



# ANNUAL REPORT 2021



# Organisational Profile



## Vision

To be the leading research institution in the region in the production and dissemination of knowledge that contributes to improving the lives of people by influencing socioeconomic policies.



## Mission

To engage in policy research and dialogue that promote socioeconomic transformation for inclusive development.



## Strategic goals

The Strategic Plan 2020–2024 is built on three strategic goals:

- Undertaking quality, relevant and high impact research
- Impactful capacity building of researchers and research users
- Developing an organisational model of excellence for evidence-based, stakeholder-led research



## Research themes

- The Research Programme for 2020–2024 focuses on three core and two cross-cutting themes:
- Productive sectors and inclusive development
- Gender and human development
- Governance, accountability and citizen participation



## Cross-cutting themes

- Environment and climate change
- Technology, innovation and data management



## Core Values

- **Quality:** We apply well-considered methodologies to our work to ensure rigour and excellence.
- **Integrity:** We conduct all activities in a manner that maintains the good reputation of our organisation by being truthful and honest.
- **Inclusiveness:** We accept and value contributions from all people regardless of the differences in gender, ethnicity, religious background or political affiliations.
- **Innovation:** We accept and value contributions from all people regardless of the differences in gender, ethnicity, religious background or political affiliations.
- **Accountability:** We accept responsibility for our actions and decisions in the performance of our roles, being transparent and fully accountable to our stakeholders.

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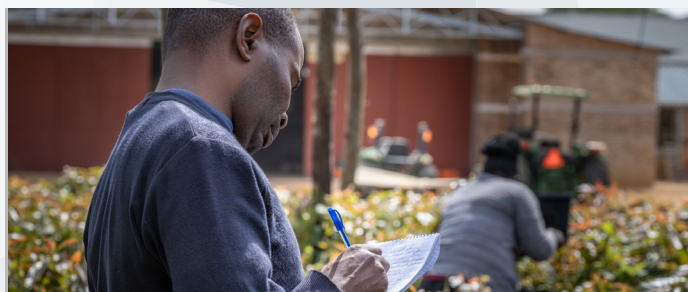
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# Acronyms

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<b>AERC</b>	African Economic Research Consortium
<b>ARW</b>	Annual Research Workshop
<b>CSOs</b>	Civil Society Organisations
<b>EOS</b>	Executive Opinion Survey
<b>EPA</b>	EU and EAC's Economic Partnership Agreements
<b>FYDPIII</b>	National Five-Year Development Plan
<b>GGTTI</b>	Global Go To Think Tank Index
<b>HBS</b>	Household Budget Survey
<b>ICT</b>	Information and communication technology
<b>IFES</b>	International Foundation for Electoral Systems
<b>IFRS</b>	International Financial Reporting Standards
<b>IPSAS</b>	International Public Sector Accounting Standard
<b>LGAs</b>	Local Government Authorities
<b>MEL</b>	Monitoring, Evaluation and Learning
<b>NBAA</b>	National Board of Accountants and Auditors
<b>OCS</b>	Open Competitive System
<b>RLGSP</b>	Regional and Local Government Strengthening
<b>PSSN</b>	Programme Productive Social Safety Net programme
<b>PO-RALG</b>	President's Office-Regional Administration & Local Governments
<b>PPD</b>	Public Policy Dialogue
<b>RCT</b>	Rice Council of Tanzania
<b>SDGs</b>	Sustainable Development Goals
<b>TASAC</b>	Tanzania Shipping Agencies Corporation
<b>TASAF</b>	Tanzania Social Action Fund





## Letter from the Chairperson of the Board of Directors

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Dear our stakeholders,  
I would like to present to you the 2021 Annual Report.

When I wrote the introduction to last year's Annual Report, I alluded to the challenges stemming from the Covid-19 pandemic which countless individuals and organisations around the world were facing. The challenges spilled over into this reporting year. In the early months of the year, the outlook was very bleak for businesses and organisations around the world, including REPOA. The systemic challenges affected the pace of implementing our projects and even of mobilizing resources.

Nevertheless, all was not bleak. Leveraging technology in undertaking our activities and in re-positioning ourselves so that we could remain relevant and competitive enabled us to make further progress, the formidable challenges notwithstanding.

Like policymakers in other countries, the policymakers in Tanzania continuously needed REPOA's analytical outputs and research-based evidence in their planning processes so that the interventions developed really addressed the underlying development obstacles. As this report shows, we continued focusing on our broader purpose.

We thus retained our leading position in research undertaking and policy analysis to inform various policy processes in Tanzania. As a consequence, REPOA remained the fourth major think tank in sub-Saharan Africa and the topmost in the country, according to the Global Go To Think Tank Index (GGTTI), an international survey conducted by the Think Tanks and Civil Societies Programme of the University of Pennsylvania, USA, in 2020. The results of the survey came out in January this year.

We also continued to leverage our strengths, working with global partners to undertake research, undertake capacity-building activities, and help enhance policy development in Tanzania and in the wider East African region.

On behalf of the Board of Directors, I thank all our stakeholders for standing by us during the difficult times of the global pandemic. Specifically, I thank the Government of Tanzania, our main funders, research partners, the private sector, civil society organisations, the media, and all friends of REPOA. My appreciation also goes to the dedicated management and staff at REPOA for working very hard to navigate the year in a way that no one could have thought possible in the early months of 2021.

**Professor Rwekaza S. Mukandala**  
*Chairperson, Board of Directors*

# Letter from the Executive Director

Dear our esteemed stakeholders, we are thrilled to present to you our annual report for 2021. The year 2021 marked the second year of implementation of our fifth strategic plan 2020-2024, seeking to inform and promote development policy agenda for further and accelerated socio-economic transformation and inclusive development.

The year under review was extra-ordinary, due to uncertainties and disruptions caused by continuing waves of covid-19 pandemic and the effects of various global response actions. In addition, the country witnessed sudden changes in the top leadership following the death of President John Pombe Magufuli and his succession by Her Excellency Samia Suluhu Hassan.

The two exogenous factors effected the pace of implementation of various projects and programmes as some of the planned activities could not be executed during the mourning period, others were delayed during the leadership transition, and the COVID 19 condition also affected the implementation of other project activities and resource mobilization efforts.

Despite the challenges, we were able to adapt to these challenges to gain ground on producing research evidence and engaging with key stakeholders into policy design, dialogues, workshops, and capacity building. During the year, a total of 54 publications were produced and disseminated, of which 24 were research reports, 23 policy briefs, 3 working papers, 3 journal articles and 1 book chapter. Also we had 30 training and dissemination workshops to different stakeholders. We believe these interventions contributed to inform various policies and interventions for transforming Tanzania's economy and improving the lives of people.

During the year, REPOA provided significant support aimed at strengthening and sustaining competencies of researchers in producing high quality research outputs, and research users to upscale utilization of generated research-based knowledge in policy formulation, review, and implementation. In achieving this objective, REPOA facilitated various learning activities and platforms, which directly benefited over 151 researchers on an array of topics such as research methodology, data analysis, writing, and presentation skills. The training offered contributed to the implementation of the Executive



Opinion Survey, Survey on Public Goods Provision and Democracy in Tanzania , Afrobarometer, Socioeconomic Study on Tanzania Gas and LNG Project, Voter's Turn out Survey, Pluralism and Democracy, as well as the Internet and citizen engagement at the local government level.

Our capacity building to the research users focused on the promotion of appropriate interpretation of findings, improved understanding of policy recommendations, and a general appreciation of the research process and its validation. These training also influenced the use of our work in policymaking, monitoring, and evaluation, thus contributing to the realization of our strategic objectives. The training sessions during the year targeted government officials, parliamentary officials, private sector, smallholders and producer intermediaries, media, communities and CSOs.

We also continued to receive generous support from our core-funding partners that enabled us to implement our planned activities. We are extremely grateful to each of the core funding partners providing support to us, as well as to other partner organisations that offered various opportunities for us to collaborate with them in a number of long-term and short-term research projects and programmes. In addition to the three core research themes, these collaborations and support enabled us to commence the implementation of our multi-year research programme on environment and climate change, recognizing the urgent need for the country to enhance climate change adaptation and resilience, by providing evidence-based recommendations to inform the Government in implementing the National Climate Change Response Strategy 2021-2026 and in line with SDG 13.

We wrapped up the year with an equally engaging 25th Annual Research Workshop, one of our flagship events, which we organised in collaboration with the Ministry of Industry and Trade.

Held in Dar es Salaam and themed “Transforming Tanzania’s Economy through Competitive Manufacturing and Trade,” the workshop was well attended by senior representatives from the Government, civil society, political parties, the private sector, diplomatic missions, and academic entities. We were also honoured with presence of H.E. Dr. Philip Isdor Mpango, Vice President of the United Republic of Tanzania, as Guest of Honour.

As was in the prior years, we are proud that the 25th Annual Research Workshop offered a good platform to researchers, research users, and other development stakeholders to meet and discuss research findings, and their associated implications for development policy in Tanzania. This event also marked the climax of REPOA’s celebration of its 25th Anniversary.

We wish to thank all those who contributed directly or indirectly to the achievements outlined in this report - The Members of REPOA for providing visionary leadership during the year; The Board of Directors for providing governance and oversight to the Management of REPOA on regular basis; and the entire staff team of REPOA for carrying out their daily tasks of implementing agreed upon activities with huge commitment and conscientiousness.

The core-funding partners have made all this possible through provision of financial support and valuable advice from time to time. We also thank all the other partners that offered opportunities for REPOA to collaborate with them in several research and capacity building programmes. To all of you, we extend our sincere appreciation!

**Dr. Donald Mmari**  
*Executive Director*

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# Highlights from 2021

## REPOA's research outputs contribute to the production of Tanzania's Third Five-Year Development Plan

The year 2021 saw the Government of Tanzania launching its 3rd Five-Year Development Plan (FYDP III) broadly focusing on efforts to achieve a competitive and inclusive economy, and further improving the wellbeing of Tanzanians.

As REPOA has done since its establishment 27 years ago, we collaborated with the Ministry of Finance of Planning along with other stakeholders to provide research-based evidence to inform the preparation of FYDP III. This contribution is one of the significant milestones in the delivery of our mission.

All this conforms to our broader purpose of informing and working with key stakeholders, particularly the government, in policymaking by providing research evidence and technical assistance when required.

### Inputs into other policy action.

During the year REPOA also managed to increase further collaborations with policy makers at different levels of Government.

These include various policy actions being implemented by PO-RALG to strengthen the roles of LGAs in promoting Local Economic Development in the context of the Regional and Local Government Strengthening Programme (RLGSP), and the convening of local (LGA level) platforms to address the non-tariff related barriers to trade competitiveness in the leather, rice, and horticulture value chains in Mainland Tanzania, and seaweed value chain in Zanzibar.

These platforms involved the participation of senior regional leaders, which led to promotion of local products, removal of institutional barriers, and trainings on product value addition to producers and processors in the respective value chains.

All these efforts and outcomes conform to our broader purpose of informing and working with key stakeholders, particularly the government, in policymaking by providing research evidence and technical assistance when required.



Tanzania's Prime Minister Kassim Majaliwa (Center) launching the 3rd Five-Year Development Plan (FYDP III) on 29 June 2021 in Dodoma. REPOA was privileged to contribute in various ways to the process and was represented at this important event.

# Inspiring quotes in 2021



“May I also urge the private sector to appreciate and proactively support research work. Surely, in the 21st century, we cannot succeed without research. Technology is changing rapidly; global competition is intensifying and every country struggles to overtake the other. Under such circumstances I think it is productive to invest in supporting our local think tanks so that they can continue to inform decision making,” said H.E Vice President of Tanzania, Dr. Philip Mpango, speaking at the 25th Annual Research Workshop organised by REPOA in collaboration with the Ministry of Industry and Trade on 10th of November 2021 in Dar es Salaam.

“The Embassy of Sweden has assessed REPOA as a relevant partner, both to the Embassy and to the national socio-economic priorities, the regional and global commitments. Evidence-based research is one of the foundations for non-arbitrary policy development. We are looking forward to continued collaboration with REPOA during the coming years,” said H.E Anders Sjöberg, Swedish Ambassador to Tanzania, speaking at the occasion of signing a development agreement between the Embassy of Sweden and REPOA in Dar es Salaam on 19th of November 2021.



“REPOA has marked her 25th anniversary, in a special way. I congratulate REPOA for the anniversary. You have celebrated the jubilee at a time when our nation has also been among the incoming middle-class countries. REPOA has been engaged in numerous studies, particularly related to industry and trade development in the country. Thank you so much for your contribution through various research works and capacity building programme to researchers and policymakers in the government to persuade the use of research in policy making, planning and development strategies,” said Prof. Kitila Mkumbo, then Minister of Industry and Trade, speaking at the 25th Annual Research Workshop organised by REPOA in collaboration with the Ministry of Industry and Trade on 10th of November 2021 in Dar es Salaam.

“A sustainable economy needs to be inclusive. Tanzania has a lot of potential in manufacturing and trade - both in commodities and trading opportunities,” said H.E Elisabeth Jacobsen, Norwegian Ambassador to Tanzania, speaking at the 25th Annual Research Workshop organised by REPOA in collaboration with the Ministry of Industry and Trade on 10th of November 2021 in Dar es Salaam.



# Activities and achievements in 2021



## Overview

REPOA's core business lies in the generation and communication of research-based knowledge for inclusive development and improved quality of life to the people of Tanzania. Since its inception in 1994, REPOA has worked to maintain its vision for leadership in policy research, while upholding its traditions as the premier centre of excellence for research, capacity building and policy development in Tanzania.

The year 2021 marked the second year of implementation of the current five-year research programme 2020-24, one that reflects priorities from key domestic, regional and international development frameworks, including the Tanzania Development Vision 2025 and its accompanying Long-Term Perspective Plan; the Southern African Development Community Industrialization Strategy; African Union's Agenda 2063; and the United Nations 2030 Agenda for Sustainable Development.

In Tanzania, where 26.4% (based on HBS, 208) of the population live below poverty line, poverty cannot be separated from the dynamics of growth and socioeconomic transformation. Thus, REPOA continued to promote the view that sustained poverty reduction requires economic growth that is 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, this report presents the 2021 highlights under the organisation's three strategic goals and some of outcomes realized during the year:

- **Goal 1: Undertaking quality, relevant and high impact research**, which aims at delivering high quality, policy-relevant research outputs for informing key stakeholders;
- **Goal 2: Impactful capacity building of researchers and research users**, which aims at increasing the number of competent policy researchers and strengthening the uptake of evidence in policy;
- **Goal 3: Develop an organisational model of excellence for evidence-based, stakeholder-led research**, which focuses on developing the staff and organisational capacity to the level of a centre of excellence and a first port of call for evidence-based research and knowledge.

REPOA produces robust and relevant evidence-based knowledge to inform national policies and development programmes through both strategic and collaborative research projects.

In carrying out its strategic and collaborative research projects, REPOA engages with its stakeholders right from project inception and design through to dissemination of the findings, with a view to encouraging stakeholders' ownership and to best inform learning or adjustments in the policies and programmes being implemented. Knowledge sharing events are organised to promote dialogue on important issues and to ensure broad access of stakeholders and the public to our research findings.

REPOA researchers are always encouraged to participate in events organised by other stakeholders for expanded learning and knowledge sharing, policy influence, and networking with policy actors, development partners, civil societies, private sector, and the academic community.

Underpinning all REPOA's accomplishments is the dedication by the Board of Directors, Management and staff, who have consistently strived to improve the institution's governance and operational efficiency and effectiveness and to fulfil its mission through its activities.

We contribute to achieving these and other regional and international development frameworks.



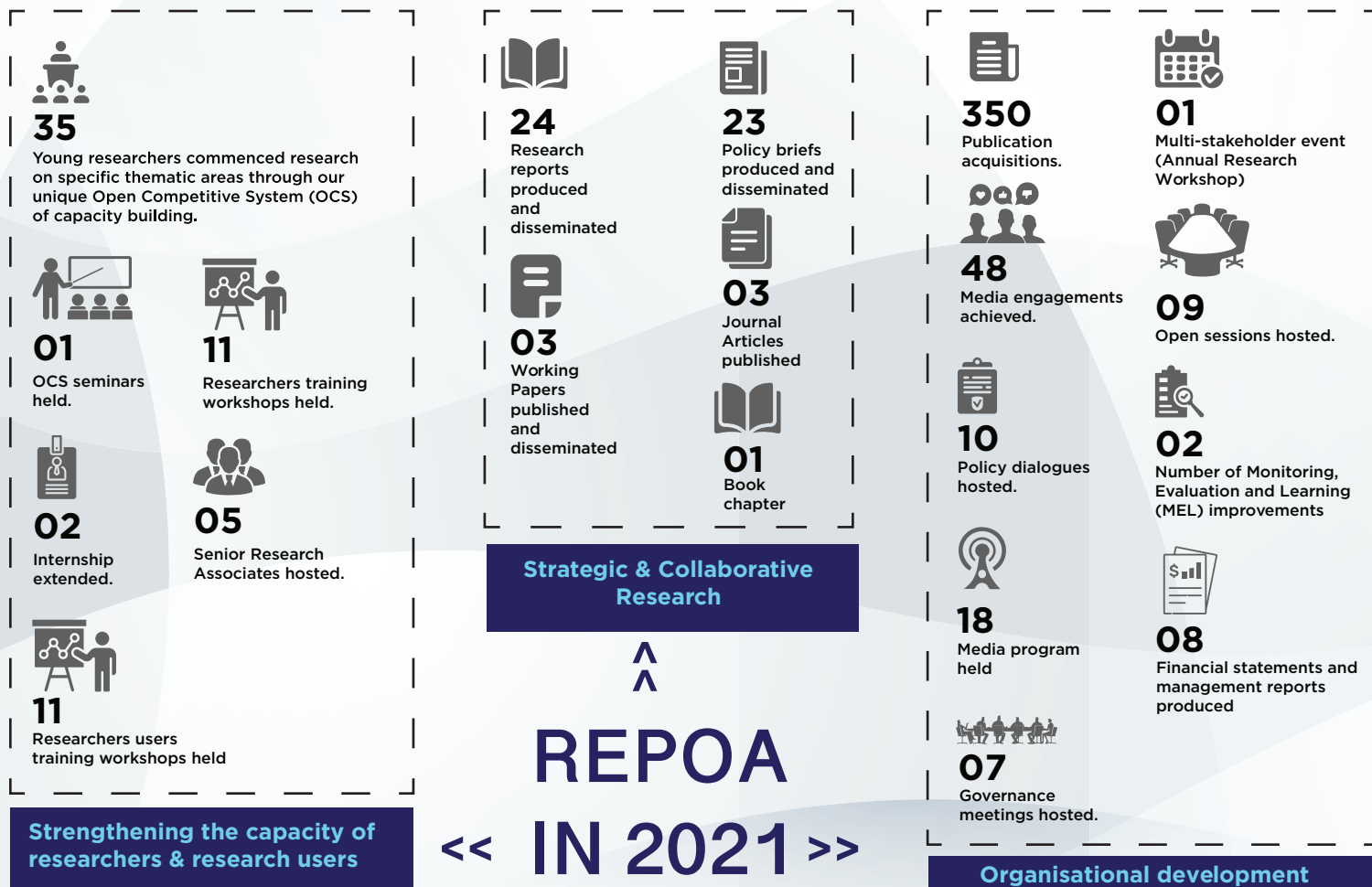
## Connected on the ground through shared goals

REPOA focuses its policy research work, partnerships, and dialogues for the promotion of socioeconomic transformation for inclusive development - broadly aligned with the Sustainable Development Goals (SDGs).



# Overview of results for 2021

Below is the highlight of achievements realized during the year, made possible through the support and collaborations of various stakeholders, including our core funding partners, programme collaborators, and the Government of Tanzania.



# Achievements

This report highlights selected research projects and capacity building, dissemination and policy engagement efforts achieved during the year for each of our three operational goals.

## Goal 1: Undertaking quality, relevant and high impact research



Projects under this goal relate to our core themes and the two cross-cutting themes. The research projects were initiated in-house by REPOA researchers; developed and implemented jointly with other partners as part of the long-term collaborative programmes; or short-term collaborations with government institutions or other development agencies. Selected projects are highlighted below:

### Trade policy analysis of the seaweed value chain in Zanzibar

This research examined policy coherence needs and issues related to recent developments in the seaweed value chains, particularly the constraints undermining and opportunities for enhancing the competitiveness of the seaweed sub-sector along the Zanzibar-Pemba corridor.

A policy brief was published. To access it along with others, more details are indicated towards the end of this report under the list of our 2021 publications.

### Trade policy analysis of the horticulture value chain in Tanzania

Over the past two decades horticulture has seen a growth of medium and large-scale investors that either operate independently or have integrated smallholders as out-growers. The purpose of this study was to examine the recent developments in the horticulture and related value chains, particularly the constraints undermining and opportunities for enhancing the competitiveness of the horticulture in the main production regions of Tanzania. The study aimed to proffer recommendations and measures to resolve the constraints and improve the competitiveness of the horticulture sub-sector as well as diversify its export base to take advantage of global trade opportunities in the sub-sector.

During the reporting period, a research report and policy brief were published. Key findings from the study reveal that horticultural production and trade have grown twice as fast as the rest of agricultural sub-sectors in the last seven years. Yet, additional sector growth is constrained by various challenges including poor transport networks, ineffective trade logistics, limited input supplies, post-harvest losses, and market information gap, including those related to quality and standards.



The study aimed to proffer recommendations and measures to resolve the constraints and improve the competitiveness of the seaweed sub-sector as well as diversify its export base to take advantage of global trade opportunities in the sub-sector.

Key findings from the study reveal that despite emerging as Zanzibar's

second leading export crop, seaweed production, exports and earnings have fluctuated over time undermining the exploitation of natural comparative advantages. The research recommends the enactment of targeted incentives for increased productivity with special focus on the *cottonii* variety, and strengthened value chain linkages measures to improve the competitiveness of the seaweed sector.





These bottlenecks can be resolved (and in the process boost horticulture's competitiveness and export trade) by fast-tracking trade logistics, boosting investment in research and development, expanding production incentives to farmers, and harnessing the benefits of increasing digitalization of horticulture.

A validation of the more comprehensive technical report will be undertaken

### Trade policy analysis of the rice value chain in Tanzania

Rice is the third most important food staple in Tanzania after maize and cassava.

Rice is the third most important food staple in Tanzania after maize and cassava. The purpose of this study was to examine the recent developments in the rice value chain, particularly the constraints undermining and opportunities for enhancing the competitiveness of rice in the main production regions of Tanzania. The study aimed to inform the key stakeholders on various limitations and measures to improve the competitiveness of the rice sub-sector as well as diversify its export base to take advantage of global trade opportunities in the sub-sector.

Key findings from the study reveal that despite recent growth in domestic rice production outstripping consumption, rice imports have continued to outperform exports.



These findings indicate that Tanzania needs to invest in value chain infrastructure development; promote value upgrading through better linkages between farmers, millers, and markets; enhance capacity building programmes to value chain actors; enhance reliable access of credit and subsidized inputs to farmers and millers; and strengthen research and development including market intelligence analysis.

The study's findings were presented and discussed at a public policy dialogue (PPD) jointly organised with the Rice Council of Tanzania (RCT) at Igawa, Mbeya. A policy brief was also published.

### Trade policy analysis of the logistics value chain in Tanzania

The purpose of this study was to examine the recent developments in the logistics value chain, particularly the constraints undermining and opportunities for enhancing the competitiveness of transport and logistics in the tripartite EAC, SADC and COMESA region. The study aims to provide recommendations and measures to resolve the constraints and improve the competitiveness of the logistics sub-sector and to make Tanzania a preferred logistic hub for the region.



The study finds that despite overall improvements in logistics performance, the value chain faces multiple challenges including inadequate handling and storage facilities, inefficiency, over-dependence on road mode of transport, unreliable and unpredictable conduct by transport and logistics services' providers; and regulatory ambiguities and inconsistencies.

Against these findings, the study recommends a rationalization of regulatory reforms for accelerated coordination of results to minimize policy ambiguities and inconsistencies (such as the crowding-out of private investment by TASAC). This report was validated by the value chain's stakeholders in October. Additional validation of the report will be undertaken in 2022.

### Trade policy analysis of the leather value chain in Tanzania

The purpose of this study was to examine the recent developments in the leather value chain, particularly the constraints undermining and opportunities for enhancing the competitiveness of leather and related products in the tripartite EAC, SADC and COMESA region, and with the European Union (EU). The study aims to provide recommendations and measures to resolve the constraints and improve the competitiveness of the leather sub-sector as well as diversify its export base to take advantage of global trade opportunities in the sub-sector.



Key findings from the study reveal that in recent years, exports of leather have declined despite increased collection of hides and skins. Tanzania's trade potential in leather continues to be under-exploited because of inability to address long-standing structural deficiencies in production and value upgrading.

To enhance the leather industry competitiveness, a variety of policy actions are needed, including adoption of modern technology and innovation in rearing and handling of livestock, hides and skins as well in processing; scaling up of capacity building programmes for value chain actors; special tax provisions to the leather industries to encourage domestic value additions; and an attractive business environment for attracting further investments in the leather industry.

### Assessment of the impact of EU-EAC EPA at sectoral level for selected sectors for Tanzania



This is one of four related studies that are informative in the context of ongoing discussions on the EU-EAC Economic Partnership Agreements (EPA) by improving the understanding of the potential contribution and impact of the EU and EAC's EPA. Specific objective of this study was to assess the impact of the EPA agreements on selected economic sectors in Tanzania.

Sectors included in the analysis are agricultural products, with particular attention given to beef, poultry, sugar, dairy, and beverages; Industrial products, with particular attention given to cars and car parts, engineering, goods (machinery and electric and electronic goods), chemicals and pharmaceuticals and textiles; and services, with particular attention given to construction, business and professional services, financial services, and transport services.

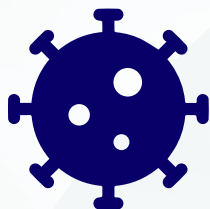
During the year the analytical report was produced, showing that, after excluding sensitive products, the most affected products for Tanzania are not the same products that Tanzania has a comparative and competitive advantages at regional and international level. The gradual liberalisation of markets is expected to increase inflows of imports from the EU, more than it would create export opportunities, considering that Tanzania is already enjoying benefits of EBA scheme with the EU.

In its present form, and without drastic structural changes, the EU stands to gain more than the EAC countries, as both exports and imports from the EU are likely to increase by larger amounts compared to EAC imports and exports.

Validated findings of this study, together with those of the other three related studies, namely: "Sustainability Impact Assessment (SIA) of EU-EAC EPA in the EAC: A review of literature"; "The impact of EU-EAC Economic Partnership Agreement (EPA) on SMEs in Tanzania"; and "Trade and Welfare



## COVID-19 and its impact on trade and transport sectors in Tanzania



REPOA collaborated with the African Economic Research Consortium (AERC) to carry out a study aimed at providing inputs on policies related to trade and transport, and the risks and resilience in these sectors from COVID-19 pandemic or potential shocks of similar nature.

It was also meant to provide inputs to the actors in the respective sectors before their readiness to address challenges related to natural calamities.

The study commenced in 2020 and finalized in 2021. A working paper and a policy brief were produced during the reporting year and posted at both AERC and REPOA websites. Key findings show that the trade sector was not affected as much as expected, though imports were relatively more affected. Due to fewer imports during the COVID-19 pandemic, the trade balance was not very much affected as it was the case in 2019. In the transport sector, port activities were not very much affected by COVID-19 due to measures taken by the port to increase efficiency and to reduce congestion. However, transit goods were negatively affected due to conditions imposed at borders such as mandatory screening and quarantine of drivers and travellers for a specified time. Tourism was also negatively affected due to travel restrictions and flight cancellations.

The study recommended countries to opt for a common resilient approach to tackle such problems. Also called for improvement of regional integration so that the share of regional trade is increased, as well as promotion of local tourism to keep the sector alive during cross-border movement restrictions.

### Do conditional cash transfers improve mental health? Evidence from Tanzania's Social Protection Programme



As part of further data analysis of data from the Growth and Opportunity for Women (GROW) research programme implemented previously by REPOA, a paper titled, "Do conditional cash transfers improve mental health? Evidence from Tanzania's Social Protection Programme" was published in the Journal of Adolescent Health in April 2021.

Key findings provide that, a government implemented conditional cash transfer targeted to poor households in Tanzania positively impacted the mental health of young males and negatively impacted young females, particularly older adolescent girls/young women.

Also, it emerged that gendered burden of conditional payments may lead to poorer outcomes for young women.

### Evaluation of the Hope Schools Project



REPOA collaborated with the Good Neighbours Tanzania (GNTZ) to undertake an evaluation of 13 schools managed under the Hope School Project, part of GNTZ support to the education sector. GNTZ is part of the Good Neighbours International, which is a Global humanitarian network that promotes community engagement to address hunger and child development.

The project started in 2012 and has concentrated on schools located in Dar es Salaam, Coast Region, Dodoma, Mwanza, and Zanzibar, and came to an end in late 2020. An evaluation report to this project was completed during the reporting year, and the findings have shown that the schools' advocacy clubs increased awareness on importance of schooling to both pupils and the community surrounding the schools. Community empowerment through introduction of income generating activities increased enrolment of pupils, especially girls whose excessive participation in small family businesses reduced their attendance to schools. Also, findings show that sports facilities for both girls and boys provided incentives for school attendance and improved school performance. Besides, community engagement is an important aspect for sustaining education.

This project is implemented as part of the efforts to improve learning environment. It provides best practices that can be scaled up to schools that are not part of the GNTZ support.



## Afrobarometer survey

The Afrobarometer survey provides important inputs for tracking development of indicators of economic development, good governance, and various aspects of welling and citizen participation. Afrobarometer is a non-partisan cross-country survey conducted in more than 30 African countries today. It started in 1999 with less than 10 countries, Tanzania included. Tanzania's current survey reported under this reporting period is the 8th round.

The survey aims at tracking citizens' perceptions - how they think their country is managed politically, socially, and economically. The survey uses standard questionnaires across all countries, with a room to include few country's specific questions. It also uses a standard sampling procedure so that results can be compared overtime within a country but also across-countries.



Findings were disseminated and discussed in different forms by various stakeholders, including the PO-RALG. The findings of the survey reports were also made available to senior policy makers, and 5 policy briefs were produced and published on the Afrobarometer and REPOA websites.

## Voter's turnout survey in Tanzania

This survey sought to understand bottlenecks of citizens' participation in electoral processes as a step towards realizing their democratic rights. It is against this background that REPOA collaborated with the International Foundation for Electoral Systems (IFES), an independent, non-governmental organisation that provides professional support to electoral democracies to undertake a voter turnout survey in Tanzania. Tanzania held its general national election in October 2020.



This initiative sought to conduct a nationwide public opinion survey (either face-to-face or via computer assisted telephone interviewing) in Tanzania of adults aged 18 years or older, examining voter registration, voter turnout and experiences in the election to assist in designing activities to enhance turnout in future elections. During the year, a survey of 1,500 respondents aged 18 and over was conducted, a clean dataset produced, and a draft research report was produced. Dissemination of findings were to be carried out in 2022.

## Executive Opinion Survey

The Executive Opinion Survey (EOS) is a collaborative project with the World Economic Forum (WEF) which produce the Global Competitiveness Reports, a cross-country benchmarking analysis of the factors and institutions that determine long term growth and prosperity of countries. EOS measures competitiveness as the set of institutions, policies, and factors that determine the level of productivity of a country. The level of productivity, in turn, sets the standard of prosperity that can be reached by an economy.



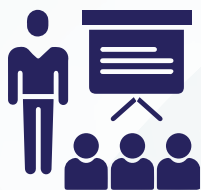
Executive Opinion Survey

The productivity level also determines the rates of return obtained by investments in an economy, which in turn are the fundamental drivers of its growth rates.

This report also produces the Assessment of Global Competitive Index (GCI). The specific business issues in the survey include Infrastructure, Technology, Financial Environment, Foreign Trade and Investment, Business Operations and Innovation, Security, Governance, Education, Health, and Global Risks for Businesses. REPOA has been conducting these annual surveys in Tanzania for the last two decades.

Launch of the report is expected in 2022. After the global release, as a national dissemination will follow.

## Goal 2: Impactful capacity building of researchers and research users



This goal focuses on improving and sustaining competencies of researchers in producing high quality research-based knowledge, and research users to upscale utilization of generated knowledge in policy formulation, review, and implementation. The goal is realized through targeted trainings and workshops, supporting field-based research (through Open Competitive System), supporting post-graduate students on fields research in areas relevant to REPOA's themes, mentoring and coaching, targeted and project-based internships, and peer reviewing.

### Training of researchers



**A total of 151 reseachers  
(72 females) trained**

During the year a total number of 151 researchers, including 73 females, were trained. The training sessions covered an array of topics such as research methodology, data analysis, writing, and presentation skills. The trainings offered contributed to the implementation of the Executive Opinion Survey, Survey on Public Goods Provision and Democracy in Tanzania, Afrobaarometer Survey, A Survey of Potential Micro Impacts of LNG project, Voter's Turn out Survey, Pluralism and Service Delivery in Tanzania, as well as the Survey on the Internet and citizen engagement at the local government level.



Out of the 151 researchers, 11 trade thesis researchers, including 4 women, were upskilled on new technological innovations that were deployed during the pandemic, along with the main topics on research design, methodology, and data analysis. The training was implemented in collaboration with ISS-Erasmus University Rotterdam.

In addition, a total of 49 qualified young researchers were supported in various learning processes, including 35 young researchers who commenced fieldwork under the OCS framework.

### Training of research users

During the reporting year, we trained various research users as part of the efforts to promote appropriate interpretation of findings, improved understanding of policy recommendations, and a general appreciation of the research process and its validation. These trainings also influence the use of research work in policymaking, monitoring and evaluation, thus contributing to the realization of our strategic objectives.



The training targeted government officials, various sector representatives, media, producer intermediaries, communities, and CSOs.

A total of 667 people, including 130 women were trained on evidence informed policy making; and targeted farmers, processors, aggregators and traders in the leather, rice, seaweed, and horticultural value chains, both on the Mainland and Zanzibar.

A total of 47 participants, including 16 women from the government ministries, civil society, academia, and companies that work in the extractive sector were trained on environmental impact of extractive activities. The training titled "Resource Impact Dashboard (RID)" aimed at showcasing distribution of social and environmental impacts of an extractive operation at the local level over the entire life cycle of an extractive operation.



**667 people  
(130 females)**  
Trained on  
evidence  
informed policy  
making

## Goal 3: Developing an organisational model of excellence for evidence-based, stakeholder-led research



The goal involves improvement of working environment; establishing and integrating financial and operational reporting systems; intensifying partnerships and outreach activities; as well as offering institutional governance and support services.

### REPOA engagements with stakeholders

Apart from specific project-related engagements, REPOA engaged with stakeholders through various research and policy related dialogues, reviews of national policies and strategies, and presentations at different forums. The engagements are initiated either internally or externally. The purpose of these engagements is to increase our relevance, promote utilization of our research, and to strengthen partnerships.

A total of 41 events organised by us and/or together with Government and other multi-lateral organisations.

Out of which, 25 were national, 8 regional, and 1 international.

The events included 2 conferences, 10 consultative meetings, 4 dissemination sessions, 8 training workshops, 1 launching session, 10 policy dialogues, 5 forums and 1 strategy review.

### Multi-Stakeholder policy research workshop

REPOA's flagship event, the Annual Research Workshop which offers a platform for researchers and policymakers to share and discuss research and policy matters on thematic areas relevant to Tanzania's economic and development was organised, the event that also marked the climax of REPOA's celebration of its 25th Anniversary.



The event was successfully organised in collaboration with the Ministry of Industry and Trade and was honoured with the attendance Tanzania's Vice president Dr Philip Mpango, as the Guest of Honour, along with four cabinet Ministers and two Permanent Secretaries in addition to a strong contingent from the development partners, corporate world, academia, private sector actors, and CSOs. The event was physically attended by 227 participants and virtually by 845 participants



## Publicity and branding

During the year, REPOA organised one journalists training workshop focusing on the use of research findings for effective citizen information and engagement. This went hand in hand with our quest to derive better publicity and branding of our purpose and wider access of our outputs to the public.

## Publishing of research findings


REPOA has continually deployed strategic dissemination of its research findings to help the public and policymakers make informed decisions that are evidence-based. Such efforts helped to cement the corporate culture and raise the visibility of the institution as well as its publications.

 **3** journal articles published

 **3** working paper published

 **1** book chapter

 **23** policy briefs published


 **24** research reports


During the year, three journal articles were published - Understanding the resource curse - a large scale experiment on corruption in Tanzania; and Presidential term limits and regime types: When do leaders respect constitutional norms? In addition to the journal articles, one working paper has been produced, titled: COVID-19 and its Impact on Trade and Transport Sectors in Tanzania.


Twenty-three policy briefs were produced. The two books published at the end of 2020 were officially launched and disseminated during the year. One on Youth Transition from School to Work in Tanzania and another on Women Empowerment. The launch took place in Dodoma by Hon. Mohammed Mchengwera on behalf of the Speaker of the Parliament on the 12th of March 2021.

## Media engagements and outreach

During the year REPOA effectively used both the online, and mainstream media (print and electronic) as conduits for sharing knowledge with the broader public as well as promoting debates. As in publicity and branding activities, outreach is critical for sharing outputs through media for access to the wider public and to promoting debates. We promoted the utilization of our research findings through press conferences and briefings, issuing of press releases, short articles, and response to requests from various media outlets for contribution on various topical issues in areas consistent with our research programme. We had:

 **64** articles in Newspapers, also visible online

 **48** number of times featured on national and international radio stations

 **79** number of times featured on national TV stations

Also visible through our website, and social media accounts - as well as on other popular online channels, blogs, forums, and online TVs.

## Information and Communication Technology (ICT)

During the year we continued to maintain and improve our ICT infrastructure along with the use of various cloud-based solutions that are already in place, with an addition of new security features to make current cloud solutions more user friendly and secure - to ultimately support our knowledge generation and dissemination initiatives.

## Publishing of research findings

REPOA has continually deployed strategic dissemination of its research findings to help the public and policymakers make informed decisions that are evidence-based. Such efforts helped to cement the corporate culture and raise the visibility of the institution as well as its publications.





## Resource Centre

We continued to expand our resource centre to cater for the provision of information materials and services to researchers and the public, and one of the channels of disseminating our research findings.



**15** print and digital journals were subscribed



**560** information resources were catalogued



**350** new books bought

## Monitoring, Evaluation and Learning (MEL)

During the year we revised our theory of change to help capture our programme results better in a bid to enhance our results framework. An online tool was improved and currently in use by all staff for project reporting and updates.

The tool is aimed at increasing the programme's implementation efficiency and effectiveness.

## Partnerships and outreach

Partnerships are key in sustaining REPOA's core functions and for communicating the impact of research and capacity building initiatives to various actors, including policy makers, our funders and strategic collaborators. In 2021, we signed a four-year agreement for core funding with the Embassy of Sweden.

We will continue to intensify collaborations with existing partners and to establish new partnerships with various actors, including the Government of Tanzania at both central and local levels; national, regional, and international research institutions; NGOs; academia and the private sector.

## Governance

Our Board of Directors continued to ensure that REPOA's policies complied with good governance practices for the integrity and credibility of the institution. A total of four meetings of the Board of Directors were conducted as planned. Three meetings of the Audit and Risk Committee of the Board were also conducted as planned. The Annual General Meeting also took place as planned to receive and consider various reports and matters requiring its attention and approval.



# Board of Directors



**Prof. Rwekaza Mukandala**  
Chairperson



**Ms. Rehema Tukai,**  
Vice Chairperson



**Dr. Charles Kimei**



**Dr. Donald Mmari**  
Executive Director and  
Secretary to the Board



**Ms. Mary Rusimbi**



**Prof. Joseph Semboja**



**Dr. Khatibu Kazungu**

# REPOA Management & Staff



Dr. Donald Mmari



Dr. Lucas Katera



Dr. Jamal Msami



Alison Mutembei \*\*\*



Vicent Massam\*



Diana Mutta\*



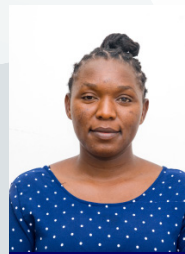
Godliver  
Manumbu



Dr Hubert Shija



Thadeus  
Mboghoina



Shani Kahelo



Victor Mollel



Vincent  
Nalwendela\*



Jofrey Amanyisye



Amani Sanga



Rehema Losiru



Dr. Jane Mpapalika



Constantine  
George

## Note:

\* Joined the organisation in early 2022.

\*\* Senior Visiting Research Fellow.

\*\*\* Retired in May 2022.

\*\*\*\* Has since left the organisation.





**Ahmed  
Ndyeshobola\*\***



**Jacqueline  
Mapesa**



**Derick Msafiri**



**Khadija Omari\*\*\*\***



**Cornel Jahari**



**Stephen  
Mwombela**



**Caroline Sekule**



**Dr. Hilda  
Mwakatumbula**



**Godfrey  
Kalagho\*\*\*\***



**Prof. Pascal  
Mihyo\*\***



**Enock Anaeli**

**Note:**

\* Joined the organisation in early 2022.

\*\* Senior Visiting Research Fellow.

\*\*\* Retired in May 2022.

\*\*\*\* Has since left the organisation.



# Audited financial Statements

REPOA's financial statements for the year ending 31 December 2021 were audited by Ernst & Young, issued with unqualified (clean) audit opinion. During the year, REPOA continued to comply with the International Public Sector Accounting Standard (IPSAS). This is the second year of compliance following the Technical Pronouncement No.1 of 2018 issued by National Board of Accountants and Auditors (NBAA). During the year, the organisation continued to operationalize the budgetary planning, financial reporting, and overall system of internal controls as part of implementation of both external and internal auditors' recommendations provided in the previous years.

## Revenue

A total revenue earned during 2021 was TZS 8.7 billion representing 22% increase from the year ended 2020 where the revenue earned was TZS 7.1 billion. Out of the revenue earned, TZS 6.0 billion (69%) is core fund contributions and TZS 2.6 billion (31%) being other income contributions. The proportion changed slightly compared to last year where core funding contribution was at 66% and other income contributed 34%. Core funding contribution grew from TZS 4.7 billion in 2020 to TZS 6.0 billion in 2021, representing an increase of TZS 1.3 billion (28%). Significant increase in this funding category was from the Embassy of Sweden.

Funding from other sources, i.e., the long-term and short-term collaborative and policy advisory related research projects increased by 12.5% from TZS 2.4 billion in 2020 to TZS 2.7 billion in 2021.

## Expenditure

Total expenditure during 2021 was TZS 7.8 billion, where it recorded an increase of 10% compared to expenditure incurred in the year 2020. The below are the expenditures allocation in implementation goals.

- Goal 1 -Undertake quality, relevant and high impact research - 41% in 2021 compared to 42% in 2020.
- Goal 2- Impactful capacity building - 33% in 2021 compared to 26% in 2020
- Goal 3-Develop organisational model of excellence - 26% in 2021 compared to 32% in 2020.

# Declaration of Head of Finance for the preparation of the organisation on the preparation on financial statement or the year ended 31 December 2021


The National Board of Accountants and Auditors (NBAA), according to the power conferred to it 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 responsible for the preparation of financial statements of the entity concerned.

It is the duty of a Professional Accountant to assist the 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 Public Sector Accounting Standards and statutory financial reporting requirements.

Full legal responsibility for the preparation of financial statements rests with the Management as under the Management Responsibility statement on an earlier page.

I, **Mr. Alison Richard Mutembel** being the Head of Finance/Accounting of REPOA, hereby acknowledge my responsibility of ensuring that financial statements for the year ended 31 December 2021 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 as at 31 December 2021 and that they have been prepared based on properly maintained financial records.

Signature: 

Position: **Director of Finance and Administration**

NBAA Membership No.: **ACPA 641**

Date: 06th May 2022

# Independent Auditor's Report

to the members of REPOA

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the financial statements of REPOA (the "Organisation") set out on pages 14 to 37, which comprise the statement of financial position as at 31 December 2021, and the statement of financial performance, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of REPOA as at 31 December 2021 and of its financial performance and cash flows for the year then ended in accordance with International Public Sectors Accounting Standards and the requirements of the Non-Governmental Organisation Act, 2002 [R.E 2019] of Tanzania.

### 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 are independent of the Organisation in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to the audit of the financial statements in Tanzania, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

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

### Other information included in the Organisation's Annual Report and Report by those Charged with Governance 31 December 2021

The Directors of REPOA are responsible for the other information. The other information comprises the information included in the pages 1 to 10 of the REPOA financial statements for the year ended 31 December 2021, which include the General Information, Report by those Charged with Governance (Directors Report), Statement of Directors Responsibilities, the Declaration of the Head of Finance as required by the Non-Governmental Organisations Act, 2002 [R.E 2019] and the Auditors and Accountants (Registrations) Act No. 33 of 1972, as amended by Act No. 2 of 1995. The other information does not include the financial statements and our audit/s report thereon. The Directors are responsible for the other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information 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, 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.

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

### 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 Public Sectors Accounting Standards and the requirements of the Non-Governmental Organisations Act, 2002 [R.E 2019] of Tanzania, 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 Organisation's 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 Management either intend to liquidate the Organisation or to cease operations, or have no realistic alternative but to do so. The directors are responsible for overseeing the Organisation's 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.

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 judgment and maintain professional skepticism 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.

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 Organisation's 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 management's 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 Organisation's 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 audit/s report. However, future events or conditions may cause the Organisation to cease to continue as a going concern.



# Independent Auditor's Report

to the members of REPOA

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

### Auditor's Responsibilities for the Audit of the Financial Statements (cont)

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 the manner that achieves fair presentation.

### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

This report is made solely to the Directors' as a body, in accordance with Non-Governmental Organisation Act, 2002 [R.E. 2019]. Our audit work has been undertaken so that we might state to the Members of the Board of engagement and for no other purposes. We do not accept or assume responsibility to anyone other than the Organisation and the Directors' members as a body, for our audit work, for this report, or for the opinion we have formed.

We communicate with the management regarding, among other matters, the planned scope and timing of the audit and significant audit finding, including any significant deficiencies in internal control that we identify during our audit.

As required by the REPOA Financial and Accounting Manual, we report to you, based on our audit, that;

- The transactions carried out in the financial year were in accordance with the REPOA Financial and Accounting Manual and core funding and other donors' goal.

The engagement partner on this audit resulting in this independent auditors' report is Deokari S. Mkenda.



Signed by Deokari Mkenda (ACPA 3438)

For and on behalf of Ernst & Young  
Certified Public Accountants  
Dar es Salaam, Tanzania  
Date: 13.05.2022

# Independent Auditor's Report

to the members of REPOA

## STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 DECEMBER 2021

		2021 (TZS)	2020 (TZS)
	Notes		
<b>Revenue from non-exchange transactions</b>			
Core fund contributions	6	5,989,688,211	4,653,581,596
Other donors	7	2,599,817,380	2,283,510,032
		<b>8,589,505,591</b>	<b>6,937,091,628</b>
<b>Revenue from exchange transactions</b>			
Other income	8	96,777,855	158,289,938
		<b>96,777,855</b>	<b>158,289,938</b>
<b>Total revenue</b>		<b>8,686,283,446</b>	<b>7,095,381,566</b>
<b>Expenditure</b>			
Goal I: Undertake quality, relevant & high impact research	9	3,158,563,049	2,788,889,321
Goal II: Impactful capacity building	10	2,545,874,640	1,758,564,494
Goal III: Develop organisational model of excellence	11	2,079,848,369	2,097,699,924
		<b>7,784,286,058</b>	<b>6,645,153,740</b>
<b>Other gains or losses</b>			
Write off land 1 accumulated depreciation			291,012,401
(Gain)/losses on foreign exchange transaction		(30,113,265)	123,402,638
		(30,113,265)	414,415,039
<b>Surplus for the year</b>		<b>871,884,124</b>	<b>864,642,865</b>

# Independent Auditor's Report

to the members of REPOA

## STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

		2021 (TZS)	2020 (TZS)
	Notes		
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and short-term deposits	12	4,979,566,549	3,242,750,542
Other Receivables	13	198,337,547	82,888,324
		<b>5,177,904,095</b>	<b>3,325,638,866</b>
<b>Non-current assets</b>			
Property and equipment	14	3,305,491,181	3,198,267,204
		<b>3,305,491,181</b>	<b>3,198,267,204</b>
<b>Total Assets</b>		<b>8,483,395,276</b>	<b>6,523,906,070</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	20	540,993,578	848,004,191
	21	2,307,178,619	900,562,924
		<b>2,848,172,197</b>	<b>1,748,567,115</b>
<b>Non-current liabilities</b>			
Capital grants	15	60,000,000	72,000,000
		<b>60,000,000</b>	<b>72,000,000</b>
<b>Total Liabilities</b>		<b>2,908,172,197</b>	<b>1,820,567,115</b>
<b>NET ASSETS</b>		<b>5,575,223,079</b>	<b>4,703,338,955</b>
<b>NET ASSETS REPRESENTED BY:</b>			
<b>Capital Contributed by:</b>			
Accumulated fund	18	1,549,254,936	472,017,602
Endowment fund	16	2,133,209,657	1,543,654,479
General reserve	17	-	794,908,389
Revaluation reserves	19	1,892,758,486	1,892,758,486
<b>Total Net Assets</b>		<b>5,575,223,079</b>	<b>4,703,338,955</b>
<b>TOTAL NET ASSETS AND LIABILITIES</b>		<b>8,483,395,276</b>	<b>6,523,906,070</b>

These financial statements were approved by the Board of Directors on 09 May ,2022 and signed on its behalf by:



Prof. Rwekaza Mukandala  
Chairperson



Dr. Donald Mmari  
Executive Director



# Independent Auditor's Report

to the members of REPOA

## STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 31ST DECEMBER 2021

	ENDOWMENT FUND TZS	**GENERAL RESERVES TZS	ACCUMULATED SURPLUS TZS	REVALUATION RESERVES TZS	TOTAL TZS
At January 2021	1,543,654,478	794,908,388	472,017,603	1,892,758,486	4,703,338,955
Transfer from General Reserve to Accumulated Fund		(794,908,388)	794,908,388	-	-
Surplus for year	-	-	871,884,124	-	871,884,124
Transfer to Endowment Fund*	589,555,179	-	(589,555,179)	-	-
Transfer to General Reserves	-	-	-	-	-
Revaluation reserves	-	-	-	-	-
<b>At 31 December 2021</b>	<b>2,133,209,657</b>	<b>-</b>	<b>1,549,254,936</b>	<b>1,892,758,486</b>	<b>5,575,193,079</b>
At 1 January 2020	796,529,608	47,783,518	1,101,624,478	1,275,799,536	3,221,737,140
Surplus of the year			864,642,865		864,642,865
Revaluation reserves				616,958,950	616,958,950
Transfer of prior year deficit*	314,803,438	314,803,438	(629,606,876)	-	-
Transfer to Endowment Fund	432,321,432		(432,321,432)	-	-
Transfer to General Reserves	-	432,321,432	(432,321,432)	-	-
<b>At 31 December 2020</b>	<b>1,543,654,478</b>	<b>794,908,388</b>	<b>472,017,603</b>	<b>1,892,758,486</b>	<b>4,703,338,955</b>

\*distribution of surplus to endowment fund is equivalent to 68%. This is more than the policy provision for the purpose of reconciling the actual balance available in the bank account.

\*\* General reserve balance is transferred to accumulated surplus as approved by the board meeting held on 13th December 2021

# Independent Auditor's Report

to the members of REPOA

## STATEMENT OF CASH FLOW FOR THE YEAR ENDED 31 DECEMBER 2021

		2021 (TZS)	2020 (TZS)
	Notes		
<b>CASHFLOW FROM OPERATING ACTIVITIES</b>			
Deficit for the year		871,884,124	864,642,865
Noncash adjustments:			
Depreciation	14	78,376,523	121,798,888
Loss on disposal/prior year adjustment			(291,012,401)
Amortisation of capital grants	15	(12,000,000)	(12,000,000)
		<b>938,260,647</b>	<b>683,429,352</b>
<b>Working capital adjustments:</b>			
(Increase)/decrease in other receivables	13	(115,449,223)	55,193,234
(Decrease)/Increase in trade and other payables	20	(307,010,613)	(77,281,762)
Increase/(decrease) in deferred income	21	1,406,615,695	(1,281,762,897)
<b>Net cash flows from operating activities</b>		<b>1,922,416,506</b>	<b>(620,422,073)</b>
<b>CASHFLOW FROM INVESTING ACTIVITIES</b>			
Work in progress			
Purchase of property and equipment	14	(185,600,500)	(33,605,003)
<b>Net cashflows on investing activities</b>		<b>(185,600,500)</b>	<b>(33,605,003)</b>
Net change in cash and cash equivalent		1,736,816,006	(654,027,076)
Cash and cash equivalent at 1 January		3,242,750,542	3,896,777,618
<b>Cash and cash equivalent at 31 December</b>	12	<b>4,979,566,549</b>	<b>3,242,750,542</b>

# Independent Auditor's Report

to the members of REPOA

## STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 31 DECEMBER 2021

PARTICULARS	ORIGINAL BUDGET 2021	FINAL BUDGET 2021	ACTUAL 2021	PERFORMANCE DIFFERENCE 2021
<b>RECEIPTS</b>				
Core funds contributions	4,847,730,000	6,000,500,000	5,989,688,211	10,811,789
Other donors	3,055,845,105	2,129,948,813	2,599,817,380	(469,868,567)
Other income	146,000,000	146,000,000	96,777,855	49,222,145
Other gains or (losses)			(30,113,265)	30,113,265
Total Receipts	8,049,575,105	8,276,448,813	8,656,170,182	(379,721,369)
<b>Payment</b>				
Goal 1: Undertake quality, relevant & high impact research	3,707,541,395	3,462,271,448	3,158,563,049	303,708,399
Goal II: Impactful capacity building	2,696,796,543	2,923,842,484	2,545,874,640	377,967,844
Goal III: Develop organisational model of excellence	1,645,237,167	1,890,334,881	2,079,848,369	(189,513,488)
<b>Total payment</b>	<b>8,049,575,105</b>	<b>8,276,448,813</b>	<b>7,784,286,058</b>	<b>492,162,755</b>
<b>Net receipts/(payments)</b>	<b>-</b>	<b>-</b>	<b>871,884,124</b>	<b>(871,884,124)</b>

# Independent Auditor's Report

to the members of REPOA

## STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 31 DECEMBER 2021

PARTICULARS	ORIGINAL BUDGET 2020	FINAL BUDGET 2020	ACTUAL 2020	PERFORMANCE DIFFERENCE 2020
<b>RECEIPTS</b>				
Core funds contributions	4,515,500,000	4,515,500,000	4,653,581,596	(138,081,596)
Other donors	3,246,385,689	3,246,385,689	2,283,510,032	962,875,657
Other income	183,560,907	183,560,907	158,289,938	25,270,969
Other gains or (losses)			414,415,039	(414,415,039)
<b>Total Receipts</b>	<b>7,945,446,596</b>	<b>7,945,446,596</b>	<b>7,509,796,605</b>	<b>435,649,991</b>
<b>Payment</b>				
Goal 1: Undertake quality, relevant & high impact research	3,462,457,439	3,462,457,439	2,788,889,321	673,568,118
Goal II: Impactful capacity building	2,463,748,086	2,463,748,086	1,758,564,494	705,183,592
Goal III: Develop organisational model of excellence	2,019,241,071	2,019,241,071	2,097,699,924	(78,458,853)
<b>Total payment</b>	<b>7,945,446,596</b>	<b>7,945,446,596</b>	<b>6,645,153,740</b>	<b>1,300,292,856</b>
<b>Net receipts/(payments)</b>	<b>-</b>	<b>-</b>	<b>864,642,865</b>	<b>(864,642,865)</b>

Note: The original and final budget compose of amounts allocated during the year to implement organisation goals & activities and approved by the Board of Directors at the budget meeting



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# Appreciation of our development partners

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We acknowledge support from our core funding partners



Below also is a selection of our collaborating institutions.





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