



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

**2017 ANNUAL REPORT**



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## Acronyms

ACC	-	Anti- Corruption Commission
AIDS	-	Acquired Immuned Deficiency Syndrome
ALRN	-	African Labour Research Network
ANCEFA	-	African Network Campaign for Education for all
ARDRP	-	Agricultural and Rural Development Research Programme
ART	-	Anti-Retroviral Treatment
ASAFAS	-	Graduate School of Asian and African Studies
CAAS	-	Centre of African Area Studies
CBU	-	Copperbelt University
chNIS	-	Child Health Nutrition Impactch Study
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
GRZ	-	Government of the Republic of Zambia
HIV	-	Human Immuno-deficiency Syndrome
HSS	-	School of Humanities and Social Securities Programme
HPRP	-	Governance Research
IAEN	-	International Aids Economic Network
ICT	-	Information Communication Technologies
ICH	-	Intangible Cultural Heritage
IDE	-	Institute for Distance Education
ILO	-	International Labour Organisation
INESOR	-	Institute of Economic and Social Research
IO	-	Information Officer
IOM	-	International Organisation for Migration

IRDOS	-	Integrated Rural Development Operationalisation Strategy
KAP	-	Knowledge Attitudes and Practices
LCMS	-	Living Conditions Monitoring Survey
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
MOHA	-	Ministry of Home Affairs
MOTA	-	Ministry of Tourism and Arts
MOU	-	Memorandum of Understanding
NCC	-	National Constitutional Commission
NCD	-	Non Communicable Diseases
NGO	-	Non - Governmental Organisation
NHSP	-	National Health Strategic Plan
NTNU	-	Norwegian University of Science and Technology
NWO WOTRO -	-	Netherlands Scientific Organisation
PhD	-	Doctor of Philosophy
POLYGRAM	-	Capacity Building for Policy and Programming
RAICN	-	Realigning Agriculture to improve Child Nutrition
SADC	-	Southern African Development Commission
SILC	-	Savings and Internal Lending Communities
SCRP	-	Socio- Cultural Research Programme
SNDP	-	Sixth National Development Plan
STEPS OVC	-	Sustainability through Economic Strengthening Prevention and Support for Orphans and Vulnerable Children
TB	-	Tuberculosis
UDRP	-	Urban Development Research Programme
UNDP	-	United Nations Development Programme
UNICEF	-	United Nations International Children’s Emergency Fund
UNECA	-	United Nations Economic Commission for Africa
UNESCO	-	United Nations Educational and Scientific Organisation
UNHCR	-	United Nations High Commission for Refugees

USAID	-	United States Agency for International Development
WEF	-	World Economic Forum
WHO	-	World Health Organisation
WVZ	-	World Vision Zambia
UNZA	-	University of Zambia
ZOCS	-	Zambia Open Community Schools

## **1.0 Introduction**

### 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 (SCRCP)
- 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 18 full-time Research Fellows with a minimum qualification of a Master's Degree and a team of 18 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 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 Africa 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 the year

1.2.1 Staff changes – The Institute experienced some staff changes during the period under review. One of the Accounts Clerk was dismissed on disciplinary grounds. In addition, the contracts of two Research Fellows in the Economic and Business Programme and Governance Research Programme, Dr. Mushiba Nyamazana and Dr. Choolwe Beyani respectively came to an end.



1.2.2 Conclusion of Projects – A number of the ongoing research projects were concluded in 2017. Some of these are:

- i. Gender Perception Survey in collaboration with Ministry of Gender and UNDP
- ii. Child Health Nutrition Impact Study in collaboration with World Vision Zambia (WVZ)
- iii. Maternal, Neonatal and Child Health in collaboration with WVZ
- iv. Study on Sexual and Gender Based Violence in the Refugee Camps in collaboration with International Organisation for Migration (IOM)

1.2.3 Initiation of Projects – The Institute initiated one project in Collaboration with World Vision Zambia titled Baseline Survey of WVZ Technical Programme. The project was meant to conduct a baseline of the next round of interventions for WVZ as well as evaluate the effectiveness of the just ended round of interventions.

## **2.0 School/ Unit Governance**

### **2.1 Structure**

The Institute of Economic and Social Research is headed by the Director who is elected by academic members of staff for a three (3) year term of office and may serve for two (2) 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 in the Institute. Research Programme Coordinators on the other hand are responsible for planning, managing and coordinating research projects of the Institute's six designated research projects on behalf of management.

### **2.2 Departments and their functions**

The Institute conducts its activities through its six (6) Research Programmes. The six (6) 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 Office and Documentation Centre. The role of Administration Office is to ensure that the operations of the Institute run smoothly.

The Institute works through a multidisciplinary research team of six research programmes namely Agriculture and Rural Development, Economic and Business Research, Governance Research Programme, Health Promotions Research, Social Cultural Research Programme and Urban Development Research Programme. 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 National Development Plan (SNDP) identified 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 functional 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 highest (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

### **2.2.2 Economic and Business Research Programme**

Zambia has registered real growth of the gross domestic product of 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 rate has 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 and a decline in the manufacturing sector (or agriculture) commonly referred to as Dutch disease problem. According to the 2012 Economic Report, economic growth is 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 the people, 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 and 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 interventions
- 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 and was influenced by the Fifth National Development Plan (FNDP), which articulated a Government vision of the in 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 effort 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 makeup 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 NCC had its first sitting on 19<sup>th</sup> December 2007. 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 did thus, boycott 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. 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 the Government and even its sincerity in holding free and fair democratic elections was questioned. The Movement for Multiparty Democracy (MMD) Government lost the elections in 2011 and the new Government led by the Patriotic Front of Michael Sata has 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 had 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. Elections 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 the health reforms, the Ministry of Health has implemented four sector strategic plans covering the periods 1995-1998; 1998-2000; 2001-2005 and 2006-2010. Like the previous strategic plan (2006-2010), the current National Health Strategic Plan (2011-2015) is aligned to the overall National Policy Framework (the Vision 2030) as well as the Sixth National Development Plan (2011-2015).

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 Centre) 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 2011-2015 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 MDGs; 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 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. 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 planning period 2013 to 2017, the Socio-cultural Research Programme, mandated by the University of Zambia Senate and guided by the SNDP 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 wellbeing, 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 is mainstreamed.

### **2.3 Committees and Their Functions**

INESOR works through a various committees, some of which are permanent and others Adhoc.

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 ethical and potential 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 academic staff and researchers affiliated to INESOR;
- (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, planning, decision making in relation to staff welfare.

### **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 meets every time and looks at every day running of the Institute.

### **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 Committee

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

The table below presents an overview of the financial position of the Institute during the year 2017.

**Table 1: Statement of Comprehensive Income**

Name	Quarter to 31 December 2017			Year to-date			2017 Annual	Actual 2016
	Actual	Budget	Variance	Actual	Budget	Variance	Budget	
<b>Revenue</b>								
Research and Consultancy fees	128,438	332,064	(203,626)	938,403	1,023,583	(85,181)	1,328,256	
<b>Total Income</b>	<b>128,438</b>	<b>332,064</b>	<b>(203,626)</b>	<b>938,403</b>	<b>1,023,583</b>	<b>(85,181)</b>	<b>1,328,256</b>	<b>1,023,583</b>
<b>Operating Expenses</b>								

Academic staff costs	1,213,107	2,386,087	1,172,980	5,755,960	9,544,346	3,788,386	9,544,346	7,059,525
Provision for Staff Benefits	311,265	509,781	198,515	1,323,267	2,039,122	715,855	2,039,122	1,596,237
<b>Total Operating Expenses</b>	<b>1,524,372</b>	<b>2,895,867</b>	<b>1,371,495</b>	<b>7,079,227</b>	<b>11,583,468</b>	<b>4,504,241</b>	<b>11,583,468</b>	<b>8,655,762</b>
<b>Surplus/(deficit) before Grant, other income and administration expenses</b>	(1,395,934)	(2,563,803)	(1,575,121)	(6,140,824)	(10,559,885)	(4,589,422)	(10,255,212)	(7,632,179)
Other Income	5,388	168,150	(162,763)	148,962	190,534	(41,573)	672,600	190,534
<b>Total</b>	<b>5,388</b>	<b>168,150</b>	<b>(162,763)</b>	<b>148,962</b>	<b>190,534</b>	<b>(41,573)</b>	<b>672,600</b>	<b>190,534</b>
<b>Administration expenses</b>								
Non-academic Staff costs	611,857	881,312	269,455	2,457,451	3,525,247	1,067,796	3,525,247	2,364,767
Provision for Staff Benefits	128,736	197,185	68,448	497,715	788,739	291,024	788,739	490,523
Infrastructure & maintenance	68,324	117,450	49,126	251,621	469,800	218,179	469,800	319,990
Depreciation	90,418	156,362	65,944	357,842	625,446	267,604	625,446	427,493
Penalties	(606)	-	606	-	-	-	-	20,000
Admin. Support Act.	56,431	255,442	199,012	391,713	1,021,769	630,056	1,021,769	299,772
<b>Total administration expenses</b>	<b>955,160</b>	<b>1,607,750</b>	<b>652,590</b>	<b>3,956,342</b>	<b>6,431,001</b>	<b>2,474,659</b>	<b>6,431,001</b>	<b>3,922,544</b>
<b>Surplus / ( Deficit )</b>	<b>(2,345,706)</b>	<b>(4,003,403)</b>	<b>(2,390,474)</b>	<b>(9,948,205)</b>	<b>(16,800,351)</b>	<b>(7,105,654)</b>	<b>(16,013,613)</b>	<b>(11,364,188)</b>
<b>Total Surplus / ( Deficit )</b>	<b>(2,345,706)</b>	<b>(4,003,403)</b>	<b>(2,390,474)</b>	<b>(9,948,205)</b>	<b>(16,800,351)</b>	<b>(7,105,654)</b>	<b>(16,013,613)</b>	<b>(11,364,188)</b>

## 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 short fall of 3 staff. Academic members of staff included 2 Research Professors, 1 Senior Research Fellows and 12 Research Fellows. Further, the support staff comprised of 6 Professional, Administrative and Technical and 10 other Staff.

**Table 2: Staffing Levels**

Research Program/Section	Approved	Existing as of December 31 <sup>st</sup> , 2017	Shortfall/ Surplus
Agriculture and Rural Development	5	1	-4
Economic and Business	5	3 (Dr. J. Kamwanga -Director)	-2
Governance	5	2	-3
Health Promotions	5	3	-2
Socio - cultural	5	3	-2
Urban Development	5	3 (Dr. J. Simbaya-A/Director)	-2
Administration	19	16	-15
<b>Total</b>	<b>51</b>	<b>33</b>	<b>-17</b>

**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, five (5) Academic Members of Staff were pursuing their respective PhD programmes and 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), Zambia	August, 2017
Richard Bwalya	Doctor of Philosophy under Commonwealth Split Programme	Reading University, United States of America (USA)	December, 2017
Nalukui Milapo	Doctor of Philosophy in Politics	Shandong University, China	July, 2020

Chishimba Mulambia	Doctor of Philosophy in Politics	University of Sheffield, England	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
Patricia Funjika	Doctor of Philosophy in Economics (Intergenerational Mobility and Inequality)	University of Pretoria, South Africa (SA)	2020
Munukayumbwa Munyima	PhD in Sociology	University of Zambia, Zambia	2022

### 3.2.3 Staff Promotions

There were no promotions during the period under review.

### 3.2.4 Staff Capacity Building

The Institute had held a number of workshops in 2017 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 specific 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 Institute 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:

- Two (2) students from UNZA studying for their Library and Information Studies Degree and one (1) from the Evelyn Hone College who are 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 schools and units that exhibited at the 2017 International Trade Fair as well as the 2017 Agricultural and Commercial Show, where UNZA scooped first prize in the category it was enrolled in at both exhibitions.
- User statistics of the Documentation Centre remained at 9 -10 visitors per day in 2017.
- Routine works of the library such as shelving and shelf reading, cataloguing and classification, e.t.c. also continued. A total of 300 manuscripts and articles were added to the collection thereby increasing the variety of information materials available for use.

### **3.5 Strategic Partnership**

Promoting partnerships is one of the strategic objectives of the UNZA 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 been maintaining the following partnerships:

#### **3.5.1 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.

### **3.5.2 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 (GRZ).

### **3.5.3 Research, Monitoring and Evaluation MOU with World Vision Zambia (WVZ)**

INESOR has been identified by WVZ as a research monitoring and evaluation partner for WVZ. This follows a long standing relationship with WVZ resulting from the excellent performance of INESOR in the two assignments the institution previously engaged in with WVZ. These were Sustainability through Economic Strengthening Prevention and Support for Orphans and Vulnerable Children (STEPS OVC) and Impact Evaluation of Savings and Internal Lending Communities (SILC). The memorandum of Understanding (MoU) resulted in INESOR being awarded a consultancy to design and implement a national baseline study for all World Vision technical programs in all area programs around the country.

## **4.0 Academic Matters**

### **4.1 Teaching and learning**

In addition to undertaking research, academic members of 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 (SS 911)
- Gender Studies (GDS 5312)
- Veterinary Public Health (VMD 6800)

- Environmental Microbiology (BIO 4321)
- Reproductive Health (DE 915)
- Gender and Health (GDS 512)
- Urban Sociology (SC 310)
- 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)

Academic Members of Staff at the Institute were also actively involved other aspects of teaching such as supervision and manual development as follows:

- Dr. Sydney Malama supervised two (2) Masters Students from the Veterinary and Medicine Schools and a PhD student in the School of Medicine.
- Prof. Mubanga Kashoki participated in the compilation of a Sociolinguistic Reader for the Department of Socio- Linguistics in the School of Humanities and Social Sciences.

#### 4.2 Research and Innovations

Over the years INESOR has undertaken a wide range of operational/development research and evaluation studies and program reviews in various fields, including gender and knowledge attitudes and practices (KAP) surveys, among others, for a wide range of organizations including Government departments, NGOs, and national and international development agencies. Below is a summary of the research works conducted during the period under review:

**Table 4: Summary of 2017 Research Projects**

<b>Title of Research Project</b>	<b>Brief Description</b>	<b>Funders</b>	<b>Start and Finish Date</b>
Bridging the Gap, Examining Disability in Four African Countries, Household Survey	The purpose of this research is to conduct a comprehensive analysis to explore the apparent gaps between policy formulation and implementation.	Economic and Social Research Council (ESRC)/ University College, London	November 2015- November 2018
Levers of Success	The Levers of Success aims to trace the enabling factors that have	Leonard Cheshire	May, 2015- November,

	contributed to the success of selected persons with disabilities who are deemed as being successful. This is with the aim of empirically documenting the factors that enable persons with disabilities to succeed in life.	Disability	2018
Transforming Household Resilience in Vulnerable Environments (Thrive)	The objective of this study was to assess the impact of the study to improve livelihood security.	World Vision Zambia (WVZ)	January-August 2017
Realigning Agriculture for Improved Child Nutrition (RAICN)	This was an end line evaluation meant to assess the impact of the project on the nutritional status of the children.	WVZ	March-August 2017
Decent Work (DW) Mainstreaming in the Integrated Rural Development Strategy	The aim of the study was to systematically diagnosis the Decent Work (DW) deficits to explain the underdevelopment and poverty in the rural economy in Zambia. Second, integration and mainstreaming of decent work issues in the Integrated Rural Development Operation Strategy (IRDOS) under the Seventh National Development Plan (7NDP).	International Labour Organisation (ILO), Ministry of Finance and National Planning (MFNP)	December 2016-December 2018
Factors influencing Trade Union Effectiveness in the Public Service 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-December 2017
Refugee Economies in Zambia: Livelihoods and Challenges	The purpose of this study was to nurture a better understanding of refugees' economic activities and their interactions with host communities in Zambia in order to provide the Zambian public and Government with a better informed perspective on refugees' economic activities and potential.	United Nations High Commission for Refugees (UNHCR)	September 2016-January 2017
Refugee Livelihoods Study	The purpose of this study was understand refugee's livelihood activities and the challenges they	UNHCR	September 2016-January

	experience in both rural settlements and Lusaka urban to inform refugees' policy review.		2017
Annual Progress Review of the Six National Development Plan (SNDP)	This was an assessment of the progress made with regards to the implementation of the Sixth National Development Plan (SNDP).	Ministry of National Development Planning (MNDP)	April- June 2017
World Vision Technical Programme Baseline Survey	The purpose of this study was to evaluate the projects World Vision has been implementing in its field areas in readiness for the next round of interventions.	WVZ	June – December 2017
POLYGRAM - Opinion Poll on National Debt Level Perceptions	The purpose of this opinion poll was find out national perceptions on the national debt level.	Institute of Economic and Social Research (INESOR)	October 2015- January 2017
Urbanization and National Development Planning in Zambia	Using Zambia as a case study, this project focuses on the national development planning process, content and implementation to answer two key questions: i) is urbanisation's potential being harnessed and leveraged for achieving Zambia's national and sectoral development goals? If not, why? ii) What can be done to ensure urbanisation is better harnessed and leveraged to enable the achievement of these development goals and priorities?	United Nations Economic Commission for Africa (UNECA)	June 2017- March 2018
Development of the Ministry of Labour and Social Security Five Year Strategic Plan for Labour Market Information and Statistics (2018-2022) and a Data Catalogue	The purpose of this study is to develop a five year strategic plan that provides a vision for Labour Market Information and Statistics (where the sector wants to go) and strategies to deliver the LMIS vision (how the sector wants to get there).	Ministry of Labour and Social Security (MLSS)	May 2017- March 2018
Executive Opinion Survey	The Executive Opinion Survey is a major component of the Global Competitiveness Report produced by	World Economic Forum (WEF)	January 2017- December

	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.		2017
Innovative Financing Mechanism in the SADC region	The main objective of was research project is to analyse the various education financing models that the Southern Africa Development Community (SADC) region and other actors have been using over the last 5-10 years in advancing inclusive education in the context of rights-based approaches.	African Network Campaign for Education for All (ANCEFA)	July 2017-September
Options for Reducing Corruption in Procurement in the Construction Sector: The Case of Zambia.	The purpose of this study is to identify options of reducing Corruption in procurement in the Construction sector in Zambia.	Anti-Corruption Commission (ACC)	January 2017-December 2018
Perception Study on Immigration Services in Zambia	The study sought to find out to what extent information on Zambia's immigration services is easy to get and the levels of satisfaction with overall immigration services among the beneficiaries.	Ministry of Home Affairs (MOHA)-National Immigration Department	January-December 2017
Assessment of Factors leading to Malnutrition in Zambia using Living Conditions Monitoring (LCMS))	Using existing data from the LCMS, the purpose of this study is to assess the drivers of malnutrition in Zambia.	UNZA/INESOR – PhD Research (Reading University)	2013-2018
Child Health Nutrition Impact Study (chNIS)	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)	WVZ	2013-2017

	assess the cost-effectiveness of the interventions and analyse data for possible sources of differential effects across countries.		
Integrated Maternal, Neonatal and Child Health	The study aimed at establish the prevailing health status and issues affecting mothers, infants and children under the age of five within each of the targeted project sites.	WVZ	2016-2017
Resource Allocation of HIV/AIDS Resources; A Case Study of Two Districts	The main aim of this study was to review the programme needs and resource allocation for HIV/AIDS in Lusaka and Kabwe Districts and future financial sustainability in NASF priority areas.	Avenir Health	July 2017- January 2018
Hidden Costs of Anti-Retroviral Treatment (ART)	The purpose of this study is to understand the hidden costs of ART treatment in Lusaka Province.	International AIDS Economic Network (IAEN)	2015 - 2017
Documenting Zambia's Hidden Heritage	The aim of the study was to trace and document slave trade routes, activities and sites in various parts of Zambia. Provinces from which field data was collected include, Copperbelt, Eastern, Luapula, Lusaka and Northern.	United Nations Education Social and Cultural Organisation (UNESCO)	February 2017- January 2018
Desk research for Transformation of Indigenous Zambian Games into Commercial Products	This study was based on a national festival which exhibited and documented Indigenous Games.	Ministry of Tourism and Arts (MOTA)	2014 - TBA
Development of National Gender Communication Strategy	The purpose of this study was to determine if the low-cost, innovative MA intervention can serve as an effective way to improve reading outcomes for students in Zambia.	Ministry of Gender	July- December 2017
Phase II: Makhalidwe Athu Project	The purpose of this study was to determine if the low-cost, innovative MA intervention can serve as an effective way to improve reading outcomes for students in Zambia.	United States Agency for International Development (USAID), University of Chicago	2015-2017
Development of a	The purpose of this study is to	UNESCO	March

Degree Course in Intangible Cultural Heritage (ICH) Management	develop a degree course in ICH Management at the University of Zambia.		2018- March 2021
Social Impact Assessment	This was a study to establish the social impact of a project to produce Anhydrous Ethanol and Electricity using Sugarcane in Mwanabombwe district of Luapula province.	Kumil Energy Limited	July- October 2017
Stakeholder Survey for 2018-2022 Strategic Plan UNZA	The purpose of this survey was to collect and analyze data for the development of the University of Zambia Strategic Plan for 2018-2022.	UNZA	March – June 2017
Gender Perception Survey	The purpose of this study was to develop a Gender Communication Strategy for the Ministry of Gender.	Ministry of Gender/ UNDP	2015-2017
Study on Sexual and Gender Based Violence in the Refugee Camps	The aim of this study was to generate better knowledge of how the interactions of social, cultural and economic variables influence SGBV dynamics among refugee and host communities in Zambia.	International Organisation for Migration (IOM)	May – December 2017
Developed Data Collection Tools and carried out a Survey for the University of Zambia Strategic Plan for 2018 to 2022	This was a review of the University of Zambia 2013-2017 Strategic Plan.	University of Zambia (UNZA)	January - December 2017

### 4.3 Workshops and Seminars

The Table below gives a summary of the workshops and seminars that were attended by INESOR staff in 2017.

**Table 5: Workshops and Seminars attended in 2017**

Theme of the conference	Date	Country/place of conference	Title of paper presented	Main presenter	Target group	Sponsor
Dissemination Workshop of the Draft Integrated Data Catalogue for the Ministry of Labour	6 October 2017	Zambia/ Lusaka - New Government Complex	Zambia Labour Sector Performance Framework	Grayson Koyi	Policy Makers in Government	European Union and Ministry of Labour
Urbanizing Cities and National Planning in Africa	8-11 October 2017	Ethiopia/ Addis Abba	Urbanisation and National Development Planning in Zambia	Grayson Koyi	Policy Makers and Researchers from selected African Countries	UNECA
National Health Research Authority Workshop on Regulations	13-18 November 2017	Zambia/ Lusaka	None – attended as participant	National Health Research Director	National Health Research Board Members	Ministry of Health
Project Review Meeting	19-27 November 2017	Kampala/ Makerere University	Mid Term review of the Capacity Building in Zoonotic Disease Management Using Integrated Ecosystems Health Approach At The Human-Livestock – Wildlife Interface In The Eastern And Southern Africa	Dr. Musso Munyeme, Dr. Sydney Malama	Principle Investigator the Project in the four different countries the project is being implement	Norwegian Agency for Development Cooperation (NORAD)



			(Capazomaninteco)			
Bridging the Gap, Examining Disability and Development Partnership Meeting	26 November - 2 December 2017	Sierra Leone/ Freetown	Household Survey Results for the Disability Study for Zambia	Richard Bwalya	Stakeholders dealing with Disability Issues	Leonard Cheshire Disability
Twelfth Session of the UNESCO Intergovernmental Committee (IGC) meeting	4-9 December 2017	Republic of Korea/ International Conference Centre- Jeju Island	Twelfth Session of UNESCO Intergovernmental Committee on the Safeguarding of the Intangible Cultural Heritage	H.E. Mr. Byong-hyun Lee and Mr. Tim Curtis	Twenty four members of the UNESCO Intergovernmental Committee	UNESCO-Paris
Sexual and Gender Based Violence in Refugee Settlement Camps and Host Communities Validation Workshop	7 December 2017	Zambia/ Ministry of Gender - New Government Complex	Findings of the Study on Assessment of Sexual and Gender Based Violence Situation, Drivers and Response in Kalumbila and Kaoma District	Dr. Mushiba Nyamazana  Edward Chibwili  Gertrude Ngenda	Stakeholders in Sexual and Gender Based Violence	International Organisation for Migration (IOM), United Nations High Commission for Refugee (UNHCR)
University of Zambia Council Meeting	23 December 2017	Zambia/ Lusaka - University of Zambia Man Campus	Findings of the Stakeholder Survey - Mid-Term Review of the UNZA Strategic Plan (2013 – 17)	Parkie Mbozi	University of Zambia Council Members	University of Zambia

#### 4.4 Publications

Below is a list of publications that were done by INESOR staff during the period under review:

Chiyangi H., Muma, J. B., **Malama, S.**, Manyahi, J., Abade, A., Kwenda, G., and Matee, M. L. (2017) **Identification and Antimicrobial Resistance Patterns of Bacterial Enteropathogens from Children aged 0–59 Months at the University Teaching Hospital, Lusaka, Zambia: a Prospective Cross Sectional Study.** BMC Infectious Diseases, 17:117 DOI 10.1186/s12879-017-2232-0

**Macwan’gi, M., Muya, M., Matakala, L., Milapo, N. (2017): Evolving Cultural Norms at Cross Roads with Legal Frameworks in reducing Corruption in the Procurement of Construction Projects in Zambia. Iraj International Journals. ISBN: 978-93- 86083-340**

Mtalimanja J.L., Simuunza M., **Malama S.**, Muma J.B. (2017). **Epidemiology of Tuberculosis in the Context of HIV and AIDS in Sinazongwe District of Zambia: A Retrospective Analysis.** Health Press Zambia Bull.; 1 (4), 39- 49

Mtonga, F., **Malama, S.**, Kwenda, G., Chimana, H., Muma, J. B. (2017). **The Nosocomial Risk of Bacterial Contamination of Surgical Wards at Saint Francis Hospital in Katete District of Zambia.** ARC Journal of Clinical Case Reports. 2017; 3(4):14-18. doi:[dx.doi.org/ 10.20431/2455-9806.0304004](https://doi.org/10.20431/2455-9806.0304004)

Monde, N., Munyeme, M., Muwonge, A., Muma, J.B. **Malama, S.** (2017) **Non-Tuberculous Mycobacteria Recovered from Suspected TB Cases n Namwala District of Zambia.** ARC Journal of Clinical Case Reports. 2017; 3(2):1-7. doi:[dx.doi.org/10.20431/2455-9806.0302002](https://doi.org/10.20431/2455-9806.0302002)

Sartelli, M..... **Malama, S.**..... et al. (2017) **The Global Alliance for Infections in Surgery: Defining a Model for Antimicrobial Stewardship - Results from An international Cross-sectional Survey** (2017) World Journal of Emergency Surgery. 12:34 /doi 10.1186/s13017-017-0145-2

## **5.0 Reflection**

### **5.1 Challenges**

The following are some of the challenges that the Institute experienced during the period under review:

- Inability to attract long term bankable research projects where the Institute can generate sufficient revenue.
- Insufficient funds.
- Low staffing levels due to a number of academic staff being involved in studies.
- Low publication record intermittent water and electricity supply occasioned by the load shedding currently being experienced in the country.

### **5.2 Outlook of the Coming Year**

The following are some of the highlights for 2018:

- **Launch of the 2017-2021 Strategic Plan**  
The 2017-2021 UNZA Strategic Plan is expected to be launched following the coming to an end of the 2013-2017 strategic Plan. Once this is done, the Institute will also be required to domesticate it.
- **Improving our Publication record**  
The Institute recognizes the need for the Institute to be a leader in publishing owing to the fact that it is one of the units involved in full time research. Efforts have been made thus far, however, going forward, we plan to step up publication record by way of disseminating research findings.
- **Restoration of INESOR Image**  
There are plans by Management at the Institute to give INESOR a facelift. This will be done in order to enhance the appearance of the centre especially that no major works been done in the recent times. These works will range from rehabilitation of the drive in, maintenance of the buildings, rehabilitation of the water reticulation system, among others.
- **Initiation of New Research Projects**  
The Institute intends to enhance its research profile by initiating long term research projects while

continuing with already existing ones. This is because most of the ongoing research projects have been completed. We shall therefore, scale up our engagements with our partners as we are aware that this cannot be done without their support.