THE UNITED REPUBLIC OF TANZANIA

PRIME MINISTER'S OFFICE
POLICY, PARLIAMENT, COORDINATION
AND PERSONS WITH DISABILITIES

RESEARCH AND INNOVATION GUIDELINE

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FOREWORD

The Prime Minister's Office (Policy, Parliament, Coordination and Persons with Disabilities) operates under the mandate of the Constitution of the United Republic of Tanzania of 1977, specifically Articles 51 and 52. According to Article 52(1) – (3), the Prime Minister is empowered to control, supervise and execute the day-to-day functions of the Government. Within this constitutional mandate, the Office coordinates government business, implements public policy and ensures effective engagement between the Executive and the National Assembly. Given the rapid technological change and evolving socio-economic challenges, integrating research and innovation into the Office's operations is timely and essential for strengthening governance and supporting national development.

This Research and Innovation Guideline offers a strategic and structured framework for institutionalising evidence-based decision-making and cultivating a culture of innovation across all divisions and units. By prioritising research that aligns with national, regional and international priorities, and encouraging innovations that enhance administrative efficiency, the Office seeks to strengthen governance systems, maximise resource utilisation and respond proactively to the nation's evolving needs.

We remain committed to nurturing a vibrant research and innovation ecosystem that empowers our personnel, strengthens cross-sector collaboration and leverages digital technologies to drive transformative change. These guidelines clearly set out the procedures for conducting research and fostering innovation based on principles of transparency and accountability. Furthermore, the guidelines emphasise the importance of allocating adequate resources to ensure sustainable success.

Therefore, I call upon all divisions and units within the Office, as well as our partners in academia, the private sector and development institutions, to adopt and actively utilise this guideline as a shared roadmap towards building a responsive, innovative and results-oriented public service that meets the aspirations of the people of the United Republic of Tanzania.

Dr. Jim James Yonazi
PERMANENT SECRETARY

ABBREVIATIONS

ADRI	**Assistant Director of Planning and Budgeting Division responsible for the Research and Innovation Section**
COSTECH	Commission for Science and Technology
DEEPS	Director of Economic Empowerment and Private Sector Development
DPB	Director of Planning and Budgeting
DPC	Director of Policy and Coordination
DPME	Director of Performance, Monitoring and Evaluation
NatHREC	National Health Research Ethics Committee
NIMR	National Institute for Medical Research
IP	Intellectual Property
ISO	International Standards Organisation
MDAs	Ministries, Departments and Agencies
MFA	Multi-Factor Authentication
MEL	Monitoring, Evaluation and Learning
M&E	Monitoring and Evaluation
PMO	Prime Minister's Office
NBS	National Bureau of Statistics
PPPs	Public Private Partnerships
PPRA	Public Procurement Regulatory Authority
R&I	Research and Innovation
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TMDA	Tanzania Medicines and Medical Devices Authority
URT	United Republic of Tanzania

CHAPTER ONE
INTRODUCTION

1.1 Background

The Prime Minister's Office (Policy, Parliament, Coordination and Persons with Disabilities), hereinafter referred to as "the Office", operates following the mandate set out in the Constitution of the United Republic of Tanzania of 1977, specifically under Articles 51 and 52. According to Article 52(1) – (3), the Prime Minister has the authority to control, supervise and execute the day-to-day functions and affairs of the Government of the United Republic. Moreover, the Prime Minister is the Leader of Government business in the National Assembly. In the discharge of these duties, the Prime Minister acts on behalf of the President to implement matters as may be directed. Accordingly, the Office is pivotal in coordinating government business, ensuring the effective implementation of public policies and serving as a strategic link between the Executive and the National Assembly. Other functions include the coordination of monitoring and evaluation across all government institutions, private sector development, disaster risk management, as well as coordination of all national ceremonies and festivals.

In fulfilling this mandate, the Office acknowledges that research and innovation are indispensable tools for enhancing governance, improving service delivery and fostering evidence-based policy formulation. Research provides a clear structured and scientific framework for understanding coordination challenges of the Office, assessing policy effectiveness and designing responsive interventions. On the other hand, innovation introduces new systems, processes and technologies that can significantly improve institutional efficiency and responsiveness. In today's rapidly evolving technological environment, integrating research and innovation is no longer optional but necessary and critical for maintaining relevance, accountability and performance in public service.

The Office recognises that effective planning, appropriate budget allocations and impactful policymaking must be grounded in reliable and empirical evidence. Decisions made without such a foundation risk inefficiency and resource misallocation. By embedding research and innovation (R&I) into its operational structures, the Office enhances its capacity to address complex coordination and governance challenges, contribute meaningfully to achieving national, regional and global development goals and uphold its constitutional responsibilities with greater effectiveness.

This guideline has been harmonised with several key national, regional and global policy frameworks, including Tanzania Development Vision 2050, the National Research and Development Policy of 2010, the Prime Minister's Office Strategic Plan 2026/27 – 2030/31, the African Union Development Agenda 2063 and the Sustainable Development Goals (SDGs) 2030. This strategic alignment with national, regional and international frameworks ensures that the Office's research and innovation initiatives remain relevant, coherent and impactful. It reinforces a unified approach towards achieving Tanzania's broader development goals, fostering sustainable growth, technological advancement and evidence-based decision-making across government functions.

1.2 Rationale of the Research and Innovation Guideline

Developing this Research and Innovation Guideline is driven by the need to embed a culture of evidence-based decision-making and innovation across the Prime Minister's Office. As a central institution coordinating government operations and policy implementation, the Office must rely on scientifically grounded tools and practices to effectively address today's complex and fast-changing governance challenges. In the context of a digital and knowledge-based economy, it is essential for public sector leadership to actively generate, apply and share research evidence that informs planning, policy design and resource allocation. At the same time, innovation introduces new technologies, systems and approaches that enhance service delivery, operational efficiency and institutional resilience. Integrating these two pillars, research and innovation, into its core functions, the Office fulfils its constitutional responsibilities with greater transparency, effectiveness and accountability. It contributes to inclusive, sustainable national development and public trust.

1.3 Objectives of the Guideline

1.3.1 General Objective

The primary objective of the Research and Innovation Guidelines is to establish a coherent and structured framework for coordinating all R&I activities within the Office. It aims to ensure that research efforts directly inform evidence-based policymaking and that innovation contributes to institutional efficiency, governance and service delivery.

1.3.2 Specific Objectives
   (i)   To establish clear procedures for the identification, submission, review, monitoring and evaluation of research and innovation concepts, proposals and outputs including technical reports and other publications;
   (ii)   To institutionalise research and innovation within the Office to strengthen policy formulation, administrative governance and service delivery;

(iii) To promote accountability, transparency and compliance with ethical standards in all research and innovation practices, in alignment with national and international standards;

(iv) To foster collaborations with national and international institutions to leverage knowledge, technical expertise, funding and data-sharing opportunities;

(v) To facilitate adopting and integrating emerging technologies and innovative practices to support data-driven decision-making, operational efficiency and overall institutional effectiveness.

1.4 Scope and Application of the Guideline

This Research and Innovation (R&I) Guideline applies comprehensively to all research and innovation undertakings within the Office, including internally initiated research, commissioned research, collaborative research and innovation-driven projects. It provides a strategic and authoritative framework to guide the planning, execution and governance of such activities across all divisions and units. All departments and units are expected to adhere fully to the provisions outlined in this guideline, ensuring that research and innovation efforts are implemented consistently, transparently and with accountability to support the Office's broader mandate and contribute to national development priorities.

CHAPTER TWO
RESEARCH GUIDELINE

2.1 Research areas and priorities for the Office

Research activities undertaken within the Office shall be strategically aligned with the Office's Strategic Plan, institutional policies, operational needs and national development priorities. Specific research areas and thematic priorities shall be articulated in the Office's Research Agenda, which will be periodically reviewed and updated to reflect emerging policy issues, institutional challenges and strategic opportunities in the evolving socio-economic context.

2.2 Research modalities

Research within the Prime Minister's Office shall be undertaken through internal, collaborative and commissioned research to promote flexibility, efficiency and collaborative engagement*.* These modalities are designed to accommodate varying institutional needs, resource capacities and partnership opportunities, ensuring that research efforts remain responsive, inclusive and aligned with the Office's and national strategic priorities.

2.2.1 Internal research

Internal research refers to a project initiated and conducted exclusively within the Prime Minister's Office, utilising its internal expertise, personnel and available resources. This modality includes, but not limited to, desk reviews of grey literature, needs assessments, case studies, surveys, performance evaluations, policy analysis and trend monitoring. Internal research is key in enhancing institutional learning, improving internal processes and supporting evidence-informed decision-making. Specific guidelines for internal research are as follows:

(i) The Office shall initiate internal research projects to address organizational needs, improve service delivery, foster innovation, and inform policy interventions by announcing a call for proposals internally and identifying research themes through staff consultations, performance reviews, and strategic priorities;

(ii) The Office shall retain full ownership and control over the entire research process, including data collection, analysis, utilisation and the ownership of all resulting findings and outputs; and

(iii) Where necessary, the Office may seek temporary technical support or staff secondment from other government institutions to enhance the capacity of its

internal research team, without constituting formal collaboration or commissioned research arrangements.

2.2.2 Collaborative research

Collaborative research refers to joint initiatives between the Office and national or international institutions, academic entities or development partners. This approach fosters knowledge exchange, enhances institutional learning, and strengthens research capacity through strategic partnerships. The Office, national and international institutions, organisations and development partners may propose research ideas or concept notes to initiate collaborative research projects. Thus, the collaborative research allows the Office to benefit from additional expertise, resources and data to address policy and operational priorities. Specific guidelines for collaborative research are as follows:

(i)   The Office shall engage in collaborative research to leverage the technical expertise, resources and institutional capacities of partner organisations in areas aligned with its mandate functions and strategic priorities;

(ii)   A Letter of Intent or a Memorandum of Understanding (MoU) may be initiated by the Office, the collaborating institution or jointly, depending on the nature of the research. The agreement shall clearly define the research area, objectives, scope of collaboration and respective roles and responsibilities of each party;

(iii)   All resources, data and technical inputs shared during the collaboration shall be governed by a formal Data Sharing Agreement or any other binding arrangement to ensure ethical use, mutual benefit and compliance with applicable standards.

2.2.3 Commissioned/ contracted research

Commissioned or contracted refers to research outsourced by the Office to external institutions or experts, such as academic institutions, consultancy firms or individual professionals. This modality is employed when specialised expertise is required, or internal capacity is insufficient to undertake the research. Specific guidelines for commissioned research are as follows:

(i)   The Office shall identify the research problem or theme and clearly define the scope, objectives and expected deliverables of the assignment;

(ii)   The Office may issue targeted and competitive calls for research proposals in specific areas of interest directing them to institutions or experts with demonstrated high-level knowledge and specialized skills relevant to the subject matter, to ensure quality and relevance of the research outputs;

(iii)   Commissioned research shall be aimed at generating targeted insights, addressing specific challenges, or evaluating issues of strategic importance to the Office;

(iv)   The Office shall allocate funding, either internally or from external sources, to support the implementation of the research by the selected institution, firm or consultant;

(v)   The selected institution, firm, or consultant shall propose and agree with the Office on the research process (i.e. *the research design, tools, data sources and methodologies to be employed*);

(vi)   The procurement of commissioned services shall follow applicable public procurement regulations;

(vii) The Office shall appoint a designated staff member or team to work with the commissioned institution or consultant, ensuring effective research process monitoring and supporting capacity building; and

(viii) Commissioned institutions or consultants shall maintain impartiality and professional independence throughout the research process, ensuring that all findings are objective, unbiased, focused and provide timely insights on specific issues under study.

2.3 Research process

This section presents a structured framework for the research process within the Office, providing clear guidance on each phase of the research activity. It encompasses identifying research topics, submitting and assessing concept notes and proposals, forming project teams, implementing, reporting and disseminating research outputs. Additionally, it outlines standards for ethical conduct, data management and internal approval mechanisms.

2.3.1 Identification of research projects

Research ideas, problems, themes or issues shall be identified based on evolving institutional needs determined by individual staff or office divisions and units.

2.3.2 Submission of research ideas, concept notes and proposals

All research ideas, concept notes and proposals must be submitted to the Research and Innovation Section within the Planning and Budgeting Department, which acts as the Secretariat to the Technical Committee.

(i)   Research ideas, concept notes or proposals should be submitted by the respective division or unit within the Office.

(ii)   Individual staff members who develop research ideas or concept notes must submit them to their respective divisions or units. If considered relevant and valuable, the submission will be formally endorsed and forwarded to the Directorate responsible for research and innovation.

(iii) The concept notes must be prepared using the format provided in Annex 1.

(iv)   The full research proposal must be prepared using the format provided in Annex 2.

(v)   Once a research idea or proposal has been submitted, the applicant will receive an acknowledgement confirming receipt within five working days.

(vi)   For commissioned research and competitive calls for proposals, submissions must adhere to the specific Terms of Reference developed for each call.

2.3.3 Formation of Research Project Teams

Based on the scope and requirements of each research project, the Office shall establish a dedicated research project team comprising appropriate internal staff and, where necessary, external researcher(s) or consultant(s). Team members from relevant divisions or units shall be selected according to their expertise and experience in research projects or initiatives. The formation of research teams shall adhere to the following guidelines:

(i)   Each research team must include senior and junior Office staff to support capacity-building and knowledge transfer.
(ii)   Teams may be drawn from a single division or unit or include members from multiple departments as deemed appropriate.
(iii) The Office may invite external experts or professionals from other institutions to contribute specialised knowledge and strengthen the internal research team.
(iv)   In the case of collaborative research, project teams shall be formed in line with the terms outlined in the relevant Collaboration Agreement.
(v)   Team formation shall follow the specifications outlined in the respective Terms of Reference for commissioned research.

2.3.4 Assessment of concept notes and research proposals

All submitted concept notes and research proposals shall undergo a structured screening and review process to assess their relevance, methodological quality, feasibility, timelines and alignment with the Office's strategic priorities and research agenda. The following procedures shall guide the screening and review of internal concept notes and research proposals:

(a)   The Secretariat of the Technical Committee shall conduct the initial screening of all submissions. The initial screening will evaluate each concept note or proposal based on:
   (i)   Relevance to the Office's mandate and research agenda;
   (ii)   Timeliness and feasibility;
   (iii) Compliance with the specific call or this guideline; and
   (iv)   Originality.

(b)   Following the initial review, the Secretariat of the Technical Committee shall provide feedback to the applicant, indicating whether the concept note or research proposal will proceed to complete evaluation by the Technical Committee or be returned to for revision based on the initial review comments.

(c)   Following completion of the preliminary screening, the Technical Committee shall conduct a detailed review and validation of the concept note or proposal before submitting it to Management for approval. Internal submissions will be assessed based on the following criteria:

(i)   Alignment with the Office's mandate and research priorities;

(ii)   Inclusion of both senior and junior staff to promote capacity building;

(iii) Expected impact on policy, institutional performance or service delivery;

(iv) Feasibility in terms of scope, resources and timeline;

(v)   Scientific quality, methodological rigour;

(vi) A realistic, cost-effective budget is consistent with the research objectives; and

(vii) Integration of gender considerations in research design, team composition and potential impact.

(d)   The review process for commissioned and collaborative research proposals shall follow the procedures outlined in the respective Terms of Reference (ToR) or Collaboration Agreement.

(e)   Committee members submitting research ideas or proposals shall declare any conflicts of interest in writing to ensure exclusion from the evaluation process.

2.3.5 Approval of concept notes and research proposals

All concept notes and research proposals reviewed and validated by the Technical Committee shall be submitted to the Management for final approval. Upon decision, the Secretariat shall provide feedback to both successful and unsuccessful applicants, indicating the outcome and, where applicable, areas for improvement.

2.3.6 Research project implementation and reporting

Research teams shall conduct their work with due diligence and uphold high standards of professionalism. Progress updates shall be submitted either monthly or quarterly, depending on the nature of the project. These updates must outline progress against planned milestones, highlight key challenges and detail the use of resources. Implementation and reporting procedures shall follow the relevant Collaboration Agreement or Terms of Reference terms for collaborative and commissioned research. The following guidelines shall apply specifically to internal research projects:

(i)   Research teams shall maintain objectivity and impartiality throughout the implementation of the project.

(ii)   ICT tools shall support data collection analysis and dissemination, promoting greater efficiency, transparency and evidence-informed decision-making.

(iii) Any unexpected challenges hindering implementation or affecting outcomes shall be reported promptly to the Planning and Budget Department.

(iv) Research teams must avoid any form of bias, including but not limited to biased sampling techniques, selective reporting of results, unjustified data manipulation, or misrepresentation of findings.

(v)   Project leaders or principal researchers shall report progress, results, and impact monthly or quarterly.

(vi)   In the event that the principal researcher or a key team member is transferred, withdraws, resigns, is terminated, retires, becomes medically unfit or passes away, the relevant division or unit in consultation with the Chairperson of the Technical Committee, shall appoint a suitably qualified and experienced replacement to ensure continuity of the project.

2.3.7 Submission, Review and Approval of Research Reports

Research reports shall be prepared in English, Kiswahili or both, depending on the intended audience. However, all executive summaries, extended abstracts, policy briefs, and fact sheets must be presented in both English and Kiswahili to ensure broader accessibility and inclusiveness. For collaborative and commissioned research, the submission, review and approval procedures shall strictly follow the relevant Collaboration Agreement or Terms of Reference provisions. The following specific procedures shall apply to internal research projects:

(i)   A complete draft of the research report shall be prepared in accordance with the standard format outlined in Annexes 3 and 4;

(ii)   The draft report shall be submitted to the Secretariat of the Technical Committee for initial processing;

(iii)   The Secretariat shall conduct a preliminary review of the draft to assess adherence to formatting guidelines, clarity of presentation and consistency with the approved research objectives and methodology;

(iv)   The Technical Committee shall carry out a detailed evaluation of the draft report. This review shall examine the scientific rigour, accuracy of the data and analysis, validity of the findings, coherence of arguments, relevance of conclusions and policy implications. The Committee shall provide constructive feedback for revisions, where necessary;

(v)   Once the research team has satisfactorily addressed all feedback from the Technical Committee, the revised final report shall be submitted to the Office's Management for official approval;

(vi)   In addition to the final research report, the research team shall prepare a policy brief or fact sheet summarising key findings and actionable policy recommendations for decision-makers and stakeholders.

2.3.8 Dissemination and Publication of Research Outputs

For collaborative and commissioned research, the dissemination and publication of outputs shall follow the terms outlined in the relevant Collaboration Agreement or Terms of Reference. For internal research projects, the following guidelines shall apply:

(i) Subject to approval by the Management, research outputs may be disseminated to a wider audience. This may include stakeholders within the Office, other government entities, professionals, researchers, academics and the public. The dissemination decision shall consider the findings' nature, purpose and sensitivity;

(ii) Dissemination shall be carried out through the official communication channels of the Office;

(iii) With management approval, research findings may be published through the Office's website, newsletters, newspapers, books, and professional or academic journals. They may also be presented at relevant conferences and workshops; and

(iv) All internal, commissioned or collaborative research publications must acknowledge the funding source.

2.4 Compliance, Integrity and Ethical Standards

All research activities shall fully comply with applicable laws and institutional policies. Research teams must uphold the highest standards of integrity and ethics, including safeguarding confidentiality, obtaining informed consent, and disclosing potential conflicts of interest. The following guidelines shall apply:

(i) All research conducted by the Office must comply with Tanzanian laws and policies, including the National Research and Development Policy (2010), the Personal Data Protection Act, CAP 44 and the Statistics Act, CAP 351 which provide the legal framework for research in public institutions.

(ii) Commissioned research projects shall be carried out in accordance with the Terms of Reference that will be prepared. Furthermore, the procedures for procuring consultants shall comply with the with the Public Procurement Act, CAP 410.

(iii) Research involving sensitive government data must adhere to the Personal Data Protection Act, CAP 44, ensuring that personal information gathered in research or surveys is protected and used responsibly.

(iv) Research that involves classified data must comply with the National Security Act, CAP 47 to ensure outputs do not compromise national security interests.

(v) Any research collecting data from Regional Administration and Local Government Authorities may require a research permit from the Prime Minister's Office – Regional Administration and Local Government (PMO-RALG).

(vi) Any research, quantitative data in nature may require a research permit from the National Bureau of Statistics (NBS) and thus require adherence to the Statistics Act, CAP 351.

(vii) All research shall be conducted impartially and without political bias, reflecting the Office's role as a neutral coordinator of government business.

(viii) All researchers operating under the Office shall abide by the Public Service Code of Ethics. This includes a strict prohibition on corruption, data falsification and the misuse of public resources.

(ix) No Office, consulting firm, or collaborative research team staff member is permitted to share, post or use any information, images or data related to research participants without official authorisation. All data collected in the course of the research process is for official use only.

(x) All research projects involving human participants or sensitive data must obtain ethical clearance from responsible authorities, such as the National Health Research Ethics Committee (NatHREC) under NIMR for health research, Tanzania Commission for Science and Technology (COSTECH) for general research clearance, Tanzania Medicines and Medical Devices Authority (TMDA) for clinical trials, TAMISEMI for research conducted within Local Government Authorities or any other recognised Institutional Review Boards (IRBs).

2.5 Data quality assurance and intellectual property rights

Maintaining research data's accuracy, reliability and usability is essential for informed decision-making within the Prime Minister's Office. All research activities shall comply with recognised data standards to ensure consistency, relevance, timeliness and security. The following guidelines shall govern data quality assurance, security and intellectual property rights:

(i) The Office shall establish and implement standardised data collection protocols across all divisions and units.

(ii) Data validation and verification processes may be carried out to uphold data quality. These may include peer reviews, technical assessments, inspections, quality control procedures and data audits.

(iii) Staff shall be regularly trained in data collection, analysis, and quality control techniques to reduce the risk of errors and support sound policy development.

(iv) All collected data shall be securely stored in protected databases, repositories, or other designated systems with appropriate backup mechanisms and safeguards to prevent unauthorised access or modification. Access to research data shall be role-based.

(v) Intellectual Property (IP) generated from research conducted under the Office shall remain the property of the Office unless otherwise specified in a collaboration agreement.

(vi) The sharing and use of research data shall comply with applicable laws and regulations, including the *Statistics Act, Cap. 351*, *Cybercrimes Act, Cap. 443*, *Electronic and Postal Communications Act, Cap. 306*, *Access to Information Act, Cap. 149*, *Personal Data Protection Act, Cap. 44*, *e-Government Act CAP 273*, and the *Copyright and Neighbouring Rights Act, Cap. 218*. The Office shall also adhere

to technical guidelines from bodies such as the *National Bureau of Statistics (NBS)* and the *Tanzania Commission for Science and Technology (COSTECH)*.

(vii) The Research and Innovation Section shall oversee the full research data lifecycle, including collection, analysis, reporting, and archiving.

CHAPTER THREE
INNOVATION GUIDELINES

3.1 Innovation in the context of the Office

Innovation within the Prime Minister's Office shall refer to a structured process of designing, developing and applying new or improved policies, strategies, operational methods or technologies. These innovations aim to enhance the effectiveness of government operations, strengthen policy execution and improve the delivery of public services. The process is driven by strong leadership, strategic direction, ongoing monitoring and adaptive learning to respond to changing governance and societal needs. The Office recognises innovation as a key driver of transformation in public administration. It enables proactive responses to operational challenges, improves the use of resources and enhances service delivery to citizens. This guideline offers a structured approach for identifying, developing, evaluating and implementing innovations. It ensures that all innovation activities are aligned with the Office's priorities, national development goals and recognised best practices.

3.2 Sources of innovative ideas

The Office recognises that innovative ideas can emerge from multiple sources, each offering unique perspectives and solutions that support improvements in governance and public service delivery. These ideas reflect diverse themes and problem-solving approaches. Key sources of innovation include:

(i)   Identified government needs and challenges that expose policy gaps and operational inefficiencies requiring creative solutions;

(ii)   Technological advancements that enable the modernisation of government processes and promote efficient service delivery through emerging technologies;

(iii)   Staff suggestions gathered across all levels of the Office, offering practical ideas drawn from day-to-day experiences;

(iv)   Research findings and recommendations arising from studies conducted by the Office or other relevant institutions;

(v)   Collaboration with research and academic institutions, which provides access to cutting-edge knowledge, innovative technologies and fresh insights;

(vi)   Public-Private Partnerships (PPP) that foster innovation through shared knowledge, joint resources and application of best practices;

(vii)   Industry partnerships and networks that help track new technological trends and identify opportunities for collaboration; and

(viii) Feedback from service users collected through surveys, interviews, self-assessment and focus group discussions, which helps tailor innovation to real needs and user experiences.

3.3 Innovation Process

This section outlines the process of receiving, evaluating and approving innovation ideas. It details key stages, from submission to validation, ensuring only viable innovations proceed to the implementation stage. It also highlights integration mechanisms to enhance public service delivery and align with broader societal interests.

3.3.1 Soliciting Innovation Ideas

In the Office context, soliciting innovation entails proactively seeking creative and transformative suggestions or constructive ideas from staff, stakeholders and the public. The objective is to enhance government operations, improve service delivery and drive institutional efficiency. Individual staff members, teams or departments shall continuously submit innovative ideas. Additionally, the Office may identify and issue targeted calls for innovations to address specific priorities and urgent needs with the aim of implementing effective solutions, with submissions accepted based on the terms and conditions outlined in each call.

3.3.2 Submission of Innovation Ideas

The specific guidelines for the submission of innovation ideas or proposals shall be as follows:
(i)   Innovation ideas or proposals from Office staff, divisions or units shall be submitted to the Secretariat of the Technical Committee at any time;
(ii)   Innovation ideas or proposals in response to specific calls issued by the Office shall be submitted in accordance with the terms and conditions specified in the call.
(iii)   All submissions must be made either in hard copy using the standard format provided in Annex 5(a) or electronically via the designated online portal of the Office (Annex 5(b).
(iv)   If an innovator is unable to submit an innovation idea or proposal in written form, they may present it orally to the Secretariat. The Secretariat shall then assist in documenting the idea using the standard format provided in Annex 5(a) or submit it electronically through the Office's designated online portal as outlined in Annex 5(b).
(v)   Once an innovation idea or proposal has been submitted, the applicant will receive an acknowledgement confirming its receipt within five working days.
(vi)   All submitted innovation ideas or proposals shall be securely stored to ensure confidentiality and record-keeping.
(vii)   Committee members submitting innovation ideas or proposals shall declare any conflicts of interest in writing to ensure exclusion from the evaluation process.

(viii) The Secretariat shall provide written feedback to all applicants whose innovation ideas or proposals are not selected, outlining the reasons for non-selection and, where applicable, suggesting areas for improvement to encourage resubmission or further development.

3.3.3 Pitching and Screening of Innovation Ideas

The Secretariat shall oversee the initial screening of submitted innovation ideas to ensure they meet the requirements set out in this guideline. The specific guidelines for pitching and screening processes are as follows:

(i) Each submission shall be assessed to confirm that it presents a unique and original concept;

(ii) Screening and evaluation criteria shall include, but are not limited to, relevance, nature of the innovation (whether new or improved)), feasibility, impact and long-term sustainability;

(iii) Where necessary, the Secretariat may provide constructive feedback on promising ideas that require further refinement. Innovators may be invited to revise their proposals, clearly indicating the changes made;

(iv) Submissions that meet the initial screening standards shall be invited to pitch or present their ideas to the Technical Committee;

(v) Pitches shall follow a standard format, which includes the problem statement, proposed solution, anticipated benefits, implementation plan and resource requirements such as budget, staffing, and timelines;

(vi) The Secretariat shall prepare a comprehensive screening report for submission to the Technical Committee.

3.3.4 Evaluation and approval of innovation ideas or concepts

The evaluation and approval of innovation ideas shall follow a structured process guided by the following steps:

(i) The Technical Committee shall evaluate each submitted innovation idea or concept based on clearly defined criteria supported by a comprehensive screening report prepared by the Secretariat. The assessment shall consider originality, relevance, potential impact and benefits to the Office, cost-effectiveness, feasibility, scalability, risk mitigation measures, and ethical integrity.

(ii) If an idea requires improvement, the Committee may give feedback to the innovator for further refinement to meet the required standards before it can proceed.

(iii) After completing the evaluation, the Committee shall forward all qualifying innovation ideas to the Management, along with their recommendations.

(iv) Management shall then review the proposed ideas and their action plans. If satisfied, Management will approve them for implementation. Management may return the ideas to the Technical Committee for revision if further improvements are needed.

(v) The decision made by Management shall be final. Approved innovation ideas will proceed to implementation as projects or programmes guided by the approved action plans.

3.3.5 Implementation and Reporting of Innovation Projects

Effective implementation and reporting are essential to ensure innovation projects achieve their intended outcomes. The following guidelines shall apply to all approved innovation ideas or concepts:

(i) Work plan preparation: Upon approval, Management shall instruct the relevant division or unit to prepare a detailed work plan and budget to guide implementation.

(ii) Collaborative implementation: Innovation projects shall be implemented through a team-based approach. The team will share responsibilities to promote collaboration rather than individual effort.

(iii) Formation of implementation team: A dedicated team shall be established by the responsible division or unit to carry out the project in line with the approved work plan.

(iv) Involvement of innovators: Where appropriate, the original innovator(s) may be included in the implementation team or consulted to provide expert input and support.

(v) Engagement of end-users: End-users shall be involved during the design and testing phases to ensure the solution is practical, relevant and responsive to user needs.

(vi) Progress reporting and issue resolution: The Steering Committee shall be informed of the project's progress. Any challenges or bottlenecks shall be addressed promptly to avoid delays.

(vii) Risk management: Risks arising during implementation shall be identified, evaluated, and managed in accordance with the Office's risk management framework.

(viii) Coordination and monitoring: The PBD shall be responsible for coordinating, monitoring and evaluating the implementation of all approved innovation projects to ensure alignment with the Office's strategic objectives, work plan and budget to guide implementation.

3.4 Intellectual Property and Innovation Ownership

The Office shall retain full ownership of all intellectual property (IP) arising from innovations developed by its staff, divisions or units, for innovations resulting from

collaborative efforts, intellectual property ownership shall be guided by the terms outlined in the Collaboration Agreement and must comply with the laws and regulations governing IP and innovation ownership in the United Republic of Tanzania.

CHAPTER FOUR
RESOURCES MOBILIZATION FOR RESEARCH AND INNOVATION PROJECTS

4.1 Overview

Mobilising adequate and sustainable resources is essential to successfully implementing research and innovation activities. These resources include financial, human, technological, and institutional inputs that enable the Office to generate evidence-based policies, improve governance, and enhance public service delivery. This chapter outlines a structured framework for sourcing, managing and reporting resources to ensure accountability and alignment with strategic priorities.

4.2 Funding Sources for Research and Innovation

Resources for research and innovation shall be mobilised from diverse sources. These include government budget allocations, grants from development partners, concessional loans, strategic public-private partnerships (PPPs) and other relevant financing mechanisms. Mobilisation efforts shall prioritise predictability, transparency, and alignment with national goals and the Office's strategic plan.

4.2.1 Funding for Research Projects

Research projects shall receive funding through various channels, including government allocations, development partner grants and private-sector collaborations. All research funds shall be managed according to Government financial regulations. The following guidelines shall apply:

(i)   Funds shall be disbursed in instalments based on the approved work plan and the submission of deliverables or progress reports;
(ii)   Research funds must be used exclusively for approved research activities;
(iii)   The Office reserves the right to withhold or withdraw funding where the research team fails to deliver expected outcomes;
(iv)   All expenditures must be justified with supporting documentation;
(v)   Any misuse or misappropriation of research funds shall be addressed in accordance with public service laws and regulations.

4.2.2 Funding for Innovation Projects

Innovation projects shall be financed primarily through government budget allocations. Additional resources may be sought from development partners and other strategic

actors. The following principles shall guide the disbursement and use of innovation funds:

(i) All allocations shall comply with public financial management and expenditure control frameworks;
(ii) Funds shall be used strictly for innovation-related activities, including administration, incentives, and implementation;
(iii) Disbursement shall follow a phased approach, linked to approved work plans and supported by progress or performance reports;
(iv) The misuse of innovation funds shall be addressed in accordance with public service laws and regulations.

4.3 Fund Management and Financial Accountability

To maintain public trust and ensure responsible use of resources, the Office shall enforce strict financial management and accountability standards. Specific measures include:

(i) All projects shall be supported by a clear, itemised budget linked to objectives, expected outcomes, and timelines;
(ii) Dedicated budget lines shall be created for research and innovation to avoid mixing with routine operational budgets;
(iii) The disbursement of funds for research and innovation will be prioritized based on the prepared action plan.
(iv) Collaboration with ministries, private sector, and civil society may be used to strengthen oversight, governance, and alignment with national priorities;
(v) Procurement shall follow the Public Procurement Act, ensuring transparency, competition, and value for money in selecting suppliers and consultants.

4.4 Human Resource Capacity for Research and Innovation

The Office shall invest in developing and deploying skilled personnel to support research and innovation functions. Capacity-building efforts shall include:

(i) Training staff in core areas such as project management, proposal writing, data analytics, and intellectual property;
(ii) Promoting continuous professional development through short courses, seminars, and mentoring programmes;
(iii) Equipping financial and project officers with fund management and reporting skills in line with Tanzanian law;
(iv) Establishing partnerships with research institutions, development partners, and international organisations to strengthen staff competencies and promote knowledge exchange;

(v)   Supporting joint research initiatives and mentorship programmes with universities, innovation hubs and think tanks.

4.5 Technological Resource Mobilisation

Technology is a critical enabler of effective research and innovation. The Office shall ensure access to appropriate digital tools, platforms, and infrastructure by:

(i)   Engaging in multi-stakeholder partnerships, including PPPs, to acquire funding, software, and technical expertise;
(ii)   Regularly train staff and research teams on use of research related technologies, data systems and digital security.

4.6 Strategic partnerships and donor engagement

The Office shall actively pursue strategic partnerships with local, regional, and international actors to widen the resource base and enhance impact. This shall include:

(i)   Building long-term relationships with donors, development agencies, and philanthropic foundations to secure financial and technical support;
(ii)   Participating in regional research consortia and innovation networks to access pooled resources and shared expertise;
(iii)   Aligning donor-funded projects with national priorities and ensuring transparency and accountability in all partnership arrangements.

4.7 Recognition and Rewards

The Management shall approve appropriate incentives and rewards for staff whose research and innovation ideas under this research and innovation guideline, are recognised as beneficial in improving public service delivery or enhancing the overall performance of the Office. Incentives may include but are not limited to, capacity-building opportunities, participation in innovation platforms, and attendance at local and international research conferences. Rewards may be monetary or non-monetary, such as certificates of appreciation, letters of recognition, or other forms of acknowledgement. Further details on the criteria for assessment and award decisions, as well as the types of incentives and rewards are provided in Annexes 6 and 7.

CHAPTER FIVE
INSTITUTIONAL GOVERNANCE FRAMEWORK

5.1 Management, Oversight and Coordination of Research and Innovation

All research and innovation activities shall conform to the Office's Management, oversight, and coordination. Mechanisms shall be implemented to ensure that all research activities conform to scientifically acceptable standards, including sound methodologies, quality standards, and ethical considerations. The innovations shall also be tested for viability. The specific guidelines for research and innovation management, oversight and coordination are as follows:

(i)   The Research and Innovation Section of the PBD shall coordinate all Office research and innovation activities;

(ii)   All research projects and innovation activities shall focus on issues relevant and pertinent to the mandate and functions of the Office;

(iii)   All research and innovation projects shall be vetted by the Technical Committee and approved by the Management;

(iv)   Research data shall conform to national data and security standards and best practices in accordance with existing laws and regulations governing official statistics; and

(v)   All Office staff and their collaborators in research shall adhere to data quality and ethical standards.

5.2 Roles and Responsibilities of the Planning and Budgeting Division

The Planning and Budgeting Division is the custodian of this guideline. The roles and responsibilities of PBD through its Research and Innovation Section shall include, but not be limited to the following:

(i)   Coordinate the development and periodic review of the research and innovation guidelines;

(ii)   Coordinate an awareness-raising session on the research and innovation guidelines at the Office;

(iii)   Foster and maintain linkages and collaborations with academic and non-academic institutions, development partners, and other stakeholders to enhance research and innovation quality and impact;

(iv)   Establish mechanisms for disseminating and publishing research findings.

(v)   Invest in training and capacity-building for Office staff to enhance their ability to conduct and utilise research effectively;

(vi)   Safely retain and store data and research reports in the research repository;

(vii) To conduct monitoring and evaluation of research and innovation activities;

(viii) Collaborate with research and academic institutions, development partners, and other key stakeholders in organising conferences to share lessons learned and disseminate research outputs and innovations;

(ix)   To promote a research and innovation culture within the Office;

(x)   To serve as Secretariat to the Technical Committee;

(xi)   Analyse and propose to the Management regarding incentives and rewards for researchers and innovators;

(xii) To mobilise resources, financial oversight and budget management for research and innovation activities; and

(xiii) Coordinate and supervise the implementation of all directives issued by Management related to research and innovation matters.

5.3 Roles and Responsibilities of Divisions, Sections and Units of PMO

The roles and responsibilities of units, sections, and divisions within the Office shall include, but not be limited to, the following:

(i)   Sensitise and encourage staff to develop research and innovation ideas and concept notes or proposals;

(ii)   To identify research and innovation priorities within their units, sections, or divisions;

(iii) Support capacity-building initiatives to enhance staff skills in research and innovation;

(iv)   Coordinate research and innovation activities within their units, sections, or divisions;

(v)   To participate in the preparation of research and innovation concepts and proposals and implementation, monitoring and evaluation of approved projects;

(vi)   Form research or innovation working teams for approved research or innovation concept notes or proposals;

(vii) To utilise research findings to increase efficiency and public service delivery.

(viii) Allocating budget for research and innovation activities.

(ix)   To participate in the preparation of research and innovation reports; and

(x)   Perform other roles and responsibilities of research and innovation within their units, sections, or divisions.

5.4 Roles and Responsibilities of PMO Staff

The roles and responsibilities of staff within the Office shall include, but not be limited to, the following:

(i)   To initiate research and innovation ideas;

(ii)   To prepare research and innovation ideas, concept notes and proposals;

(iii)   To undertake research and innovation projects;
(iv)   To prepare and submit progress reports, completed research and innovation reports, and policy briefs or fact sheets;
(v)   To participate in research and innovation forums, including but not limited to professional and academic conferences, workshops, symposia and exhibitions; and
(vi)   To carry out any roles and responsibilities assigned by their heads of unit, section, or division.

5.5 Research and Innovation Committees

The Management, technical committee and the Secretariat shall be present to execute this guideline and ensure the smooth administration of research and innovation matters. Their composition, roles, and responsibilities are as stipulated in this guideline.

5.5.1 Secretariat

There shall be a secretariat to the Technical Committee, composed of members from the Research and Innovation Section and chaired by the ADRI. The roles of the Secretariat shall include the following:

(i)   The Secretariat to the Technical Committee shall comprise members from the Research and Innovation Section.
(ii)   ADRI shall chair the Secretariat.
(iii)   The Secretariat shall initiate calls for research and innovation ideas, concept notes and proposals;
(iv)   The Secretariat shall receive and conduct a preliminary screening or review of research and innovation ideas, concept notes, proposals, progress reports, completed research reports and innovations;
(v)   Advise researchers and innovators on improving their applications;
(vi)   The Secretariat of the Technical Committee does not have the authority to reject a concept note or proposal. Its role is limited to advising on improvements following the initial screening before the submission proceeds to the Technical Committee for formal evaluation.
(vii)   Prepare research and innovation reports of research concept notes, proposals, and innovation ideas that meet initial assessment criteria to be tabled to the Technical Committee; and
(viii) Coordinate Technical Committee meetings.

5.5.2 Technical Committee

There shall be a technical committee whose composition shall be as follows:

(i)   Director of Planning and Budgeting Division (DPBD), who shall be the Chairperson of the Committee;

(ii)   Assistant Director Research and Innovation (ADRI), who shall be the Secretary;
(iii)   Director of Policy and Coordination (DPC);
(iv)   Director of Economic Empowerment (DEEPS);
(v)   Director of Performance, Monitoring and Evaluation (DPME);
(vi)   Assistant Director- Disaster Research from the Disaster Management Department;
(vii)   Assistant Director – Political Affairs;
(viii) Other co-opted members from within the Office and other institutions, including research and academic institutions, who are experts in relevant areas.

The specific roles and responsibilities of the Technical Committee shall be as follows:

(i)   Develop research and innovation priority areas for Management approval;
(ii)   To vet research and innovation concept notes and proposals based on the established assessment criteria;
(iii)   To vet the budget and source of funds for research and innovation projects.
(iv)   To vet research findings/reports and innovations;
(v)   To monitor adherence to quality standards and research ethics;
(vi)   To report to the Management all matters regarding the progress of research projects and innovations;
(vii)   To recommend to the Management the award of research and innovation grants;
(viii) To propose incentives and rewards for staff to the Management.

5.5.3 Management

The Management shall set overall research and innovation priorities and oversee research and innovation projects throughout the Office. The roles and responsibilities of the Management shall include, but not be limited to, the following:

(i)   Provide policy guidance on research and innovation matters.
(ii)   Approve research agenda and priorities for the Office in alignment with its mandate and functions;
(iii)   Approve research proposals and innovation ideas, concepts and proposals;
(iv)   Approve the budget and funding of research projects and innovations;
(v)   Approve research reports and innovations;
(vi)   Approve dissemination and publication of research outputs;
(vii)   Approve incentives and rewards for researchers and innovators;
(viii) Approve strategic linkages, partnerships, and collaborations in research and innovation projects;
(ix)   Manage, resolve and handle all grievances, conflicts and disputes relating to research and innovation activities within the Office; and
(x)   Discuss and deliberate on any matters related to research and innovations within the Office.

CHAPTER SIX
MONITORING EVALUATION AND REVIEW FRAMEWORK

6.1 Overview

Effective monitoring, evaluation and review (MER) are essential to ensure that research and innovation activities are implemented efficiently, generate meaningful results, and remain aligned with the strategic objectives of the Office. This framework provides systematic guidance for tracking performance, evaluating outcomes and impact and applying learning to improve future initiatives. It also promotes transparency, accountability and continuous improvement across all R&I interventions.

6.2 Monitoring of research and innovation projects

Monitoring is a continuous process that enables real-time tracking of the implementation of research and innovation projects. It ensures that activities progress as planned, resources are used efficiently, and early warning signals are detected and addressed promptly. Key guidelines for monitoring include:

(i)   The Planning and Budgeting Division (PBD), through the Research and Innovation Section, shall lead all research and innovation monitoring activities.

(ii)   Monitoring shall focus on milestones, deliverables, resource utilisation, timelines, and adherence to ethical standards.

(iii) Monitoring tools may include progress reports, field visits, documentation verification, digital dashboards and key performance indicators (KPIs).

(iv)   Where applicable, staff may be assigned to accompany field researchers to ensure compliance with ethical protocols and data quality standards.

(v)   Serious deviations or ethical concerns shall be reported to Management for immediate action.

(vi)   Monitoring commissioned or collaborative projects shall adhere to the relevant Terms of Reference (ToR) or Memoranda of Understanding (MoUs).

6.3 Evaluation of research and innovation projects

The evaluation assesses the performance and impact of research and innovation projects by examining their relevance, efficiency, effectiveness, sustainability and alignment with strategic goals. It provides evidence for decision-making and accountability. The following principles shall guide evaluation: -

(i)   All evaluations shall follow a structured and objective approach.

(ii)   Evaluation criteria will include:
       a) Relevance (alignment with national and institutional priorities).
       b) Effectiveness (achievement of stated objectives).
       c) Efficiency (optimal use of resources).
       d) Impact (measurable changes influenced).
       e) Sustainability (long-term benefits and institutionalisation).
(iii) Evaluations may be conducted internally by the PBD or outsourced to external experts where independence is necessary.
(iv)   Evaluation results shall inform future programme design, resource allocation and policy formulation.

6.4 Learning and Adaptive Management

A strong learning component is vital for transforming monitoring and evaluation findings into actionable insights. Adaptive Management ensures the PMO adjusts its strategies based on emerging data and lessons learned. Key approaches include:

(i)   Conducting structured after-action reviews, learning sessions and reflection workshops following major projects or evaluations.

(ii)   Capturing and documenting best practices, case studies and innovations for replication and scale-up.
(iii) Developing a digital knowledge repository to store and disseminate R&I results and learning materials.
(iv)   Promoting internal dialogue and peer learning across divisions and units through quarterly learning forums.

6.5 Annual review and performance reporting

The Office shall establish a structured annual review and performance reporting system to enhance transparency and promote institutional accountability. Specific mechanisms shall include:
(i)   Preparation of an Annual Research and Innovation Performance Report summarising achievements, challenges and impact.

(ii)   Integration of R&I indicators into the Office's annual performance review process.
(iii) Presentation of key results at management and stakeholder meetings to inform strategic planning.
(iv)   Inclusion of gender, youth and inclusivity indicators to ensure equity in research and innovation outcomes.

6.6 Risk Management in R&I Implementation

Identifying and mitigating risks ensures that research and innovation projects are resilient to disruptions and maintain alignment with Office priorities. The Office shall:

(i) Develop risk registers for significant projects, identifying potential threats and proposed mitigation strategies.

(ii) Incorporate risk analysis into proposal screening, implementation plans and evaluations.

(iii) Ensure regular updates and reporting on risk status during project reviews.

6.7 Review and revision of the guideline

This guideline shall be reviewed periodically to ensure its continued relevance and effectiveness. Review protocols include:

(i) Reviews may be initiated by Management or recommended by the Technical Committee based on implementation experience, evaluation findings, or policy changes.

(ii) Stakeholder consultations shall inform all guideline revisions.

ANNEXES

Annexe 1: Research concept note submission form

Section 1: Project Information

Project Title	(Provide the full Title of the proposed research or innovation project)
Date of Submission	(DD/MM/YYYY)
Submitting Division/Unit/Department	(Name of the division, unit, or department submitting the concept note)

Section 2: Project Overview

Project Objectives	(List < 5 clear, measurable, and achievable objectives of the proposed research/innovation) (SMART)
Background and Rationale	(Briefly explain the problem or opportunity this project addresses; include justification and relevance to national priorities or sectoral challenges. Limit to 250 words).
Key Research/Innovation Questions	(State the primary research or innovation questions the project aims to answer or explore)

Section 3: Expected Outcomes and Impact

Expected Key Outcomes	(Describe the main expected results of the research/innovation – e.g., new knowledge, tools, technologies, policy inputs, etc.)
Potential Impact	(Explain how the outcomes contribute to evidence-based policymaking, improved services, and socio-economic development. Limit to 200 words)

Section 4: Alignment and Implementation

Alignment with National Priorities, Office Research Agenda.	(Explain how the project aligns with national development frameworks)
Proposed Timeline	(Estimated duration and key phases/milestones of the project)
Resource Needs	(Outline estimated resources required – budget, personnel, logistics – if available)

Partnerships or Collaborators	(Mention any collaborating institutions, government departments, or development partners)

Section 5: Author Declaration (individual/Division/unit)

I declare that the information provided in this concept note is true and accurate to the best of my knowledge. I understand that any misrepresentation may affect the evaluation and approval of this submission.

Name	Signature	Date

Section 6: Submitted by:

Head of Division/Unit:

Name	Signature	Date

Annex 2: Research proposal format

Section	Content Description
1. Title of the research	A clear, concise, and descriptive title that reflects the core focus of the proposed research. It should be specific and informative.
2. Introduction	Introduce the research topic and provide background information that frames the context. This section should include: • **Background and Context**: Briefly describe the broader issue or challenge that the research addresses. • **Problem Statement**: Clearly define the research problem or knowledge gap. • **Rationale and Significance**: Explain the importance of the study and its potential to inform policy, practice, or innovation.
3. Research Objectives	List the primary and specific objectives of the study. These should be realistic, measurable, and aligned with addressing the stated problem.
4. Research Questions	Provide the key research questions the study seeks to answer. These should relate directly to the objectives.
5. Review of Related Literature	Summarise relevant previous studies, theories, and findings. Highlight gaps or areas that require further investigation. Include a critical analysis to justify your research.
6. Methodology	Clearly describe the research approach and methods to be used: • **Research Design** (qualitative, quantitative, or mixed methods) • **Action Research Framework** (if applicable): e.g., Plan – Act – Observe – Reflect • **Data Collection Methods** (e.g., surveys, interviews, focus groups, field experiments) • **Sampling Strategy**: Target population, sample size, and sampling method • **Data Analysis Plan**: Techniques or tools to be used for analysing data (e.g., thematic analysis, regression analysis)
7. Study Participants and Key Stakeholders	Identify: • **Participants**: Groups or individuals involved in or affected by the research • **Stakeholders**: Institutions or parties with an interest in the outcomes (e.g., ministries, NGOs, community leaders)

Section	Content Description
8. Work Plan and Implementation Timeline	Present a Gantt chart or table showing: • Key research phases (planning, data collection, analysis, reporting) • Timeframes for each activity • Required resources (personnel, logistics, equipment)
9. Ethical Considerations	Explain how ethical standards will be upheld: • Informed consent process • Confidentiality and privacy safeguards • Ethical approval (if required)
10. Expected Outcomes and Impact	Describe: ▪ **Tangible Outcomes**: Practical results or deliverables. ▪ **Policy or Social Impact**: How will the results benefit the target community, Government, or stakeholders?
11. Budget Estimate	Provide a detailed and itemised budget covering the following: • Personnel/stipends • Materials and supplies • Travel and accommodation • Data collection and processing • Miscellaneous costs.
12. References	List all sources cited in the proposal using a consistent and recognised referencing style (APA current edition).
13. Appendices (If Applicable)	Include supporting documents such as: • Data collection instruments (e.g., questionnaires, interview guides). • Maps, figures, or site descriptions • Letters of support or partnership agreements • Risk mitigation plans or stakeholder communication plans

Annex 3: Research Report Format

S/N	Section	Content Description
1.	Title Page	▪ Title of the Report (maximum 20 words, in CAPITAL LETTERS) ▪ Author(s) or Responsible Team ▪ Units, sections, division or institution ▪ Date of Submission. ▪ Note: The cover page should not carry a page number
2.	Preliminary Pages	▪ Executive Summary (Max 2 pages): Overview of research focus, objectives, methods, results, and policy actions. Single-spaced. ▪ Table of Contents: Organised with section titles and page numbers. ▪ List of Tables (mandatory if more than 5) ▪ List of Figures (mandatory if more than 5) ▪ Abbreviations: Spell out terms on first use, then use abbreviation. ▪ Acknowledgements: Double-spaced recognition of contributors and funders.
3.	Chapter 1 Introduction (Max 4 pages)	▪ Context and Background ▪ Problem Statement (where applicable) ▪ Research Objectives ▪ Research Questions or Hypotheses (where applicable) ▪ Scope and Significance
4.	Chapter 2 Literature Review (Max 3 pages)	▪ Lessons learned from other best performing countries ▪ Review relevant literature ▪ Identify research gaps the study addresses
5.	Chapter 3 Methodology (Max 3 pages)	▪ Research Design (qualitative, quantitative, or mixed methods) ▪ Data Collection Methods and Tools ▪ Sampling Strategy (population, sample size, selection) ▪ Data Analysis Techniques ▪ Innovations in the research approach
6.	Chapter 4 Research Findings (Max 5 pages)	▪ Presentation of Data (tables, graphs, visuals) ▪ Discussion linked to objectives and ministry relevance ▪ Key Issues Identified
7.	Chapter 5 Policy Impact (Max 1 page)	▪ Policy implications of findings ▪ Recommendations for policy improvement or development

8.	Chapter 6 Conclusion and Recommendations (Max 2 pages)	- Conclusion Summarising research outcomes - Actionable recommendations with timelines, responsible units, and alignment with strategic plans.
9.	References	- All cited sources are listed. - APA current Edition referencing style
10.	Appendices	Supplementary materials: questionnaires, extended tables, letters of support, etc.

Annex 4: General instructions on research report format

Instruction Area	Guidelines
Pagination	Use lowercase Roman numerals (i, ii, iii, etc.) for preliminary pages starting with the title page, but do not display 'i' on the title page. Use Arabic numbers (1, 2, 3, etc.) for the main report. Place all page numbers at the bottom centre.
Margins	Set the margins: 4.0 cm on the left, 2.5 cm on the right, 4.0 cm at the top, and 2.5 cm at the bottom.
Percentages	Use the % symbol only with numbers (e.g. 45%). Spell out 'per cent' or 'percentage' when used without numbers.
Local Terms	When using local or uncommon terms (e.g. for species), include the scientific name in italics or a brief description the first time they are mentioned.
Tables	- Use a separate page for lengthy tables. - Use uppercase 'T' when referring to tables (e.g. Table 4.1). - Number tables by chapter (e.g. 4.1, 4.2). - Provide clear captions above tables in bold; capitalise only the first word. - Acknowledge the sources in the tables below using 'Source: Author (Year)'. - Use uppercase when referring to Table, Figure, Appendix, or Map.
Illustrations (Figures, Charts, Graphs, Pictures)	- Use a separate page if the illustrations are long. - Number them by chapter (e.g. Figure 2.3). - Place captions below and capitalise only the first word. - Ensure photos are clear and of good quality.

Annex 5(a): Innovation concept note/proposal submission form

Section	Details / Description
1. Proposal Title	Provide a clear and concise title that reflects the core idea of your innovation.
2. Lead Institution / Organisation/Individual	The full legal name of the entity/individual submitting the proposal.
3. Main Contact Person	Include the primary contact's full name, job title, email address, and phone number.
4. Executive Summary	Summarise the proposed innovation, its key purpose, approach, and the value it brings.
5. Problem Definition	Explain the specific problem or gap the innovation addresses, including background.
6. Description of the Innovation	Describe the innovation, its uniqueness, and how it improves existing solutions.
7. Objectives of the Innovation	List the main goal and specific, measurable objectives of the innovation.
8. Target Beneficiaries	Identify who will directly benefit from this innovation (e.g., communities, sectors).
9. Anticipated Impact	Describe the short- and long-term impact, including scalability potential.
10. Budget Summary	Provide a breakdown of estimated costs (e.g., personnel, equipment, materials).
11. Supporting Documents	List attached documents (e.g., budget sheet, diagrams, support letters).
12. Project Timeline	Provide proposed start and end dates and the overall project duration.
13. Declaration and Authorisation	Declaration: I hereby confirm that the information provided in this innovation proposal is accurate and complete to the best of my knowledge. Signature of Lead Representative:_____ Full name: _____ Position/Title: _____ Date of Submission:_____

Annex 5(b): Innovation Concept Note/proposal submission form (digital fillable format)

Section	Fillable Fields
1. Proposal Title	Enter the Title here...
2. Lead Institution / Organisation	Enter the organisation name here...
3. Main Contact Person	Name: Title: Email: Phone:
4. Executive Summary	Summarise the innovation here...
5. Problem Definition	Describe the problem addressed here...
6. Description of the Innovation	Explain the innovation and how it works here...
7. Objectives of the Innovation	List objectives here...
8. Target Beneficiaries	Identify the beneficiaries here...
9. Anticipated Impact	Describe the expected impact here...
10. Budget Summary	Provide a summary of the estimated budget here...
11. Supporting Documents	List any attached documents here...
12. Project Timeline	Start Date: _____ End Date: _____ Duration: _____
13. Declaration and Authorisation	Declaration: I hereby confirm that the information provided in this innovation proposal is accurate and complete to the best of my knowledge. Signature: _____ Full name: _____ Position/Title: _____ Date of Submission: _____

Annex 6(a): Criteria for Assessing and Awarding Innovations

Criteria	Weight	Evaluation criteria	Score	Overall score
Relevance to Office objectives/priorities	10%	Does the innovation support achievement of the Office's objectives?		
		Does it align with the Office priorities?		
Creativity and Originality	20%	Does the innovation offer a new or creative approach for solving existing problem?		
		Does it provide a clear advantage over current practice?		
Feasibility	20%	Is the innovation practically implementable?		
		Does the Office have the necessary capacity, resources and expertise to implement and sustain it?		
		Is there a clear and realistic implementation plan?		
		Is it cost-effective to implement?		
Impact and benefit	40%	Can the innovation improve business process or service delivery?		
		Can it be scaled or replicated across other divisions or units?		
		Does it offer immediate or short-term benefits?		
		Does it demonstrate potential for long term impact?		
Risk and mitigation	10%	Are there identifiable risks associated with implementation?		
		Are there clear strategies in place to mitigate those risks?		

Annex 6(b): Criteria for Assessing and Awarding Best Research and Innovation Ideas

Criteria	Weight	Evaluation criteria	Score	Overall score
Relevance to Office objectives/priorities	10%	Does the research idea or innovation support achievement of the Office's objectives?		
		Does it align with the Office priorities?		
Creativity and Originality	20%	Does the research or innovation offer a new or creative approach for solving existing problem?		
		Does it provide a clear advantage over current practice?		
Feasibility	20%	Is the research or innovation practically implementable?		
		Does the Office have the necessary capacity, resources and expertise to implement and sustain it?		
		Is there a clear and realistic implementation plan?		
		Is it cost-effective to implement?		
Impact and benefit	40%	Can the research results or innovation improve business process or service delivery?		
		Can it be scaled or replicated across other divisions or units?		
		Does it offer immediate or short-term benefits?		
		Does it demonstrate potential for long term impact?		
Risk and mitigation	10%	Are there identifiable risks associated with implementation?		
		Are there clear strategies in place to mitigate those risks?		

Annexe 7: Incentive and reward structure for research and innovation contributions

Category	Overall Score	Type of Reward
Best Research or Innovation Idea (1st Position)	85 - 100	• Capacity Building Opportunity • Support to participate in National and International Conferences (where the research paper or innovative idea meets the criteria for presentation at those levels) • Opportunities for career progression in accordance with Public Service procedures and guidelines to be issued by the Office • Cash award of TZS 20,000,000 • Trophy • Certificate of Appreciation • Public Recognition during Staff Meeting
Second Best Research or Innovation Idea	70 - 85	• Capacity Building Opportunity • Trophy • Certificate of Appreciation or Letter of Recognition • Cash award of TZS 10,000,000 • Public Recognition during Staff Meeting
Third Best Research or Innovation Idea	60 - 70	• Capacity Building Opportunity • Cash award of TZS 5,000,000 • Letter of Recognition

NB: *Management may give additional rewards as deemed appropriate based on the results of the implemented idea.*