



# **REVIEWED STRATEGIC PLAN**

## **2016-2019**

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## ACRONYMS

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AGM	Annual general meeting
ARW	Annual Research Workshop (held by REPOA)
CCT	Conditional cash transfer
DCIS	Department of Communications and Information Services
DFP	Donor-funded project/program
DVD	Digital versatile discs
ESRF	Economic and Social Research Foundation
G&D	Growth and development
GDP	Gross domestic product
GSD	Governance and service delivery
ICT	Information communications and technology
ILO	International Labour Organization
M&E	Monitoring and evaluation
MDG	Millennium Development Goals
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini (National Strategy for Growth and Reduction of Poverty)
MPhil	Masters of Philosophy
NCES	National Centre for Employment Studies
OCS	Open Competitive System
PhD	Doctor of Philosophy
PSSN	Productive social safety nets
Rio+20	United Nations Conference on Sustainable Development, Rio de Janeiro, Brazil, June 2012 (held 20 years after landmark 1992 Earth Summit in Rio)
SP	Social Protection
TASAF	Tanzania Social Action Fund
TCF	Trillion cubic feet
TGN	Tanzania Government Noticeboard
ToC	Theory of change
USD	United States Dollars

## FOREWORD

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REPOA was formed in 1994 in Tanzania with the mandate to contribute to the alleviation of poverty in its multiple dimensions through research and capacity building. Over time, REPOA's mandate has expanded beyond alleviating poverty to encompass growth and socio-economic transformation for poverty reduction.

The experience from implementation of the current strategic plan (2010-2014), the insights from the mid-term review undertaken in the third quarter of 2012, the external review of the 2010-2014 Strategic Plan, as well as recent developments and concerns in national, regional and global economies have informed the development of REPOA's new five-year strategic plan for 2015-2019 developed in October 2014 and revised again in October 2015 to consider the new Strategic direction for REPOA for the remaining four years of the Strategic Plan. The thrust of the plan is to continue and to consolidate the organization's focus on socio-economic transformation for poverty reduction through inclusive development.

The initial Strategic Plan for next 5 years adapted the previous three strategic policy areas: (i) growth and development (G&D) (ii) social protection (SP), and (iii) governance and service delivery (GSD). 2015 has witnessed drastic changes in terms of how REPOA should organize itself to continue playing its key role of influencing policy while at the same time ensuring that it is adequately resourced. The prevailing circumstances in 2015 called for some critical review of REPOA's research programme and the strategic plan in whole for implementation from January 2016 - 2019. In principle REPOA's research will evolve around its niche of producing knowledge grouped around three interrelated strategic research areas, namely:

- Natural resources as **foundations** for economic growth and socioeconomic transformation - includes agricultural land; minerals; oil and gas; forestry; wildlife; fishery
- Industrialization, enterprise development, and employment as **pillars** for economic growth and socioeconomic transformation-includes manufacturing, SME development, informal sector upgrading, and labour market dynamics
- Governance systems and social policy with a focus on social protection and accountability and social service delivery.

Focus in these three areas will continue to seek to generate robust and relevant knowledge to improve policy design and implementation, increase accountability and expand the democratic engagement of citizens, all directed towards realizing the ultimate goal of enhancing the quality of people's lives in Tanzania. REPOA shall employ communication initiatives to facilitate access and use of its research findings by stakeholders involved in policy formulation, practitioners involved in implementation, advocacy organizations doing monitoring and oversight, and the general public.

REPOA will continue to make greater space for strategic research, enhance the synergy and complementarity among its strategic research, collaborative research, commissioned work, and forge strategic alliances with key stakeholders with a view to influencing their behaviour and action using the knowledge generated by REPOA. Capacity building will be done differently in the revised strategic plan, main changes being that it will be confined with the streams of collaborative and commissioned work. The organization will also complete the process of consolidating and institutionalizing outcome- and results-based management and organizational learning.

REPOA recognizes that the uptake and usage of research evidence is key to achieving its outcomes, and that research users are more likely to take ownership of research evidences if they are engaged in the development of the research agenda. Therefore, under the revised Strategic Plan, we will ensure that strategic research projects will be demand driven and management of research will engage stakeholders at all stages of the research project cycle. For this new plan, REPOA has elaborated on its theory of change which is based on the understanding that knowledge (its generation, appreciation and application) is essential in addressing development challenges to improve the quality of life of the people. Various strategies will be used to reach intended audiences. These will include publication of research results in formats that meet the needs of different categories of users, engaging target audiences at various nodes of the research process through seminars and policy dialogues, and using mainstream and social media to disseminate key messages and to influence policy debates. REPOA will also invest in building the capacity of upcoming researchers and research users through training and research grants.

## 1.1 INTRODUCTION

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### 1.2 About REPOA

#### Our Vision

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

#### Our Mission

To facilitate and undertake research, training and outreach.

#### Objectives

During the next five years, REPOA will:

- 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

#### Outcome areas

REPOA will deliver its program under four strategic outcome areas:

1. Knowledge for better policy results generated
2. Commissioned work for Sustainability delivered
3. Knowledge is shared, disseminated and utilized
4. Programs are efficiently and effectively delivered

#### Core Values

**Quality:** Quality will be demonstrated in all REPOA activities. Well-considered methodologies will be applied in our work to ensure rigour and excellence. We will communicate clearly and creatively to connect with our diverse audiences.

**Integrity:** REPOA conducts its business transparently. Employees and associates shall not engage in activities which could cause conflict of interest. All business chains at REPOA shall be conducted in a manner that minimizes risk and maintains the good reputation of the organization and its stakeholders.

**Inclusiveness:** REPOA values contributions from all people and shall not discriminate on the basis of gender, ethnicity, religious background, or political or other affiliations or views.

**Accountability:** All employees and associates at REPOA shall expressly demonstrate commitment to the mission and objectives of the organization. REPOA promotes teamwork in our day-to-day activities but encourages individual responsibility and accountability for activities for which employees and associates are directly responsible.

**Innovation:** REPOA recognizes that for continuous improvement innovation is essential. All employees and associates shall exercise their optimal intellectual capabilities to learn and improve the ways things are done. REPOA shall provide space and opportunities for all to apply innovative solutions to fulfil our mission in the most efficient and effective ways.

REPOA's mandate was initially focused on building research capacity. However, as our involvement in development issues for Tanzania grew in depth and links were made with a wider group of stakeholders, it became clear that supporting the production of research was not sufficient. It was equally important to promote the use of research findings to address development challenges in the country. Thus, REPOA's approach to socio-economic research for development encompasses the spectrum from production to consumption.

REPOA needs resources in implementing its strategic work however over the last Strategic Plan period REPOA witnessed a declining trend of how Development Partners were contributing to the basket fund and many have now withdrawn completely. The revised plan therefore will enhance it commissioned work to ensure there are adequate resources to implement the research agenda.

Research evidence is central for supporting economic growth and the reduction of poverty as it establishes an insightful foundation for making decisions and designing interventions. REPOA believes in determining local solutions for national issues, drawing upon national and international research to produce knowledge.

Hence, the organization:

- Facilitates and undertakes economic and social research;
- Provides training for researchers and users of research findings; and
- Supports the development of policy
- Conducts commissioned work that is aligned and supports its strategic focus to raise resources to sustain the organization.

### **1.3 About the 2010-2014 Strategic Plan**

The implementation of the 2010-2014 Strategic Plan and the mid-term review undertaken in the third quarter of 2012 led REPOA to institute various changes to the design of its programs. Over this period, REPOA successfully re-oriented and repositioned itself to better meet the demands of the changing environment. Significant changes made under the plan included:

- (i) Giving greater space to strategic research;
- (ii) Placing greater emphasis on quality of output;
- (iii) Enhancing in-house research capacity;
- (iv) Establishing the National Centre for Employment Studies anchored in REPOA;
- (v) Capitalizing on the synergy and complementarity among strategic, collaborative and commissioned research projects and the capacity building program;
- (vi) Enhancing synergy in the information and communication functions for effective knowledge sharing and accessibility;
- (vii) Forging strategic alliances with key stakeholders with a view to influencing their behaviour and action using the knowledge generated by REPOA;

- (viii) Shifting from output-based to outcome- and results-based management and organizational learning; and
- (ix) Enhancing program support functions to allow researchers to focus on technical functions relating to research, quality and outcome-based management.

The core business of REPOA is generating knowledge for policy development with a view to improving the quality of life of the people of Tanzania. During the 2010-2014 Strategic Plan, REPOA implemented its research program on the dynamics of growth and socio-economic transformation for development and poverty reduction. The program was implemented around three research themes: (i) Natural resources (ii) Industrialization and enterprise development (iii) Governance systems and social policy. The critical issues of the environment and climate change, technology and diversity (including gender) cut across all three themes.

REPOA's fifth five-year strategic plan (2015-2019) and as reviewed in October 2015 will continue to realize the organization's vision to become a leading research institution in the production of knowledge to address development challenges. The formulation of the strategic plan will be influenced by the experience and lessons learned from implementation during the past five years, developments in national, regional and global economies, notably issues raised in Africa Union 2063, the [Rio+20](#) Summit, and the Post-2015 Development Agenda (SDGs), all of which are relevant for positioning of the Tanzanian economy.

The key developments which will need to be taken into consideration in the next five- year strategic plan are:

- (i) Increased concern over persistent poverty despite high economic growth;
- (ii) Growing concerns over inequalities in wealth and incomes in Tanzania as well as persistent impoverishment and social exclusion;
- (iii) Growth with inadequate creation of productive jobs and the associated challenge of expanding productive employment opportunities in non-agricultural activities as well as within agriculture.
- (iv) Global concerns over poverty, inequalities and sustainability.
- (v) Creating effective, open and accountable institutions for all;
- (vi) Repositioning to harness regional and global partnerships with a view to realizing priority development goals.

## **2.0 SITUATION ANALYSIS**

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This analysis examines current socio-economic trends in relation to the three core research themes under Outcome 2 of the 2015-2019 Strategic Plan: (i) growth and development; (ii) social protection; and (iii) governance and service delivery. The analysis provides an overview of major development issues nationally, regionally and globally, extracts key issues to consider in the new strategy, and helps to set the overall direction for each of the strategy's outputs. The

section also reviews the implementation of the previous strategic plan to highlight themes that can valuably be continued under the new strategy.

## **2.1 Country Context**

### **2.1.1 Growth and Development**

During the implementation of the 2010-2014 Strategic Plan, the economy of Tanzania grew relatively well. According to statistics from the Bank of Tanzania's annual report for 2013, real GDP growth reached 6.9% in 2012, with five-year average growth of 6.74%. Good performance in agriculture, communications, trade financial intermediation, manufacturing, mining and quarrying, and construction contributed to this positive trend in GDP growth. Communications provided the largest contribution (20.6%) followed by trade (16.4%), agriculture (13.6%), financial intermediation (13.2%) and manufacturing (11.5%). Major macroeconomic indicators remain favourable for continued economic growth. The inflation rate, for example, which reached 19.8% in 2011, had declined to 6.5% in July 2014. This decline was attributed to increased food production and stability in oil prices.

Despite these impressive growth figures, income poverty remains relatively high. The 2011-12 Household Budget Survey found that 28.2% of the population still lives below the poverty line which is estimated to be Tshs 36,482 per adult equivalent per month. The previous survey in 2007 indicated that 33.5% of the Tanzanian population lived below the poverty line. While this decline is significant, a large number of Tanzanians are still trapped in poverty, despite the sustained high rate of economic growth. Inequality is also on the rise, not only in Tanzania but also globally. The poorest 1.2 billion people consume only 15% of the world's goods, while the richest billion consume 72%.

While it is not clear what explains the discrepancy between economic growth rates and poverty reduction, the changing structure of the economy and the pattern of employment may provide some explanation. Traditional theories of economic development suggest that as an economy transforms the share of agriculture in GDP declines, with a corresponding increase in manufacturing and services. At the same time, labour will tend to move away from agriculture towards the manufacturing and services sectors. The growth of these two sectors i.e. manufacturing and services will be driven by increased productivity in agriculture. In the Tanzanian context, however, while the share of agriculture in GDP has declined from over 50% in the 1980s<sup>1</sup> to 24.5% by 2013<sup>2</sup>, the labour force has remained predominantly in agriculture. Just over 74% of the labour force is employed in agriculture.

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<sup>1</sup> Using 1992 series of national accounts

<sup>2</sup> Using 2001 series of national accounts

Since agricultural productivity has remained generally low, dominated by smallholder farmers, one can argue that the slow decline in income poverty could be attributed to the continued engagement of almost three-quarters of the labour force in a sector with low productivity. Wuyts and Kilama's (2014) analysis of the structural change and patterns of accumulation in Tanzania concluded that economic reforms since the 1980s have been characterized by rapid and jobless growth, which have led to divergence in productivity within and between productive sectors. One major challenge, therefore, is the formulation and implementation of policies which ensure that economic growth and transformation is inclusive and creates jobs.

The recent discovery of natural gas of just over 50 TCF provides a unique opportunity for Tanzania to re-examine its growth path and the contribution of its natural resources to inclusive growth. Inclusive and sustained growth will require the increased role of science and technology for innovation, greater investment in economic infrastructure, and development of human resources in strategic growth sectors with competitive advantage. Natural gas will greatly contribute to meeting future energy demand for Tanzanian industries and services, provide strong impetus for the development of a large-scale domestic petrochemical industry, and will be a source of revenue to finance broad-based national development. Under the new strategic plan, REPOA will continue to undertake relevant research to inform these and other important issues in Tanzania's future development.

The Tanzania Development Vision 2025 remains a key development framework for the country. It emphasizes the need for economic transformation, driven by science and technology, effective utilization of natural resources, and active and competitive integration in the global economy. Subsequent medium-term plans such as MKUKUTA II (2010-15) and the Five-Year Development Plan (FYDP) 2011-16 have emphasized equitable and employment-generating growth, seeking to raise economic growth and productivity by promoting investments in infrastructure, agriculture, industry, human capital development and social services, tourism, trade and financial services. International commitments informed by the Rio+20 Summit on Sustainable Development and the Post-2015 Development Agenda further support this development direction.

The implementation of these development priorities requires longer-term commitments, and outcomes may vary depending on the nature of interventions and character of institutions. Research will increasingly be needed to inform developments in these areas and to promote policy dialogue to support effective strategies for promoting inclusive and employment-generating growth.

### **2.1.2 Social Protection**

Poverty and vulnerability in Tanzania, as in many other developing countries, remain key issues of concern. Concerted efforts since independence to enhance people's well-being have contributed to improving the situation but challenges remain, particularly those related to factors

that render the majority of the population vulnerable to different shocks. These factors include (but are not limited to):

- low and unreliable income in the informal sector;
- high unemployment rates especially among youth;
- erosion in the effectiveness of family-based mechanisms of social protection;
- very limited formal social security arrangements;
- the poor quality of education at all levels;
- health-related challenges, such as maternal and child mortality, poor implementation of free health service provision to senior citizens, poor health services in under-served areas; and
- persistent gender inequality.

Most of these challenges are driven by the lack of a national framework of social protection to guide and provide national standards for the operation and functioning of a social protection system. Recognizing this deficiency, the Government, in collaboration with and through inputs by stakeholders including REPOA, has developed the National Social Protection Framework (NSPF). The NSPF is still being formulated with the expectation of commencing operation in 2015. The framework will also guide the research agenda, particularly in the area of vulnerability and social protection. Topical issues include the need, rationale, and cost effectiveness of targeted approaches to social protection versus universal social pension and universal cash transfers, conditional versus unconditional social assistance programs, and the proper management of social protection.

To enhance livelihoods, reduce risk among the poor and vulnerable, and to promote savings and investments, the government, through the Tanzania Social Action Fund (TASAF) I, II and III, has also reached and plans to reach over 920,000 food-insecure households by implementing conditional cash transfers (CCTs) and the productive social safety net programs (PSSNs), which comprise a combination of CCTs, public works, livelihoods and infrastructure. The merit of cash transfers, the PSSN model in particular, and the impact of the program on reducing poverty for the poor and vulnerable living below the food poverty line, on gender equality and women's empowerment, and on people with disabilities, as well as the broader topic of how to achieve inclusive social and economic growth will all require further scrutiny.

In this area, the new strategic plan will also be driven by international-level proceedings, including the Rio+20 Summit and Eminent Persons on the Post-2015 Development Agenda, which provide lessons on promoting sustainable development and transformation beyond the Millennium Development Goals (MDGs) while focusing on reaching the very poorest and most excluded people. Issues of particular importance to social protection include:

- removing barriers to opportunity;
- enhancing productive capacity;
- putting in place effective social policies including social protection floors;
- gender equality and women's empowerment;

- informal unpaid work performed mostly by women;
- inclusive social protection, social justice and cohesion; and
- the active involvement of vulnerable groups in the conservation and sustainable use of, as well as access to and the fair and equitable sharing of benefits arising from the utilization of natural resources.

### **2.1.3 Service Delivery and Governance**

On the service delivery front, Tanzania has made important strides in improving service delivery, especially with respect to the accessibility and management of public resources. Access to clean water, basic education and health services are all much better today compared to the 1990s. Tanzania is also taking important steps in reforming its tax system to raise more resources domestically and continues with anti-corruption reforms to ensure proper management and use of public resources to meet the needs of the population.

Notwithstanding its many successes, Tanzania still suffers a considerable policy implementation gap. For example, while access to education has expanded, there is an acute skills and quality gap in the education system reflected in declining pass rates, stagnating transition rates to higher levels of education, as well as in perceived low skills competencies of college graduates entering the job market. Service quality issues also affect the health and education sectors, as well as other economic sectors and will require consistent commitment to reform over the long term.

Though resource mobilization has grown and some improvements in oversight of public resources can be cited, the country continues to face two related problems in this area: (i) weak capacity to raise sufficient resources from domestic sectors to meet public finance needs, especially at the local level; and (ii) weak financial governance. For example, local governments complain perennially about late and insufficient disbursements (relative to budgets) from the central government. At the same time, their ability to increase revenues from own (local) resources have remained dismal over the years. Furthermore, even though Tanzania can point to promptness in conducting and releasing annual audits of central and local government finances, thanks to the diligence of the National Audit Office, the uptake of audit recommendations remains low. As a result, the actual pace of improvement in the quality of public financial management practices is poor.

The effectiveness of the government also continues to be undermined by the perceived stubbornly high extent of corruption in public office. In addition, even as Tanzania continues to uphold democratic ideals, there has been an upsurge in public concern over violations of human rights due to excessive use of force by the police, as well as worries about a regression in political and social freedoms in general.

Existing evidence suggests that policy implementation challenges may be attributed to system gaps, weak oversight, and poor synchronization and coordination (within and between) public sector institutions with complementary mandates for service delivery. Evidence also indicates that the dynamics of citizens' engagement in policy formulation and implementation at the local government level bear significantly on the quality of governance and effectiveness of service delivery. As noted in the Post-2015 Development Agenda, attainment of sustainable progress, whether social or economic, will require that governance and accountability is not seen as incidental.

Research during 2015-2019 will attempt to respond to the persistent challenge of bridging the policy gap to improve governance and public sector service delivery performance, while at the same time building a research framework that takes into account the lessons from REPOA's previous research in this and other thematic areas. Research on service delivery and governance will seek to establish rigorous evidence about approaches and solutions that work and can be emulated to improve both governance in its various facets (transparency, participation, rule of law, responsiveness, equity and inclusiveness, effectiveness and efficiency, and accountability)<sup>3</sup>, and service delivery performance of public sector institutions at all levels. To facilitate this, descriptive research will, to the extent feasible, be complemented with experimental research on different facets of governance to clearly reveal what works (or does not work) for enhancing effective democratic engagement, oversight of public resources and the effective delivery of services—and why.

## **2.2 Review of Implementation of the 2010-2014 Strategic Plan**

### **2.2.1 Growth and Development**

The implementation of the current strategic plan (2010-2014) has evolved over time, as the organizational structure has changed to reflect the strategic orientation of stakeholders. The most recent orientation emphasizes strategic research with more outcome-oriented influence on policy and development interventions. While research on growth and poverty remained central as per the strategic plan, the research scope was broadened to take into account new opportunities for socio-economic transformation for inclusive growth. The research on growth and development, therefore, focused on understanding the growth process in Tanzania with a view to identifying and analyzing conditions and policies for realizing socio-economic transformation consistent with inclusive growth for sustainable development and poverty reduction. Under this theme, patterns of growth and transformation were investigated that could generate and sustain growth in which a wide majority of citizens effectively participate and jobs are widely created and decently remunerated.

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<sup>3</sup> <http://www.unescap.org/resources/what-good-governance>

Strategic research evolved to accommodate policy concerns and new dimensions of development. The significance of high and inclusive growth in national development explicitly acknowledged in Vision 2025 was also reflected in the second phase of the National Strategy for Growth and Reduction of Poverty (MKUKUTA II) 2010/11– 2014/15 and the Five-Year Development Plan 2011/12–2015/16. The renewed emphasis on growth rekindled the debate on the relationship between growth, employment and poverty and the implied socio-economic transformation. Thus, REPOA's research was tailored to understanding the growth process in Tanzania with a view to identifying and analysing conditions and policies for realizing socio-economic transformation consistent with inclusive growth and poverty reduction. Collaborative and commissioned studies were also undertaken to complement the strategic research projects. Under the 2010-2014 Strategic Plan, the G&D research program focused on the following sub-themes:

### **Structural change and dynamics of growth**

The objective of this sub-theme is to generate knowledge on key aspects of the growth and transformation processes in the economy. Analytical work covers the national accounts, dynamics of income poverty, industrial development, and innovation and competitiveness.

### **Agriculture and rural transformation**

This research area aims to generate knowledge on what it will take to transform agriculture and the rural economy in Tanzania and to identify the key pillars for this transformation.

### **Natural resource and economic development**

Research under this sub-theme seeks to identify what it will take to avoid the “natural resource curse” and instead harness the country's wealth in natural resources for socio-economic transformation.

### **Employment studies**

The main objective under this sub-theme is to enhance the quality of public policy formulation and implementation, and to increase understanding and awareness of employment and labour issues in Tanzania. Projects are undertaken within a collaborative framework involving REPOA, the International Labour Organization and the Ministry of Labour and Employment, which led to the establishment of the National Centre for Employment Studies (NCES). NCES aims to deepen the understanding of the links between economic growth, employment and poverty, and the transformation of the informal economy and rural employment..

The research topics described above will continue to be explored under the new strategic plan and ongoing projects will continue during the first year of implementation (2015). This research

area remains highly significant to policy formulation and implementation for Tanzania's development.

## **2.2.2 Social Protection**

For the past five years, REPOA's strategic research on social protection has aimed to produce knowledge based on a dynamic conceptualization of social protection that encompasses not only its role in income and consumption smoothing but also its transformative potential both socially and economically for accelerated development and poverty reduction. The research program sought to inform comprehensive social policies that support structural change, increase social cohesion and provide a voice for the poor. Projects were implemented under the following sub-themes:

### **Protecting income against impoverishment (Income transfers and consumption smoothing)**

Under this sub-theme, studies focused on issues of payment transfers in cash or in kind, social insurance, pension schemes, saving schemes, and micro credit for consumption smoothing. For example, the study on conditional cash transfers investigated the role of cash transfers as part of a broader social protection program, while a study on pension schemes sought to address deep-rooted circumstances and policy issues associated with the coverage and adequacy of the compensation package.

### **Preventing capability deprivation (Enhancing human capabilities through social protection)**

Research under this sub-theme examined how social protection can prevent income deprivation and capability deprivation. Issues addressed included equity in access to social services, quality bifurcation in social provisioning as a vehicle for social exclusion, and financing of social services nationally and locally, and how it influences availability and access to quality services. The studies on pension schemes and conditional cash transfers addressed certain aspects of this theme. In addition, studies were implemented on the synergies between industrial productivity and health sector performance, on domestic violence and child rights and protection, and on ethics and payments within maternal healthcare in Tanzania.

### **Social protection and productive competencies (Labour, productivity and livelihoods across the informal/formal divide)**

This sub-theme explores the relationship between social protection and the development of productive capabilities within the economy, focusing on how the situation of generalized insecurity in Tanzania limits space for innovation and the development of productive competencies and productivity growth. Studies that investigated innovative forms of business formalization that enhance skill formation and productive competencies also fell under this sub-

theme. Projects undertaken included research on productive investments and entrepreneurship, understanding the process of economic change in rural Tanzania, the potential of development grants as a promotive social protection measure, and the inclusion of persons with disability in social protection systems.

### **Pro-poor growth and social protection (Macro dimensions of generalized insecurity)**

This cross-cutting theme posits social protection in a wider perspective beyond poverty discourses which confine social protection within the realm of social policy. Related research explored the forms and manner in which the re-integration of social and economic policy can aid to overcome the residual character of social protection. Studies such as the analysis of socio-economic history of poverty and demand and supply-side factors for family planning use in rural Tanzania were implemented.

The sub-themes above will continue to be explored in the new strategy and on-going research will continue to be implemented in 2015.

### **2.2.3 Governance and Service Delivery**

During 2010-2014, REPOA's research on governance and service delivery was organized around four sub-themes:

- Public expenditure analysis, governance and accountability;
- The taxation system and revenue mobilization;
- Economic governance—policy formulation and execution; and
- Local government reforms, community development and markets.

In addition to the significant findings and lessons for policy implementation that emerged out of studies under these sub-themes, important lessons were learned with respect to how our research program could be improved including:

- (i) The need to improve the overall coherence of the governance and service delivery research agenda;
- (ii) The importance of improving stakeholder engagement in research to increase understanding of study findings and their impact on policy formulation and implementation;
- (iii) Growing demand that research not only provides descriptive evidence of what and where things are working or not, but also that it provides rigorous evidence about causal directions of the effects of interventions to address persistent social service delivery and accountability problems especially at the local level; and
- (iv) The importance of taking into account emerging global development concerns.

## **2.2.4 Communications**

In the 2010-2014 Strategic Plan, the communication, resource centre and information and communication technology (ICT) units were restructured to form the Department of Communication and Information Services (DCIS). This new department capitalizes on the synergies between effectively communicating with our stakeholders, producing and disseminating publications, managing a resource centre and employing current best practices in ICT.

### **ICT**

During 2010-2014, the ICT unit played a significant role in providing communications infrastructure and connectivity, systems and user support services that added value to REPOA's operations by reducing costs and enhancing operating efficiency.

### **Communications**

During the 2010-2014 Strategic Plan, most of the planned activities of the communications unit have been achieved. Research findings were widely shared and the REPOA brand grew tremendously. The period was marked by increased demand for research findings and information-seeking requests via interviews. Website visits grew and social media accounts were established for information sharing. In the past two years, Facebook likes and online discussions grew more than four-fold from 1,200 to 5,640. Results of a dissemination survey conducted in 2013 found that a majority of our target audience appreciated REPOA's communication and outreach efforts, but there is room for further improvement.

### **Resource Centre**

Generally, the resource centre performed well over 2010-14 and has met most of its five-year goals. The centre's collection size is currently 14,151 items against the target of 15,000 items. Information services such as in-house DVD and video viewing were added during the period and various media formats were introduced such as podcast. The majority of users have appreciated resource centre services, products and facilities.

## **2.2.5 Program support, monitoring and evaluation (M&E) and learning**

### **Window 1 – Open Competitive System (OCS)**

Under the 2010-2014 plan, REPOA continued to provide research grants for analytical research under its Open Competitive System (OCS). Over this period, 34 new research studies were funded, 22 completed and 10 research reports published. Greater efforts were directed at strengthening the competitive grant scheme to align it with REPOA's strategic research and training programs. More stringent measures were also introduced to improve quality, i.e., earlier

mentoring of researchers starting with research proposal development. REPOA also introduced a fit-for-purpose mentoring system and a follow-up mechanism to ensure appropriate commitment of grantees who have taken longer than anticipated to finalize their research work. As a consequence of these quality-assurance activities, a lower number of proposals progressed from external review to the capacity building seminar.

Additionally, REPOA observed that funding and managing researchers without ties to an institution/organization was problematic. Many studies were not completed in a timely fashion, and, in extreme cases, a number of studies were never completed and the grantees “disappeared”. These funding risks have informed the strengthening of procedures for recruiting junior researchers, including increased due diligence. Prior to admission to the program, candidates will require an institution or organization to support their application.

In response to the challenges highlighted, the new strategic plan will ensure that there is synergy between the competitive grant scheme, REPOA strategic research, and training programs. The mentoring scheme, grants follow-up mechanism and institutional ties will also be strengthened to enhance the quality of research and minimize defaulters.

### **Training researchers and research users**

Training programs under the 2010-2014 strategy were designed to target gaps in research skills and competencies relevant to REPOA’s research programs. Over the period, 205 researchers and 22 research users were trained. However, during implementation of the strategy it was decided that training for research users would be demand-driven, i.e., REPOA would provide training to government departments or organizations that requested training and communicated needs that were relevant to REPOA’s research mandate.

Findings from post-training tracer studies for researchers indicate that training in research methodologies, research design, data analysis, report writing and new developments in research practices are still relevant. With respect to research users, turnout for capacity building programs was limited; only a small number of government departments and institutions requested training. To respond to this challenge a new approach for creating demand for target audiences will be developed and implemented in the new strategy.

### **M&E and learning**

The M&E framework was finalized 2013. The activity plan was then monitored on a quarterly basis and reported to the Board of Directors. Researchers were also introduced to the tools to monitor their projects from conception of the research topic to dissemination of findings. The main thrust of the new strategic plan will be to continue consolidating and mainstreaming M&E into all research activities.

Two main tools were introduced to proactively monitor indicators leading to desired outcomes and impact: (i) a tool to support strategic thinking on areas where research findings are expected to contribute/impact/influence; and (ii) a tool to highlight data or information learnt when researchers engage externally with various stakeholders.

A total of 134 short stories were collected and reported by researchers from 2012 through 2014 when tools to collect evidences of researchers' interaction with externals were put in place. These included anecdotal stories of appreciation of what researchers shared during interactions with external audiences. This practice will continue and a story log shall be established in the next strategy to list all stories selected for learning and informing how we should improve our outreach through external visits and presentations to groups of stakeholders or one-on-one conversations.

### **2.2.6 Administration and Finance**

Over the course of the current strategic plan, two reviews were undertaken in 2012 and 2014. In addition, an external financial advisor was commissioned in 2013 to review the financial system and the reporting standards. The reviews identified a number of challenges in the financial system which necessitated changes to the accounting system and reporting requirements. Following the recommendations, the accounting system was re-configured to address the challenges identified. 2014 was used as a pilot period to test the system so that the next strategic plan starts with a full new system in January 2015.

The purpose of the new system is to implement a results-based management system to facilitate the establishment of a direct link between costs incurred and results achieved. Cost centres have been established and the accounting system will be aligned with M&E to track outcomes. This new system will enable assessment of cost effectiveness of individual cost centres and value for money. For the 2015-2019 strategic plan, the four main cost centres will be:

- Research capacity, including OCS and resource centre;
- Knowledge generation, which includes the three research departments;
- Knowledge utilization, which includes all communications activities; and
- Efficient and effective delivery systems, including institutional costs and other support activities.

Additional policies and strategies will also be developed under the new strategic plan to ensure institutional financial sustainability and to attract and retain experienced researchers.

### **2.3 Rationale for Review of the 2015–2019 Strategic**

The evaluation of the 2010-2014 Strategic Plan recommended changes which will be implemented at two levels during the 2015-2019 Strategic Plan. First, the new plan has already considered planning around major outcomes of the organization. Second, findings related to

delivery of the research program are mainstreamed in the implementation of the plan. The following recommendations will be taken on board:

- Uptake and usage of the research or dissemination is key to achieving outcomes and research users are more likely to take ownership if they are engaged in the development of the research agenda. Under the new strategy, we will ensure that strategic research projects are demand driven. Steps will be taken to proactively engage potential users or stakeholders of the envisaged outcomes to understand their specific needs within REPOA's new strategic thematic areas.
- The model for financing the strategy is changing. New ways of funding the program will be sought to respond to these changes and ensure REPOA is adequately resourced to deliver desired outcomes. This may include increasing collaborative and commissioned work and expanding partnerships on projects which are mutually beneficial to both REPOA and the prospective partners.
- Mainstream the M&E system throughout REPOA's research programs to demonstrate value-creation by clearly showing how the research findings are leading to outcomes and consequently impacting on national policy practices. This will help to actively demonstrate to our partners and stakeholders how REPOA is contributing to overall development policy. The M&E activities will be mainstreamed within the implemented research work and the primary responsibilities of gathering evidences for outcomes shall sit with the internal or external researcher leading in the particular project.
- Continue to work on the quality of research outputs through various programs and interventions, including capacity building of researchers through mentorship programs and publication of research in a selection of reputable journals.
- Complete and bring to closure the existing research grants by 2016. Capacity building activities to be aligned in the existing and newly solicited collaborative and commissioned work.
- Restructure REPOA to align it to the new research program and resource mobilization strategy.

### **3.0 THEORY OF CHANGE**

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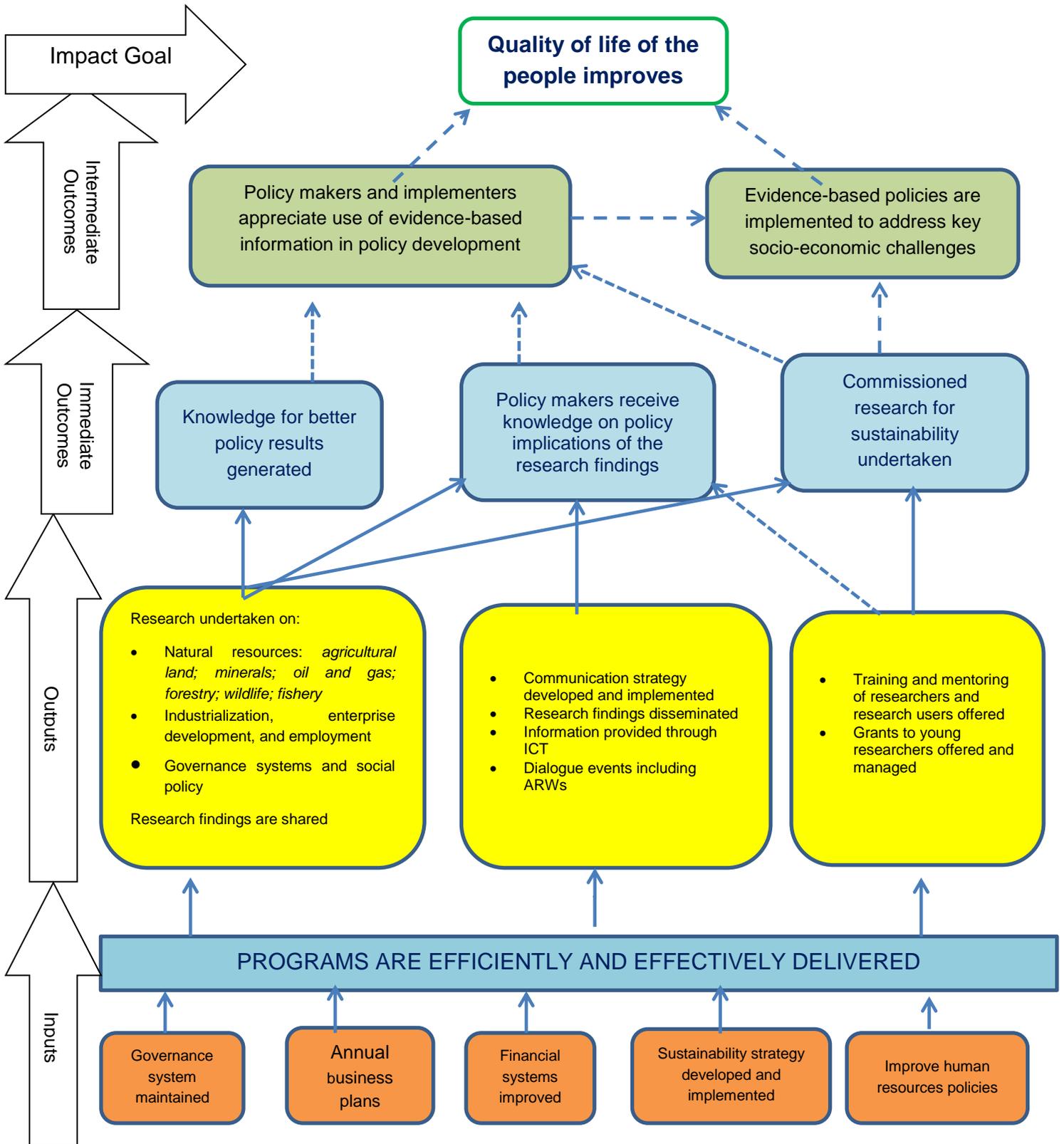
REPOA's Theory of Change is built on the understanding that knowledge—its generation, appreciation and application—is essential for addressing development challenges to improve the quality of life of the people. REPOA will undertake research in the three strategic policy areas of Natural resources ,Industrialization and enterprise development and Governance systems and social policy to generate knowledge aimed at improving policy design and implementation, increase accountability and expand the democratic engagement of citizens, all with the ultimate goal of improving the quality of people's lives in Tanzania. REPOA shall employ communication initiatives to facilitate access and use of its research findings by stakeholders involved in policy formulation, practitioners involved in implementation, advocacy organizations doing monitoring and oversight, and the general public. Various strategies will be used to reach intended audiences. Among these strategies, REPOA will publish research

results in formats that meet the needs of different categories of users, engage the audiences at various nodes of the research process through seminars and policy dialogues, and use mainstream and social media to disseminate key messages and influence policy debates. REPOA will also invest in building the capacity of upcoming researchers and research users through training and research grants.

The immediate outcomes for the three areas of intervention--i.e., generation of knowledge, dissemination of knowledge and capacity building of researchers and research user—seek to ensure that stakeholders fully recognize the importance of evidence-based policy formulation in development. As more policy makers appreciate the value of research evidence, it is envisaged that many more will take the further step to use relevant evidence in policy formulation and reform. We anticipate the contributions towards policy will be reflected in frameworks applied at the central and local government levels, and in the public and private sectors. The reforms are expected to contribute to the long-term goal of improving the lives of people and their well-being. The overall change process will be influenced by input from other key stakeholders such as the media, people and institutions who do similar work as REPOA, and other intermediaries.

To achieve these outcomes, REPOA will run an effective and efficient program delivery by ensuring availability and maintenance of sustainable human and financial resources. REPOA will therefore develop and implement a sustainability strategy to ensure all programs are adequately resourced. REPOA will also continue to improve its internal policies and maintain the governance systems to support the strategies outlined above.

## Schematic representation of the ToC



### 3.1 Assumptions

To realize the immediate outcomes, REPOA will have adequate resources at its disposal and competent personnel to undertake the work. The link to and engagement of stakeholders will be further improved and the information disseminated will be relevant to the challenges that Tanzania is experiencing. To influence policy, stakeholders will be open and receptive and will continue to regard REPOA as a preferred think tank for providing data analysis to substantiate and back up decisions in the design and implementation of development plans. The principal stakeholder in charting the path of development and ensuring that the quality of life of its people and their economic well-being is improved is the government. For a smooth change pathway, the government will be supportive and receptive of REPOA's work and through its departments will engage or commission REPOA whenever relevant to address knowledge gaps in specific development areas within its mandate.

## 4.0 2016–2019 PROGRAM DESCRIPTION

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### 4.1 Impact Goal

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

### 4.2 Outcomes

The following key outcomes will be delivered to achieve the impact goal:

- Outcome 1:** Knowledge for better policy results generated
- Outcome 2:** Commissioned Research for sustainability undertaken
- Outcome 3:** Evidence-based knowledge shared and disseminated
- Outcome 4:** Programs are efficiently and effectively delivered

### 4.3 Summary of Outcome Indicators

Outcome Description	Outcome Indicators
Outcome 1: Knowledge for better policy results generated	<ul style="list-style-type: none"><li>• 90% of research work completed as provided for in the annual activity plan as per research proposal timeline.</li><li>• 75% of completed research projects have findings with policy implications and develop recommendations for alternative policy actions</li><li>• 75% of research studies undertaken are of immediate and direct relevance to Government policy, i.e., Government agents or departments take interest from inception to dissemination of findings.</li></ul>
Outcome 2: Commissioned	<ul style="list-style-type: none"><li>• 78% of REPOA income is generated from Collaborative</li></ul>

Outcome Description	Outcome Indicators
Commission work for sustainability undertaken	and Commissioned work. <ul style="list-style-type: none"> <li>• Less than 10% of researchers under OCS failing to complete their projects/defaulting on their grant contracts with REPOA.</li> <li>• 75% of trained research users indicate that their knowledge and capacity has been enhanced 25% of trained research users report that they used the acquired skills at their workplaces</li> </ul>
Outcome 3: Evidence-based knowledge shared and disseminated	<ul style="list-style-type: none"> <li>• 90% of completed research work is published in a period of 3 months.</li> <li>• 20% of REPOA research products published in international journals</li> <li>• 90% of REPOA research products published in other publications</li> <li>• 90% of REPOA research products posted on the REPOA website and social media</li> <li>• 75% of strategic and collaborative research studies receive attention in at least 4 major print media and in at least 2 national TVs/radio.</li> </ul>
Outcome 4: Programs are efficiently and effectively delivered	<ul style="list-style-type: none"> <li>• Over 75% of planned activities are implemented</li> <li>• Performance appraisals completed for 100% of staff members.</li> </ul>

#### 4.4 Description of Outcomes and Outputs

The key outcomes will be achieved by delivering the following outputs:

##### **Outcome 1: Knowledge for better policy results generated**

Since 2010 our research programme was guided by the Strategic Plan (2010 -2014) which identified three broad research themes namely Growth and Development, Vulnerability and Social Protection, and Governance and Service Provision. The critical issues of the Environment and Climate Change, Technology and Diversity (including gender) have been important issues cutting across all the three themes.

As REPOA's core business is knowledge generation through research, more emphasis was put on giving greater space for strategic research, strategic collaborations, and selective commissioned works that seek to expand our scope for policy influence and access to key stakeholders in the quest for promoting evidence based policy dialogue and positive change. The current research programme will continue to strengthen REPOA as a policy think tank capable of generating new policy insights into the dynamics of growth and socio economic transformation (SET) for inclusive development and poverty reduction. It will also provide an anchor on which the still needed policy research capacity development will revolve.

The current research programme at REPOA responds to the changing development agenda nationally, regionally, and globally. It has therefore taken on board key areas of priority as contained in the Tanzania Development Vision 2025, the Long-Term Perspective Plan (LTPP) 2011-26, the East African Development Vision 2050, SADC Industrialization Strategy, and the Sustainable Development Goals (SDGs). The research approach is to capitalize on synergy and complementarity among the three identified areas with a view to generating knowledge on the processes of socioeconomic transformation. The result is to broaden participation of citizens in the growth process and reduce poverty sustainably through multi-dimensional transformations.

In situations where substantial proportion of population is poor, as is the case with Tanzania, poverty cannot be separated from the dynamics of development and socioeconomic transformation. Thus REPOA advocates a pattern of economic growth that is not only pro-poor, but inclusive and transformative, meaning that it results from, and in turn reinforces structural change that generate and sustain adequately remunerated jobs and generalized access to opportunities that have reasonably good returns. To maximize the synergy and secure multidisciplinary, the research programme will be coordinated in two consolidated research divisions, namely strategic research and commissioned works. These are not structured along thematic lines, but based on the nature of projects and modality of funding and implementation.

The foregoing plan will be split in two strategic outputs. One will look after the two interrelated strategic research areas, namely:

- Natural resources as foundations for economic growth and socioeconomic transformation - includes agricultural land; minerals; oil and gas; forestry; wildlife; fishery
- Industrialization, enterprise development, and employment as pillars for economic growth and socioeconomic transformation - includes manufacturing, SME development, informal sector upgrading, and labour market dynamics

and the second output will focus on:

- Governance systems and social policy with a focus on social protection and accountability and social service delivery.

Knowledge will be produced through both strategic and collaborative research. Strategic research will be conceptualised and designed internally by REPOA researchers in collaboration with senior research associates from outside REPOA, whereas Collaborative research will be developed by REPOA researchers in collaboration with other researchers from other institutions globally. The reviewed research agenda widely considers the context of Think Tank Initiatives (TTI) support areas for the remaining 3.5 years of implementation.

To facilitate the utilisation of the knowledge generated, stakeholders will be involved in the research process since the inception of the research project. Knowledge sharing and

dissemination events will also be organised to promote dialogue on key development issues and wider access and utilisation of knowledge generated. REPOA researchers will also participate in events organised by other stakeholders to discuss and disseminate findings in view of increasing knowledge and influencing policy.

Learning and capacity development for REPOA researchers will be enhanced through undertaking research, collaboration with senior researchers and exchange visits.

The main outputs on this outcome will be:

**Output 1.1: Natural resources, industrialization and enterprise research projects undertaken**

The significance of high and shared growth in national development is explicitly acknowledged in Vision 2025, the Long Term Perspectives Plan 2015-25, the Five-Year Development Plan 2011/12- 2015/16. The successor Five Year Development Plan is also expected to emphasize on accelerating economic growth and transformation through industrialization. The economic structure of Tanzania suggests that new sources of growth dynamism appear to emerge (e.g. in mining and tourism), with falling contribution of agriculture to the GDP. However, these new patterns of economic structure, new sources of dynamism, potential drivers of productivity and competitiveness are not well understood, particularly how the existing endowment of a variety of natural resources can facilitate structural transformation and bring economic dynamics towards a competitive industrial economy.

Research in this area will focus on understanding the growth process in Tanzania with a view to examining the drivers of its structural change, the existing natural resources in Tanzania and the conditions and policies under which they provide comparative advantages, and how they can be transformed to provide competitive advantages for Tanzania to realise socioeconomic transformation consistent with the desired outcomes of inclusive growth for poverty eradication.

The diversity of natural resources ranges from minerals, forestry, wildlife, scenic features, to agricultural land, lake and ocean water, oil and natural gas. Recent discoveries of natural gas have added impetus to the potential for Tanzania to develop its productive capacity, through linkages with other sectors of the economy, such as enhanced energy security and efficiency, supply of feedstock to petrochemical and other employment intensive industries, and through its potential to provide revenues needed to finance infrastructure and human resource development.

Research work in this area will focus on:

### **1.1.1 Operational activities across research themes**

The Department of Strategic Research will facilitate and contribute to the review of the research agenda including developing research programs. To reinforce internal capacity for rigorous research international and local fellows will be engaged to collaborate with internal staff during the period. Exchange visits will also be facilitated to allow REPOA researchers and those from collaborating institutions for learning and sharing experiences on different aspects of research. A proportion of resources will be allocated to responding to emerging opportunities which are identified by the department as having potential to directly influence policy.

### **1.1.2 Natural resources and economic development**

Research in this area will continue to examine the role of natural resources in economic transformation, taking a broader view and beyond the current focus on oil and gas. Given the troubled history and dynamics of the oil and gas sector internationally over many years, the natural resource curse will not be ignored. Issues of sustainable energy, energy efficiency and a sustainable energy mix will also receive due attention.

### **1.1.3 Enterprise development, productive competencies and job creation**

Transformation of economies in ways that create jobs and promote inclusive growth through enterprise development and progressive transformation of the informal economy will be given due attention under this research area. Technology development and innovation, labour productivity, diversification of economy, and strategic education and skill development will be integral parts of this research area. It will also include industrial development, innovation and competitiveness. Sustainable development such as the green economy and the development of technologies to reduce unsustainable consumption will be important cross-cutting issues.

### **1.1.4 Socio-economic transformation for inclusive development through industrialization in the context of globalization**

This collaborative research initiative with the United Nations University—World Institute for Development Economics Research (UNU-WIDER) was commenced during the 2010-2014 strategy and will continue under the new strategy. Two projects will continue to be implemented during the 2016 - 2019 period.

### **1.1.5 Dissemination of research findings**

The ultimate goal of research work is to influence policy. This goal will be achieved by employing various dissemination methods, including preparing final research reports, publishing research papers in reputable international journals and producing policy briefs for target audiences. The department will also organize high-level dialogues to engage policy makers at

the initial stages of a research process and will conduct seminars and workshops to engage with research users.

### **Output 1.2: Governance and Social Policy Research Undertaken**

The government responsiveness to the needs of citizens, including the vulnerable groups and individuals, and the influence of citizens in shaping policies is an important area that warrants more research attention. Research in this area will focus on two aspects:

The first will focus on social policy in particular the dynamic conceptualization of social protection not only in terms of its role in income and consumption smoothing, but also in terms of its transformative role to enhance inclusion. The research addresses comprehensive social policy that support structural change and social cohesion, highlighting the transformative role of social protection to achieve broader economic, social and political goals, such as distribution, protection, production and reproduction.

The second will focus on how resources are shared/ distributed and how public services are delivered. It addresses the political economy of institutions and power dynamics on their own account and in relation to ordinary citizens in the context of participation and downward accountability. It examines approaches to strengthening domestic resource mobilization and delivery capacity with a view to improving policy relevance and improving service delivery.

This research area builds on REPOA's long standing platform on governance charted by the combination of the 2001-2010 Formative Research Process on Local Government Reform, the Tanzania Governance Notice Board and the Afrobarometer surveys.

So in this review of the 2015 – 2019 Strategic Plan, Governance and Social policy combined into one output (thematic area) as detailed in the subthemes below:

#### **Social policy research undertaken**

Social policy and social protection research will continue to work towards removing barriers to opportunity, putting in place effective social policies (including social protection floors, gender equality and women's empowerment, and inclusive social protection), and promoting the voices and active involvement of vulnerable groups in the conservation and sustainable use of, as well as access to and the fair and equitable sharing of benefits arising from the utilization of genetic resources. Overall, the program will aim to enhance comprehensive and integrated social policy and social protection system for more productivity, inclusive growth, and transformative socio-economic development. Research in this area will promote the use of growing public resources in service delivery and social protection for sustained human capital development.

Under this particular strategy, the implementation of research will trail from the existing sub-themes to produce more knowledge and enable greater influence on policy, particularly on

burning issues that were not addressed in the outgoing strategy. In addition, the new strategy will consider building on the existing themes to develop new studies focused on transformative and sustainable development. The social policy and social protection research agenda will be organized around the following sub-themes:

### **1.2.1 Cutting across research themes activities**

These are activities that support implementation of the research agenda under governance and social policy that including events to facilitate sharing of knowledge, in addition, the research program plans to engage visiting senior research fellows and to organize exchange visits, as well as implement training sessions both in governance and social policy/social protection policies. Moreover, researchers in the program will mentor junior researchers under the open competitive system (OCS) should there be projects falling within the research themes. This will contribute towards accomplishing REPOA's goal of capacity strengthening for junior researchers, in addition to bring this service back to the community. Researchers will also participate in meetings and research-related events (including non-Repoa events) relevant to REPOA's mandate both locally and internationally. As part of continued efforts to mobilize institutional resources and expand engagement with stakeholders, new collaborative and commissioned studies will be undertaken, as well detailed under commissioned work.

### **1.2.2 Protecting income against impoverishment (Income transfers and consumption smoothing)**

Studies designed under this sub-theme will focus on issues of transfer payments in cash or in kind, social insurance and pension schemes, saving schemes, and micro credit for consumption smoothing.

### **1.2.3 Preventing capability deprivation (Enhancing human capabilities through social protection)**

This sub-theme brings social provisioning in focus by looking at social protection as a means to prevent not only income deprivation but also capability deprivation. Studies designed under this sub-theme will address issues of equity in access to social services, quality bifurcation in social provisioning as a vehicle for social exclusion, and financing of social services nationally and locally, and how it influences availability and access of quality services.

### **1.2.4 Social protection and productive competencies: (Labour, productivity and livelihoods across the informal/formal divide)**

This sub-theme will explore the relationship between social protection and the development of productive capabilities within the economy, focusing on how the prevailing situation of generalized insecurity in Tanzania limits the space for innovation and the development of

productive competencies and productivity growth. Studies under this sub-theme will investigate ways of developing innovative forms of business formalization that enhance skill formation and productive competencies.

#### **1.2.5 Pro-poor growth and social protection (Macro dimensions of generalized insecurity)**

This cross-cutting theme posits social protection in a wider perspective beyond poverty discourses which typically confine social protection within the realm of social policy. Research under this sub-theme will explore how and in what forms the re-integration of social and economic policy can aid to overcome the residual character of social protection. Through this sub-theme, the SP department will also contribute to Growth and Development studies, especially those on natural resources.

### **1.2.6 Dissemination of research findings**

The ultimate goal of research work is to influence policy. This goal will be achieved by employing various dissemination methods, including production of reader-friendly research reports, publishing research papers in reputable international journals and the writing of policy briefs for target audiences. The department will also organize high-level dialogues to engage policy makers at the early stages of a research process and will conduct seminars and workshops to engage with research users. Moreover, roundtable discussions, policy forums, and media presentations will be conducted.

### **Governance**

Standards of governance and accountability affect every sector of the economy from planning and resource allocation through to final service delivery, from receipts through to auditing of expenditure. Good governance enhances transparency and efficiency in the use of limited resources to achieve the best outcomes for all citizens. Poor governance undermines social and economic progress.

Tanzania has made a good progress in good governance. It has established a number of governance institutions, like, the Prevention of Crime and Corruption Bureau (PCCB), the Commission for Human Rights and Good Governance (CHRAGG), the Office of the Registrar of Political Parties, reinforcing the powers of the Controller and Auditor General (CAG) and the President's Office – Public Service Management (PO-PSM). In addition, citizens' participation in key issues that affect their daily lives as well as holding the administration accountable have been on increasing trend through implementation of the Local Government Reforms.

Despite all these recorded successes, there still remain a number of governance challenges that need immediate attention. While citizens' participation in planning and resource mobilization and allocation has increased, the country continues to face two related problems in this area: (i) weak capacity to raise sufficient resources from domestic sectors to meet public finance needs, especially at the local level; and (ii) weak financial governance. For example, local governments complain perennially about late and insufficient disbursements (relative to budgets) from the central government. At the same time, their ability to increase revenues from own (local) resources have remained dismal over the years. Furthermore, even though Tanzania can point to promptness in conducting and releasing annual audits of central and local government finances, thanks to the diligence of the National Audit Office, the uptake of audit recommendations remains low. As a result, the actual pace of improvement in the quality of public financial management practices is poor.

The effectiveness of the government also continues to be undermined by the perceived stubbornly high extent of corruption in public office. In addition, even as Tanzania continues to uphold democratic ideals, there has been an upsurge in public concern over violations of human

rights due to excessive use of force by the police, as well as worries about a regression in political and social freedoms in general.

Existing evidence suggests that policy implementation challenges may be attributed to system gaps, weak oversight, and poor synchronization and coordination (within and between) public sector institutions with complementary mandates for service delivery. Evidence also indicates that the dynamics of citizens' engagement in policy formulation and implementation at the local government level bear significantly on the quality of governance and effectiveness of service delivery. As noted in the Post-2015 Development Agenda, attainment of sustainable progress, whether social or economic, will require that governance and accountability is not seen as incidental.

Strategic research on Governance, during 2016-2019 will seek to respond to the persistent challenge of improving governance and public sector service delivery performance. The research agenda will be focused on national and local governance for inclusive development and improved service delivery with particularly emphasis on the link between governance and service provision. In recognition of emerging conflicts over natural resources (including land) and the need to have mechanisms in place to avert and ameliorate disputes, the department's research will also pay attention to natural resource governance issues especially as they affect local communities.

Research will aim to produce rigorous evidence about approaches for improving governance (transparency, participation, rule of law, responsiveness, equity and inclusiveness, effectiveness and efficiency, and accountability)<sup>4</sup>, and service delivery performance of public sector institutions at all levels. To achieve this objective, the strategic research on Governance agenda will be organized around the following three sub-themes:

- Public resource mobilization and financial governance
- Economic governance and policy implementation
- Governance and sharing of land-based resources

### **1.2.7 Public resource mobilization and financial governance**

While resource mobilization in Tanzania has grown and some improvement in the oversight of public resources can be cited, the country continues to face two related problems: (i) weak capacity to raise sufficient resources from domestic sectors to meet public finance needs, especially at the local level; and (ii) weak financial governance. Research and analyses under this sub-theme will examine approaches for enhancing resource mobilization capacity to finance the public sector and their effectiveness, as well as how resources are shared and managed. Particular attention will be placed on institutional mechanisms for mobilizing resources and expenditure management at the executive level. Also, studies will focus on the role of

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<sup>4</sup> <http://www.unescap.org/resources/what-good-governance>

legislatures at national and sub-national levels, and statutory audit institutions, and how citizens engage in public expenditure oversight (e.g., through Public Expenditure Tracking Systems, social audits, and hearings) to enhance accountability and equitable delivery of social and economic services.

### **1.2.8 Economic governance and policy implementation**

Apart from resource limitations, existing evidence suggests that policy implementation challenges can often be attributed to weak oversight and poor synchronization among public sector institutions with complementary mandates for service delivery. Research under this sub-theme will be focused on institutional mechanisms for economic management. Studies will be carried out to understand how these institutions and their processes foster or impinge on citizen engagement for inclusive development, to identify ways to build capabilities to expand policy space, and to bridge policy implementation gaps. Studies will also be undertaken to understand how these institutions coordinate their efforts to achieve more effective results.

Conscious of the role of regionalism in attainment of inclusive development, research will also focus on how such institutions mediate citizens' involvement and attainment of benefits accruing from regional integration efforts.

### **1.2.9 Governance and sharing of land-based resources**

Recognizing the recent rise in competition for and growing conflicts over use and ownership of land-based resources as well as the importance of appropriate land use planning and peace building in safeguarding sustainable development, this sub-theme will focus on governance of land-based resources for inclusive development. Emphasis will be placed on understanding processes for mediating the sharing of resources in rural and urban settings, including administration of rights and how they work to safeguard inclusive and coordinated development, and avert or ameliorate conflicts.

## **Outcome 2: Commissioned work for sustainability delivered**

Commissioned works will be undertaken with key objectives of complementing to strategic research in promoting evidence based policy dialogue, policy development and development interventions. They will also aim at enhancing capacity of researchers and research users, and contributing to the sustainability of institution by generating funds that will enable the institution to provide those important public goods. .

### **2.1 General activities**

#### **2.1.1 Operational activities across research thematic areas**

Implementation of commissioned works involves many activities, including review of the terms of references to assess relevance of work to the research programme and human resource

deployment; design of methodology and work programme; contract negotiation to ensure adequate space for research and scope for contributing to informed policy dialogue; and quality assurance. These activities will be implemented for all projects to ensure high quality outputs and effectiveness in terms of objectives for which the projects are commissioned and the corresponding policy impacts.

## **2.2 Natural resources as foundations for rapid economic growth and socioeconomic transformation**

Work under this thematic area aims to understand the changing economic structure better, looking at new sources of dynamism and the potential drivers of productivity and competitiveness, and how the existing endowments of a variety of natural resources can facilitate inclusive economic growth and socioeconomic transformation reflective of a competitive industrial economy. Three commissioned works per year for the remaining years of plan implementation are anticipated, covering sub-themes of minerals, oil and gas; agriculture development and rural transformation; and forestry, wildlife, and fisheries.

## **2.3 Industrialization, enterprise development, and employment as pillars of transformation**

Commissioned work under this area aims to inform policy dialogue and development on how to accelerate transformation of the Tanzanian economy in ways that create productive employment and promote inclusive growth through industrialization, enterprise development and progressive transformation of the informal economy. Technology development and innovation, labour productivity, diversification of economy, and strategic education and skill development will be integral parts of work in this research area. It is anticipated that, five commissioned works will be undertaken each year for the remaining four years of implementation of the strategic plan, focusing on manufacturing transformation, growth and diversification; link between enterprise development, employment and poverty; youth employment; information sector transformation; and productivity, innovation and technology.

## **2.4 Governance systems and social policy**

Commissioned work in this area is inspired by the importance of good governance and inclusive social protection as necessary mechanism to support rapid economic growth and progressive socioeconomic transformation.

Good governance or lack thereof is increasingly being seen as an explanation of how well governments and public institutions perform in meeting domestic policy objectives and international commitments to realize the development aspirations of their citizens. Four commissioned works area planned for each year in the remaining life of the strategic plan,

focusing on governance for citizen participation and accountability; service delivery effectiveness; local government financial management; and local economic development.

On social protection, commissioned work will revolve around our dynamic conceptualization of the roles of social protection beyond income and consumption smoothening to encompass its transformative role. Four commissioned works are anticipated in each year, focusing on protection of income against impoverishment; preventing capability deprivation; promoting productive competences; and the macro dimensions of generalized insecurity.

## **2.5 Capacity building**

Capacity building is an important component of REPOA's work, both from the perspective of researchers and research users. Research capacity in policy research is important for ensuring high quality research by REPOA researchers but also its associates and the research community in general. Enhancing understanding of research users on aspects of data use and policy analysis enhances the chances of research uptake in policy making. Thus, while the conventional training through grants (OCS) will not be provided, the remaining research work under window one will supervised to their conclusion. Other alternatives such as demand driven and tailor-made training programmes will be developed. Capacity of research assistants will be an integral part of implementation of commissioned works, and where necessary, research interns will be accommodated under various projects.

## **2.6 Dissemination of research findings**

Dissemination under commissioned work will commensurate with the requirements of the contracts.

### **Outcome 3: Evidence-Based Knowledge Shared and Disseminated**

#### **Output 3.1: A new communication strategy developed**

The core objective of communication and outreach activities is to regularly inform REPOA's target audiences about research findings. Ultimately, we seek to influence policy by actively engaging stakeholders, enabling them to access and use the research outputs on their own and thus helping them to make research and evidence-led decisions. Given that REPOA's priority area is to influence policy, the research program must remain responsive to changes in the knowledge needs of policy makers.

To this end, REPOA will develop a communication strategy that will closely reflect and support the achievement of the outcomes and goals of the 2015-2019 Strategic Plan. Under the new communication strategy, greater emphasis will be placed on:

1. Engaging policy audiences throughout the research project cycle (design, implementation and dissemination)

2. Strategically seeking alliances with key personnel within the government departments.
3. Strategically engaging target audiences through traditional and social media
4. Expanding the website and increasing the number of unique visitors
5. Increased training of research users, such as policy makers and the media, on the interpretation of research findings.

**Output 3.2: Results of completed research studies published (Packaging and production)**

For the 2015-2019 Strategic Plan, REPOA will place more emphasis on the packaging of research findings for target audiences. Research results and recommendations will be appropriately packaged as policy briefs (for policy makers) working papers (for the academic community), or translated popular versions (for the general public).

**Output 3.3: Published information disseminated using mixed channel (Outreach services)**

A variety of different channels will be employed to tell the story of our research findings in compelling and informative ways. The principal channels to be used are:

- Face-to-face meetings with influential policy makers.
- Social networks: Facebook, Twitter, blogs, etc.
- News and editorials in high circulation newspapers
- Internet

**Output 3.4: Hold Annual Research Workshops**

- The Annual Research Workshop is REPOA's flagship event and the longest-running and largest research workshop held by a Tanzanian institution. The workshop brings together national and international researchers with representatives from the government, development partners, academic institutions, civil society, the media and the private sector to share the latest results from REPOA's diverse research program and to discuss significant trends and challenges related to Tanzania's development.
- REPOA shall organize and conduct five workshops during the 2015-2019 period. The workshops shall be attended by at least 1,750 people, including senior leaders from the government, foreign missions, development partners, private sector, CSOs, international development organizations, academia and the research community. Four themes shall be prepared and tabled for discussion and input during the workshops.

**Outcome 4: Programs are efficiently and effectively delivered**

This outcome encompasses the administration of both human and financial resources to ensure that they are utilized in an efficient and effective manner to deliver outputs and hence outcomes. Under this outcome, the sustainability of strategic inputs will be maintained and support will be offered to ensure the core function of REPOA delivers the objectives and contributes to the ultimate goal of improving the lives of people in Tanzania.

This outcome is responsible for the administration of both human and financial resources to ensure that they are utilized in an efficient and effective manner to deliver outputs and hence outcomes.

The outcome will involve five output areas:

- Internal policies reviewed and work environment delivered
- Resource centre is well stocked and maintained
- Review the integrated financial and operational reporting system
- REPOA strategic direction ensured
- Governance support services efficiently and effectively delivered.
- Results-Based M&E and Learning Strategy developed and institutionalised Sustainability strategy developed and operational
- Internal policies reviewed and work environment improved

#### **Output 4.1: Internal policies reviewed and work environment improved**

Under this output, the human resource strategy will be reviewed; a comprehensive staff audit will be undertaken and aligned with the new organizational structure. The activity will also include a comprehensive review of the scheme of service, staff welfare guidelines and the incentive structure. In addition, effective performance standards and indicators will be established. This work will be carried out once in 2016, some activities will be commissioned to a consultant and others will be done internally. The purpose is to attract and retain experienced researchers and reward staff commensurate to their performance.

#### **Output 4.2: Resource centre is well stocked and maintained**

The resource centre aims to increase the collection of resources, expand the physical space of the centre, retain relevant patrons, and strategically promote its services to potential new users. More focus will be placed on strengthening ICT-oriented products and services. Indicators and targets will help to gauge resource centre performance based on outcomes. Since literature reviews are part and parcel of research projects, the centre will remain a core component of REPOA's business.

#### **Output 4.3: ICT maintained**

The ICT unit will concentrate on knowledge management initiatives to improve innovation and creativity. The plan is to host all critical ICT services (excluding financial management systems) in the cloud.

#### **Output 4.4: An integrated financial and operational reporting system established**

This output will involve identifying gaps in the existing financial and operational reporting systems for the purpose of achieving integrated reporting. The purpose is to align the finance system with M&E for tracking outcomes. To facilitate the assessment of cost effectiveness, a direct link between costs incurred and results achieved will be established. This will also ensure cost efficiency and value for money. Depending on the needs of the system, new software may need to be acquired or the existing software upgraded to accommodate the changes. Staff will be trained on the use of the system.

#### **Output 4.5: Strategic direction ensured**

Under this output, annual plans will be developed, development partners meetings organised and the new strategic plan 2015 – 2019 developed.

#### **Output 4.6: Governance support services efficiently and effectively delivered.**

Governance systems will be ensured by organising Annual General Meetings once per year and the Board meeting will be conducted quarterly. Members of the board will be rotated as specified in the MEMARTS

#### **Output 4.7: Sustainability strategy developed and operational**

Implementation of the five-year strategic plan will involve development of a financial mobilization strategy. This activity will include reviewing and improving the existing guidelines for the purpose of ensuring long-term institutional sustainability.

#### **Output 4.8: Results-Based M&E and Learning Strategy developed and institutionalised**

The focus of this output is to develop and embed a results-based M&E and learning strategy into REPOA's strategic and annual plans. Efforts will be made to achieve greater clarity in policies, systems, procedures and guidelines and how outputs are monitored and results measured. To proactively monitor the research programs and ensure researchers mainstream M&E practices into their work, the M&E unit shall help the REPOA team to ensure that:

- A tool to support strategic thinking on areas where research findings are expected to contribute/impact/influence policy is fully utilized and monitored through all stages of research work.
- A template to capture stories is designed and put to use.
- Outcome stories are captured and compiled in a timely fashion.
- Best monitoring practices learned from visits to the International Food Policy Research Institute (IFPRI) and Institute of Development Studies (IDS) are adapted and implemented.
- Progress across the outcomes areas is monitored on a quarterly basis and feedback shared with the team.
- A reporting template is developed to regularly present the trend of implementation of the strategy.

Training on M&E will be organized for staff to mainstream M&E in their day-to-day work. The aim here is to ensure staff see from the beginning how their activity plans link to overall organizational results and the envisaged impact of the programs. The learning culture will continue to be strengthened to refine the processes and foster innovations. With existing tools and new ones to be developed, the M&E unit will proactively engage all staff on a quarterly basis on their outputs and where possible linkage to their outcomes. Frameworks and discourses informing the field will be explored to strengthen M&E and learning at individual and organizational levels.

## **5.0 GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS**

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### **5.1 Reporting**

Operational and financial reports during the remaining period of the 2015 - 2019 Strategic Plan shall be submitted on a quarterly basis to the Board of Directors. Donors to the basket funding arrangement receive financial and operational reports quarterly, biannually and annually. The content of these reports will be agreed upon with donors and set out in the memorandum of understanding between basket funders and REPOA.

No major amendment to REPOA's organizational structure is planned, other than strengthening the current units by ensuring they deliver on their mandate.

REPOA is registered as a company limited by guarantee. As such it has 'members' who control the company via the Annual General Meeting (AGM).

### **5.2 The Annual General Meeting (AGM)**

The Annual General Meeting comprises ordinary (voting) members, associate/honorary (non-voting) members, board members, and Technical Advisory Committee members (both voting and non-voting). Members are associated with the Government of Tanzania, the private sector, civil society organizations, research bodies and development partners.

The main responsibilities of the AGM are to:

- Receive and consider the financial statements and the reports of the Board of Directors;
- Appoint an auditor and fix their fees;
- Elect members of the Board of Directors and fix their fees;
- Admit and dismiss members of REPOA;
- Fix fees, annual subscriptions and any other contributions paid by members;
- Make any amendments to the Memorandum and Articles of Association as desired; and
- Transact any other business as prescribed in the Memorandum and Articles of Association.

### **5.3 The Board of Directors**

REPOA's Memorandum of Association stipulates that 60% of the Board of Directors be drawn from the Members and 40% from outside the company. This 40% is drawn from representatives of the Ministry of Finance and Planning, the ministry responsible for poverty alleviation, the NGO community, the private sector and any other person deemed appropriate by the members of the AGM. All directors are appointed based on merit.

The Board's primary role is to provide guidance and supervision. Its responsibilities are to:

- Determine policies, norms, procedures and guidelines;
- Appoint and discipline senior members of staff;
- Administer movable and immovable property of REPOA;
- Administer funds and other assets of REPOA; and
- Receive gifts, donations, grants and other monies on behalf of REPOA.

#### **Board Members**

**Brig. Gen. Prof. Yadon M. Kohi**, Chairman of the Board and retired employee of Ministry of Defence. Professor of Surgery at Muhimbili University of Health and Allied Sciences and The Hubert Kairuki Memorial University both based in Dar es Salaam, Tanzania. Member of various research institutes and commissions.

**Mr. Joseph Rugumyamheto**, Vice Chairman and founding member of REPOA and former Permanent Secretary, Public Service Management. Currently engaged in extensive sharing of knowledge and experience on different forums and training programs after serving the Government of Tanzania for 35 years.

**Prof. Bertha Koda**, Professor of Development Studies at the Institute of Development Studies, University of Dar es Salaam, and member of REPOA.

**Dr. Servacius Likwelile**, Permanent Secretary, Ministry of Finance. Former head of Department of Economics, University of Dar es Salaam; former Director of Poverty Eradication, Poverty Eradication Division, Vice President's Office, Government of Tanzania.

**Prof. William Lyakurwa**, Professor of Economics, Former Executive Director of the African Economic Research Consortium (AERC), Nairobi, Kenya.

**Mr. Rashidi Mbuguni**, development consultant and founding member of REPOA. Managing Director, Business Care Services, Business Printers Limited and Business Times Limited (national media house).

**Prof. Joseph J. Semboja**, Executive Director of the UONGOZI Institute. Former Executive Director of REPOA and former Secretary to REPOA's Board of Directors and the Technical Advisory Committee. Also, former Director of the Economic Research Bureau of the University of Dar es Salaam.

**Mr. Michael Shirima**, founder of Precision Airline Services Ltd in 1994 and its Managing Director until 2003. Currently, he is the Chairman of the airline and represents the private sector on REPOA's Board.

**Prof. Samuel Wangwe**, Professor of Economics and Executive Director of REPOA and Secretary to REPOA's Board of Directors and the Technical Advisory Committee. Former Executive Director of the Economic and Social Research Foundation (ESRF), Tanzania.

**Ms. Mary Rusimbi**, Education specialist and civil society practitioner. Currently, a gender consultant. She represents the civil society sector on REPOA's Board.

## 5.4 Staff

REPOA's staff has extensive research skills in the areas of economic growth, rural development, health policy analysis, governance, public service delivery, local government reform, social services, fiscal decentralization, natural resources and environment management, and socio-economic issues and poverty alleviation. REPOA also has a large pool of consultants who are called upon to support activities in large or specialised projects. There are currently 32 staff members. Of these, 13 are researchers.

## 6.0 MONITORING, EVALUATION, AND LEARNING AND REPORTING

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Monitoring and Evaluation (M&E) is an important component of the strategic plan. It is designed to gauge organizational performance against plans and objectives. REPOA has adopted

results-based management as a key strategy to enhance its internal efficiency and effectiveness as well as improve implementation of its programs. REPOA will continue to use results-based management as an approach to ensure that its processes, research outputs and services contribute to the achievement of desired outcomes and impact goal. Results-based management will also help to provide a framework for strategic planning and management by improving learning and accountability. The framework will be used to mainstream M&E in REPOA's programs. The existing M&E framework will be reviewed to reflect the new strategic plan as shown in the diagram below.

## **6.1 Monitoring**

Monitoring will encompass tracking of research outputs and measuring their contribution to outcomes. Monitoring of outcomes will help to determine the success of REPOA's interventions. Information will be accumulated on a regular basis and in real time on progress towards each outcome, and the current situation will be periodically compared against baselines for each outcome indicator. To effectively monitor outcomes, the baselines will be established and the performance indicators refined. In addition, mechanisms and tools will be reviewed and designed to enhance capturing of the outcomes. Mechanisms that are in place such as field visits, stakeholder meetings, networking, systematic analysis and reports will continue to be refined to ensure policy stakeholders are involved at key stages throughout the research program.

## **6.2 Evaluation**

Evaluations will be done to attest the theory of change, in particular, REPOA will assess and collect data on how the research findings are contributing to improvements in development policies, in the legal framework, and in practices and behaviours which are retrogressive to social development and equity. The evaluations will also examine the impact pathway, i.e., how Inputs→Outputs→Outcomes→Impacts are linked and how efficient and effective REPOA is in deploying its resources. The outcomes of the evaluations shall be shared across the organization and our partners for learning purposes and improvement where required.

Two major evaluations shall be carried out during the implementation of this strategic plan, one at the midway point of the strategy and the second at the end. The purpose of the mid-term review is to assess the level of outcomes realized and suggest adjustments if required. At the end of the implementation, the evaluation will assess the overall implementation of the plan, assess outcomes and the contribution to the overall goal of improving the quality of life of people in Tanzania, and identify lessons to inform the next strategic plan.

### 6.3 Learning

Various mechanisms will be used to foster learning both at project and institutional levels. Reports on the implementation of activities will be shared with staff in order to improve, adjust or change the ways outputs are delivered.

### 6.4 Reporting

Quarterly, half-year and annual reports shall be prepared to capture the status of implementation of each annual plan. The reports will vary according to the requirements of relevant groups. Monthly reports will be for discussion with REPOA's management while quarterly, half-year and annual reports will be for presentation to the Board of Directors and development partners. Other reports shall be prepared to respond to the specific requirements of development partners. REPOA shall encourage all partners to use the same format and frequency of reporting to minimize transaction costs.

## 7.0 PROGRAM FINANCING

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To achieve the outcomes and contribute to the impact goal of the remaining period of the 2015-2019 Strategic Plan i.e. 2016 - 2019, REPOA will need financial resources. The funding required to implement the plan for the four-year period is USD 18,502,152.77. Of this total, we are seeking just over USD 4 million (22% of the projected expenditure) as core basket funding from development partners and USD 14.503 shall come from collaborative, commissioned work and other strategic partners.

### 7.1 The Budget

Output	Thematic area/Functional area* <sup>1</sup>	Total Budget for 4 years in Tshs
<b>Outcome 1: Knowledge for better policy results generated</b>		
<b>Output 1.1: Researches focusing Natural resources, Industrialization and enterprise development are undertaken</b>	1.1.1 Cutting across research themes activities	3,368,725,304.00
	1.1.2 Natural resources and economic development	2,229,150,000.00
	1.1.3 Enterprise development, productive competencies and job creation	725,550,000.00
	1.1.4 Socioeconomic transformation for inclusive development through industrialization in the context of globalization	77,700,000.00
	1.1.5 Dissemination of research findings	265,600,000.00
	1.1.6 Staff costs	0
	1.1.7 Implement operational activities	0

Output	Thematic area/Functional area* <sup>1</sup>	Total Budget for 4 years in Tshs
<b>1.2 Researches focusing Governance systems and social policy Undertaken</b>	1.2.1 Cutting across research themes activities	777,000,000.00
	1.2.2 Protecting income against impoverishment (Income transfers and consumption smoothing)	382,311,000.00
	1.2.3 Preventing capability deprivation (Enhancing human capabilities through social protection)	728,000.00
	1.2.4 Social protection and productive competencies (Labor, Productivity and Livelihoods across the Informal/Formal Divide)	212,000.00
	1.2.5 Pro-poor growth and social protection (Macro dimensions of generalized insecurity)	212,000.00
	1.2.6 Dissemination of research findings	100,000.00
	1.2.7 Public Resource Mobilisation and financial governance	583,800,000.00
	1.2.8 Economic governance and policy implementation	984,900,000.00
	1.2.9 Governance and sharing of land based resources	756,000,000.00
<b>Outcome 1 Ops costs</b>	1.2.10 Staff costs	2,448,471,222.00
	1.2.11 Implement operational activities	675,669,761.00
<b>Outcome 2: Commissioned work for Sustainability delivered</b>		
<b>2.1 General Activities</b>	2.1.1 Cut across all thematic areas	<b>0</b>
<b>2.2 Natural Resources</b>	2.2.1 Minerals, Oil and Gas	504,000,000
	2.2.2 Agriculture Development and Rural Transformation	286,020,000
	2.2.3 Forestry Wildlife and Fisheries	504,000,000
	2.2.4 Others	504,000,000
<b>2.3 Industrialisation and Enterprise Development</b>	2.3.1 Manufacturing and Transformation	504,000,000
	2.3.2 Enterprise Development and Employment	58,800,000
	2.3.3 Youth Employment	504,000,000
	2.3.4 Informal Sector and Transformation	504,000,000
	2.3.5 Productivity, Innovation and Technology	504,000,000
<b>2.4 Governance Systems and Social Policy</b>	2.4.1 Governance	504,000,000
	2.4.2 Service Delivery	0
	2.4.3 Local Government Finance	504,000,000
	2.4.4 Local Economic Development	504,000,000
	2.4.5 Protecting incomes	504,000,000
	2.4.6 Preventing Capability deprivation	504,000,000
	2.4.7 Productive Competencies	504,000,000
	2.4.8 Pro Poor Growth and SP	504,000,000
	2.4.9 Others	68,000,000
<b>2.5 Trainings related to</b>	2.5.1 Survey Based	160,000,000

<b>Output</b>	<b>Thematic area/Functional area*<sup>1</sup></b>	<b>Total Budget for 4 years in Tshs</b>
<b>Project Implementation</b>	2.5.2 Commissioned	160,000,000
<b>2.6 Designed/Taylor made Full Recovery Cost Trainings</b>	2.6.1 Researchers	320,000,000
	2.6.2 Research users	160,000,000
<b>2.7 OCS Grantees</b>	2.7.1 Capacity Building	254,942,400
<b>2.8 Outcome 2 ops costs</b>	2.8.1 Staff costs	2,448,471,222
	2.8.2 Implement operational activities	675,669,761
<b>Outcome 3: Knowledge is (shared, disseminated, and) utilized</b>		
3.1 A new Communication strategy developed	3.1.1 Implementing Communications strategy	282,200,000.00
3.2 Completed researches and studies published (Packaging and production)	3.2.1 Internal publishing	74,637,500.00
3.3 Published information is disseminated using mixed channel (Outreach services)	3.3.1. Dissemination	29,000,000.00
3.4 Hold Annual Research Workshops	3.4.1 Delivery on the Annual Research Workshop	1,000,000,000.00
<b>Outcome 4: Programs are Efficiently and Effectively delivered</b>		
4.1 Internal policies reviewed and work environment improved	4.1.1. Internal policies - HR strategy - HR policy and its implementation	2,543,679,647.00
4.2 Establish an integrated financial and operational reporting system	4.2.1. Financial systems	152,743,540.00
4.3 Results based M&E and Learning Strategy developed and institutionalised	4.3.1 M&E strategy	362,000,000.00
4.4 Resource centre is well stocked and maintained	4.4.1. Information provision	542,430,224.00
4.5 REPOA strategic Direction Ensured	4.5.1 Strategic undertakings	400,000,000.00
4.6 Governance support services efficiently and effectively delivered	4.6.1. Governance systems	445,300,000.00
4.7 Ops costs for support & Admin	4.7.1 Staff costs	4,896,942,444
	4.7.2 Implement operational activities	1,351,339,522
	Total in Tshs	<b>37,004,305,547.00</b>
	Total in USD	<b>18,502,152.77</b>

## **8.0 RESOURCE MOBILISATION**

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### **8.1 REPOA Resource Mobilization Plan 2015-2019**

The Resource Mobilization Plan supports the REPOA Strategic Plan and seeks to ensure that it is fully resourced to execute its mandate and achieve its objectives. This plan is divided into four main sections:

- 1) An overview
- 2) Projected expenditure per strategy
- 3) Expected funding from other sources non than DPs
- 4) Sustainability strategy for the basket funding
- 5) Emerging funding opportunities

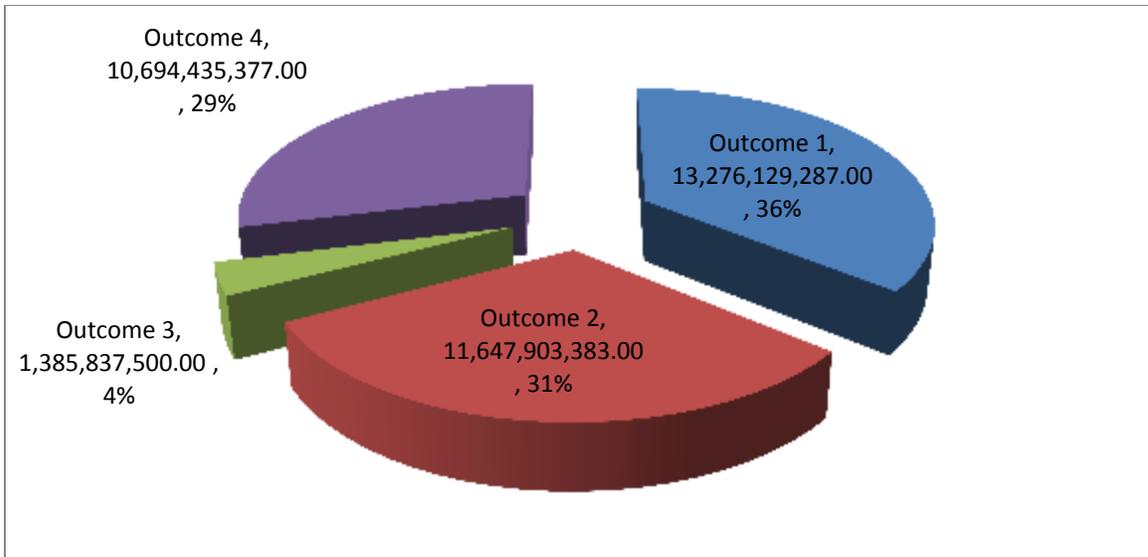
### **8.2 Overview**

The budget for expenditure for the strategic plan for the period from 1 January 2015 until 31 December 2015 under Previous Strategic Plan 2015-2019 totals USD 3.913 million. The projected expenditure for the remaining period of the Strategic Plan 2015-2019 i.e. 2016 - 2019 totals USD 18.5 million with an annual average expenditure of USD 4.625 million.

To finance the expenditure of the remaining period of 4 years of the strategic plan we are seeking just over USD 8 million as core basket funding from key development partners, representing an average yearly contribution of just over USD 2 million. It is expected that receipts from other sources totaling USD 10.503 million over the four years will make up the difference between donor support and expenditure. This means that donor support for basket funding of REPOA's activities will cover 43% of the projected expenditure and 57% will come from collaborative and commissioned work and from other bilateral partners other than DPs.

### **8.3 Expenditure**

The budget for expenditure is USD 18.5 million; this reflects our initiative to strengthen support to strategic research on one hand and collaborative and commissioned work on the other. The additional resources will also be directed at addressing the challenges identified in our previous strategy, including inputs to the quality of research, dissemination of research findings and the measurement of results and impact. The allocation of expenditure in the next four years will be as follows:



Outcome area	Total budget 2015-2019	Percentage
Outcome 1	13,276,129,287.00	36%
Outcome 2	11,647,903,383.00	31%
Outcome 3	1,385,837,500.00	4%
Outcome 4	10,694,435,377.00	29%
<b>Total annual budget:</b>	<b>37,004,305,547.00</b>	<b>100%</b>

#### 8.4 Expected Funding from Other Sources

REPOA will receive an estimated USD 977,378.06 from Think Tank Initiative for the remaining 3.5 year of contract.

#### 8.5 Sustainability Strategy

REPOA understands that over time donors' focal areas and strategies change. During implementation of the 2015 plan REPOA has reviewed its annual plan three times to align with the challenges of diminishing support from DPs. This experience has led to reviewing the remaining 4 years of the 2015 – 2019 Strategic Plan to ensure REPOA will continue remaining relevant and focused to the policy landscape in Tanzania and in the region. One of the key strategic decisions taken was to keep expectations of institutional support moderate while pursuing more collaborative projects and commissioned work relevant and supporting REPOA's strategy. REPOA shall strengthen its M&E framework to ensure outcomes and impacts are gathered within the implementing lines demonstrate our leaner and unique yet important contribution to socio-economic transformation with inclusive growth.

### 8.5.1 Basket Funding

REPOA therefore expects contribution to the basket funding for 2016 from the following:

Donor	Amount committed 2016	USD
1. Department for International Development (DFID), United Kingdom through KPMG	GBP 300,000	484,950
2. Embassy of Sweden	SEK 4,000,000	492,000

Management had previously consulted with all current basket donors and presented the 2015-2019 Strategic Plan to seek their support. Denmark was willing to continue but details will be ironed out before the end of December 2015 or January 2016, this is not therefore indicated in the plan. Sweden will finalize its position by November 2015. Switzerland agreed to exchange the strategy documents and highlight areas of common interest. Ireland has promised to engage REPOA and determine areas of interest and DFID are reviewing their support strategy through ACT and are willing to continue supporting policy research work. They will also open a window for collaborative work with research organizations in developing countries and Tanzania is one of the areas of focus.

### 8.5.2 Collaborative and commissioned work

As explained above REPOA will from now onwards expand and consolidate its efforts in growing collaborative work and commissioned work that is closely linked to the strategic focus to raise more funds to support the core strategic delivery. Below is the list of existing collaborative funding and the commissioned work we are following up for 2016:

Source	Currency	Amount	Amount in USD
Norwegian Embassy	NOK	5,313,902	656,266.90
Danish Embassy	USD	450000	481,500.00
IDRC/UNICEF			260,989.29
Gates Foundation	USD	716000	766,120.00
Commissioned studies			2,074,538.72

### 8.6 Emerging Funding Opportunities

REPOA will continue to identify other new emerging opportunities for funding to broaden the donor base to other interested development partners, especially those with whom we have already initiated discussions, including China and African Development Bank REPOA shall also actively and selectively pursue collaborative and commissioned studies that are relevant to our strategic research themes.

The management will form a resource mobilization team/unit to focus on this important function and shall review and update the resource mobilization strategy to respond to the needs of the

organization and stakeholders. The team shall be responsible for following up existing and new leads from international institutions doing similar work or new development partners interested in REPOA's work.

## 9.0 RISK ASSESSMENT AND MITIGATION MEASURES

The following table summarizes the risks that REPOA is likely to face during the next period, the likelihood of these events, their anticipated impact and measures the organization is putting in place to mitigate these risks.

RISK	LIKELIHOOD	IMPACT	MITIGATING MEASURES	RISK OWNER
Change of donor policies with respect to research	High	High	Putting in place a long-term sustainability strategy, including creation of an endowment fund, diversification of funding sources, and continuous donor education on the importance and relevance of research	Board and management
Staff turnover	Medium	Medium to high	Creation of conducive working environment for staff	Management
Leadership transition not going smoothly	Medium	High	Putting in place a robust succession plan	Management
Restructuring if not handled well and not welcomed smoothly	Medium	High	Ensure openness and transparency in the exercise and allow more flexible departure to allow individuals affected to settle smoothly	Board and Management
Political environment, e.g., elections leading to violence	Medium	High	Use research to advocate for importance of peace and stability in development	Research departments
IT failures, e.g. server crashing, etc.	Medium	High	Having in place off-site backup systems	Dept of Communications and Information Services
Physical risks,	Low	High	Strengthening security	Dept of Finance and

RISK	LIKELIHOOD	IMPACT	MITIGATING MEASURES	RISK OWNER
such as fire, theft			systems such as security cameras, electric fences, fire alarms, fire extinguishers, etc. Having in place off-site backup systems	Administration