

ANNUAL REPORT

2017





Memorable Quotes of 2017

"Infrastructure development is an important pre-requisite, not just for successful industrialization, but also for supporting agricultural transformation by reducing the cost of transport for farm inputs and outputs, for linking producing areas with markets, and for promoting the development of agro-industries in the rural areas",

Speech by **Hon. Dr. Philip Mpango**, Minister for Finance and Planning, on behalf of the Rt. Hon. Kassim M. Majaliwa (MP), Prime Minister of the United Republic of Tanzania at the opening of REPOA's 22nd Annual Research Workshop on 29th March, 2017, in Dar es Salaam.



"Despite the effects of slow global growth in the aftermath of financial crisis and economic recession, Tanzania has remained one of the fastest-growing countries in Africa, with GDP growth rates averaging 6.9% annually over 2011-2015",

said **Dr. Donald Mmari**, REPOA's Executive Director during the opening of the 22nd Annual Research Workshop.

"While there is no unique and successful formula for industrialization, past experiences show that adequate regulations combined with incentives for upgrading technology and efficiency of production, emphasis on education and skilled labour and promotion of foreign capital, among other factors, have contributed to achieve growth and subsequent increases in income",

said **H.E Roeland van de Geer**, Ambassador of the European Union to Tanzania and the East European Community, at the 22nd Annual Research Workshop on 29 March 2017, in Dar es Salaam.

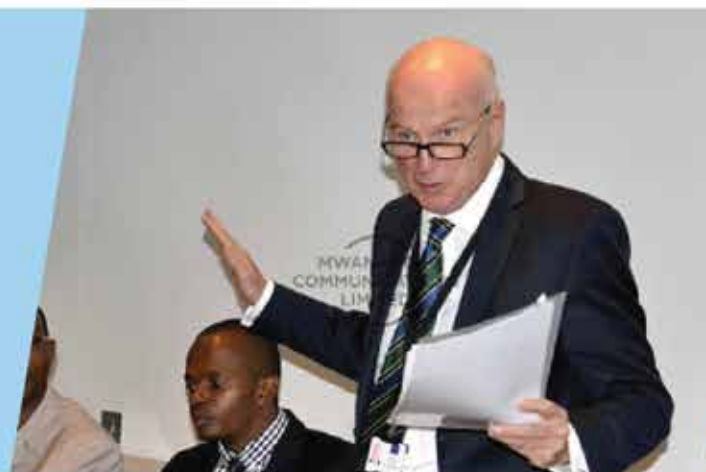




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Letter from the Chairman of the Board



The Board of Directors is pleased to report continuous success of REPOA in fulfilling its goals and mandate despite the changing funding landscape and operating environment around the globe. The management and staff remained committed and focused to increase effectiveness of its programmes while enhancing efficiency of operations by doing more with less funding to the extent feasible. Year 2017 marked the mid-point of the implementation of the current Strategic Plan (2015-19), and we are pleased that a significant part of programmes has been satisfactorily implemented and the outcomes in the context of research contribution to informed policy discourse are encouraging.

REPOA's research agenda remains relevant in the medium term, as the agenda of structural and socio-economic transformation for inclusive a sustainable development is at the heart of the national development blue prints as well as the regional and international commitments, including the Sustainable Development Goals (SDGs) and the Africa Union's Agenda 2063. The demand for evidence to guide localization of various international commitments, and the need to realign our national development policies and strategies in response to the rapid growth in innovation and technological evolution, demographic shifts, and the changing international trade and geopolitical architecture makes REPOA's role even more critical in our national development path. To play its role effectively, REPOA has continued to expand its network with regional and global partners in its research programmes, and strengthened its outreach, communication and dialogue with key stakeholders, and will continue to expand its reach and

delivery of high quality and policy-relevant research outputs.

REPOA has continued to receive global recognition and higher reputation in its contribution to policy and development. In 2017, The Global Go To Think Tank Index produced by the Think Tank and Civil Societies Programme of the University of Pennsylvania ranked REPOA as the top think tank in Tanzania and one of the top 20 think tanks in Sub-Saharan Africa. REPOA was ranked 12th out of over 90 think tanks assessed in the region, up 1 places from 13th in 2016. On behalf of the Board of Directors, I would like to take this opportunity to thank all the funders, research partners, the government of Tanzania, and all stakeholders and friends for supporting our cause and contributing to our success. I also thank the dedicated management and staff for their passion, loyalty and priceless efforts that have enable REPOA to achieve substantial part of its goals even under constrained funding conditions.

Prof. Maj. Gen. Yadon M. Kohi (rtd)
Chairperson
REPOA Board of Directors

Letter from the Executive Director

We are very delighted to present to our esteemed stakeholders our Annual Report for 2017, the third year of implementation of our Strategic Plan for 2015-2019. The 2007 marked the mid-point in Strategic Plan, an appropriate time to reflect on how we have performed so far and the strategic choices we need to make to fulfil our goals. In general, the implementation of our programmes during the first three years of the plan were associated with many events and unforeseen changes in the operating conditions of Think Tanks. These included reorganization of the institution, dramatic decline in core funding and the setting of the new government. Despite these changes, the institution made some adjustments to accommodate them, while remaining focused on its mandate of producing knowledge and promoting evidence-based policy making for inclusive growth and transformation to improve the lives of the people of Tanzania.

As you will note from the report, the efforts put on implementing our programmes generated considerable outputs and outcomes, notwithstanding the aforementioned events. REPOA continued to engage with policy makers and other development stakeholders to provide policy advice in areas relevant to our mandate, including the experience of decentralization by devolution and recommendations for policy review; institutional requirements for successful industrialization; issues of management and local content in the oil and gas sub-sector; and the roles of conditional cash transfers and digital financial inclusion for empowerment of women, among others. Citizen views on various aspects of governance, markets, corruption, and democracy were collected through afro barometer survey and disseminated through various forums.

REPOA continued to implement major long-term research programmes, including the collaborative research programme funded by the Royal Norwegian Embassy titled "Tanzania as a Future Petro State: Prospects and Challenges" implemented jointly by CMI and the National Bureau of Statistics, aimed at informing the development of Tanzania's expanding oil and gas sub-sector. We also commenced the implementation of another five-year research programme funded by DANIDA titled "Political Settlements and Tax Bargaining", implemented jointly by Aarhus University of Denmark, aiming to inform policy makers on important dimensions of effective revenue mobilization involving key stakeholder engagement. Also commenced during the year is a five-year programme funded by DFID titled "Anti-Corruption Evidence", implemented jointly with the School of Oriental and African Studies (SOAS) of UK, aimed at examining alternative methods of fighting corruption in developing countries.

Most of our research projects have built-in mechanisms for proactive engagement with policy makers and other development stakeholders from their formative stages to dissemination of results, a practice that continues to guarantee effective linkage between research and policy



making. In this way, the institution seeks to maximize the uptake of research evidence into policy processes. Key to REPOA mandates is also capacity building for policy research and analysis. While funding limitations prevented us from engaging fully on our capacity building programme, selective training activities were incorporated in some of our research programmes and continued to provide valued impact for both the research community and research users. It is our hope that our partners will support this important endeavor in years to come.

Understanding the importance of results orientation of our work, REPOA has continuously invested time and efforts to strengthen the results-based M&E system to track our efforts to various outputs, outcomes, and potential policy impacts more effectively. This is a necessary process in providing feedback for necessary adjustments, and for ensuring that REPOA's vision to produce policy-relevant knowledge is achieved and visible enough to warrant continued support and institutional sustainability.

We are very encouraged with continued recognition of our flagship Annual Research Workshop (ARW). The 22nd ARW held on 29th and 30th of March 2017 was well attended by 350 delegates representing diverse stakeholders from Tanzania and outside the country. The theme of the event was "Why institutions matter for industrialization-led development". The guest of honour was Right Honourable Kassim Majaliwa, Prime Minister of the United Republic of Tanzania, represented by Hon. Dr. Philip Isidor Mpango, Minister of Finance and Planning. The workshop was also attended by other senior officials from the Government of Tanzania, the Revolutionary Government for Zanzibar, heads of diplomatic missions, private sector representatives, research institutions, academia and civil society organizations. We thank them all for their very active participation. Finally, on behalf of REPOA staff who have worked earnestly and tirelessly under tight conditions, I would like to thank all our funders and partners who have supported and collaborated with REPOA in many ways. In closing, I would like to thank all our stakeholders for their cooperation and confidence in our work for the good cause of the public.

A handwritten signature in blue ink, appearing to read 'D. Mmari'. The signature is stylized and written in a cursive-like font.

Dr. Donald Mmari
Executive Director

Board of Directors



Prof. Maj. Gen Yadon M. Kohi
Chairperson



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Vice Chairperson



Mr. Maduka Paul Kessy
Member



Mr. Rashidi Mbuguni
Member



Prof. Bertha Koda
Member



Dr. Charles Kimei
Member



Dr. Hamis Mwinyimvua
Member



Ms. Mary Rusimbi
Member



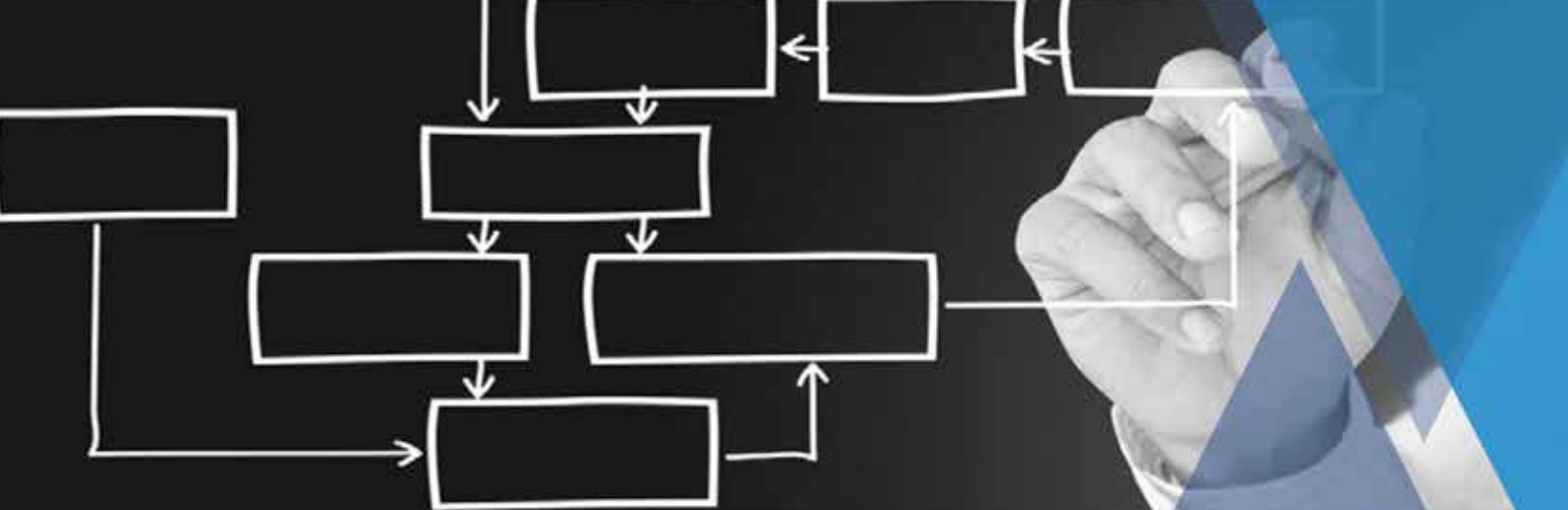
Prof. Joseph Semboja
Member



Dr. Stigmata Tenga
Member



Dr. Donald Mmari
Member & Secretary



Organisational Profile

REPOA's Vision

To be a leading research institution in the production of knowledge that will contribute to improving the lives of the people in Tanzania.

Our Mission

To facilitate and undertake research, training and outreach.

Objectives

During the implementation of the current Strategic Plan for 2015-19, REPOA aims to:

- i) Strengthen the capacity of the intellectual resource (producers and users of knowledge)
- ii) Undertake, facilitate and encourage strategic research to influence policy
- iii) Facilitate and inspire stakeholders to utilize research findings

Core Values

Quality: Rigour and excellence in research execution and creative and clear communication to connect with our diverse audiences

Integrity: Transparency, restraint from conflict of interest, and maintenance of good reputation of the organization and its stakeholders

Inclusiveness: REPOA values contributions from all people irrespective of gender, ethnicity, religious background, or political affiliations

Accountability: Commitment to the mission and objectives of the organization, teamwork, individual responsibility and accountability

Innovation: Continuous learning and innovation for efficient and effective delivery

Outcome areas

REPOA delivers its programme under four strategic outcome areas:

1. Knowledge for better policy results
2. Commissioned work for sustainability
3. Shared, disseminated and utilized knowledge
4. Efficient and effective programme delivery



Highlights of 2017

REPOA emerges the top think tank in Tanzania, climbs higher on the ladder

For the fourth consecutive year, REPOA was ranked as the top think tank in Tanzania by the Global Go To Think Tank Index (GGTTI), an international survey conducted by the Think Tanks and Civil Societies Program (TTCSP) at the University of Pennsylvania. In this year's survey, REPOA's ranking moved up six places from 18th in 2015 to 13th overall out of 90 Think Tanks in Sub-Saharan Africa. The 2017 report was released on 30th January 2018. The table below lists the top 20 think tanks in Sub-Saharan Africa.

Top Think Tanks in Sub-Saharan Africa

1. Botswana Institute for Development Policy Analysis (BIDPA) (Botswana)
2. African Centre for the Constructive Resolution of Disputes (ACCORD) (South Africa)
3. IMANI Center for Policy and Education (Ghana)
4. Council for the Development of Social Science Research in Africa (CODESRIA) (Senegal)
5. Kenya Institute for Public Policy Research and Analysis (KIPPRA) (Kenya)
6. South African Institute of International Affairs (SAIIA) (South Africa)
7. Institute for Security Studies (ISS) (South Africa)
8. African Economic Research Consortium (AERC) (Kenya)
9. African Center for Economic Transformation (ACET) (Ghana)
10. Ethiopian Development Research Institute (EDRI) (Ethiopia)
11. Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) (South Africa)
- 12. REPOA (Tanzania)**
13. Centre for Development and Enterprise (CDE) (South Africa)
14. Ghana Center for Democratic Development (CDD) (Ghana)
15. Centre Ivoirien de Recherches Economiques et Sociales (CIRES) (Cote d'Ivoire)
16. Ethiopian Economics Association (EEA) (Ethiopia)
17. Centre for Conflict Resolution (CCR) (South Africa)
18. Institute of Economic Affairs (IEA) (Ghana)
19. Organization for Social Science Research in Eastern and Southern Africa (OSSREA) (Ethiopia)
20. Free Market Foundation (FMF) (South Africa)

Source: McGann, James G., "2017 Global Go To Think Tank Index Report" (2018). TTCSP Global Go To Think Tank Index Reports. 13. https://repository.upenn.edu/think_tanks/13, p.69



Introduction to the 2017 Annual Report

REPOA's core business is the generation of knowledge through research to inform domestic policy development. The ultimate goal of its core activities is to accelerate socio-economic transformation for inclusive development and high quality of life of the people of Tanzania. In its 22nd year of operation, the organization has proved commitment to its focus and resilience to sustain this vision.

REPOA's research agenda remains responsive to the rapidly evolving context of the Tanzanian economy as well as changes in the external environment. Its current research programme, reflects priorities from key domestic, regional and international policy platforms, including the Tanzania Development Vision 2025 and the accompanying Long-Term Perspective Plan (LTPP), the East African Development Vision 2025, the Southern African Development Community (SADC) Industrialization Strategy, the Africa Union's Agenda 2063 and the United Nations 2030 Agenda for Sustainable Development.

In Tanzania, where a substantial proportion of the population is poor, poverty cannot be separated from the dynamics of development and socio-economic transformation. Thus, REPOA advocates for economic growth that is not only pro-poor but also inclusive and transformative, i.e., growth that results from (and reinforces) structural change to generate productive, fairly-remunerated jobs, safe work environments and generalized access to economic opportunities.

Consistent with the results-based management system introduced under REPOA's 2015-2019 Strategic Plan, this report presents highlights of the year's activities and achievements against the organization's four strategic outcome areas:

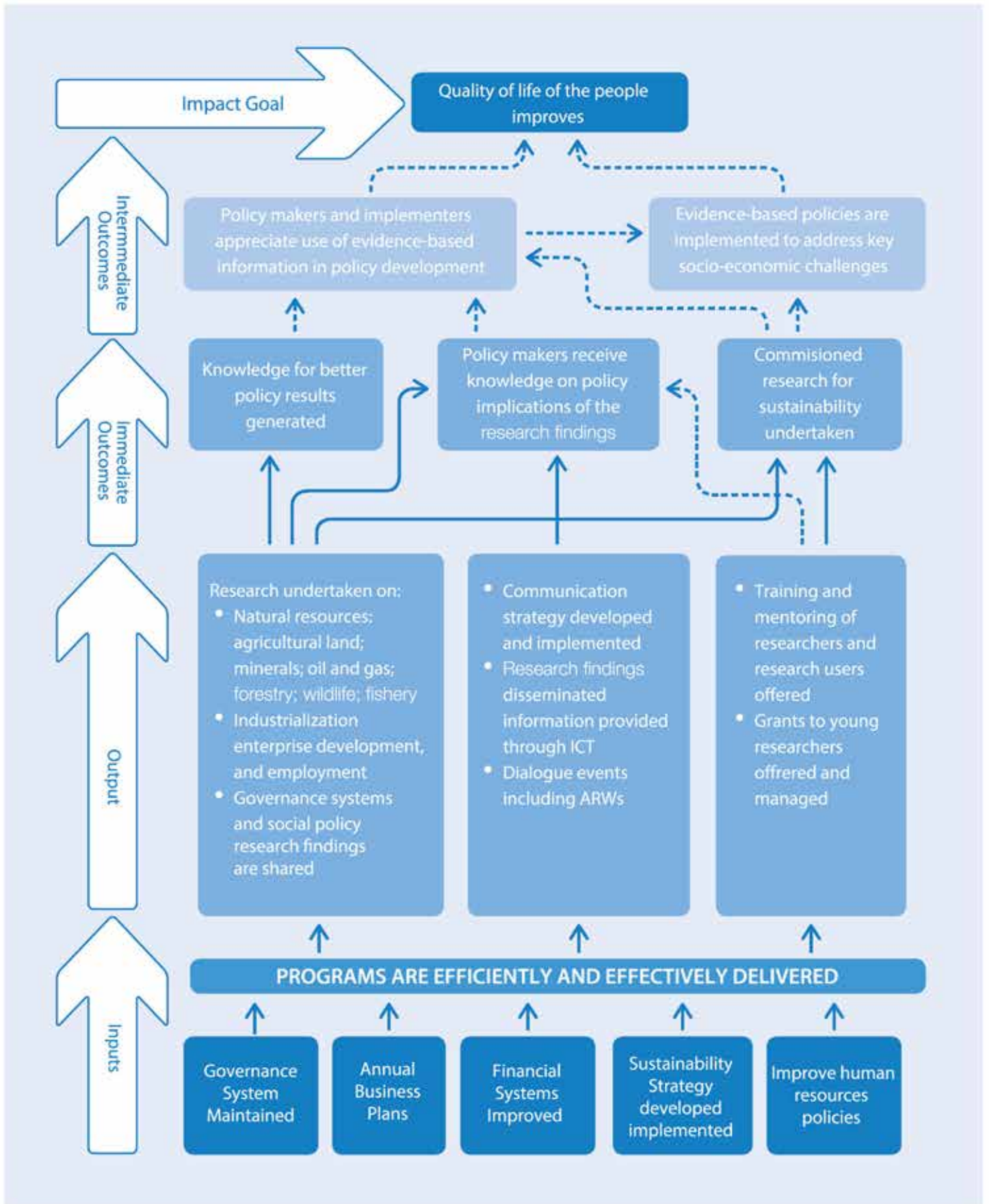
- Outcome 1.** Knowledge for better policy results generated
- Outcome 2.** Commissioned work for sustainability delivered
- Outcome 3.** Knowledge is shared, disseminated and utilized
- Outcome 4.** Programmes are efficiently and effectively delivered

REPOA produces robust and relevant evidence-based knowledge to inform national policies and development programmes through both strategic and collaborative research projects. Commissioned research projects aligned with and complementing REPOA's strategic research agenda are also undertaken.

REPOA engages the stakeholders from project inception and design through to dissemination of the findings from where project impact is monitored and evaluated to best inform required learning or adjustments in the implemented programmes. Knowledge sharing events are also organized to promote dialogue on important issues and ensure broad access of stakeholders and the public to research findings. The researchers are encouraged to participate in events organized by other stakeholders to extend opportunities to share knowledge, influence policy, learn from such forums and enhance/promote networking with policy actors, development partners and civil societies.

Underpinning all activities, the Board, management and staff of the organization are dedicated to improving institutional governance and operations to deliver increasingly effective and cost-efficient programmes. *Figure 1* summarizes the theory of change that underlies REPOA's strategic framework.

Figure 1: REPOA's Theory of Change





Activities and Achievements in 2017

This section provides an update of REPOA's strategic activities from January through December 2017 for each of the organization's four outcome areas, followed by the audited financial statements for the year.

This is the third year in the implementation of REPOA's current research programme (2015-2019) that focuses on three core policy themes:

- i) Natural resources as foundations for economic growth and socio-economic transformation, which include agricultural land, minerals, oil and gas, forestry, wildlife and fisheries;*
- ii) Industrialization, enterprise development, trade, and employment as pillars for economic growth and socio-economic transformation, which includes manufacturing, trade competitiveness and export diversification, development of small and medium enterprises (SMEs), upgrading of the informal economic sector, and labour market dynamics; and*
- iii) Governance systems and social policy with a focus on social protection, accountability and service delivery.*

Outcome 1: Knowledge for Better Policy Results Generated

Strategic research projects included those that started in 2017 and those carried forward from 2016 as part of the projects designed to be implemented over a period of between two and five years. These projects were carried out in collaboration with other research organizations and associate researchers from both local and foreign institutions.

REPOA has hosted 31 international and local senior researchers through scheduled exchange visits to work with REPOA staff on different projects in a bid to share knowledge, to enhance policy research networks and policy collaboration, and capacity building. Three senior visiting researchers were hosted to enhance research capacity during the period, as well as to engage in strategic research collaborations. These includes Prof. Riccardo Pelizzo, Prof. Paschal Mihyo and Prof. Odd-Helge Fjeldstad.

Prof. Paschal Mihyo



Prof. Riccardo Pelizzo of Nazarbayev University, Republican of Kazakhstan was engaged as REPOA's Senior Research Fellow, and engaged in research, publications, and staff trainings.

Prof. Paschal Mihyo, a Professor of Politics and Administrative Studies was also engaged as a Senior Visiting Research Fellow at REPOA since October 2017. He was the Executive Director of OSSREA in Addis Ababa from June 2008 to December 2014 and Visiting Professor of Development Studies at the University of Namibia 2015-2017. At REPOA he works with research staff on capacity enhancement for research and publication, resource mobilization and strategies for policy engagement.

Other senior researchers were: Prof. Franque Grimard from McGill University in Canada and Prof. Maia Green from the University of Manchester who supported the Growth and Economic Opportunities for Women (GrOW) programme funded by IDRC; and Dr. Paula Tibandebage who supported the Youth well-being and the transition to adulthood (Adolescents) project funded by UNICEF; Prof. Philip Roessler (College of William and Mary), Prof. Daniel Nielson (Brigham Young University), and Peter Carrol (Innovations for Poverty Action) who worked supported Improving women's access and usage of digital financial services project funded by the Bill and Melinda Gates Foundation.



Long term- collaborated research programmes were also supported by counterpart senior researchers from collaborating institutions, including Prof. Odd Helge-Fjeldstad from CMI on the Petro State programme; Dr Antonio Andreoni from School of Oriental and African Studies (SOAS) on the Anti-Corruption Evidence (ACE) project funded by DFID; Prof. Anne Mette and Marianne Ulriksen from Arhus University on a Political Settlements and Tax Bargaining Project funded by DANIDA; . Dr. Gbadebo Odularu, Mr. Calvin Manduna and Mr. David Parsons from Landell-Mills, UK on the EU/TradeCom II capacity building programme funded by the European Union.



Prof. Odd-Helge Fjeldstad
CMI - Chr. Michelsen Institute

Strategic Research Implementation

During the year under review, the following projects were implemented:

Natural resources and economic development

REPOA has continued to undertake studies under the natural resources and economic transformation theme. Major activities during the year related to the implementation of a research programme titled "Tanzania as a future Petro-state: challenges and prospects", funded by the Embassy of Norway and jointly implemented by REPOA, NBS and CMI. A total of 10 publications were printed during the year including four working papers.

Training to the media on "The structure of the economy and the role of oil and gas subsector" was conducted. The training was conducted on two half consecutive days in Dar es salaam and involved journalists and editors from key media houses in Tanzania with a total number of 25 participants from different media houses. After the training, one journalist with Mwananchi newspaper, Mr. kelvin Matandiko, wrote an article on the local content using the knowledge he acquired during the training. His article won the prize at the Excellence Journalism Award which is coordinated by the Media Council of Tanzania.

Anti-Corruption Evidence Project

This is a collaborative project with School of Oriental and African Studies (SOAS) of the University of London, aiming at tackling corruption in developing countries through providing effective and evidence-based anticorruption initiatives. The programme is currently targeting Bangladesh, Tanzania and Nigeria, and plans to generate high-quality, context-specific, policy-relevant anti-corruption research and strategies that will lead to better functioning economies and more transparent societies in the three focus countries. This is a five-year project that started in 2017.

Growth and Economic Opportunities for Women (GrOW) and Youth well-being and the transition to adulthood projects

Two projects were implemented concurrently. The first one is Growth and Economic Opportunities for Women (GrOW) which is funded by IDRC. The second was on the impact of CCTs on female youths well-being and their transition to adulthood (Adolescents funded by UNICEF. The two projects drew data from the same households, the former focusing on households and the latter





focusing on the female adolescents from within the households.

The GroW project was associated with two major dissemination events. The first was shared with TASAF management as part of the validation process, and the second was conducted for other stakeholders. Two more dissemination events involving international stakeholders and other country researchers on the GroW programme were scheduled to take place in 2018 in Kampala and Oxford. Data analysis for female adolescents' component was also completed. A total of five research outputs were produced and were subjected to peer reviews for possible publications in 2018.

Enhancing Human Capabilities through Social Protection by Improving Women's Access and Usage of Digital Financial Services

Project aimed at understanding the role of digital financial inclusion in empowering poor women to overcome economic vulnerabilities and their potential to transform gender relations at the household level and community at large in Tanzania.

Preliminary findings from the midline survey were presented at the Small Enterprise and Education Promotion Network (SEEP) Annual Conference held in Virginia, USA in 2017. The end line survey was undertaken where training, mop up and distribution of phones to the control group was made. Members of the research team attended the international workshop on "Making Finance Work for Women" held in Dar es Salaam, organized by the Women's World Banking. Further dissemination activities are planned for 2018.

Tax Bargaining and Political Settlements

This is a four-year (2016-2019) project with an objective to explore the implications of the changing composition and power of revenue providers for Uganda and Tanzania's policy priorities. The project seeks to understand who the main contributors to government revenue are, and what they want in return and contribute to strengthening of the knowledge-base for policymaking in Tanzania and Uganda's changing revenue contexts.

Two papers, one on Local government tax bargain and another one on VAT reforms were presented in a conference organized by the African Studies Association (ASA) in Chicago. The Papers were in the process of reviews for publication and would be finalized in 2018.

Outcome 2: Commissioned Work for Sustainability

Commissioned work research programme builds the sustainability and networking base of the organization and supports strategic research. Most of activities are commissioned by other organizations. REPOA carefully selects commissioned studies by accepting only those that complement and support our policy influence activities, those in line with our research programme and mandate, and those contributing to the institutional sustainability and growth. Below are commissioned works that were undertaken during the year.

Financial Sector Deepening Trust (FSDT)

Project titled: "The Impact of Informal Financial Groups on Socio-Economic Development in Tanzania and Strategies to enhance their Efficacy" funded by the Financial Sector Deepening Trust (FSDT), seeking to assess the impact of IFGs on socioeconomic variables.



Service Delivery Indicators Survey (SDI)

The survey aimed at analyzing the quality of social service in education and health sectors by looking into the inputs, commitments of service providers and competencies of service providers. It was funded by the World Bank and implemented in collaboration with The African Economic Research Consortium (AERC) and had two components. The first one was the general survey for both sectors and the other is the in-depth classroom observation. Data collection and intensive data cleaning was completed in 2017, and the analysis and dissemination were set for 2018.



Chinese International Cooperation

The project titled: "Comparative Study on the Advantages and Disadvantages of Chinese International Cooperation Mechanisms with Africa" funded by the Chinese Embassy. This project will be completed in 2018.

Opportunities and Obstacles of Tanzania Civil Society Engagement in the EAC Integration Processes

This study was commissioned by the Foundation for Civil Society (FCS) in December 2016 and its implementation commenced in the first quarter of 2017. It aimed at identifying opportunities and obstacles for Tanzanian Civil Societies Organizations (CSOs) to engage in the East Africa Community Integration. The study was completed in March 2017 and the report was launched at the FCS national event in Dar es Salaam in July 2017.

Understanding Decentralization by Devolution in Tanzania and Kenya

This study was undertaken with the support from the Bill and Melinda Gates Foundation, aiming at understanding decentralization and devolution in Tanzania and Kenya. A draft final report was submitted in December 2017 together with the production of 8 policy briefs on various subtopics. The study was successfully concluded in both countries and the findings were disseminated. Dissemination to stakeholders was made at the national level in Nairobi, Kenya in July and in Dodoma, Tanzania in September 2017. The policy briefs will be published in the beginning of 2018 and will also be translated into Kiswahili for wider community dissemination.

Edible Oil and Fruits Value Chain

REPOA in collaboration with the Centre for Competition, Regulation and Economic Development (CCRED) of University of Johannesburg, South Africa, undertook a research to map the current structure of the value chains and identify mutually beneficial opportunities for growth and employment in both countries. This is part of a project supported by Department of Trade and Industry in South Africa known as African Industrial Development and Integration Research Project (AIDIRP). The report on fruits was finalized as planned and the draft was sent for editing.

Food Security Portal-Agriculture, Science and Technology Initiative (ASTI)

The study involved a mapping exercise on the extent of use of agriculture data for policy to finance agriculture sector in Tanzania, Ethiopia and Nigeria, funded by IFPRI at the beginning of 2017. The study was conducted, draft report was produced and presented among the research team in Nairobi who provided comments for consideration in the



final report. Report was presented and discussed with the government of Tanzania in August 2017, and study pilot activities commenced. Following the pilot, it has been planned that the bigger stakeholders' meeting will be held in Dodoma in early 2018.

Agriculture Policy Research in Chamwino and Iringa Rural Districts

This project was supported by the Embassy of Ireland and aimed at assessing the implementation of two policy instruments: - the National Agriculture Input Voucher Scheme (NAIVS) and the National Food Reserve Agency (NFRA). The study looked at how the two instruments are implemented on the ground. The NAIVS was completed and shared the results with the government in September 2016. The fieldwork for NFRA was implemented from December 2016 to January 2017. Analysis and report writing together with three policy briefs in preparation were in the review process for publication by the end of 2017. These will also be translated into Kiswahili.

Development of Urban Governance's Conceptual Framework for Tanzania

This study focused at developing a framework for challenges facing urbanization in Tanzania and funded by DfID. The study was piloted in Dar es Salaam due to its size and nature of growth, which is one of the fastest growing cities in the world. The study was done in the first quarter of 2017 and the report submitted to the funder.

Country Institutional Sketch Survey: Economic development and institutions

This was a collaborative study with the Oxford Policy Management (OPM) to examine the way institutions and development relates in Tanzania. The project was completed and closed followed by report submission, which is an import for a publication expected in 2018.

Post-Harvest Loss Analysis (Follow-up Survey from Dec. 2016)

This project is the second round of the Post-harvest loss, which started in December 2016. The survey was done and successfully completed in January 2017. The analysis for the first round had been completed since 2016. Thus, data analysis focusing on the second phase was completed, analytical report completed, submitted to WFP and project was closed.

Afrobarometer Round 7

These surveys aim at understanding perception of common citizens on how their country is governed politically, socially and economically. The Round 7 of this survey began in May through to July 2017. Preliminary results were presented to key institutions like PCCB, Police and the Judiciary.

The first public release focusing on corruption was done in December 2017, attracting wide range of stakeholders including policymakers, civil society, academia and national media. Further thematic releases to the public and presentations to high level government officials were planned for 2018





Executive Opinion Survey

REPOA conducted the Executive Opinion Survey to assess the country's competitiveness on behalf of the World Economic Forum. The survey was completed in 2016 and the dataset were shared with WEF. In 2017, the report was released and launched at the Global level. REPOA's national launch of the report was attended by representatives of government institutions, the private sector, development partners and other stakeholders involved in investment climate and business environment matters.

Other surveys that were undertaken during the year include the Productive Social Safety Net (PSSN) Youth Study qualitative, Productive Social Safety Net (PSSN) Youth Study, Productive Social Safety Net (PSSN) on Women's Empowerment in Agriculture, Afrobarometer Round 7, Research on "INTERNATIONAL COOPERATION" by Chinese Embassy, Country Institutional Sketch of Tanzania, Strategy Development for Interventions on Informal Groups by (FSDT) – Tanzania, Country Institutional Sketch of Tanzania, Strategy Development for Interventions on Informal Groups by (FSDT) – Tanzania, MOBILE PHONE" Midline survey, MOBILE PHONE" Edline survey and Public expectations to gas revenues and its implication to local content.

Analysis to inform implementation of FYDP II

REPOA researchers continued to support the Government in the implementation of FYDP II by participating in different forums to discuss implementation and monitoring frameworks.

Infrastructure and cities for economic development (ICED)

This study aimed at studying the potential infrastructure needs as the government capital officially moves Dodoma. The fieldwork was conducted in the first second quarter and report submitted towards the end of Q2. The project was successfully completed and closed and was funded by DfID through PriceWaterHouseCoopers (PWC).

Poverty Mapping

In 2015, the Government through the poverty eradication division commissioned REPOA to generate estimates of poverty levels at district levels. The discussions in the parliament in 2016 during the state of economy address by Hon. Dr. Philip Mpango, the Minister of Finance and Planning necessitated the need for in-depth understanding of the poverty mapping results at selected regions. The Irish Embassy agreed to fund additional analysis of poverty mapping, and the preparations began towards the end of the year for full implementation in early 2018.

Targeted Support to Increase Competitiveness of agricultural commodities

This project aimed at building capacity of trade support institutions (TSIs) on mainland Tanzania and Zanzibar on trade policy analysis with the help of a team of local and international experienced researchers. This included workshops focusing on agricultural products, quality management regulatory frameworks, competitiveness of horticultural value chain. The Agriculture Product Quality Management Guide and Assessment Framework was also produced as part of this project. The other one focused on addressing non-tariff barriers within the East African Common Market. The workshops were held in Zanzibar and Dar es Salam. The intervention has also contributed to the development of a research methodology framework for assessing trade competitiveness and export diversification.

The project deliverables also included: three policy briefs on Spices, Avocado and Seaweed; one quality management guide; and two technical reports. The technical reports evaluating institutional bottlenecks affecting trade competitiveness and export diversification in five agriculture export corridors were scheduled for presentation at a stakeholders' workshop in March 2018.



Research Consultative Meetings with Policy Users

REPOA conducted four consultative meetings with policy users for policy influencing purposes in 2017. The first one was jointly conducted by NRGi and attended by stakeholders from academia, government and CSOs. The second one involved members of Parliamentary Accounts Committee and TPDC. The third one involved senior management of REPOA with the Director General of Tanzania Tourism Board and the last one involved REPOA attending twice the National Advisory Committee on Citizen Economic Empowerment meeting (in Dodoma) of which one REPOA Director is a member.

International conferences attended

Twelve international conferences were facilitated in the year. Among them are one involving the Executive Director who attended the conference as a panelist, organized by the Think Tank & Civil Societies Programme-University of Pennsylvania, the Brookings Institution, FGV, and the Wilson Centre. The conference took place in Washington DC, to discuss on the emergence and impacts of alternative facts and views, and on enhancing the capacity, quality and sustainability of Africa's Think Tanks.



Dr. Lucas Katera attended and presented a paper at a conference organized by the African Studies Association (ASA) held in Chicago, USA. The theme of the event was; "Institutions: Creativity and resilience in Africa". The objective of the event was to bring together people with a scholarly and professional interests in Africa Affairs. Discussions and presentations were on problems that face African continent and means to address them.

Prof. Paschal Mihyo attended conference organized by AU, EU and GIZ as Panelist, held in Addis Ababa, Ethiopia.

Dr. Lucas Katera - Director of Commissioned Works

Cross cutting research themes

During the year, REPOA conducted a total number of four consultative meetings with policy users for policy influencing purposes. The first one was jointly conducted by NRGi and attended by stakeholders from academia, government and CSOs. The second one involved members of Parliamentary Accounts Committee and TPDC. The third one involved senior management of REPOA with the Director General of Tanzania Tourism Board and the last one involved REPOA attending twice the National Advisory Committee on Citizen Economic Empowerment meeting (in Dodoma).

Facilitate Internships

REPOA hosts motivated master's and PhD students /holders under its internship programme from multidisciplinary research disciplines conducting policy research and engaged in policy process focusing around socioeconomic transformation for inclusive development. This was selectively accomplished to ensure that the supported candidates do not add more supervision burden to the research staff. Majority of the interns are financially supported by their home institutions we collaborate with, and their work falls within REPOA's research agenda. REPOA hosted 7 interns for the period between January to December 2017.



The Petrostate training with the media

Outcome 3: Knowledge is Shared, Disseminated, and Utilized

The essence of this Outcome is to ensure that knowledge generated from research findings is well packaged for sharing and dissemination to inform policy making process and to stimulate dialogue on the prospects, challenges, and potential solutions to accelerate socio-economic transformation and inclusive development that is necessary for improving the lives of the people. Research findings were widely shared using traditional print media, online media and through our policy engagement.

The new communication strategy was developed to reflect the Strategic Plan for 2016-2019. The development of communication tools, implementation and dissemination strategy will be ready early next year. The website is in the process of being updated to match with the new digital communication tools and needs of our users. It is expected that once the new website is operational, both internal and external communication will be strengthened through dissemination of information using the mail chimp.

During the year, REPOA organised dissemination events which attracted significant media coverage. Such events were attended by policy and decision makers from the targeted key sectors. Below are some of the important dissemination events that were carried out.



The 22nd Annual Research Workshop

The theme for the workshop was, “Why Institutions Matter for Industrialization– Led Development” and was held on 29th and 30th March at the Ledger Plaza Hotel in Dar es Salaam. The workshop stressed on strengthening the working of market and non-market institutions, which includes rules, policies, regulations and related hard institutions to foster innovation and to address externalities and coordination failures that may hinder of slow down implementation of the industrialization agenda. The guest of honor was the Minister of Finance and Planning Dr. Phillip Mpango, who represented the Right Honorable Kassim Majaliwa, the Prime Minister of the United Republic of Tanzania. The keynote speaker was Professor Lant Pritchett from the Kennedy School of Government at Harvard University, United States of America.

The Petrostate training with the media

The media benefitted from the training on how they can report properly on issues in oil and gas subsectors. Dr. Blandina Kilama, Co-Director of the Petrostate Project and REPOA’s Senior Researcher assisted by Lulu Olan’g, Assistant Researcher led the training.

The course helped the media to cross check information which they get from sources before publishing them. The course exposed reporters on how they can calculate the figures on what the investors receive against the revenues from the government as projected in the Production Sharing Agreements (PSAs).



The Dissemination of the findings of the Afrobarometer

The findings of the 7th round of Afrobarometer on corruption were disseminated to the public through the media in which members from key public institutions attended. The findings revealed that while corruption has decreased in public institutions, most people remains unwilling to disclose corrupt practices for fear of retribution. Stakeholders discussed additional approaches to accelerate the fight against corruption, in addition to traditional measures based on law enforcement.



The Police Spokesperson, Mr. Barnabas Mwakalukwa said that if the police can do their own research on perceptions of corruption, they might not get the proper data as those generated by independent and credible institutions like REPOA. Participants commended declining levels of perceptions on corruption among public institutions, including the police and urged for continued efforts by those institutions.

Impact of Cash Transfers to Women's Economic Empowerment in Tanzania

REPOA disseminated findings on 'Women's Economic Empowerment in Tanzania: Impact of Conditional Cash Transfers. Participants had the opportunity to give feedback on all components of the study findings and provided recommendations as inputs to finalize the reports and in informing the design of programmes aiming at empowering women.

Ms Beng'I Issa, the Executive Secretary of the National Economic Empowerment Council; Dr. Donald Mmari, REPOA's Executive Director and Dr. Arjan de Haan from IDRC Canada listen to the presentation on 'Women's Economic Empowerment in Tanzania: Impact of Conditional Cash Transfers during the dissemination event which took place at REPOA office in Dar es Salaam.



REPOA published new outputs to enhance knowledge sharing and influence related to policy research, to regularly inform the target audience. By end of 2017, a total number of 5 books, 6 book chapters, 6 journal articles, 2 special reports, 2 research reports, 4 working paper and 2 policy briefs were produced.

Books

1. Mmari, D. and Wangwe, S., eds (2017) *Research and Policy Nexus: Perspectives from Twenty Years of Policy*, Dar Es Salaam. Mkuki na Nyota
http://www.repoa.or.tz/documents_storage/research_and_policy_nexus.pdf
2. Pelizzo, R. and Kinyondo, A. (2017). *Tourism in Africa: Development and Inequality*. Saggistica, Italy.
3. Pelizzo, R and Kinyondo, A. (Eds.) (2017). *Governance in Africa*. LAMBERT Academic Publishing. Germany.

Book Chapters

1. Kinyondo, A., Pelizzo, R., and Umar, A. (2017). "A Functionalist Theory of Oversight". In Pelizzo, R (Ed), *Understanding Good Governance: From Theory to Practice* (pp. 59-87). Germany: LAMBERT Academic Publishing
2. Kinyondo, A., Nwokora, Z., and Pelizzo, R. (2017). "The Cost of Party System Change: The Case of Tanzania". In Pelizzo, R (Ed), *Understanding Good Governance: From Theory to Practice* (pp. 89-106). Germany: LAMBERT Academic Publishing.
4. Mmari, D (2017). *Transforming sub-Saharan Africa towards modern, industrial-led economies: Challenges and Options* in *Beyond Shifting Wealth: Perspectives on Development Risks and Opportunities from the Global South*, OECD Publishing, Paris.
<http://dx.doi.org/10.1787/9789264273153-en>
5. Jesper and Odd. (2017). A forthcoming paper as chapter 3 in a volume edited by Aled Williams and Philippe le Billon. *Corruption, natural resources and development: from resource curse to political ecology*. Edward Elgar Publishing: Cheltenham, UK.
<http://www.e-elgar.com/shop/corruption-natural-resources-and-development>.

Journal articles

1. Kinyondo, A. and Villanger, E. (2017). "Local content requirements in the petroleum sector in Tanzania: A thorny road from inception to implementation?" *The Extractive Industries and Society*, 4(2) pp. 371–384
<https://www.tandfonline.com/doi/full/10.1080/13600818.2016.1262836>
2. Kinyondo, A. and Magashi, J (2017). Enhancing rural livelihoods in Tanzania: A small-holder farmers' perspective. *International Journal of Accounting and Economics Studies*, 5 (2) pp. 68-79.
https://works.bepress.com/abel_kinyondo/24/
3. Mwoya, B, Kinyondo, A & Musonda, P. (2017). Economic growth and under five malaria mortality in Tanzania mainland: From correlation analysis to causality. *International Journal of Health*, 5 (1) pp. 91-96.
https://works.bepress.com/abel_kinyondo/22/
4. Kolstad, I and Kinyondo, A. (2017) "Alternatives to local content requirements in resource-rich countries", *Oxford Development Studies*, 45:4, pp. 409-423.
<https://doi.org/10.1080/13600818.2016.1262836>
5. Torvik, Ragnar. (2017/18). Should developing countries establish petroleum funds? Accepted for publishing in *The Energy Journal* (journal of International Association for Energy Economists; (in press).
<https://www.cmi.no/publications/6264-should-developing-countries-establish-petroleum>
6. Lee, Bryan, and Kendra Dupuy. (2017). Understanding the Lay of the Land: Mapping Petro-Governance Institutions in Tanzania. *Journal of Energy & Natural Resources Law*, 35(3): 1-17-PetroState
7. Siri Lange, Abel Kinyondo. (2017) Resource nationalism and local content in Tanzania: Experiences from mining and consequences for the petroleum sector.
http://www.repoa.or.tz/documents/Resource_nationalism_and_local_content_in_Tanzania_-_Experiences_from_Tanzania.pdf



Special Reports

1. Birdsall, N., Fishkin, J., Haqqi, F., Kinyondo, A., Moyo, M., Richmond, J., and Sandefur, J. (2017). How should Tanzania use its natural gas? Citizens' views from a nationwide deliberative poll. International Initiative for Impact Evaluation. Washington, DC.
2. Mwombela, Stephen and Et al. (2017). ACET Mobilizing and Managing External Development Finance for Inclusive Growth: Six Countries' Experiences and Lessons.

Research Reports

1. Maliganya W., & Paul Renatus. (2017). The Impact of Large Scale Mining on the Livelihoods of Adjacent Communities: Geita Gold Mine, Tanzania
2. Mnzava, Moses Emanuel. (2017): Child Protection and Child Social Protection: Institutional Issues and Practice in the Tanzanian Experience.

Policy Briefs

1. Odd-Helge Fjeldstad, Merima and Katera L. (2017). Taxing the urban boom in Tanzania: Central versus local government property CMI by, CMI INSIGHT 3
2. Msami J and Olan'g (2017) In Tanzania, anti-corruption efforts seen as paying dividends, need citizen engagement. Afrobarometer Dispatch No. 178
3. Jesse Ovadia. 2017. Who regulates? Overlapping authority regarding local content in Tanzania's gas and minerals sectors. CMI Brief 6: 2017 & REPOA Brief 41: 2017. Bergen/Dar es Salaam: Chr. Michelsen Institute/REPOA.
<https://www.cmi.no/publications/6314-local-content-in-tanzanias-gas-and-minerals>
4. Andreas Stølan, Benjamin Engebretsen, Lars Ivar Oppedal Berge, Vincent Somville, Cornel Jahari, Kendra Dupuy (2017). Prospects for peace in a petro-state: Gas extraction and participation in violence in Tanzania.
<https://www.cmi.no/publications/6394-prospects-for-peace-in-a-petro-state>
5. Andreas Stølan, Benjamin Engebretsen, Lars Ivar Oppedal Berge, Vincent Somville, Cornel Jahari, Kendra Dupuy (2017). Petroleum populism: How new resource endowments shape voter choices. CMI.
<https://www.cmi.no/publications/6395-petroleum-populism>

Working Papers published

1. Fjeldstad Odd-Helge, Merima and Katera L. (2017). Taxing the urban boom in Tanzania: Central versus local government property CMI by, CMI INSIGHT 3.
<https://www.cmi.no/publications/6260-taxing-the-urban-boom-in-tanzania>
2. Fjeldstad, Johnson, Jesper. 2017. Governance challenges in Tanzania's natural gas sector: unregulated lobbying and uncoordinated policy. Chapter 3 (pp. 44-57) in Aled Williams and Philippe le Billon (eds.) Corruption, natural resources and development: from resource curse to political ecology. Edward Elgar Publishing.
<http://www.e-elgar.com/shop/corruption-naturalresources-and-development>
3. Jan Isaksen, Blandina Kilama and Fred Matola. (2017). Policy making in the Tanzanian Petrostate: Building a statistical basis. CMI Working Paper 5-2017 & REPOA Working Paper 17/1. Bergen/Dar es Salaam (March).
<https://www.cmi.no/publications/6196-policy-making-in-the-tanzanian-petro-state>



Outcome 4: Programs are Efficiently and Effectively Delivered

This outcome related to the administration of both human capital and financial resources to ensure that they are utilized in an effective and efficient manner to deliver outputs and desired outcomes.

Internal Policies: HR strategy, HR policy and its implementation

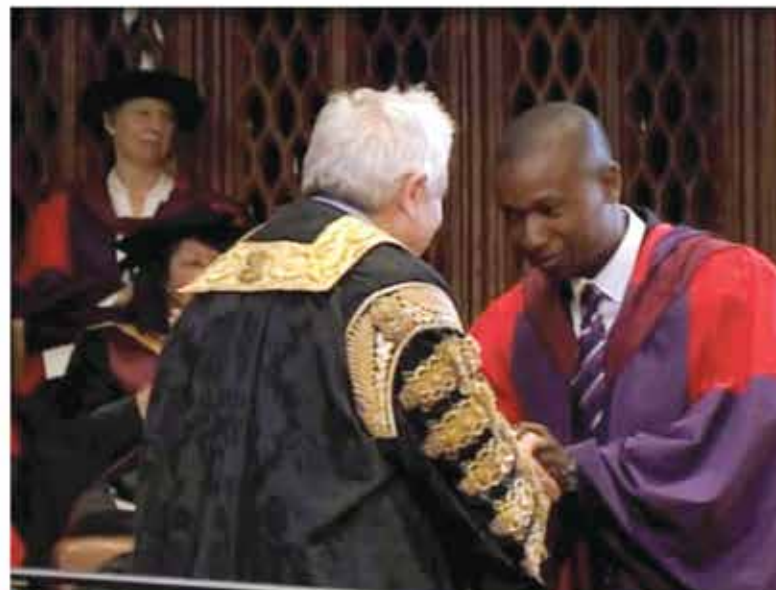
A review of the scheme of service was undertaken during the year and is now operational. The review of HR rules and regulations to align with the amended labour laws was also conducted.

Two positions in the office of the Executive Director in accordance with the approved new organizational structure, the Senior Monitoring and Evaluation Officer (SM&EO) and Senior Communication Officer (SCO) were advertised and the Senior Communications Officer was recruited in November 2017. In addition, a Consultant was engaged to review the Monitoring and Evaluation system and to develop M&E tools.

Improve organizational performance through enhanced capacity support for administrative staff and researchers

REPOA continued to support members of staff on short and long courses to upgrade their skills. Mr. Hubert Shija and Mr. Jamal Msami were both on their PhD studies in the United Kingdom, as part of the Think Tank Initiative (TTI) institutional capacity building. Mr. Jamal completed his studies and was successfully awarded a PhD in Social Policy. In collaboration with DANIDA and Aarhus University, REPOA is also supporting Mr. Constantine George (REPOA staff) and Mr. Simon Mangesho (staff of the University of Dar es Salaam) for PhD studies which started in October 2016.

Two short term training sponsored by REPOA were offered to Mr. Innocent Marandu (HR&AM) and Ms. Lucy Liwa (Finance and Administration Assistant). The rationale for the training was to enhance periodic organizational learning to improve staff knowledge and information sharing.



Dr. Jamal Msami being conferred with a PhD at the University of Bristol.

Health awareness training

REPOA improves the health of its workers so that they are free from disease attacks and take measures to prevent them. In that manner, the training was conducted by the Medical Insurance provider (AAR) for REPOA staff on Hepatitis B and other communicable diseases.

ICT equipment and data storage

During the year, ICT unit focused on improving knowledge management by improving conditions for innovation and creativity. Among these initiatives were the migration into the clouds computing.



Review of the integrated financial and operational reporting system

During the year, efforts were made to identifying gaps in the existing financial and operational reporting systems for purposes of achieving a more integrated reporting. Plans are in place to upgrade the system to allow for a shared financial system so that directors can have privileges to review it online, and to integrate the M&E tools to facilitate more efficient and effective monitoring of progress, outputs and outcomes.



Workshop on Strategic positioning for Resource Mobilization and Institutional Sustainability

During the year, for a workshop was organized for the members of the Board of Directors and Management on Resource Mobilization and Sustainability. The half-day workshop aimed at informing the Board on the changing financing landscape and the roles that institutional Board can potentially play in supporting strategic re-position and resource mobilization for sustainability. Mr. Anthony Boateng, an expert on the Think Tank's governance and fundraising based in Ghana facilitated the workshop.

M & E Reporting

Monitoring of outcomes has been an essential element in the implementation of the strategic plan throughout the year under review. Assessment and evaluation of programmes implementation scheduled activities aligned with 2017 M & E milestones for research outputs were done to positively contribute in the achievement of the desired outcomes. An online M & E event register was formulated and tested in the fourth quarter to facilitate integration of information and timely activity reporting and analysis. During the year, cumulative total figure of 176 events attended were reported. Most of these events were related to research activities, policy engagement and networking, research findings dissemination, resource mobilization, partnerships, and some were training/skill development convened outside REPOA.

An assessment of the milestones delivered was made against 2017 activity plan for purposes of determining the implementation status of the planned activities. A total of 30 projects were planned for implementation. Out of these 7 projects were executed and completed, 9 projects were being executed at different stages, 3 projects will commence in 2018, 10 projects were delayed pending the decision of funding partners.

Resource centre and Library

REPOA resource centre offers physical and electronic information to researchers and the public on various areas. The centre continues to collect materials through purchase and donation of print and electronic resources from various stakeholders as planned.





Audited Financial Statements

The audit of financial statements for the year ending 31 December 2017 was conducted by REPOA's auditor BDO East Africa – Tanzania. They issued a clean audit opinion, further indicating that observations raised in the previous audit report were fully implemented. No issues were observed in the current year.

Income

During 2017, a total of TZS 5.1Bn/= was raised, representing a decrease of 25% compared to TZS 6.8Bn for previous year 2016. This came from two sources:

- Basket funding 6%; 2016: 15%
- Other Sources 94%; 2016: 85%

The year was also financed by an overall carryover from 2016 of TZS 3.8Bn. In addition, advance payment amounting to TZS 683m/= was received during the year from two projects to finance activities planned for 2018. The amount is indicated as deferred income.

Other sources (collaborative and commissioned projects) decreased by 17% from TZS 5.78Bn in 2016 to TZS 4.82Bn in 2017. The decline is mainly accounted by a reduction in the number of implemented projects in 2017.

Expenditure

Expenditure amounting to TZS 6.3Bn/= was incurred during 2017, representing an overall decrease of 11% compared to 2016. The decrease is associated with the overall decrease in the financing for the year as indicated above, resulting to cancellation of some planned activities and others postponed to the following year.

The expenditure was distributed to outcome areas as follows:

- Outcome 1 - 46% compared to 43% in 2016 – Planned 32%
- Outcome 2 - 21% compared to 29% in 2016 – Planned 37%
- Outcome 3 - 3% compared to 5% in 2016 – Planned 5%
- Outcome 4 - 30% compared to 23% in 2016 – Planned 26%

The year was characterised by a decrease in both basket and other sources grants, resulting to an overall deficit of TZS 1.2Bn compared to a deficit of TZS 319M/= in 2016.

Assets

The main change in the balance sheet compared to 2016 is the amount of revaluation reserve of TZS 1.27Bn arising from the valuation of the land on plot 155 and three motor vehicles to reflect the market value.



DECLARATION OF THE HEAD OF FINANCE/ACCOUNTING OF REPOA LIMITED

The National Board of Accountants and Auditors (NBAA) according to the power conferred under the Auditors and Accountants (Registration) Act. No. 33 of 1972, as amended by Act No. 2 of 1995, requires financial statements to be accompanied with a declaration issued by the Head of Finance/Accounting responsible for the preparation of financial statements of the entity concerned.

It is the duty of a Professional Accountant to assist the Board of Directors/Governing Body/Management to discharge the responsibility of preparing financial statements of an entity showing true and fair view of the entity position and performance in accordance with applicable International Accounting Standards and statutory financial reporting requirements.

Full legal responsibility for the preparation of financial statements rests with the Board of Directors/Governing Body as under Directors Responsibility statement on the following page.

I **Mr. Alison Richard Mutembei** being the Head of Finance/Accounting of **REPOA LIMITED** (A not for profit company limited by guarantee) hereby acknowledge my responsibility of ensuring that financial statements for the year ended 31 December 2017 have been prepared in compliance with applicable accounting standards and statutory requirements.

I thus confirm that the financial statements give a true and fair view position of **REPOA LIMITED** (A not for Profit Company by guarantee) as on that date and that they have been prepared based on properly maintained financial records.

Signed by:

Director of Finance and Administration
NBAA Membership No.: ACPA 641

Date: **10th May 2018**



INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF REPOA LIMITED (A NOT FOR PROFIT COMPANY LIMITED BY GUARANTEE)

Our opinion

In our opinion, the financial statements give a true and fair view of the financial position of REPOA LIMITED (A not for profit company by guarantee) as at 31 December 2017, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Companies Act, CAP 212 Act No. 12 of 2002.

What we have audited

The financial statements of REPOA LIMITED (A not for Profit Company by guarantee) set out on pages 42 to 45 comprise:

- the statement of profit or loss and other comprehensive income for the year then ended;
- the statement of financial position as at 31 December 2017;
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended;

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

Other information

The directors are responsible for the other information. The other information comprises Directors' report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF REPOA LIMITED (A NOT FOR PROFIT COMPANY LIMITED BY GUARANTEE) - (CONTINUED).

Other information (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.



If, based on the work we have performed on the other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Companies Act, CAP 212 Act No. 12 of 2002, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Auditor's responsibilities for the audit of the financial statements (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw



attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

This report, including the opinion, has been prepared for, and only for, the company's members as a body in accordance with the Companies Act, CAP 212 Act No. 12 of 2002 and for no other purposes.

As required by the Companies Act, CAP 212 Act No. 12 of 2002, we are also required to report to you if, in our opinion, the Directors' Report is not consistent with the financial statements, if the company has not kept proper accounting records, if the financial statements are not in agreement with the accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed. In respect of the foregoing requirements, we have no matter to report.

Juvinal Betambara
Engagement Partner

Date: **10th May 2018**

BDO East Africa, Tanzania
Certified Public Accountants



REPOA LIMITED (A NOT FOR PROFIT COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2017

	2017 TZS	2016 TZS
ASSETS		
Non current assets		
Property and equipment	2,255,949,460	1,038,669,830
Current assets		
Cash and short term deposits	2,980,172,220	3,833,855,852
Prepayments	56,133,493	101,520,482
	3,036,305,713	3,935,376,334
TOTAL ASSETS	5,292,255,173	4,974,046,164
EQUITY		
Capital grants	108,000,000	120,000,000
Endowment fund	1,122,988,669	1,734,936,427
General reserve	374,242,579	986,190,337
Accumulated fund	1,100,782,811	1,100,782,811
Revaluation Reserves	1,277,482,870	
	3,983,496,929	3,941,909,575
LIABILITIES		
Current liabilities		
Trade and other payables	625,420,050	506,543,036
Deferred income	683,338,194	525,593,553
	1,308,758,244	1,032,136,589
TOTAL EQUITY AND LIABILITIES	5,292,255,173	4,974,046,164

The financial statements were approved for issue by the Board of Directors and were signed on its behalf by:-

Prof. Yadon Kohi
Chairperson

Date; 10th May 2018

Dr. Donald Mmari
Executive Director

Date; 10th May 2018

REPOA LIMITED (A NOT FOR PROFIT COMPANY LIMITED BY GUARANTEE)
STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2017

	2017 TZS	2016 TZS
INCOME		
Revenue grants received:		
Basket fund contributions	286,161,184	1,041,108,135
Other donors	4,609,822,501	5,543,001,358
Other income	210,771,268	243,476,753
	<u>5,106,754,953</u>	<u>6,827,586,246</u>
EXPENDITURE		
Strategy 1: To Develop Adequate Research Capacity	2,878,658,886	3,062,664,534
Strategy 2: To Facilitate and Undertake Strategic Research	1,342,244,202	2,043,034,352
Strategy 3: To Facilitate and Stimulate the Utilization of Research Findings	192,407,164	369,337,464
Strategy 4: To Enhance REPOA's capacity to Implement the Strategic Plan	1,917,340,218	1,671,602,681
	<u>6,330,650,470</u>	<u>7,146,639,031</u>
SURPLUS/(DEFICIT) FOR THE YEAR	(1,223,895,516)	(319,052,785)

REPOA LIMITED (A NOT FOR PROFIT COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2017

	CAPITAL GRANTS		ENDOWMENT FUND		GENERAL RESERVES		ACCUMULATED FUNDS		REVALUATION RESERVES		TOTAL	
	TZS		TZS		TZS		TZS		TZS		TZS	
Balance as at 1.1.2017	120,000,000		1,734,936,427		986,190,337		1,100,782,811		-		3,941,909,575	
Total comprehensive income	-		-		-		(1,223,895,516)				(1,223,895,516)	
Amortisation during the year	(12,000,000)		-		-		-				(12,000,000)	
Transfer to Endowment Fund	-		(611,947,758)		-		611,947,758				-	
Transfer to General Reserves	-		-		(611,947,758)		611,947,758				-	
Revaluation	-		-		-		-		1,277,482,870		1,277,482,870	
Balance as at 31.12.2017	108,000,000		1,122,988,669		374,242,579		1,100,782,811		1,277,482,870		3,983,496,929	
Balance as at 1.1.2016	132,000,000		1,894,462,820		1,145,716,730		1,100,782,811				4,272,962,360	
Total comprehensive income	-		-		-		(249,052,785)				(249,052,785)	
Amortisation during the year	(12,000,000)		-		-		-				(12,000,000)	
Transfer to Endowment Fund	-		(159,526,392)		-		159,526,392				-	
Transfer to General Reserves	-		-		(156,526,392)		159,526,392				-	
Balance as at 31.12.2016	120,000,000		1,734,936,427		986,190,337		1,100,782,811		1,277,482,870		3,941,909,575	

REPOA LIMITED (A NOT FOR PROFIT COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2017

	2017 TZS	2016 TZS
CASH FLOW FROM OPERATING ACTIVITIES		
(Deficit) Surplus for the year	(1,223,895,516)	(319,052,785)
Non cash adjustments:		
Depreciation	105,666,439	112,877,326
Amortisation of capital grants	(12,000,000)	(12,000,000)
	(1,130,229,077)	(218,175,459)
Working capital adjustments:		
Decrease/(increase) in prepayments	45,386,989	(44,721,447)
Increase/in trade and other payables	118,877,012	167,846,585
Increase in deferred income	157,744,641	525,593,553
Net cash flows from operating activities	(808,220,432)	500,543,232
CASHFLOW FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(45,463,200)	(30,803,335)
Net cash flows on investing activities	(45,463,200)	(30,803,335)
Net change in cash and cash equivalent	(853,683,632)	469,739,897
Cash and cash equivalents at 1 January	3,833,855,852	3,364,115,955
Cash and cash equivalents at 31 December	2,980,172,220	3,833,855,852



Appreciation to our development partners

REPOA appreciates the support of partners who have tirelessly continued to provide institutional and collaborative support through funding. Below is a selection of collaborative institutions.





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