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MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

**MOSHI CO-OPERATIVE UNIVERSITY (MoCU)**  
**CHUO KIKUU CHA USHIRIKA MOSHI**



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# RESEARCH AGENDA

**JULY, 2020**

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## **ABBREVIATIONS AND ACRONYMS**

4IR	-	Fourth Industrial Revolution
CC	-	Co-operative College
DRPS	-	Directorate of Research and Postgraduate Studies
FBIS	-	Faculty of Business and Information Sciences
FCCD	-	Faculty of Co-operative and Community Development
HRD	-	Human Resource Development
HRM	-	Human Resources Management
ICCE	-	Institute of Continuing Co-operative Education
ICT	-	Information and Telecommunication Technology
MoCU	-	Moshi Co-operative University
MUCCoBS	-	Moshi University College of Co-operative and Business Studies
NSGRP	-	National Strategy for Growth and Reduction of Poverty
PBFP	-	Property and Business Formalisation Programme
PRSP	-	Poverty Reduction Strategy Programme
R & D	-	Research and Development
REC	-	Research Executive Committee
RPC	-	Research and Publication Committee
RPF	-	Rural Productivity Fund
SACCOS	-	Savings and Credit Co-operative Societies
SDGs	-	Sustainable Development Goals
URT	-	United Republic of Tanzania

## **FOREWORD**

Moshi Co-operative University (MoCU) was established in 2014 following the upgrading of the then Moshi University College of Co-operative and Business Studies (MUCCoBS). The Vision of the University is to become a Centre of excellence in co-operative education and Practice. Its Mission is to provide quality education, training, research and advisory services to enhance co-operative development. Research is therefore one of the core functions of the University.

Social, economic, political and related developments are visible where there are serious investments in Research and Development (R&D). At the level of an enterprise, research can bring about product innovations, product improvement, increased service efficiency, effectiveness, financial base expansion and improved performance in the market place. At the grassroots or stakeholders, research plays a greater role in linking theory and practice and provides appropriate advisory services to grassroots organisations such as co-operatives and community-based organisations and other rural based socio-economic associations. MoCU, thus, aims at ensuring that research transforms the lives of many and in particular enhances co-operative development throughout the country and beyond her borders.

This Research Agenda is a first formal document expressing the University's priority areas of research. Admittedly, the University role on research is so far minimal mainly due to financial and staff related factors. Wishing to realise the University's vision and mission, this Agenda is adopted to, *inter-alia*, ensure that the University's role in research is to the expectation of the University stakeholders and the general public. It provides a framework on type and nature of research to be undertaken by MoCU staff, students and research associates. The Agenda is amongst the critical University instruments catering for the task of informing the national policy making bodies.

The University management expresses its gratitude to all those who have contributed towards development of this Research Agenda and invites the University community, research partners, students and other stakeholders to utilize it in all research undertakings.

Prof. Alfred Said Sife  
**VICE CHANCELLOR**

## **CHAPTER 1: INTRODUCTION**

### **1.1 Background information**

The history of the Moshi Co-operative University (MoCU) dates way back to 5<sup>th</sup> January, 1963 when the then Co-operative College Moshi was established. The College's primary responsibility was training of human resource in the co-operative sector under the then Ministry of Co-operatives and Community Development. The College was subsequently established through the Co-operative College Act No. 32 (Repealed) of 1964 as an autonomous institution with its own Governing Board. In 2004, the Co-operative College Moshi was transformed into Moshi University College of Co-operative and Business Studies (MUCCoBS) as the Constituent University College of Sokoine University of Agriculture through the Government Declaration Order No. 22 of 2004. MoCU came into being as a result of transforming Moshi University College of Co-operative and Business Studies (MUCCoBS) to a full-fledged University in September, 2014. The University is governed by its own Charter, made under the Universities Act No. 7 of 2005 (Cap 346) of Tanzania laws.

MoCU is located in Moshi Municipality, on the foot of Mount Kilimanjaro along Sokoine Road. MoCU has a teaching centre located in Shinyanga Region along Tabora Road, namely Kizumbi Teaching Centre. In addition, the University operates 13 Regional Offices catering for all the regions in Tanzania Mainland. These offices are located in Mtwara (serving Mtwara and Lindi Regions), Mbeya (serving Mbeya, Katavi and Rukwa), Kilimanjaro (serving Kilimanjaro, Arusha and Manyara Regions), Shinyanga (serving Shinyanga and Simiyu Regions), Mwanza (serving Mwanza, Geita and Kagera), Iringa (serving Iringa and Njombe Regions), Dodoma (serving Dodoma and Morogoro Regions), Coast (serving Coast, Dar-es-Salaam and Zanzibar), Singida, Ruvuma, Tanga, Tabora and Kigoma.

Since its inception, MoCU (then Co-operative College and MUCCoBS) has been active in teaching, research, public and consultancy services. Significantly, research undertakings may be traced from the mid 1970s when the Co-operative College Moshi had formally established a unit to regulate and coordinate researches for both students and staff. In 1976, a department of research was established which, among other functions, coordinated field research for both students and staff. Multiple research projects were undertaken covering the areas of management in co-operatives, marketing and transport. The projects were executed through funding by sponsoring organisations, majorly the government. Between the late 1970s and the early 1980s, research work was sought and handled through the Research Executive Committee (REC). The committee was composed by the heads of academic departments. Its principal function was to coordinate all research undertakings. Under MUCCoBS, all research undertakings were carried out under the regulation and coordination of the Directorate of Research and Consultancy Services (DRCS). Internally, the University College had offered funds from its own sources to facilitate the carrying out of multiple mini research projects. This practice has been taken on board by MoCU.

The University experience on research extends across borders. Through DRCS, MUCCoBS worked with co-operative institutions and government ministries of other

countries including Namibia, Botswana, Kenya, Malawi, Ethiopia, Yemen, Uganda and Rwanda on multiple research projects. In some of these countries, the establishment of academic institutions followed research works by the University. MoCU has, thus, a strong research experience which dates back to about 50 years.

This document is the first institutional research agenda to be developed and formally embraced by the MoCU. This agenda summarizes all research areas undertaken by the University community working in various faculties, institutes, directories, bureau and departments. The development of this Research Agenda is in tandem with increased recognition of the value and unique contributions of research to socio-economic development at the national level. The University, guided by the Charter establishing it and which identifies research as one of its core functions, aims at contributing to national development through research. In addition, and as a sign of its commitment to research works, the University has a policy on research, namely, the Research Policy and Guidelines 2017.

This Research Agenda is a necessary tool in the realisation of the University vision and mission. MoCU will use the Agenda and other research policy documents to accomplish its research tasks in collaboration with the research community at large. It helps in the sharpening of research focus and improves the quality and effectiveness of demand driven research. It should be noted that the University Research Agenda encompasses priority areas to serve for the needs of the time. Research on the areas not specifically listed or underlined under the priority areas will be accommodated on consultative approach between stakeholders.

This Research Agenda is in line with the National Research and Development Policy (2010), Co-operative Development Policy of 2002, the National Research Priorities (2015-2020), the Tanzania Development Vision 2025, the National Five Year Development Plan (2016 – 2021), the United Nations' Sustainable Development Goals (SDGs) 2030, the Higher Education and Training Policy 2014, Poverty Reduction Strategy Programme (PRSP) (2010 – 2025) and the Property and Business Formalisation Programme (PBFP). It also supports the industrialisation objective of the government of the United Republic of Tanzania and its initiative of becoming a middle-income country by the year 2025.

## **1.2 Concept of Research**

In this Research Agenda, the term "research" means a systematic and scientific activity of gathering, analyzing and interpreting data for a variety of purposes. It involves the study which may be empirical or theoretical, quantitative or qualitative, applied or basic. It may also involve the critique of policy; in-depth analysis of regularly compiled datasets and explanations of trends; observations; case studies and other researches, investigations, or meta-reviews and analyses. Rigorous evaluation studies of educational and training programmes or interventions, including cost-benefit analysis, impact studies and high-level analysis of statistical issues fall under the research umbrella.

## **1.3 Objectives of the Research Agenda**

MoCU wishes to become a research-intensive University through emphasis on cross-disciplinary and interdisciplinary collaborations, improved support for

researchers, and intensified efforts to integrate staff and postgraduate students into international networks of scholars. The Research Agenda sets out the research needs of the University and supports research planning of various departments, institutes, directorates and faculties at the University, and to signal the stakeholders on the areas of research that have been identified as significant.

Specifically, the Research Agenda has been developed to:

- 1.3.1 Prioritise research themes and build on existing strengths;
- 1.3.2 Expand capacity for research, innovation and invention;
- 1.3.3 Build and manage multidisciplinary research consortia comprising of MoCU staff and collaborators;
- 1.3.4 Stimulate the development of implementation plans that would identify available resources and propose desirable sequencing and timing of research support activities;
- 1.3.5 Inform research planning and implementation within various departments;
- 1.3.6 Inform stakeholders of MoCU's research priorities;
- 1.3.7 Signal to funders and development partners what research areas require investment, and
- 1.3.8 Guide the allocation of resources for research.

## **CHAPTER 2: JUSTIFICATION AND METHODOLOGY**

### **2.1 Justification**

This Research Agenda arises out of the University Research Policy and Guidelines (2017) that requires the research undertaken to be guided by the institution and national priorities. Essentially, research is a core function of the University in accordance with the Charter establishing it. Other functions spelt out are teaching and consultancy. Under the Charter, research may be carried out in matters relating to co-operative development, rural transformation, business studies, information and communication technology, law and other relevant areas of research at national and international level.

In that line, MoCU, being a specialised academic institution, aims at carrying out and facilitating the conducting of research in the above-mentioned areas with a view of addressing problems affecting concerned communities and co-operatives particularly in strategic sectors and subsectors like agriculture, finance, fisheries and livestock. The Research Agenda is in place to ensure that research carried out or facilitated by the University elevates the sectors to significantly contribute to national development.

The Agenda, through its priority areas and implementation strategies, provides a roadmap to ensure the side-lined sectors and subsectors emerge to the top i.e. they become major contributors to national development. The Research Agenda is crafted in such a way that it uniquely identifies the significant yet sidelined areas of research to advance them from stagnant to commanding sectors of economy.

As a relatively new University in the country and a centre of excellence in co-operative and business management of the East African Community, MoCU is faced with daunting challenges and expectations including those of recognition locally, regionally and at the international level, a part of which could largely be achieved through research work and publication of the same. This research agenda provides a wide range of themes that specifically touch on issues that are topical.

### **2.2 Methodology**

The development of this Research Agenda involved a number of processes and participants. The University had initially appointed a committee to prepare the agenda early in 2013. The draft was prepared following a thorough scrutiny of other institutions' research agenda and consultations with the University community and stakeholders. However, the draft was not worked upon on the thought that the agenda should await the Research Policy. The latter was prepared, finalised and came into force in 2017. The University Research Policy underlined the need for the University research agenda.

Preparation and development of this Research Agenda involved participation of the University community and several other stakeholders in the research community. A Committee was appointed by the University to prepare this Agenda. The Committee, besides consultations, carried out a thorough documentary review. The

review involved a scrutiny of the University instruments and other academic and research-based institutions' research agenda, policies and guidelines. The scrutiny of the University instruments was vital to identify the priority areas. Much was gathered, for instance, from the University Charter 2015 and the Research Policy and Guidelines 2017. On the other hand, the review of other institutions instruments was for purposes of harnessing experiences from such institutions and learning on research gaps and respective contemporary needs.

Consultations with stakeholders, which were carried out through meetings and workshops, helped in the identification of the University research priorities and areas. The consultations had also helped in the identification and improvements of the University priority areas of research. The key stakeholders who participated in this process include the deans and directors of faculties and directorates, heads of departments, researchers, heads of bureaus and institutes, regional field programme officers and postgraduate students.

## **CHAPTER 3: FOCUS AREAS OF RESEARCH**

This Research Agenda comprises ten focus areas which were generated out of consultative meetings and seeking of comments from the University community and other stakeholders.

### **3.1 THEME 1: Co-operative Development and Management**

#### **3.1.1 Background information**

Co-operatives have played a great role towards rural transformation in general and agricultural development in particular for many most developed and developing countries. There are numerous researches to substantiate the positive role of co-operatives for socio-economic development. Most of research works on co-operatives, however, cover issues pertaining to traditional co-operatives which have operated for a long time in fields such as banking, agriculture and consumer co-operatives.

#### **3.1.2 Focus Areas**

There are serious demands for research works to address new fields of cooperation and issues affecting contemporary co-operative societies. Studies on regulation and promotion of pre-cooperative societies (such as VICOBA and VIBATI) as well as performance, compliance, significance and allied attributes of modern co-operatives such as those venturing into health care services, mining and fishing are pertinent for the societies' sustainable development. So far, there are explicit difficulties revolving around areas of technical knowledge, access to new technology, training in business and leadership, lack of access to markets beyond their locality, poor internal governance and lack of knowledge about opportunities for fair trade which justifies the carrying out of investigations for both traditional and emerging co-operatives. Besides, there is a need to carry out thorough studies on increasing integration between different forms of co-operatives, cooperation among co-operators and coordination among co-operative actors. Key research areas in co-operative development and management include but not limited to:

- (a) Accounting and financial management for co-operative enterprises
- (b) Management, governance and leadership in co-operative enterprise
- (c) Monitoring and evaluation of co-operative enterprises
- (d) Co-operative project planning and appraisal
- (e) Co-operatives and employment creation
- (f) Practice of Co-operative Principles in Tanzania
- (g) Emerging/new types of cooperatives and membership participation
- (h) Co-operatives and industrialisation

### **3.2 THEME 2: Corporate and Co-operative Governance**

#### **3.2.1 Background information**

Governance in co-operatives and corporate practices are the critical areas to be researched. Analysis, critiques and suggestions of best approaches to governance has significant impacts on the operations of corporate and co-operative entities. Numerous studies suggest that most of entities which have excelled, excel and are

likely to excel have strong governance structures and which have taken on board the practical aspects of good governance. On the other hand, failures by entities are attributed to bad governance including weak structures and personalities. Corporate and co-operative entities have not generally been free from issues and challenges on governance. The latter are the offshoots of internal and external factors. Internal factors affecting governance in these entities includes leadership qualities, greed and personal interest domination, absence and inadequate succession plans, social dynamics, unsuitable institutional cultures and non-compliance of laws, regulations and multiple other resolutions.

External factors responsible for governance issues in these entities are numerous. There are encumbrances created by complex structures of laws and regulations, global and national economies, policy issues, politics, government directives etc. To that end, there is a need to assess governance and management of various corporate organisations in Tanzania including the co-operative organisations and microfinance institutions. Research is needed to establish internal and external causes of failure of these organisations and provide for the best ways forward to tackle the same.

### **3.2.2 Focus Areas**

Social, economic, political and related developments are visible where there are serious investments in Research and Development, a genuine identification and prioritization of focus areas of research (R&D). At the level of an enterprise, research can bring about product innovations, product improvement, increased service efficiency, effectiveness, financial base expansion and improved performance in the market place. Key research areas identified by the University in the area of Corporate and Co-operative Governance include but not limited to:

- (a) Accountability in corporate and co-operative entities
- (b) Members' control in co-operatives and other member-based organisations
- (c) Governance and co-operative sustainable development
- (d) Entrepreneurial leadership and structures in co-operatives
- (e) Management styles and approaches in corporate and co-operative entities
- (f) Emerging informal organisations including pre co-operative
- (g) Comparative analysis of governance stances in formal and informal co-operative organisations
- (h) Contemporary issues in corporate and co-operative governance

## **3.3 THEME 3: Mobilisation and Management of Financial Resources**

### **3.3.1 Background information**

Financial resources are at the heart of the survival of organisations. The organisations' sustainable growth depends on the ability to generate income as well as its financial discipline i.e. proper utilization of the generated revenues. Entrepreneurs, co-operatives, SMEs, CBOs, NGOs as well as public entities, to mention a few, have not been free from financial encounters. There are havocs to operational and financial prosperity mostly attributed to inability to identify sources of financial resources and failure to properly manage the generated income. The inability and failure, respectively, is partly a result of poor strategic plans on revenue generation and financial malpractices. Besides, failure to compete

and lack of innovative decisions have affected financial stability of most organisations.

### **3.3.2 Focus Areas**

Financial resources is a life blood of any organization as it is necessary for acquiring physical resources, which are very important to accomplish productive economic activities and formation of new businesses. Every organization needs financial support that can help it to grow and take the benefits of research and development opportunities that contribute to its capability to compete. Managing finances is a very important business aspect of today. Financial planning helps in deciding what to spend, when to spend it, how to spend and how much to spend according to the funds available. The University identifies the following as key areas of interest in Research:

- (a) Financial planning and practices in co-operatives
- (b) Planning for sustainable income generation and management of funds
- (c) Investment opportunities and business growth
- (d) Competitive business environments and strategies
- (e) Support strategies for low income business ventures
- (f) Comparative approaches on financial resources management
- (g) Financial projections and performance
- (h) Policies, regulations and financial re-engineering.

## **3.4 THEME 4: Law, Social Justice and Policy Reforms**

### **3.4.1 Background information**

Law is an important development tool in general and with reference to co-operatives law provides enabling environment for social and economic development. Laws have to be just and in order to do so have to address the changes that occur time after time. Laws play significant role in doing away with injustices and other forms of oppression and exploitation be it social, economic, cultural or political. Besides, laws are policies which express government and other entities commitments on solving multiple legal issues which severally affects individuals and corporate entities operations.

### **3.4.2 Focus Areas**

The legal framework relating to protection and promotion of socio-economic justice has not been free from ambiguities and disorders. The latter contributes to the socio-economic sufferings of not only individuals but also corporate persons. There is a need to carry out intensive studies on areas of modern social welfare policies, which respond to basic human needs such as health care, housing, food and employment as well as complex social problems resulting into human injustices. The University identifies the following as key areas of interest in Research:

- (a) Social security regulations for co-operative enterprises
- (b) National and regional co-operatives, policy and legislative reforms
- (c) Issues and challenges on realisation of social justice for the vulnerable groups
- (d) Legal regulation of informal enterprises
- (e) Alternative disputes resolution approaches to co-operatives
- (f) Local governments and social justice
- (g) Business law/ legal framework for finance

### **3.5 THEME 5: Economic Growth and Development**

#### **3.5.1 Background**

Societal development can be achieved through economic growth. However, not every economic growth leads to development. Economic growth is generally associated with growth in GDP, increase in assets, economic structures and associated quantitative increase. Economic growth must be reflected in terms of social services availability including education, food security, health care and conducive physical and social environment in both quantity and quality. Thus, there is difference between being well off and wellbeing. Economic growth must zero in the community being well.

#### **3.5.2 Focus Areas**

Research plays an important role in economic growth of a country through technological advancement and spill over effects. While there are instances that suggests the presence of economic growth in Tanzania, there are still challenges facing ordinary citizens with regards to acquiring best education, housing and competitive products and services, to mention a few. Studies are required to focus on issues and challenges related to economic growth and development including inclusivity productivity, fair resource allocation, development expenditure and industrial locations. Thus, the University identifies the following as key areas of interest in Research:

- (a) Co-operatives for inclusive economic growth
- (b) Economic growth and social progress
- (c) Industrialisation for economic growth through co-operatives
- (d) Infrastructure, energy and development
- (e) Economic growth and poverty reduction
- (f) Collaborative and co-operative land use planning for development
- (g) Development policies and legislation

### **3.6 THEME 6: Community Development**

#### **3.6.1 Background**

Globally, most of the people still live in communities particularly in the rural areas. For time immemorial, members of the communities have co-operative solved problems which affected them. Solutions to most issues have come out of the communities themselves without support from outside. It is evident that at this age of globalised trade and information technologies development, community driven approaches and efforts are one among indispensable courses to pursue development. This is also the case in Africa where poverty remains an overwhelmingly rural and basically agricultural dependent community. Even with community centred attempts to tackle problems, there are still challenges affecting socio-economic progress.

#### **3.6.2 Focus Areas**

Contemporary communities' efforts are inadequate in addressing poverty, illiteracy, health issues and other socio-economic problems. Given the prevalent of

deprivations, particularly in rural health, education, economic and social services generally, there is a need to carry out studies on diverse and multidisciplinary areas associated with community development, and in particular, through co-operatives. Hence, the University identifies the following as key areas of interest in Research:

- (a) Community development through co-operatives
- (b) Approaches to sustainable community development
- (c) Government policies, strategies and interventions
- (d) Challenges to conventional communities' development plans
- (e) Cultural practices and barriers to community development
- (f) Conflicts and conflicts management
- (g) Community health care, education and wellbeing of co-operators
- (h) Comparative community development.

### **3.7 THEME 7: Rural Development**

#### **3.7.1 Background information**

The rural sector in Tanzania accounts for a large proportion of the population. The overwhelming majority of the population is engaged in agriculture and allied occupations. However, economic diversification has changed rural economic landscape bringing various non-farm activities in the rural areas. It is evident that at this age of globalised trade and knowledge economy, community needs driven approaches and efforts are one among possible courses to pursue development. Deprivations are prevalent in rural health, education, economic and other social services. There are multiple other issues including land use, planning and management; inadequate infrastructure (transport, storage, markets, water and energy); illiteracy and multiple other rural specific issues for particular rural set ups.

#### **3.7.2 Focus Areas**

Poverty in Tanzania is largely a rural phenomenon; both types i.e. absolute and relative poverty are more serious in rural settings. Innovative researches on rural poverty alleviation especially on best models, frameworks and approaches to reduce incidences and severity of poverty across rural areas are urgently needed now than ever before. Cognizant to this, the University identifies the following key research areas:

- (a) Rural-urban continuum and co-operative enterprise development
- (b) Co-operative entrepreneurship in rural communities
- (c) Co-operatives and rural reforms
- (d) Agrarian reforms - policies, laws, regulations
- (e) Population, land use and practices
- (f) Rural industrialisation, job creation and allied opportunities
- (g) Rural community social protection, marginalisation, exclusion and exploitation
- (h) Role of community-based organisations (CBOs) and civil society organisations (CSOs)

### **3.8 THEME 8: Marketing and Value Addition**

#### **3.8.1 Background information**

Market research for co-operatives, small producers and entrepreneurs is vital in the developing economies. More often than not, the lack of markets for local produce has featured as a chronic recurrence in the country. Besides, most local producers are ignorant of practices which are likely to improve the quality of their produce. Value addition skills are myths for most of them. Consequently, they are forced to sell their produce at lower prices, largely dictated by the buyers and middlemen.

#### **3.8.2 Focus Areas**

Marketing problems have continued to bedevil in co-operative societies. Most societies are facing the problems of marketing of their produce and services as well as inability to process, brand and add value. Intervention through research is not only vital but also timely needed in order to study, analyse and communicate findings, challenges and solutions to all current and future marketing and value addition bottlenecks. Subsequently, the University identifies the following as key areas of interest in Research:

- (a) Co-operative enterprise structure and marketing of produce and services
- (b) Networking among co-operatives for sustainable marketing
- (c) Products' value addition skills and strategies
- (d) E-marketing and trade opportunities
- (e) Market availability and options
- (f) Product development and innovation
- (g) Weighing, measures and pricing, and
- (h) Storage and warehouse receipt systems in co-operatives

### **THEME 9: Information and Communication Sciences and Technologies**

#### **3.9.1 Background Information**

The rapid developments in Information and Communication Technologies (ICT) are changing the way information is generated, stored, retrieved and transmitted. This in turn has brought about tremendous impact on socio-economic development. However, the adoption, appropriation and use of ICT is a challenge in many sectors including co-operatives and businesses. Furthermore, the Fourth Industrial Revolution (4IR) - characterized by the fusion of the digital, biological, and physical worlds as well as the growing utilization of new technologies such as artificial intelligence, cloud computing, data sciences and big data analytics, robotics, the Internet of Things (IoT) and advanced wireless technologies - has ushered in a new era of socio-economic development. Information has therefore become a key productive resource of the contemporary knowledge-based economy. Information is power in the sense that access to the right information at the right time enhances people's capacity in a given context. Therefore, research on the adoption, appropriation and use of ICT to facilitate socio-economic development is pertinent especially during this era of information explosion. It is on this regards that Information and Communication Sciences and Technologies is identified as one of the University's key research areas.

### **3.9.2 Focus Areas**

The University identifies the following as key areas of interest in research:

- (a) Developing ICT infrastructures and services;
- (b) ICT for Development (ICT4D)
- (c) ICT, co-operatives and business
- (d) Information behaviour, policies and ethics;
- (e) Participation in the Fourth Industrial Revolution (4IR)
- (f) Knowledge management and socio-economic development;
- (g) Networking of services, applications and security;
- (h) E-learning facilities and services;
- (i) Data sciences, repositories and preservation of contents
- (j) Records and archives management
- (k) Community Informatics and social media implications
- (l) Bibliometric, scientometrics and social network analysis

## **3.10 THEME 10: Procurement and Supply in Public and Private Entities**

### **3.10.1 Background**

Procurement remains to be an important function in the government, public institutions and private organisations. It consumes large portion of institutional funds ensuring timely delivery of quality goods, services and works aiming at community and organisations' development. Despite its importance there are various performance gaps such as unethical/unprofessional conducts, bureaucratic procedures, misuse of funds, poor legal compliance, frauds and corruption.

### **3.10.2 Focus Areas**

Market research is a powerful tool, it enables an organization to acquire new knowledge, trends and innovations. It identifies potential suppliers that are not yet known to the organization. Research is needed in all legal procedures associated with procurement process such as tender advertisement, tender evaluation and selection. In some cases, tendering processes have been facing unethical practices that ultimately lead into misappropriation of public funds. There is a need therefore, to carry out in-depth studies on procurement processes and practices in order to identify the causes and solutions to the aforementioned performance gaps. Pursuant to this preamble, the University identifies the following as key areas of interest in Research:

- (a) Procurement in co-operatives
- (b) Procurement in local government authorities;
- (c) Public procurement strategies and practices
- (d) Ethical issues in public procurement
- (e) E-procurement
- (f) Green procurement and industrialisation
- (g) Procurement for public vis a vis private entity
- (h) Strategic procurement

## **THEME 11: Human Resources Development**

### **3.11.1 Background information**

Human Resources Development (HRD) improves the growth of employees as it develops new skills, knowledge and attitudes, and makes them more competent. Employees become committed, participate more to their jobs and find themselves better equipped with problem-solving capabilities. HRD programs also increase employees' satisfaction and motivation. Another advantage of HRD can be the development of a work culture, such as improving the efficiency of employees, better communication and development of mutual cooperation and creativity of all the members.

### **3.11.2 Focus areas**

Today, HRD is diffused and integrated into a broad range of leadership and supervisory roles. Although HRD has largely adapted to sharing more of its traditional responsibility for learning and development, the field has also encountered challenges and criticisms. There is a need for researchers to provide a balanced perspective on HRD's strengths and weaknesses and to conceptualize a new perspective on HRD and its transformation for the future. The University identifies the following as key areas of interest in research:

- (a) Conflict management in co-operative organizations
- (b) Professional improvement in co-operatives
- (c) Cultural intelligence and Cultural Change in co-operative organizations
- (d) Human capital strategies and human factor management
- (e) HR Training and development in co-operatives
- (f) Green HRM and diversity audits in manufacturing industry
- (g) Balanced scorecards, business etiquette and organizational control systems
- (h) Burn-out prevention and recovery in organizational workgroups
- (i) Coaching for commitment and compliance training
- (j) Critical thinking skills and crisis prevention systems
- (k) Human resource ethics and organization performance
- (l) Human resources management systems

## **THEME 12: Cross-cutting Issues**

### **3.12.1 Background**

Cross-cutting issues like the environment and gender equality are relevant to all aspects of development. Environment and development should be seen as one and the same thing. Long term development is not possible if rivers and air are polluted, climate variability persistence, soil depleted and biodiversity destroyed as a result of human bad practices. On the other hand, people cannot be expected to care about the environment as long as their family lives in poverty. Gender equality is a goal in itself, but no country can reach its potential if 50% of their labour force, talent and ingenuity are not used or at best neglected. If only female farmers had the same access to property ownership like land, technology, financial services, education and markets as men, agricultural production would increase two folds and the number of hungry people would be reduced by over 100 million.

### **3.12.2 Focus Areas**

Cross cutting issues are such diverse that the possibility of addressing them fully using one approach appears to be difficult. Multidisciplinary approach is always recommended in handling cross cutting issues. The University identifies the following as key areas of interest in Research:

- (a) Globalisation and co-operatives
- (b) Gender and co-operative development
- (c) Problems and prospects of physically challenged, elders, women and youth in co-operatives
- (d) Natural resources management
- (e) Social protections in co-operatives
- (f) Climate change and co-operatives development
- (g) Waste management and environmental protection

## **CHAPTER 4: RESOURCES FOR IMPLEMENTATION**

For the effective implementation of this Research Agenda, it is a prerequisite that human, financial, physical and other resources are available. The University is to ensure that basic resources are made available from its own sources or in collaboration with sponsors, partner research institutes or other stakeholders.

### **4.1 Human resources**

Human resource, the movers and shakers, are key to the successful implementation of the Research Agenda. MoCU has sufficient and competent staff to undertake multi-disciplinary research projects. The University has in place a succession plan which aims at ensuring the knowledge, skills, competence and experiences are transmitted to junior staff. The University is committed to train staff to keep pace with contemporary knowledge, skills, competences and experiences.

### **4.2 Physical resources**

Physical resources are equally indispensable in all research undertakings. MoCU has the infrastructures required to facilitate the easy carrying out of all sorts of research works within its domain. The University has a resourceful library, computer laboratories and facilities for workshops, seminars and other trainings which are part and parcel of research works. The University has reliable transportation ensuring researchers' physical mobility. The University's 13 regional offices provide launching ground for touching base with the community.

### **4.3 Financial resources**

Financial resources are at the heart of research projects. Without funds, there is simply no research. The shortage of financial resources has also manifested itself at MoCU. That notwithstanding the University sets out a budget for mini research projects by staff. The University liaises with the ministries responsible for co-operatives and education to secure funds for research on multiple issues on the sector and which requires government intervention. Besides, the University encourages staff to write competitive proposals to securing funds for research. This Research Agenda provides a road map to the priority research areas under which such proposals may be prepared.

## **CHAPTER 5: IMPLEMENTATION FRAMEWORK**

### **5.1 Coordination of research activities**

MoCU has a Directorate of Research and Postgraduate Studies (DRPS) which manages, among other things, the research function of the University. The University Research Policy and Guidelines tasks the Directorate with the overall coordination and implementation of research undertakings. The main function of the Directorate is to provide conducive environment for conducting research, ensure responsible conduct of research, and provide pre award and post award support to faculty, students and collaborators.

Besides, Directorate has the Senate Research and Publications Committee (RPC). RPC is a committee which is responsible for advising DRPS on all research and publication activities undertaken at MoCU. DRPS is therefore responsible for the coordination and implementation of this Research Agenda. It shall work to ensure that all researches proposed or undertaken are in line with the priority areas identified.

### **5.2 Collaboration and linkages**

Research requires collaboration and linkages with partner research institutes and other stakeholders. MoCU will collaborate with other institutions when needs arises. The collaborations between the University and other research institutes and stakeholders will include, among others, areas of interest, research output, financial arrangements, trainings, conferences, information dissemination and resources sharing.

### **5.3 Monitoring and evaluation**

The Research Agenda implementation will be monitored and evaluated annually. MoCU shall be responsible for the monitoring and evaluation through DRPS. DRPS shall develop appropriate M&E tools.

### **5.4 Review and approval of the research agenda**

The Research Agenda displays the University's mentioned and strategic plans and priorities on research undertakings. It shall, thus, be reviewed when and where need arises. The review is necessary to accommodate changes necessitated by emerging issues. The reviewers shall take into consideration recommendations, deliberations and inputs from all stakeholders.

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