financial Sector Development Plan |
| HSS | - | School of Humanities and Social Securities |
| ICT | - | Information Communication Technologies |
| IAEN | - | International Aids Economic Network |
| IO | - | Information Officer |
| INESOR | - | Institute of Economic and Social Research |
| MDGs | - | Millennium Development Goals |
| MDRI | - | Multilateral Debt Relief Initiative |
| MLSS | - | Ministry of Labour and Social Security |
| MMD | - | Movement for Multi- Party Development |
| MOFNP | - | Ministry of Finance and National Planning |
| MOTA | - | Ministry of Tourism and Arts |
| NCC | - | National Constitutional Commission |
| NCD | - | Non Communicable Diseases |
| NHSP | - | National Health Strategic Plan |
| NTNU | - | Norwegian University of Science and Technology |
| NWO WOTRO - | - | Netherlands Scientific Organisation |
| PhD | - | Doctor of Philosophy |
| RAICN | - | Realigning Agriculture to improve Child Nutrition |
| SILC | - | Savings and Internal Lending Communities |

| | | |
|--------|---|--|
| SNDP | - | Sixth National Development Plan |
| TB | - | Tuberculosis |
| UNICEF | - | United Nations International Children’s Emergency Fund |
| USAID | - | United States Agency for International Development |
| WHO | - | World Health Organisation |
| UNZA | - | University of Zambia |
| ZOCS | - | Zambia Open Community Schools |

1.0 Introduction

1.1 Brief Description of the School/unit

The Institute of Economic and Social Research (INESOR) is the Social Science research wing of the University of Zambia. Currently, INESOR is organized around six research programmes:

- Agricultural and Rural Development Research Programme (ADRP)
- Economic and Business Research Programme (EBRP)
- Governance Research Programme (GRP)
- Health Promotion Research Programme (HPRP)
- Socio-Cultural Research Programme (SCRP)
- Urban Development Research Programme (UDRP)

These programs are designed to encompass and promote interdisciplinary scholarly and development research in Zambia. The Institute has a strong multi-disciplinary team of 15 full-time Research Fellows with a minimum qualification of a Master's Degree and a team of 14 experienced support staff. The Director is the administrative and academic head of the Institute and is supported by a team of administrative staff.

INESOR is autonomous in its research operations and maintains its own accounts and is responsible for financing its daily operations. The Institute's core functions are research, teaching and student supervision, training, consultancy, community and public service. The Institute provides research and related services to the government of Zambia, the private sector, international development agencies and a whole range of bilateral and multilateral development agencies working in Zambia and the rest of the World. In terms of research infrastructure, INESOR has a fully functional Documentation and Information Centre called the Elizabeth Colson Research and Documentation Centre (ECRDC), an Information Office (IO) and Training Centre which is fully serviced with high speed Wi-Fi connectivity.

1.2 Highlights of 2016

The Institute was involved in a number of activities during the year 2016. The Institute in collaboration with various partners initiated some new projects. Notable among these are:

- 1.2.1 **Integrated Maternal New Born and Child Health Project** in collaboration with World Vision, **Thrive Project** in collaboration with World Vision, **Refugees Study** in collaboration with United Nations High Commission for Refugees (UNHCR), Gender Communication Strategy in

collaboration with Ministry of Gender, **National Gender Perception Survey** in collaboration with United Nations Development Programme, HIV resource allocation and the Hidden cost of Antiretroviral Therapy (ART) Studies in collaboration with IAEN among others.

- 1.2.2 The Institute also experienced some staff changes. For instance, Dr. Jolly Kamwanga who was Serving as Senior Research Fellow in the Economic and Business Research Programme was elected to serve as Director following Prof. Mubiana Macwan'gi' successful completion of two consecutive terms of office. Similarly, Urban Development Research Programme Coordinator Dr. Joseph Simbaya was appointed to serve as Assistant Director replacing Mr. Parkie Mbozi.
- 1.2.3 On a different note, Mr. Kelvin Mulungu who was serving as Research Fellow in the Agricultural and Rural Development Programme resigned from his position to pursue further studies.
- 1.2.4 Three (3) Research Fellows begun to read for their Doctor of Philosophy (PhD) studies, bringing the total number of academic staff currently pursuing their studies to five (5).

2.0 School /Unit Governance

2.1 Structure (Operation Framework)

The Institute of Economic and Social Research is headed by the Director who is elected by academic members of staff for a three-year term of office and may serve for two terms. The Director runs the Institute with the help of the Assistant Director who assists the Director with administrative planning, management and coordination of research projects. Each research programme is headed by a coordinator. The Research Programme Coordinators are responsible for planning, managing and coordinating research projects of the Institute's six designated research programmes on behalf of management.

2.2 Departments and their functions

The Institute conducts its activities through its Six Research Programmes. The six research programmes are complimented by the Financing and Administration Units. The INESOR Administrative structure is lean and simple, marked by a participatory and transparent management style, which allows for easy coordination of research activities and smooth flow of information.

In terms of organization, the Administration Office is made up of the Office of the Assistant Registrar, Senior Administrative Office, Purchasing Office, Stores Office, Information Technology Office, Finance office, Information and Documentation Office. The role of Administration Office is to ensure that the operations of the Institute run smoothly. It coordinates with other support offices to facilitate smooth running of research and teaching activities.

The Institute works through a multidisciplinary research team of six research programmes namely Agriculture and Rural Development, Economic and Business Research, Governance, Health Promotions Research, Social Cultural and Urban Development Research Programmes. These programmes differ in terms of focus as outlined below:

2.2.1 Agriculture and Rural Development Research Programme

The growth of the agricultural sector has always been considered important for attainment of Zambia's long term growth vision. For instance, the Fifth National Development Plan (FNDP) positioned the agricultural sector as one of the driving engines for the anticipated economic growth required to reduce poverty; while the Sixth and Seventh National Development Plans (SNDP) identify the sector as a priority sector in achieving sustainable economic growth and poverty reduction. This is because the country is relatively well-endowed with natural resources such as land, water and fertile soils that support agricultural activities. In addition, the majority of the country's population is rural-based, while over 80 percent of the rural population depends on agricultural-related activities for their livelihood.

Despite the immense potential, the agricultural sector's contribution to Gross Domestic Product (GDP) has averaged 18 percent since the 1990s. Real growth rates in the sub-sectors have significantly fluctuated in the past four decades mainly due to high dependence on rain-fed production, low investment in the sector and failure to strategically position the sector in line with its comparative advantage. Consequently, smallholder farmers are faced with challenges of low production and productivity that are exacerbated by climate change (manifesting in the form of prolonged dry periods and increased temperatures during the farming seasons); inadequate extension services; high cost/lack of financing; dysfunctional commodity value chains; inadequate infrastructure; livestock diseases; overfishing and poorly functioning agricultural markets. Furthermore, the competitiveness of the sector has been adversely affected by poor road network, inadequate storage and limited access to electricity. As a result, the prevalence of poverty among those depending on agriculture is high (over 78 percent) while food insecurity also has remained unacceptably high (about 50%).

Priority Areas

In line with the identified challenges in the sector, the research focus for the ARDP will concentrate on the following research areas that are of direct benefit to the sector and small-scale farmers in particular:

- i. Agricultural Commodity Value Chains and Smallholder Market Access

- ii. Poverty and Agricultural Policy
- iii. The role of private/public partnerships in enhancing agricultural productivity
- iv. Rural finance and rural livelihoods
- v. Drought power and agricultural productivity
- vi. Agricultural diversification
- vii. Capacity building of individuals and institutions in the sector
- viii. Climate change and management

2.2.2 Economic and Business Research Programme

Zambia has registered real growth of GDP above 5 percent per annum over the last decade with annual inflation dipping to single digit figures. Lending rates have stood at over 20 percent on average while the exchange rates have depreciated against a backdrop of strengthening external sector position, thereby putting pressure for real appreciation of the rate and potential for the economic development of natural resources marked by a decline in the manufacturing sector (or agriculture) commonly referred to as Dutch disease problem. According to the 2012 Economic Report, economic growth was expected to be higher for the coming years, propelled by the agriculture, mining, manufacturing and construction sectors. Macroeconomic stability is also expected to be maintained, having received substantial debt relief from the Multilateral Debt Relief Initiative (MDRI). The authorities aim to maintain debt sustainability. Financial intermediation is expected to increase, especially with the implementation of Financial Sector Development Plan (FSDP), improved public expenditure management and financial accountability to enhance public services delivery.

Despite these positive developments, the major challenges facing the country are wealth creation, poverty reduction for the Zambian people and formal sector employment creation. Although Zambia has conducted six country wide surveys on living conditions of citizens, the results are not comparable across the surveys due to different methodological procedures used. The 2006 survey put aggregate poverty levels for the country at 64 percent with a spread of 80 percent for rural and 34 percent for urban areas. Formal sector employment was recorded at 495,784 in 2005, representing about 10 percent of the labour force.

The EBRP tackles many of these key economic issues facing Zambia in respect of economic development and macroeconomic policy analysis. Specifically, the programme focuses on pro-poor policies; macroeconomic analysis, labour and employment; entrepreneurship and private sector development;

linkages between foreign and small and medium scale enterprises; and competitiveness of different sectors of the economy. The programme also undertakes capacity building for policy and programming through short courses in monitoring and evaluation, research methodology, data analysis and public policy analysis.

Priority Areas

In the next five years the EBRP will primarily focus on the following areas for research:

- i. Macroeconomic policy
- ii. Business and financial market environment
- iii. Employment and job creation patterns
- iv. Human Development Indicators
- v. Improved policy and programme design, implementation and review

2.2.3 Governance Research Programme

The Governance Research Programme (GRP) was established in the wake of the transition from One-Party System to Multiparty System of government and the democratisation process after 1991. As part of the transition, the new Movement for Multiparty Politics Government developed a policy on good governance and undertook a number of policy initiatives and activities in the areas of Constitutionalism, Human Rights, Transparency and Accountability as well as the administration of Justice and Democratisation. The transition also saw the introduction of multi-party elections which in turn necessitated a new electoral policy and institutional reforms as well as citizen participation and representation.

The research programme partly took its mandate from and was influenced by the Fifth National Development Plan (FNDP), which articulated a government vision of the Governance Sector of totally adhering to the principles of good governance by year 2030. The Governance Research Program has sought to enhance and monitor this process and efforts in the struggle to realise this vision. One of the key areas of concern is the constitution making process which Zambia has been undertaking for nearly a decade. After the Mung'omba Commission that was established to seek stakeholder and citizen's views on the make up and form of a new post one-party state constitution, the National Constitutional Conference (NCC) was finally established through the National Constitutional Conference Act No. 19 of 2007 to develop and adopt a new *Zambian Constitution*. The establishment of the NCC sparked off

considerable controversy among stakeholders. (The key issues sparking the controversy centred around issues that needed to be reflected in the constitution, given the presidential and ruling party's perceived hesitations on some of these issues). There were concerns in some circles that key elements of the provisions of the Mung'omba Draft Constitution were in the process of being manipulated or marginalized such as the referendum as the mode of adoption of the constitution.

Another issue of concern was representation in the NCC which some stakeholders felt lacked full transparency. Some of the stakeholders thus, boycotted participation in the NCC. After spending over 200 million Kwacha (about US\$40 million), the NCC draft constitution failed to pass in parliament in 2008 as it could not get a two thirds majority vote of Parliamentarians. The opposition rejected it for failing to incorporate key elements such as the running mate, 50 plus 1 and the Human Rights Charter, among others. The circumstances surrounding the failure of this constitutional bill still require detailed study and exploration.

Zambia was expected to hold the 2011 Tripartite Elections in 2011 under a new Constitution but this failed to happen and the country went to the polls under the old constitution based on the 'first past the post.' There were considerable misgivings about the intentions of government and even its sincerity in holding free and fair democratic elections was questioned. The Movement for Multiparty Democracy (MMD) lost the elections in 2011 and the new government led by the Patriotic Front of Michael Sata embarked on a new constitution making process. Using the drafts of the previous process, a Constitutional Review Committee of 20 people was set up in 2012. It began consultations with stakeholders and groups of citizens country-wide without a clear road map and budget. Within 10 months of its operations it had gobbled close to 200 million Kwacha (equivalent to MMD's one year long NCC). The draft is in the process of presentation to the president and it remains unclear what process will unfold after that. Thus, the Governance Research Programme has a monumental task of not only following up on the constitutional making process, but also in disentangling the parameters in order to make understandable why the process has historically been unwieldy and generally unsatisfactory.

Priority Areas

In the next five years, the GRP will primarily focus on the following areas for research:

- i. Assess the role of women in the liberation struggle in Southern Africa
- ii. Constitution making in Zambia

- iii. Effectiveness and efficiency of governance oversight institutions
- iv. Election processes and management
- v. Decentralisation policy and implementation process
- vi. Functions and authority of traditional leadership under the dual legal system
- vii. Opinion polls on topical issues in governance, democracy and national development

2.2.4 Health Promotion Research Programme

Since 1992, the Government of the Republic of Zambia has been implementing major health reforms. The main purpose of the health reforms has been to increase efficiency and effectiveness in the provision of health services with the chief outcome of interest being the improvement of the health status of Zambians. During the course of implementing health reforms, the Ministry of Health has implemented five sector strategic plans covering the periods 1995-1998; 1998-2000; 2001-2005, 2006-2010 and 2011 to 2015. Like the previous strategic plan (2011-2015), the current National Health Strategic Plan (2017-2021) is aligned to the overall National Policy Framework (the Vision 2030) as well as the Revised Seventh National Development Plan (2016-2021).

The Vision of the reforms has been to: *“...provide the people of Zambia with equity of access to cost-effective, quality healthcare as close to the family as possible....”* The health reforms, however, have been characterized by a number of challenges including (i) a huge disease burden due to both communicable and non-communicable diseases; (ii) insufficient and declining domestic financial resources; (ii) donor dependency; (iii) Human Resources for Health crisis; and (iv) a poor governance record. The National Health Strategic Plan (NHSP) 2011-2015 outlines an ambitious course to streamline the process of health service delivery through prioritization and the implementation of high impact interventions. This is as a result of inadequate resources and capacities to deliver all the interventions.

In the recent past the Zambian government has gone further to shift Maternal and Child health to the Ministry of Community Development, Mother and Child Health in line with the vision of the health reforms. However, this is not the first attempt by the government; earlier the decentralization process implemented in the health sector between 1992 and 2006 was premised on providing Zambians with equity of access to cost-effective, quality health care as close to the family as possible” (MoH, 1992). Its aim was to decentralize health service delivery, based on the primary health care approach (MoH, 1992). Community structures were established, including Health Centres) in 1993 (Danish Ministry of Foreign

Affairs 1994), which increased the disbursement of funds to districts, enabling them to fund health services that addressed district priorities (MoH, 2009).

The NHSP of 2016-2021 focuses on achieving the national health priorities, which will include: (i) improving resource mobilization and allocation; (ii) resolving the Human Resources for Health crisis; (iii) Infrastructure Development; (iv) Essential Drugs and medical Supplies; and (v) addressing national public health priorities including the MDGs. Despite this ambition, it is important to recognize that the NHSP 2011-2015 is being implemented at a time characterized by significant changes and challenges such as donor fatigue.

The Health Promotion Research programme seeks to address some of these challenges being faced in the health sector by undertaking research that will help strengthen health systems and policy (encouraging the uptake of health research and evidence based policy making to specifically deliver and manage policy in the health sector); research that will contribute towards the acceleration of the health related MGDs; research that will help to strengthen linkages between the health facilities and the community; Seek to conduct research activities on environmental issues, Non-Communicable Diseases (NCDs), Communicable diseases (Malaria, TB, HIV/AIDS) and behavioural sciences; and conduct research that will provide insights on how the Zambian Government can improve Health Care Financing, particularly budgetary allocation and execution.

Priority Areas

In the next five years the HPRP will primarily focus on the following areas for research:

- i. Child and maternal health.
- ii. Infectious diseases of major public health significance in Zambia, such a HIV and AIDS, malaria and TB
- iii. Non communicable diseases such as cancer
- iv. Health policy and health delivery systems
- v. Behaviours change communication.
- vi. Gender and health

2.2.5 Socio-cultural Research Programme

Zambia's population was reported to be at 13.3 million in 2010 and is projected to increase to 15.5 million by 2015, based on the annual growth rate of 2.4 percent. At this growth rate, the population is

expected to double by 2030. In 2016, Zambia had a population of 16.2 million. A majority (46.0%) of the population is under the age of 15 and is highly dependent.

A highly dependent population poses a great socio-economic burden on the family and the nation as a whole. Mitigation of this burden will largely depend on measures put in place to promote sustainable development which puts into consideration social and cultural factors. Social and cultural factors cut across all aspects of national development including economics, health, communication, education, gender, child development, etc. The 5th National Development Plan defines culture specifically as — the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a social group. It includes not only the arts and letters, but also modes of life, the fundamental rights of the human being, value systems and traditional beliefs.

Social and cultural phenomena such as: gender based violence, incest, ethnocentrism; tribalism; organized crime, anomy, street children as well as the impact of Information and Communication Technologies have generally not been given enough attention in shaping national development policies. To address this gap, the Socio-cultural Research Programme intends to generate evidence based information through research to guide national development policies.

Priority Areas

During the period 2013 to 2017, the Socio-cultural Research Programme, mandated by the University of Zambia Senate and guided by the Sixth National Development Plan carries out short and long term studies focusing on the following areas:

- i. Communication, Information Communication Technologies for development, in response to various development processes currently under way;
- ii. Utilization of indigenous knowledge, with respect to food processing, preservation and storage, in response to the nation's current efforts aimed at food sufficiency and food security;
- iii. Contributing to the enhancement and/or promotion of the tourist industry with regard to, in particular, tourism promotion and marketing, tourism product development, tourism sector capacity building and the promotion of cultural and creative industries;
- iv. Contributing to the evolution of a comprehensive language policy and practice for Zambia;

- v. Contributing to the preservation and promotion of Zambia's intangible socio-cultural heritage with special reference to changing family patterns as well as social and cultural traditions and trends in general; and,
- vi. Analysis of rights and equity in respect of minority, marginalised and vulnerable groups (children, women, disabled, etc).

2.2.6 Urban Development Research Programme

The Urban Development Research Program (UDRP) focuses on urban development issues and challenges. The main areas of focus are: Urban population dynamics and migration; urban livelihoods and poverty; Urban governance and decentralization; Access to land; and urban infrastructure with particular focus on urban planning; housing; water supply and sanitation, drainage and flooding, roads and transport services; education and health. It is also concerned with issues of local economic development and public health.

The Zambian urban scenario is characterized by rapid urban population growth with inadequate essential infrastructure and services, and high levels of unemployment and high levels of poverty. To address this situation calls for concerted research effort and reform of urban governance, planning and management systems. The research efforts are however, hampered by inadequate funding and human resources capacity. Research in the areas of urban development will generate questions and identify gaps that will require action. The urban governance, planning and management are perhaps the biggest areas that require attention. The various studies have shown that there are serious deficits in housing, water and sanitation against rapid population growth and increasing urban poverty. The sanitation situation is also worrying, because only 33% of urban households having access to safe sanitation. In the Peri-Urban areas, where 50 to 70 percent of the urban population lives, only 44 percent of the population have access to safe water supply, and less than 20 percent have access to satisfactory sanitation facilities.

A good living environment is an important pre-requisite to national economic development and human well being, therefore good housing is a basic social need and human right after food and clothing. Inadequacy in the provision of housing, has negative impacts on welfare and dignity, the environment, and economic performance. Zambia has had critical shortages of housing since independence, worsened by the ever increasing rural-urban migration. This has been the result of the historically unequal / biased pattern of development between rural and urban areas. The situation was compounded by the lack of a comprehensive housing policy to guide the provision of housing up until 1996. Access to land for

development is another challenge to urban development this is mainly due to the inappropriate land tenure system characterised by centralised procedures and administrative hurdles.

Priority Areas

Given the above situational analysis in the context of urban development, the following are the priority areas identified for the UDRP during the 2013 -2017 period:

- i. Migration and urban population dynamics, policy and planning
- ii. Urbanisation, planning and housing in Zambia
- iii. Health and environmental management and considerations
- iv. Water and sanitation
- v. Urban poverty, governance and decentralization

In all the above focus areas, cross-cutting issues of HIV/AIDS, Climate Change and Gender are mainstreamed.

2.3 Committees and Their Functions

INESOR works through various standing and adhoc committees. Below are some of the committees through which the Institute works:

2.3.1 INESOR Research Advisory Committee

The Committee is an advisory body of the Institute of Economic and Social Research on research activities. It gives advice and recommendations to INESOR research programs on research areas.

2.3.2 INESOR Board of Research Programmes

The Board is answerable to the University of Zambia Senate, the highest Academic decision-making body of the University. The Board of Research Programmes performs the following functions:

- (a) Consider and co-ordinate research proposals submitted to it from INESOR Researchers and Affiliates.
- (b) Refer accepted research proposals to the Senate Research and Grants Committee for approval;
- (c) Coordinate with other Academic units of the University of Zambia in order to avoid overlap in research activities;

- (d) Consider ways of responding to the concerns referred to it by the Institute's Research Advisory Committee;
- (e) Consider applications by scholars for affiliation to the Institute and advise the appointments Committee of Council on such applications;
- (f) Advise the Senate on matters of policy related to the short and long term development of the Institute with particular reference to its research programmes;
- (g) Consider such matters relating to the planning and administration of research at the Institute as shall be referred to it by the Senate or the Vice-Chancellor.

2.3.3 INESOR Management Committee

The INESOR Management Committee is responsible for day to day administrative work and decision making for smooth running of the Institute and welfare of staff.

2.3.4 INESOR Consultancy Committee

This committee is responsible for planning and offering consultancy services in line with the University of Zambia Consultancy regulations and to act as window for clients to the services and expertise available in the Institute.

2.3.5 INESOR Finance Committee

The INESOR Finance Committee is responsible for considering all financial issues including budgeting.

2.3.6 INESOR Administrative Committee

Administrative Committee ensure weekly planning and implementation of all administrative and day-to-day activities at INESOR.

2.3.7 INESOR Human Resources Establishment, Appointment and Promotion Committee Academic

The Human Resources Establishment, Appointment and Promotion committee is responsible for considering applications for promotion, renewal of employment contracts and confirmation of appointment of all Academic members of staff.

2.3.8 INESOR HR establishment, Appointment and Promotion Committee (Non Academic)

Human Resources Establishment, Appointment and Promotion committee is responsible for considering applications for promotion, renewal of employment contracts and confirmation of appointment of all the two categories of staff; middle management and unionized staff.

2.3.9 INESOR Adhoc Committees

The Institute also works through a number of Adhoc Committees such as Social Committee, ICT Committee and Restoration Committee.

2.4 Policies and Procedures/Work Manuals

In order to enhance INESOR processes, the Institute reviewed some policies and work procedure in line with what is acceptable at main campus. The following are some of the policies and procedure that guided the operations of the Institute:

2.4.1 Procedures and conditions for hire of INESOR Motor Vehicles

These conditions were devised in order to provide rules and guidelines in the hire of INESOR Motor Vehicles.

2.4.2 Financial Regulations

These regulations which are devised from the University of Zambia Financial regulations act as a guide for regulating all financial matters of the Institute.

2.4.3 Research and Consultancy Policy

All Research and Consultancy activities of the Institute are guided by the Research and Consultancy Regulations of the University of Zambia Research and Consultancy Policy.

3.0 School/ Unit Management

3.1 Financial Overview

Below is the Statement of Comprehensive Income as at 31 December, 2016.

Table 1: Statement of Comprehensive Income

| STATEMENT OF COMPREHENSIVE INCOME | | | | | |
|--|---------------------|---------------------|--------------------|---------------------|--------------------|
| Name | Year to-date | | | 2016 Annual | Actual |
| | Actual | Budget | Variance | Budget | 2015 |
| Revenue | K'000 | K'000 | K'000 | K'000 | K'000 |
| Other student fees | - | - | - | | 16,891 |
| Project Management Fees | 1,023,583 | 1,328,256 | 304,673 | 1,328,256 | 1,055,859 |
| Other Income | 190,535 | 672,600 | 482,065 | 672,600 | 185,457 |
| Total Income | 1,214,119 | 2,000,856 | 786,737 | 2,000,856 | 1,258,206 |
| Administration Expenses | | | | | |
| Academic staff costs | 8,655,762 | 11,608,003 | 2,952,241 | 11,608,003 | 5,141,113 |
| Non-academic Staff costs | 2,845,291 | 4,274,442 | 1,429,151 | 4,274,442 | 2,093,023 |
| Infrastructure & maintenance | 458,619 | 469,800 | 11,181 | 469,800 | 188,975 |
| Depreciation | 362,487 | 467,767 | 105,280 | 467,767 | 167,778 |
| Administration Support Activities | 313,420 | 1,021,769 | 708,349 | 1,021,769 | 583,728 |
| Total Administration Expenses | 12,635,579 | 17,841,781 | 5,206,202 | 17,841,781 | 8,174,617 |
| (Deficit) | (11,421,460) | (15,840,925) | (4,419,465) | (15,840,925) | (6,916,411) |

3.2 Human Resource

3.2.1 Staff Strength (Establishment)

As at December 31, 2016, INESOR had a total of 33 members of staff out of an establishment of 51. Out of 33 employees, 17 were the academic staff, with a short fall of 15 staff; while 16 were for support staff, with a shortfall of 3 staff. Academic members of staff included 2 Research Professors, 2 Senior Research Fellows and 13 Research Fellows. Further, the support staff comprised 6 Professional Administrative and Technical Staff and 10 Other Staff.

Table 2: Staffing Levels

| Research Program/Section | Approved | Existing as of December 31 st , 2016 | Shortfall/ Surplus |
|--------------------------------------|-----------|--|-----------------------|
| Directorate | 2 | 2 | 0 |
| Agriculture and Rural Development | 5 | 1 | -4 |
| Economic and Business | 5 | 3 (Dr. J. Kamwanga -Director) | -2 |
| Governance | 5 | 3 | -2 |
| Health Promotions | 5 | 3 | -2 |
| Socio-cultural | 5 | 3 | -2 |
| Urban Development | 5 | 2 (Dr. J. Simbaya-A/Director) | -3 |
| Administration | 19 | 16 | -3 |
| Total | 51 | 33 | -18 |

3.2.2 Staff Training and Development

In its pursuit to enhance quality service delivery and staff development, the Institute continued with human resource capacity building. During the period under review, one (1) Academic staff Dr. Joseph Simbaya, Research Fellow II, completed his PhD studies in Medical Anthropology at the University of Amsterdam in the Netherlands.

Further, during the same year, five (5) Academic Members of Staff were pursuing their respective PhD programmes. Of these, two (2) were scheduled to complete in 2017 while the remaining three (3) had just begun their studies, as shown in the table below:

Table 3: Staff Development Programme - INESOR

| Name | Field of Study Institution | Institution | Expected Year of Completion |
|--------------------|---|---|------------------------------------|
| Grayson Koyi | Doctor of Philosophy in Business Administration | Copper Belt University (CBU) | August, 2017 |
| Richard Bwalya | Doctor of Philosophy under Commonwealth Split Programme | Reading University in the UK | December, 2017 |
| Nalukui Milapo | Doctor of Philosophy in Politics | Shandong University in China | July, 2020 |
| Chishimba Mulambia | Doctor of Philosophy in Politics | University of Sheffield in the UK | October, 2019 |
| Parkie Mbozi | Doctor of Philosophy in Culture Communication and Media Studies on a Sandwich Programme | Kwa Zulu Natal University, South Africa | July, 2019 |

3.2.3 Staff Promotions

During the period under review, Dr. Jolly Kamwanga who was serving as Senior Research Fellow took up the Directorship of the Institute after Professor Mubiana Macwan'gi completed two (2) consecutive terms. Further, Dr. Joseph Simbaya (Research Fellow II) was appointed as Assistant Director following the resignation of Mr. Parkie Mbozi.

3.2.4 Staff Capacity Building

The Institute had held a number of workshops in 2016 to enhance the staff capacity building, especially in the area of research through various presentations on topical issues from different academic staff within the Institute and other key personnel within and outside UNZA. Further, the Institute management had

also engaged every category of staff (Academic; Professional Administrative and Technical Staff and; Other Staff) by holding particular meetings at different intervals to provide an enabling environment for every staff to bring out their views on the operations of the Institute and point out on areas which could be improved on and how.

3.3 ICTs

3.3.1 Use of ICT

The Institute maintained good internet connectivity most of the year and this greatly contributed to the smooth running of the institution. However, to ensure continued internet connectivity whenever there are power outages at the of Distance Education (IDE), the Optic Fiber Cable was rerouted from IDE to UNZA Main campus and an access point called INESOR SC installed. This means that we would not depend on IDE for internet access and therefore our internet connection would not be disrupted whenever there were power outages at IDE.

3.4 Library and Information Services

The following are the activities that the Elizabeth Colson Research and Documentation Centre during the period under discussion:

- Six (6) students from UNZA studying for their Library and Information Studies Degree and three (3) from the Evelyn Hone College studying for their Diploma in the same field were hosted at the Documentation Centre as partial fulfilment of their study programme.
- The Institute was part of the various schools and units that exhibited at the 2016 International Trade Fair as well as the 2016 Agricultural and Commercial Show where UNZA scooped first prize in its category at both exhibitions.
- User statistics of the Documentation Centre remained at 9 -10 visitors per day in 2016.
- Routine works of the library such as shelving and shelf reading, cataloguing and classification, e.t.c. also continued. A total of 450 manuscripts and articles were added to the collection thereby increasing the variety of information materials available for use by our clients.

3.5 Strategic Partnership

Promoting partnerships is one of the strategic objectives of the UNZA current Strategic Plan (UNZA, 2013-2017). Guided by this objective, INESOR collaborates with various national, regional and global institutions. The partnerships serve different purposes, technical, financial and knowledge base sharing and building.

The Institute acknowledges the need for concerted efforts in addressing some of the challenges that society continues to grapple with. In this vein, the Institute continues to identify institutions that it can create synergies with. Currently, the Institute has maintaining the following partnerships:

3.5.2 Kyoto University

The Urban Development Research Programme (UDRP) is also managing an on-going academic exchange and research cooperation between INESOR and Kyoto University of Japan which is expected to run up to 2016. This cooperation is funded by the Japanese Government. The overall objective of this programme is to foster academic cooperation and exchange between INESOR, Graduate School of Asia and African Studies (ASAFAS) and Centre for African Area Studies (CAAS) of Kyoto University. Under these arrangements, there has been exchange of scientific materials, publications and information; exchange of research members; and joint research and research meetings/symposia.

3.5.3 Ministry of Finance and National Planning

Under this partnership, INESOR through its Capacity Building for Policy and Programming Project (POLYGRAM) coordinated by the Economic and Business Research Programme (EBRP), has been collaborating with the Ministry in order to build capacities of professionals by offering short training courses in various fields. The purpose of this partnership is to bridge the gap between industry and academia by developing an integrated approach to ensure that policy makers and industry expectations are met without any compromise on the academic aspirations of the Institute. These trainings are aimed at raising the capacities of Researchers, Policy Makers and Program Managers to engage more effectively and achieve evidence based policy and program decision-making. As a result of this engagement, the Institute has been recognized as a National Centre for Capacity Development in Monitoring and Evaluation for the Government of Zambia.

4.0 Academic Matters

a) Teaching and learning

In addition to undertaking research, INESOR staff also participated in teaching, supervision and examination of students in various departments across the university as required by central administration. Some of the courses that were taught include:

- Forced Migration (SS911)
- Gender Studies (GDS 5312)
- Veterinary Public Health (VMD 6800)
- Environmental Microbiology (BIO 4321)
- Reproductive Health (DE 915)
- Gender and Health (GDS (512)
- Urban Sociology (SC310)
- Statistics: Techniques and Methodology for Economics (ECN 2331)
- Micro Economics Theory for Policy (EPM 5111)
- Public Sector Economics (EPM 5155)
- Zambian Cultures and Ceremonies (ZCC 2000)
- Strategic Communication for Health and Development (ZCS 9070)
- Research Methodology in Development Studies (DEV 5000)

The following Academic Members of Staff at the Institute were also actively involved in the supervision of the following local and International Post Graduate students:

- Dr. Mutumba Bull supervised a PhD student. PhD Thesis - Welfare State and Nation Building: Social cash Transfer (Pilot) Program in Zambia, Free University of Berlin.
- Dr. Mutumba Bull supervised Masters Student (MSC in International Relations: The Puzzle of State Sovereignty – Discourses and Contestations. Zambia’s Territorial Integrity in Question. Norwegian University of Life Sciences).
- Dr. Choolwe Beyani supervised four (4) Masters Students in the Social Development Studies Department in the School of Humanities and Social Sciences (HSS) at UNZA.
- Dr. Sydney Malama supervised two (2) Masters Students from the Veterinary and Medicine Schools and a PhD student in the School of Medicine.
- Ms. Gertrude Ngenda supervised a Master of Science student from the Moi University.

b) Research and Innovations

In line with its mission, vision, values and goals, the Institute conducted the following research projects, in collaboration with local and international partners:

Table 4: Research Projects with Local and International Partners

| Title of Research Project | Description of Project | Partner/ Funder | Start and Finish Date |
|---|--|--|-----------------------------|
| Mineral Sector Legislation, Fiscal Regime and Worker' Voice | To analyse Zambia's mining sector legal framework and fiscal regime to understand how it is promoting or impending beneficiation of the natural resource (i.e. copper) for Zambia's development. | African Labour Research Network (ALRN) | December 2015 - March 2016 |
| Trade Union Effectiveness in Meeting Workers' Expectations in the Public Sector in Zambia | The main purpose of the study was to contribute to existing knowledge about the effectiveness of trade unions in meeting workers' expectations in Zambia. | UNZA/INESOR – PhD Research | August 2013 - August 2016 |
| Executive Opinion Survey | The Executive Opinion Survey is a major component of the Global Competitiveness Report produced by the World Economic Forum. The globally conducted Executive Opinion Study presents an annual measure of a nation's economic environment and its ability to achieve sustained growth. | World Economic Forum | January - June 2016 |
| Management Quality, Productivity and Profitability in Zambian Manufacturing Firms. | The purpose was to measure relationship between quality management practices productivity and profitability in Zambian manufacturing. | International Growth Centre/London School of Economics and Political Science | July 2015 - June 2016 |
| Study on Options for Reducing Corruption in Procurement in the Construction Sector: The Case of | The purpose of this study is to identify options of reducing Corruption in procurement in the Construction sector in Zambia | British Academy, British Government | January 2016- December 2017 |

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| Zambia. | | | |
| Revised Sixth National Development Plan (SNDP) Annual Progress Report | This was an assessment of the progress made with regard to the implementation of the Sixth National Development Plan (SNDP). | Ministry of Finance and National Planning (MOFNP) | April - June 2016 |
| Education Gaps and Financing in Zambia | The purpose of this study was to analyse current trends in progress towards achieving full enrolment and quality education in Zambia and examine the situation of domestic education financing. | Zambia National Education Coalition (ZANEC) | December 2015- January 2016 |
| Upgrading of Community Schools in Zambia | This proposed study is expected to address the lack of clarity that surrounds the upgrading of community schools between the Government of Zambia on the one hand and community school's non-governmental partners on the other. It will further examine other aspects of upgrading such as processes that the Government intends to use in the upgrading of community schools, the criteria for selecting the community schools to be upgraded, the effects of the upgrading system on beneficiaries as well as monitor the upgrading process itself. | Zambia Open Community Schools (ZOCS) | November 2014 - June 2016 |
| The Hidden costs of ART Provision: a case study of Patient costs of accessing ART | The purpose of this study is to understand the hidden costs of ART treatment in Lusaka Province. | International AIDS Economic Network | April 2015- March 2016 |

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|--|---|--|------------------------------|
| Evaluation of the Malaria project in Luapula Province | The project goal was to contribute to a 75 % reduction in number of malaria cases and near zero preventable deaths in 1,000,000 people including pregnant women and children aged 0-59 months old. | World Vision | September 2015- March 2016 |
| Assessment of factors leading to malnutrition in Zambia using Living Conditions Monitoring Survey Data | Using existing data, the purpose of this study is to assess the drivers of malnutrition in Zambia. | Reading University- PhD Research | 2013 -2016 |
| Child health Targets Impact Study (chTIS) | The purpose of this multi - country study was (1) to measure the impact of CIP on health and nutrition outcomes of children under five (5) years of age; (2) evaluate possible institutional and contextual differences across the selected four (4) countries that may explain differences in child health and nutrition outcomes; (3) review the monitoring/recordkeeping system of the CIP in each country; and (4) assess the cost-effectiveness of the interventions and analyse data for possible sources of differential effects across countries. | John Hopkins Bloomberg School of Public Health (JHSPH) | December 2013- December 2016 |
| Prevention of Mother to Child Transmission (PMCTC) National Evaluation | The purpose of this multi - country study is to evaluate the national PMTCT programme in order to understand the modes of PMTCT service delivery and to inform subsequent PMTCT activities in Zambia. | Population Council | August 2013- August 2016 |
| Bridging the GAP: Examining | The purpose of this research is to conduct a | Economic and Social | November 2015- November |

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|--|---|---|-------------------------------|
| Disability and Development in Four African Countries (Kenya, Sierra Leone, Uganda and Zambia) | comprehensive analysis to explore the apparent gaps between policy formulation and implementation. Secondary analysis of existing data and national data sets will be conducted to highlight the lack of disability-specific information as it relates to multidimensional poverty barriers to inclusion. | Research Council (ESRC)/ University College, London | 2018 |
| Data Collection for the Evaluation Design for Makhalidwe Athu project (MA) | The purpose of this study is to determine if the low-cost, innovative MA intervention can serve as an effective way to improve reading outcomes for students in Zambia. | USAID/University of Chicago | October 2015 - May 2017 |
| Transforming Indigenous Zambian Games National Festival | This is based on a national festival which exhibited and documented Indigenous Games. | Ministry of Tourism and Arts (MOTA) | October 2014 - October 2016 |
| The Political Meaning of Informal Urbanism – The New Poor in Lusaka’s Conventional Housing Areas | This chapter talks about the new poor in Lusaka’s conventional housing poor. | Response to a call – study for the production of a chapter in a book. | January 2015 - June 2016 |
| Nationwide Gender Perception Survey | The purpose of this study is to determine nationwide gender perceptions in the country. | Ministry of Gender/ UNDP | September 2015 - June 2016 |
| Zambia Refugees Livelihoods Study | To understand refugee’s livelihood activities and the challenges they experience in both rural settlements and Lusaka urban to inform refugees’ policy review. | UNHCR | September 2016 - January 2017 |
| Thrive Project | The objective of this study is to assess the impact of | World Vision | December 2016 – February 2017 |

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| | the study to improve livelihood security. | | |
| Realigning Agriculture to improve Child Nutrition (RAICN) | This is an end line evaluation meant to assess the impact of the project on the nutritional status of the children. | World Vision | December 2016- April 2017 |
| Development of Gender Communication Strategy | The purpose of this study is to develop a Gender Communication Strategy for the Ministry of Gender. | Ministry of Gender | August 2016 – December 2016 |
| National Gender Perception Survey | This is a follow up national gender perception survey aimed at assessing prevailing gender perceptions and the impact of government and stakeholder interventions around the country. The study compares the 2016 findings and 2011 findings to document changes that have taken place. | UNDP | September 2016 – August 2017 |
| Integrated Maternal New Born and Child Health Study | The study aims to establish the prevailing health status and issues affecting mothers, infants and children under the age of five within each of the targeted project sites. | World Vision | 2016 - 2020 |

c) Academic and Curriculum

The Institute did not take part any curriculum development activities during the period under review.

d) Workshops and Consultancy

The Institute participated in a number of workshops and seminars. While some of these workshops were organized by the Institute, most of them were organized by other institutions and staff from INESOR were invited to participate. Below are some of the workshops that the Institute staff participated in:

Table 5: Summary of any other Research Related Activities (Symposia, Conferences, Seminars, Research Funding Matters)

| THEME OF THE CONFERENCE | DATE | COUNTRY/PLACE OF CONFERENCE | TITLE OF PAPER PRESENTED | MAIN PRESENTER | TARGET GROUP | SPONSOR |
|--|---------------------|--------------------------------------|--|--------------------|------------------------------|------------------|
| Ministry of Health Health Workshop | 6 – 8 January, 2016 | Zambia, Chongwe, Waterfalls Hotel | Motivations and experiences of women who accessed "See and Treat" Cervical Cancer Prevention Services in Zambia. | Chishimba Mulambia | MoH and ZICTA staff | WHO/MoH |
| Strategic Planning and Review Workshop | 10-14 February 2016 | Zambia, Lusaka, Cresta Golf View | Various | Various | UNZA staff | INESOR |
| UNESCO Sub-regional Cooperation ICH Platform Meeting | 15-16 March 2016 | Zimbabwe, Chinhoyi, CUT Hotel, | Platform Meeting | Damir Dijakovic | Southern African ICH experts | UNESCO |
| INESOR Seminar Series | 21 March 2016 | Zambia, Lusaka, INESOR Seminar Room, | Socio-epidemiological study on Risk Factors of Non-communicable Diseases among Adult Population in | Yukiko Tateyama | Researchers | Kyoto University |

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|---|--------------------|--|---|--|---|--|
| | | | Selected urban and Rural Districts of Zambia. | | | |
| National Coordinating Committee for Children Meeting | 19 April 2016 | Zambia, Lusaka, Intercontinental Hotel | National Child Policy | Ministry of Youth and Sport/Save the Children | Government Institutions, National and International Organisations, Private and other Institutions | Ministry of Youth and Sport |
| Validation Meeting on the Migration Health Country Strategy | 19 - 20 April 2016 | Zambia, Lusaka, Nomad's Court Lodge | Migration Health Strategy | EDISA | Government Institutions, National and International Organisations, Private and Other Institutions | The International Organization for Migration (IOM) Mission in Zambia |
| Journal Manuscript Reviewers Training Workshop | 22-24 May 2016 | Zambia, Manchinchi Bay Lodge, Siavonga | Journal Manuscript Reviewers' Training Workshop | Prof C.M. Namafe, Prof. J. Chipeta and Dr. O. Mfunne | Academic Staff | Directorate of Research and Graduate Studies (DRGS) |

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|--|---------------------|------------------------------------|---|--------------------|---|---|
| Doing Anthropology at Home; Perspectives From Africa | 14 June 2016 | Netherlands, Amsterdam, | Ethnographic Spaces and Dilemas | Dr. Joseph Simbaya | Various | Self |
| New Social Forms | 22 - 23 June 2016 | Netherlands, Amsterdam | HIV Counselling as a Distinct Social Form | Dr. Joseph Simbaya | Various | Self |
| Economic Report on Africa 2016 | 12 July 2016 | Zambia, Lusaka, Radisson Blu Hotel | Greening Africa's Industrial Transformation | UNECA – SARO | Government Institutions, National and International Organisations, Private and Other Institutions | UNECA |
| Structural Transformation and Africa's Development | 15 July – July 2015 | Ghana, Accra | Structural Transformation and Africa's Development: The Case of Zambia. | Grayson Koyi | Trade Union Policy makers | International Trade Union Confederation-Africa Region |
| National Steering Committee on Developing a Charcoal Production and Trade Strategy and | 18 July 2016 | Zambia, Lusaka | Wood Based Energy Management Frameworks under the New Forest Act | Ministry of Energy | Government Institutions, National and International Organisations and | GRZ |

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|--|-------------------|-------------------------------------|--|--|---|--|
| Framework for Zambia | | | | | Private Institutions | |
| Dissemination of the Findings of the UNZA Mid Term Review | 22 July 2016 | Zambia, Lusaka, Confucius Institute | UNZA Mid Term Review Survey Findings | Parkie Mbozi, Munukayumbwa Munyima and Phineas Bbala | UNZA Professors, Deans, Directors and Principal Officers | Strategic Planning Unit |
| Strengthening of National Capacities for the Implementation of the 2003 Convention | 24-29 July 2016 | Zambia, Kabwe, Gonde Lodge, | Community Inventory Making | Munukayumbwa Munyima and Hilda M Sinywibulula | Various Stakeholders | UNESCO-ROSA |
| Validation Workshop to Review the MDGs Zambia Review Report | 2-5 August 2016 | Zambia, Lusaka, Chaminuka Hotel | None- Attended as Participant | INESOR | Various Stakeholders | UNDP |
| Seminar on China-Africa Cooperation in Human Resource Training for Mineral Resources Sectors | 8 -9 August, 2015 | China, Kunming, Yunnan University | The Role of Human Resource Development in Mineral Led Economic Development: The Case of Development Agreements and | Richard Bwalya | Academicians and Development Practitioners from all over Africa and China | Centre of African Studies, Yunnan University |

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|---|--------------------|-------------------------------------|--|--|--|--|
| | | | Mining Fiscal Regimes in Zambia. | | | |
| Quality Assurance Meeting | 30 August 2016 | Zambia, Lusaka | University of Zambia Quality Assurance Framework | Quality Assurance Director, Dr. Edward Lusambo | INESOR Staff | INESOR |
| Consultative Meeting on Data Collection and Compilation of Country and Regional Profiles in Southern Africa | 8-9 September 2016 | Zambia, Lusaka | None- Attended as Participant | UNECA and CSO | Government Institutions, National and International Organisations and Private Institutions | CSO |
| Policy Development in the Field of Intangible Cultural Heritage in Southern Africa | 3-7 October 2016 | Zambia, Lusaka, Mika Lodge | Policy Development in the Field of Intangible Cultural Heritage in Southern Africa | Stephen Chifunyise, Lovemore Mazibuko and M. Munyima | UNESCO ICH Experts from 7 Countries in Southern African | UNESCO-Regional Office for Southern Africa |
| Seminar on the Three Determinants of Food Security | 3 November 2016 | Zambia, Lusaka, INESOR Seminar Room | Three Determinants of Food Security | Richard Bwalya | Academic Staff | INESOR |

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|--|--------------------------------|--|---|----------------------|--|---|
| Seminar on Management Quality, Productivity and Profitability in Manufacturing Firms in Zambia | 17 November 2016 | Zambia, Lusaka, INESOR Seminar Room | Management Quality, Productivity and Profitability in Manufacturing firms in Zambia | Grayson Koyi | Academic staff | INESOR |
| Drivers for Diversification: Firm Productivity and Export Growth | 24 November 2016 | Zambia, Lusaka | Management Quality, Productivity and Profitability of Zambian Manufacturing Firms | Grayson Koyi | Government Institutions, Academia, Civil Society | International Growth Centre |
| Eleventh Session of the Intergovernmental Committee of UNESCO on ICH | 28 November- 2 December 2016 | Ethiopia, Addis Ababa, United Nations Economic Commission for Africa Conference Centre | Intergovernmental Committee members' meeting | Munukayumbwa Munyima | All States Parties to the 2003 UNESCO Convention | UNESCO Paris |
| Household Survey Methods Training | 28 November - 3 December, 2016 | Kenya, Nairobi | Training of Household Survey Conducting and Programming Surveys | Various | Various | Leonard Cheshire and University College of London |
| Seminar on the Evaluation of the Prevention of | 1 December | Zambia, Lusaka INESOR Seminar | Evaluation of the Prevention of Mother | Dr. Joseph | Academic staff | INESOR |

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|--|---------------------|---|--|---|--|---|
| Mother to Child Transmission of HIV (PMTCT) in Zambia | 2016 | Room | to Child Transmission of HIV (PMTCT) in Zambia | Simbaya | | |
| Preparation of Intangible Cultural Heritage Nomination Files | 13-16 December 2016 | Zambia, Central Province, Kabwe, V.K. Motel | Preparation of ICH nomination files | Munukayumbwa Munyima, M. Moyo, H.M. Sinywibulula | Cultural Officers and ICH practitioners from the community | UNESCO, Regional Office for Southern Africa |

5.0 Reflections

a) Challenges

Amidst the many achievements that were scored during the period under discussion, a number of challenges which negatively affected the operations of the Institute were experienced. These include:

- Inability or failure to attract bankable research projects due to the change in funding cycles of research partners.
- Low publication record intermittent water and electricity supply occasioned by the load shedding currently being experienced in the country.
- Inadequate transport.

b) Outlook for the Coming Year

The following are some of the highlights for the year 2017:

i. Implementation of the Performance Appraisal System

INESOR began the process of institutionalizing the newly introduced Performance Appraisal System. Though the process has not yet been rolled out, preliminary work has already been done. We therefore hope to finalise the process of institutionalizing the system into our operations as a way of improving staff performance.

ii. Improving our Publication Record and Research Profile

For some time, the Institute has been grappling with low publications and the difficulties in attracting long term anchor projects for various reasons. In 2017, the focus will be to strategically position ourselves with a view to aggressively exploring opportunities for research. In line with this, the staff will be encouraged to seriously consider generating publications from all research projects and data sets of past research projects. The implementation of these measures will greatly improve the research profile and publication record of Institute and consequently impact positively on the image of the Institute.