



# Annual Report 2022



# REPOA's

## organisational profile



### Mission

To engage in policy research and dialogue that promote socio-economic transformation for inclusive development.



### Vision

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



### Strategic goals

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

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



### Research themes

Our Research Programme for 2020–2024 focuses on three core and two cross-cutting themes:

- Productive sectors and inclusive development
- Gender and human development
- Governance, accountability, and citizen participation



### Cross-cutting themes

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



### Core values

**Quality:** We apply well-considered methodologies to our work to ensure rigour and excellence.

**Integrity:** We conduct all activities in a manner that maintains the good reputation of our organisation by being truthful and honest.

**Inclusiveness:** We accept and value contributions from all people regardless of the differences in gender, ethnicity, religious background, or political affiliations.

**Innovation:** We exercise optimal intellectual capabilities to learn and improve the way we do things, applying innovative solutions to fulfil our mission in the most efficient and effective ways.

**Accountability:** We accept responsibility for our actions and decisions in the performance of our roles, being transparent and fully accountable to our stakeholders.



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# Acronyms

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ARW	Annual Research Workshop
CSOs	Civil Society Organisations
EOS	Executive Opinion Survey
EPA	EU and EAC's Economic Partnership Agreements
GCI	Global Competitive Index
GGTTI	Global Go To Think Tank Index
LGAs	Local Government Authorities
MDAs	Ministries, Departments, and Agencies
NBAA	National Board of Accountants and Auditors
OCS	Open Competitive System
PO-RALG	President's Office Regional Administration and Local Government
RLGSP	Regional and Local Government Strengthening Programme
RMF	Results Measurement Framework





## Letter from the Chairperson of the Board of Directors

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Dear Stakeholders,

Welcome to our Annual Report for 2022.

At the time I wrote my introduction to the last year's Annual Report, I alluded to the challenging times that had faced many individuals and organizations around the globe owing to the Covid-19 pandemic.

This year, the war in Ukraine, the continuing effects of COVID-19 pandemic, rising inflation, an energy crisis, supply chain disruption and the pressing need to address climate change have combined to produce what could be termed as the epitome of challenging global circumstances in recent times – also paving way to some disruption in the funding landscape.

Re-positioning ourselves to remain relevant and competitive gave us yet another impetus to record further progress in our programme, despite the exogenous challenges. As was the case in the rest of the world, policymakers in Tanzania continuously needed analytical outputs and research-based evidence to better inform the planning process and to ensure that the designed interventions really address the underlying development obstacles and that they target the relevant population.

As reflected in this report, we continued focusing on our broader purpose of generating and disseminating knowledge and informing the policy making process by providing timely and credible, research- based evidence. We are proud of many outcomes of our work in influencing various policies, ranging from decentralization and industrial development strategies and policies to reforms in the business environment, private sector development, gender policies, and climate change adaptation initiatives.

We also continued to firmly leverage our strengths, working with global partners to implement our research and capacity building activities, and to enhance policy development in Tanzania and within the East African region.

On behalf of the Board of Directors, I thank all our stakeholders for standing by us in the spirit of collective resilience and progress even during the current challenging global circumstances. I thank the Government of Tanzania, our core partners, research collaborators, the private sector, civil society organizations, the media, and all REPOA friends. My appreciations also go to the dedicated management and staff of REPOA who worked hard to navigate the year as positively and strongly as per the expectations.

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





## Letter from the Executive Director

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Dear our esteemed stakeholders, we are thrilled to present to you our annual report for 2022. The year 2022 marked the third year of implementation of our fifth strategic plan 2020-2024, seeking to inform and promote development policy agenda for further and accelerated socio-economic transformation and inclusive development.

The year under review witnessed arguably the most challenging global circumstances in recent times starting with the war in Ukraine, the continuing effects of COVID-19 pandemic, the energy crisis and supply chain disruptions that caused rising inflation, and the pressing need to address climate change.

When viewed in the public sector lenses, they present some disruption in the traditional funding landscape from development partners.

Theses exogenous factors to a certain extent affected the implementation of our programme activities and resource mobilisation efforts. However, the implementation of programme activities during the year proceeded as planned to a large extent, thanks to the adaptive and innovative staff team, our collaborators, and our partners.

Programme implementation was aided by proactive and adaptative management practices, informed by a comprehensive ex-ante assessment of risks, learning from prior experiences, timely monitoring, real-time response to events in the operating environment, and continued improvement of our Monitoring and Evaluation systems.

Key highlights for the year include an upscaling of research under Goal 1; impactful and demand-driven capacity building under Goal 2; and continued evidence-based policy support to the policy makers in the three pillars of state, and informed planning by other development stakeholders under Goal 3.

Across REPOA's thematic portfolios, the year witnessed headline outcomes from the ongoing action-research on the governance of adaptation finance; innovative domestic revenue mobilisation analysis; assessment of the impact of regulatory reforms; continued implementation of the multi-year research programme on Environment and Climate Change; and finalization of trade policy research and development activities in the selected value chains.



High priority was given to proactive stakeholder engagement at various stages of REPOA's operations, including design, implementation, validation and dissemination of research, and policy support. This was done through regular and interactive discussions with various actors and research users, including policy makers from central and local government, parliamentarians, development partners, civil society organizations, and the private sector.

Knowledge generation was further strengthened by the successful conclusion of several applied policy research by junior researchers as part of our unique capacity building through "learning -by-doing" approach through the Open Competitive System (OCS). There was also recognition of our research and training activities to other actors from both sides of the union on trade competitiveness, climate change adaptation, and public finance aspects of domestic revenue mobilisation and public expenditure framework.

We also continued to receive generous support from our core-funding partners that enabled us to implement our planned activities. We are extremely grateful to each of the core funding partners that have continued to support us, as well as to other partner organisations that offered various opportunities for collaboration in several long-term and short-term research projects and programmes. We thank you all for the trust.

We wrapped up the year with an equally engaging 26th Annual research Workshop, one of our flagship events, organised in collaboration with the Zanzibar's Ministry of Trade and Industrial Development (ZMTID) and the CRDB Bank PLC.

Held in Zanzibar and themed: *"Adapting Trade to Climate Change for Competitive Green Growth"* the workshop brought together

over 412 stakeholders from the Government, the banking sector, research institutions, think tanks, academia, private sector, NGOs & CSOs, development partners, and other development practitioners to discuss how Tanzania can adapt trade to climate change for competitive green growth. We were also honoured with the presence of the President of Zanzibar and Chairman of the Revolutionary Council, H.E. Dr. Hussein Ali Mwinyi as the Guest of honour.

As was the case in the prior years, we are proud that the 26th Annual Research Workshop offered a good platform to researchers, research users, and other development stakeholders to meet and discuss research findings, and their associated implications for development policy in Tanzania.

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

Once again, we thank our core partners and other collaborating institutions for making it possible to realize our annual targets. These have made a difference to our society. We thank the Government of Tanzania for continuing to provide an enabling environment for think tanks.

**Dr Donald Mmari**  
Executive Director

# Highlights from 2022



## Proud of our significant technical support in strengthening and deepening decentralisation

During the year, the Government of Tanzania through the President's Office Regional Administration and Local Government (PO-RALG) formally adopted the Regional and Local Government Strengthening Programme (RLGSP) which is aimed at strengthening and deepening decentralisation in the country. The preparation of this programme received significant technical support various individuals and institutions, led by REPOA. Since its establishment over 28 years ago, REPOA has provided technical support to Ministries, Departments and Agencies (MDAs) and various Local Government Authorities (LGAs) and other actors.

Between 2019 and 2021 we collaborated with the PO-RALG along with other institutions to provide research-based evidence to inform the preparation of RLGSP. This contribution is one of the significant milestones in the delivery of our mission through this key outcome realized in 2022.

### Inputs into other policy actions...

During the reporting period, REPOA managed to increase collaborations with policy makers and engaged with key ministries and agencies, through targeted meetings and policy reviews. REPOA engaged with senior officials from the Ministry of Finance and Planning (MoFP), Ministry of Investment Industry and Trade (MIIT), President's Office Regional Administration and Local Government (PO-RALG), Ministry of Trade and Industrial Development of the Revolutionary Government of Zanzibar, Office of the National Assembly, and the Parliamentary Budget Committee to discuss areas of common interest and potential contribution of REPOA in providing research-based evidence to support macro-

The RLGSP outlines strategic actions for strengthening the roles of regions and LGAs in promoting local economic development and enhancing citizen participation, among others. Further efforts included the participation of regional administrations, LGAs, and relevant policy makers in the policy workshop on Informal Street Vendors (Wamachinga) in which we proposed strategies for integrating them into Local Economic Development (LED) initiatives.

The decision by PO-RALG to strengthen the decentralisation of trade and investment promotion by re-defining the functions of trade and investment units at both the Regional Secretariat and LGA level represents an important milestone in the adoption of REPOA's research findings in enhancing the role of regional and local governments in promoting LED, increasing productivity, and widening the revenue base.

economic stability, poverty reduction, and to promote economic and fiscal independence; to deepen devolution and local economic development; to inform the development of a new national development vision 2050, and to inform review of various sector policies and strategies.

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



## Inspiring quotes in 2022



"I commend REPOA for their continued policy research engagement with my government in the acceleration of our growth in areas such as the blue economy, tourism, and other productive sectors. As the Government, we really need research-based evidence to inform our policy making processes," said **H.E. Dr. Hussein Ali Mwinyi President of Zanzibar and Chairman of the Revolutionary Council** when speaking at the 26th Annual Research Workshop organised by REPOA in collaboration with the CRDB Bank PLC and Zanzibar's Ministry of Trade & Industrial Development on the 3rd of November 2022 in Zanzibar.

"REPOA is increasingly elevating its identity on policy influence, as we read that they remained the fourth think tank in sub-Saharan Africa and top in Tanzania as ranked in the Global Go To Think Tank Index (GGTTI). We congratulate them," said the **Guest of Honor and Deputy Minister for Education, Science & Technology, Omar Kipanga** at the sixth instalment of the Pamoja Sixty Conference Series on examining the U.S.-Tanzania Partnership in decades held at the University of Dodoma (UDOM) on the 7th of June 2022. Event was hosted by REPOA in collaboration with the U.S. Embassy in Tanzania.



"We are proud to have partnered with REPOA for this timely workshop (26th Annual Research Workshop) on "Adapting trade to climate change for competitive green growth," which largely imparts knowledge on climate change issues, and the opportunities that it presents," **Group CEO & Managing Director of CRDB Bank PLC Mr. Abdulmajid Nsekela**, speaking at the 26th Annual Research Workshop in Zanzibar on the 3rd of November 2022 in Zanzibar.



"Government, policy makers and other actors need analytical, research-based evidence to inform planning processes, develop relevant economic development policies, and monitor their implementation. That is why Denmark has been supporting REPOA - an independent evidence-based research institution in Tanzania," said the **Danish Ambassador to Tanzania, H.E. Mette Nørgaard Dissing-Spandet** when the Embassy of Denmark signed an extended Bilateral Agreement with REPOA on the 11th of April 2022 for which the former had committed additional grant of DKK 3 million equivalent to TZS 1Bn as core funding to support the implementation REPOA's Strategic Plan (2020-2024).

# Activities and achievements in 2022

## Overview

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

The year 2022 marked the third year of implementation of the current five-year research programme 2020-24, one that reflects priorities from key domestic, regional, and international development frameworks - including the Tanzania's Third Five-Year Development Plan and its accompanying Long-Term Perspective Plan; the Southern African Development Community Industrialization Strategy; African Union's Agenda 2063; and the United Nations 2030 Agenda for Sustainable Development.

In Tanzania, where 26.4% (based on HBS, 2018) of the population live below poverty line, poverty cannot be separated from the dynamics of growth and socioeconomic transformation. Thus, REPOA continued to promote the view that sustained poverty reduction requires economic growth that is inclusive and transformative i.e., growth that results from and reinforces structural change to generate productive, fairly remunerated jobs, safe work environments, and generalized access to economic opportunities and social services for the Tanzanian society.

Consistent with the results-based management system, this report provides the highlights of outputs and outcomes realized during

the year under the organisation's three strategic goals:

**Goal 1: Undertaking quality, relevant and high impact research,** which aims at delivering high quality, policy-relevant research outputs for informing key stakeholders.

**Goal 2: Impactful capacity building of researchers and research users,** which aims at increasing the number of competent policy researchers and strengthening the uptake of evidence in policy.

**Goal 3: Develop an organisational model of excellence for evidence-based, stakeholder-led research,** which focuses on developing the staff and organisational capacity to the level of a centre of excellence and a first port of call for evidence-based research and knowledge in Tanzania.

REPOA produces robust and relevant evidence-based knowledge to inform national policies and development programmes through strategic research, which are designed and implemented in-house, and collaborative research projects that are designed and implemented in collaboration with other institutions and agencies.

In carrying out its strategic and collaborative research projects, REPOA engages with its stakeholders right from project inception and design through the dissemination of findings, with a view to encouraging stakeholders' ownership and to best inform learning or adjustments in the policies and programmes under implementation. Knowledge sharing events are organised to promote dialogue on emerging thematic concerns of development and to ensure broader access of stakeholders and the public to our research findings. REPOA researchers are always encouraged to participate in events



organised by other stakeholders for expanded learning and knowledge sharing, policy influence, and networking with policy actors, development partners, civil societies, private sector, and the academic community.

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

### Connected on the ground through shared goals

REPOA focuses its policy research work, partnerships, and dialogues for the promotion of socio-economic transformation for inclusive development - broadly aligned with the UN Sustainable Development Goals i.e., the 17 Global Goals.

We contribute to achieving these international development goals along with regional aspirations including the Africa's Union Agenda 2063.



# Our 2022 results at a glance

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

## REPOA in 2022





# Achievements

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

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



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

### **Experiences of cotton and textile manufacturing: Lesson for Tanzania**

During the year, REPOA conducted a review of how Tanzania can adopt other countries' best experiences to increase its production and export capacity. A policy dialogue was conducted between 17 and 18 May 2023 and was attended by the Government, research and academia, civil society, and private sector working in cotton and apparel.



Findings from this study will inform revisions to the Cotton to Clothing strategy with focus on productivity and value chain development. They also provide inputs on industrialization policies, including the ongoing technical advisory support to the Ministry of

Investments, Industry and Trade, in the context of implementation of the third Five-Year Development Plan and the ongoing review of the Sustainable Industrial Development Policy (SIDP).

### **Development minerals value chain in Tanzania**

This study examined the sand value chain and the economic potential of development minerals in Tanzania as highlighted

through the publication of two policy briefs, a research report, and a policy dialogue with industry stakeholders. Cognizant of the sustainability aspects of mineral production, the study also addressed environmental policy issues related to sand harvesting.



Key findings from the study indicate that: Despite the immense supply of key inputs to the industries and construction, little is known about development minerals sub-sector; Gender equality issues seem to be confronting the sub-sector; The

sub-sector offers employment and livelihoods to many unskilled women who engage in stone crushing and supply of food services; There is a use of labour intensive, rudimentary, low-tech and often manual methods which causes regular physical injuries, body exhaustion and low productivity; and Poor health and safety procedures dominate the subsector's activities.



## ***The socio-economic impact of natural gas and LNG in the southern parts of Tanzania***



This study aimed at investigating citizen's perceptions on natural gas and the impact of LNG project at the micro level in Mtwara and Lindi regions. Since the discovery of natural gas in the southern regions, the Government was prompted to improve the social

services in response to the growing migration of people searching for greener pastures in the region. Both households and firms mentioned that they perceived positive impacts from the project.

However, there are mixed views with most of the respondents (households and enterprises) arguing that it is their first time to hear about the project while others showed some limited knowledge about it. A report and a policy brief providing more detail and recommendations were finalized and published.

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

This study examined the policy coherence involving recent developments in the seaweed value chains, particularly the constraints undermining and opportunities for enhancing the competitiveness of the seaweed sub-sector along the Zanzibar-Pemba corridor. The reporting was validated and disseminated. The study found that the seaweed value chain faces a combination of threats due to climate change and unsustainable production methods that only focus on seaweed harvesting

without concomitant replenishment (the common pool problem). Other sector challenges include poor governance and environmental degradation of seaweed habitat due to climate change, diseases such as epiphytes colonisation, weak production, and export capacity, and decline in export prices.



The huge decline in seaweed prices in export markets is largely attributed to monopolistic behaviour by a few international buyers who export to their mother companies (in the USA and Europe) for processing, and the surge in seaweed supply from Indonesia and China.

## ***Climate Smart Agriculture training programme in Kagera region***



Women's group participants in Kagera execute lessons learnt on the Climate Smart Agriculture practices, also by deploying REPOA study findings.

Under this programme, a baseline survey was done, and a narrative report was produced that mapped women-led groups engaged in agriculture/food systems and climate change. The women groups were provided with technical assistance to help them mainstream gender in their business operations.



This process was followed by rigorous M&E to establish the gender-impact-evidence-base for encouraging financial and non-financial support to such businesses. A training programme, an inception report and 8 training kits were produced and available for potential scaling up in other regions. The study also developed and rolled out a training programme on Climate Smart Agriculture to 5 regional secretariat officers, 8 extension officers, 2 agro-economists, 1 meteorologist, 16 Lead Facilitators, 108 Division Lead Facilitators and 200 Councillors from all of the 8 Councils in the Kagera region.

### **Rapid assessment of the impact of Russia-Ukraine crisis on rural livelihood**



This study aimed at assessing impacts of the Russia-Ukraine war on rural livelihoods and particularly those related to women and girls in Tanzania. Globally, the Ukraine crisis has

severely impacted social cohesion, community security, food security and the resilience of communities, particularly affecting women, and girls. Like in any other crisis, the war can potentially exacerbate socio-economic marginalization, insecurity, and gender inequalities where women and girls are disproportionately affected even in countries where the conflict is not directly taking place because of the economic knock-on effects.

The study is a result of a collaborative partnership with the International Fund for Agricultural Development (IFAD) and United Nations Women (UN Women), both part of the United Nations group grounded in the vision of equality and works for connecting the rural poor to markets and services; empowerment of women; and the promotion of equality between women and men as partners and beneficiaries of development. The report provides input on how to respond to the global crises similar to the Ukraine-Russian crisis in the future.

### **Women's empowerment in Tanzania**

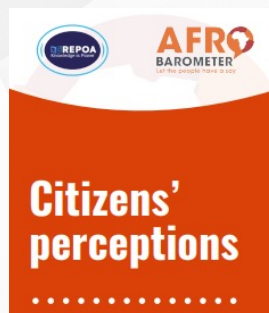


The purpose of this study was to examine the factors which influence the participation of women spouses in intra-household decision-making processes. This study uses data from Round 7 of the Afrobarometer survey, collected in 2017. During the year, the

comments from the publication committee were incorporated, and the working paper and a policy brief were re-submitted for publication.

Findings from the study indicate that only a few women (12%) exercise autonomy over how to spend their money, while others (88%) rely on joint decision-making with their husbands. Women with formal education are over seven times more likely to decide on spending their money independent of their spouses than their men counterparts, while employed women are two times more likely to decide on spending their money independent of their husbands than those with self-employment. These findings will inform the implementation of the National Women's Development and Gender policy and strategies, and attainment of the Sustainable Development Goal 5 – Gender equality.

### **Afrobarometer survey**



The Afrobarometer survey provides important inputs for tracking development of indicators of economic development, good governance, and various aspects of wellbeing and citizen participation. Afrobarometer is a non-partisan cross-country survey conducted in more than 30 African countries today. It started in 1999 with less than 10 countries, Tanzania included.



Tanzania's current survey reported under this reporting period is the 8th round. The survey aims at tracking citizens' perceptions - how they think their country is managed politically, socially, and economically.

The survey uses standard questionnaires across all countries, with a room to include few country's specific questions. It also uses a standard sampling procedure so that results can be compared overtime within a country but also across-countries.

During the reporting period, final dissemination of round 8, which focused on corruption was conducted as scheduled. In addition, three press releases were published as part of dissemination of round 8.

### **Executive Opinion Survey**



The Executive Opinion Survey (EOS) is a collaborative project with the World Economic Forum (WEF) which produce

the Global Competitiveness Reports, a cross-country benchmarking analysis of the factors and institutions that determine long term growth and prosperity of countries. EOS measures competitiveness as the set of institutions, policies, and factors that determine the level of productivity of a country.

The level of productivity, in turn, sets the standard of prosperity that can be reached by an economy. The productivity level also determines the rates of return obtained by investments in an economy, which in turn are the fundamental drivers of its growth rates. This report also produces the Assessment of Global Competitive Index (GCI). The specific business issues in the survey include infrastructure, technology, financial environment, foreign

trade and investment, business operations and innovation, security, governance, education, health, and global risks for businesses. REPOA has been conducting these annual surveys in Tanzania for the last two decades.

This reporting year saw a framework of cooperation signed along with a launch meeting, which paved the way for data collection. The analytical work and dissemination will take place in 2023.

### **Public goods provision and democracy in Tanzania (Urbanisation and democracy in Tanzania)**

This study sought to examine how urbanisation is shaping the political and social expectations of citizens and whether it has impacts on the support for democratic development, understanding of the changing expectations of urban citizens regarding the role of the public good delivery and democracy in the socioeconomic context of rapid urbanisation in Tanzania.



REPOA's Executive Director, Dr. Donald Mmari making his remarks at the hybrid opening session to this study's dissemination event held at REPOA in September, 2022.

A policy dialogue was held with the President's Office – Regional Administration and Local Government (PO RALG) in Dodoma. The hybrid open session was conducted at REPOA's premises in collaboration with Friedrich Ebert Stiftung (FES). Likewise, in collaboration with FES three policy briefs were also published and disseminated.



This study sought to examine how urbanisation is shaping the political and social expectations of citizens and whether it has impacts on the support for democratic development, hence provide a better understanding of the changing expectations of urban citizens regarding the role of the public good delivery and democracy in the socioeconomic context of rapid urbanisation in Tanzania. A policy dialogue was held with the President's Office – Regional Administration and Local Government (PO RALG) in Dodoma. The hybrid open session was conducted at REPOA's premises in collaboration with Friedrich Ebert Stiftung (FES). Likewise, in collaboration with FES three policy briefs were also published and disseminated.

### **Fairwork project - Gig workers in the 4th industrial era**

This study is geared to explore the gig economy markets in Tanzania. The market has more than five thousand ride- hailing workers (including cab drivers, motorcycle (bodaboda, and tricycle (bajaji) riders); and around two thousand app-based delivery workers.



Mr. Josephat Nganga, Director of Employment Services at Prime Minister's Office speaking at the Fairwork Project Launch held at REPOA in July, 2023.

Specifically, the study sought to assess the fairness of working conditions at digital labour platforms- principles include fair (pay, condition, contracts, management, and representation). The study phase engaged major stakeholders in the gig platform through interviews and surveys with platform workers and management, as well as officials from the ministries and agencies responsible for labour and communication.

The findings from this study will inform policymakers in formulating labour policies for digital platforms in Tanzania. An analytical report was launched at the stakeholder's dissemination workshop held during the year.

### **Significance of developing a public procurement policy in Tanzania**



Working with the Ministry of Finance and Planning, this study sought to determine the significance of developing the Public Procurement Policy, which

can help to resolve existing challenges such as: lack of public procurement professional development plan and strategy; lack of overall public procurement policy guidance that defines the value, norms and socio-economic aspirations of the country; and lack of confidence as well as trust in the procurement system by suppliers, contractors, consultants, service providers and also common citizens on the way procurement matters are being handled by procuring entities.

The study also sought to find out whether these and other challenges require the development of public procurement policy or the modification of existing laws and regulations.

Overall, findings reveal that the continued absence of a dedicated National Public Procurement Policy has led to multiple challenges in the planning, execution, and evaluation of public procurement.

## Analysis of the drivers of tax policy in Tanzania



This study seeks to examine the drivers of tax policy in Tanzania to inform improvements in domestic revenue mobilisation.

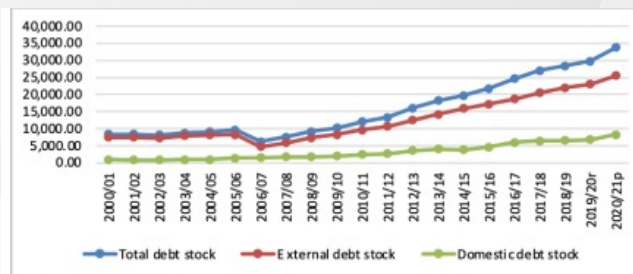
During the reporting period, 1 research report and 3 policy briefs were published. The findings of this project were presented to TRA and members of the Parliamentary Budget Committee. Findings from the study reveal that over the past two decades, the expenditure budget of the Government of Tanzania has risen significantly to match the rising needs of its citizens. This has also led to an increasing budget deficit, as revenues fell short of expenditures. The study also shows the decline in the overall tax buoyancy in the past six years, and that the most buoyant taxes remain to be income taxes, excise duties and VAT.

## Analysis of the impact of selected regulatory reforms on the cost of doing business



The study seeks to establish the magnitude of the impact of recent reforms in the business environment on firms in Tanzania. One research report and 2 policy briefs were produced during the year. Overall, findings reveal a multiplicity of taxes, fees, and charges in the hotel industry. Operators face up to 31 different taxes, fees, and charges, such that an individual hotel spends an average of 45.1 hours a year staying compliant. The time cost sums up to 191,764 hours spent per year by all the hotels in Mainland Tanzania to stay compliant. Such amount of time is equivalent to nearly 1,200 full-time workers doing nothing but meeting regulatory demands in a month.

## Analysis of Trends and Patterns of Public Debt and Impact on Private Sector Financing



Source: Bank of Tanzania, 2021

This study seeks to examine trends and patterns of public debt as well as its impact on the private sector's access to finance.

The reporting period saw the production of 1 research report and 3 policy briefs by the study team. Analysis of the impact of public debt on the lending rates show that in the long run, external debt was found to have a significant positive effect while domestic debt had negative significant effect on lending rates. In the short run, the domestic debt was found to have a significant negative impact on the lending rate in Tanzania.



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



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

### Training of researchers



During the year, a **total number of 75 (33 females, 42 males)** benefited from REPOA's training on sampling and data collection methodology using an electronic data capture approach.

The training provided was associated with the following eight research projects.

Under these specific research projects listed below, preliminary research activities enabled researchers to be trained on sampling and data collection methodology using an electronic data capture approach.



Also, during the year 32 young researchers (7 females, 25 males) benefited from REPOA's two more training windows that combined both research methodology and writing skills. During the same time, these researchers were given the opportunity to present their work in progress and benefited from comments and guidance from experienced researchers as part of our peer review. Upon submission of their first drafts, and with inputs from independent reviewers, these reports are expected to be finalised in 2023.

## Training of research users

During the reporting year, we trained various research users as part of the efforts to promote appropriate interpretation of findings, improved understanding of policy recommendations, and a general appreciation of the research process and its validation.



Former Controller & Auditor General (CAG) Mr. Ludovick Utouh delivering his presentation at a training workshop for policy makers and civil society members held at REPOA in August 2022.

The training targeted government officials, various sector representatives, media, producer intermediaries, communities, and CSOs. These trainings also influence the use of research work in policymaking, monitoring, and evaluation, thus contributing to the realization of our strategic objectives.

**262**  
research users

**A total number of research users (incl. 110 females) trained during the year.**

Overall, the trainings were attended by 262 participants of whom 110 were women. Some of the trained participants were 54 members of the Parliamentary Standing Committees (of whom 29 were women), and 134 participants were trained on practical approaches to policy research and influencing evidence uptake (of whom 44 were women) from Dodoma University.



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



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

### REPOA engagements with stakeholders



Bringing together stakeholders to discuss mutually beneficial aspects, as at this Nordic Business Seminar held in June 2022 at REPOA.

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

A total of 68 events were organised by us and/or together with Government and other multi-lateral organisations.

The events included 13 conferences, 19 consultative meetings, 9 dissemination sessions, 7 trainings, 13 workshops, 2 launch sessions, 1 Forum and 4 policy dialogues.

### Multi-stakeholder policy research workshop

Since it commenced operations in 1995, REPOA has been organising and conducting the Annual Research Workshop (ARW) which engages a multi-stakeholder cohort of policymakers, academia and researchers, development partners, private sector CSOs, and providing a networking forum for debate and dialogue among stakeholders.



Guest of Honour and President of the Revolutionary Government of Zanzibar, H.E. Dr. Hussein Ali Mwinyi officiating the workshop.

During the year, the 26th ARW event was held in Zanzibar, and successfully organised in collaboration with the Zanzibar's Ministry of Trade and Industrial Development (ZMTID) and CRDB Bank PLC. The multi-stakeholder event was honoured with presence of the President of Zanzibar and Chairman of the Revolutionary Council, H.E. Dr. Hussein Ali Mwinyi as the Guest of honour, along with all key Zanzibar's cabinet Ministers and Permanent Secretaries - in addition to a strong contingent from the development partners, corporate world, academia, private sector actors, media and CSOs.



## Publicity and Branding

During the year, REPOA featured in more media programmes mostly tied with the growing number of research dissemination events. Some of these events were organised in collaboration with our partners, and together elevated REPOA's visibility quite substantially – whilst achieving nearly four times more than the earlier anticipated annual level of media engagement. This went hand in hand with our quest to derive better visibility and branding of our programme, and the broader dissemination of our research outputs to the public.

## Publishing of Research Findings



**04**

journal articles  
published



**27**

Research  
Reports  
published



**24**

policy briefs  
published



**12**

Book chapter

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



Prof. Godius Kahyarara, the then Permanent Secretary Ministry of Investments, Industry, and Trade speaking to the media soon after Nordic Business Seminar held at REPOA in 2022.

## Media Engagements and Outreach

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



**131 times**

internally driven  
social media  
campaign posts



**On 207**

different occasions  
through social  
media.

## Information and Communication Technology (ICT)



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



## Resource Centre



**1000**

digital and  
print books  
added



**16**

print and  
digital journals  
were  
subscribed



**233**

new books  
added.



**251**

copies of  
books catalogued

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

### Monitoring, Evaluation and Learning (MEL)

During the year we revisited the design and strengthened the tools for data collection of our Results Measurement Framework (RMF) to help capture our programme results better. The tool is aimed at increasing the efficiency and effectiveness of our programme's implementation.

### Partnerships and Outreach

Partnerships are key in sustaining REPOA's core functions, for communicating the findings from research and to influence



Danish Ambassador to Tanzania, H.E. Mette Norgaard Dissing-Spandet exchanging documents with REPOA's Executive Director, Dr. Donald Mmari soon after signing an extended bilateral agreement in April 2022.

the policy making processes, and to contribute to capacitybuilding initiatives to various actors, including policy analysts, researchers, and strategic collaborators. In 2022, we signed an extended bilateral agreement between Denmark and REPOA for which the former committed additional grant of DKK 3 million equivalent to 1Bn TZS as core funding to support the implementation REPOA's Strategic Plan (2020-2024) in 2022.

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

### Governance

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

## Board of Directors

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**Prof. Rwekaza Mukandala**  
Chairperson



**Ms. Rehema Tukai,**  
Vice Chairperson



**Dr. Charles Kimei**



**Ms. Mary Rusimbi**



**Prof. Joseph Semboja**



**Dr. Khatibu Kazungu**



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





Dr. Donald Mmari



Dr. Lucas Katera



Dr. Jamal Msami



Dr. Hilda Mwakatumbula



Vicent Massam



Diana Mutta



Dr. Hubert Shija



Rehema Losiru



Dr. Constantine George



Vincent Nalwendela



Dr. Jane Mpapalika



Jofrey Amanyisye



Amani Sanga



Thadeus  
Mboghoina



Shani Kahelo





Ahmed Ndyeshobola\*



Jacqueline Mapesa



Derick Msafiri



Cornel Jahari



Godliver Manumbu



Stephen Mwombela



Prof. Pascal Mihyo\*



Enock Anaeli



Victor Mollel\*\*



Caroline Sekule

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**Note:**

\* Senior Visiting Research Fellow.

\*\* Has since left the organisation.



# Audited financial

## Statements

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REPOA's financial statements for the year ending 31 December 2022 were audited by Ernst & Young, issued with unqualified (clean) audit opinion. During the year, the Institution continued to comply with the International Public Sector Accounting Standard (IPSAS) and statutory financial reporting requirements as required by the National Board of Accountant and Auditors (NBAA).

### Revenue

A total revenue earned during 2022 was TZS 8.9 billion representing 2% increase from the year ended 2021 where the revenue earned was TZS 8.7 billion. Out of the revenue earned, TZS 5.9 billion (66%) are from core fund contributions and TZS 3.0 billion (34%) being other income source contributions. The proportion changed slightly compared to last year where core funding contribution was at 69% and other income sources contributed 31%. Core funding contribution decreased slightly from TZS 6.0 billion in 2021 to TZS 5.9 billion in 2022, representing a decrease of TZS 0.1 billion (2%).

Funding from other income sources, i.e., the long-term and short-term collaborative research projects and other income increased by 11% from TZS 2.7 billion in 2021 to TZS 3.0 billion in 2022.

### Expenditure

Total expenditure during 2022 was TZS 8.8 billion, where it recorded an increase of 13% compared to expenditure of TZS 7.8 incurred in the year 2021. The below are the expenditures breakdowns.

- Program direct costs amount to TZS 7.1 billion in 2022 compared to TZS 6.0 billion in 2021 where it recorded an increase of 18%
- Administrative expenses incurred TZS 1.7 billion in 2022 compared to TZS 1.8 billion in 2021 with a decrease of 3%.

### Other gains or losses

- Other gain or losses recorded a gain of TZS 4 million in 2022 compared to a loss of TZS 30 million in 2021.

## Declaration of head of finance for the year ended 31 december 2022

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

It is the duty of a professional Accountant to assist the Management to discharge the responsibility of preparing financial statements of an entity showing true and fair view of the entity position and performance in accordance with applicable International Public Sector Accounting standards and statutory financial reporting requirements. Full legal responsibility for the preparation of financial statements rests with the Management as under the Management Responsibility statement on an earlier page.

I, **Mr. Vicent Massam** being the Head of Finance/Accounting of REPOA, hereby acknowledge my responsibility of ensuring that financial statements for the year ended 31 December 2022 have been prepared in compliance with applicable accounting standards and statutory requirements.

I thus confirm that the financial statements give a true and fair view position of REPOA as at 31 December 2022 and that they have been prepared based on properly maintained financial records.

Signature: 

Position: **Director of Finance and Administration**  
NBAA Membership No.: ACPA 4206

Date: 12<sup>th</sup> May, 2023



# Independent auditor's report

To the members of REPOA

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### *Opinion*

We have audited the financial statements of REPOA (the "Organization") set out on pages 15 to 36, which comprise the statement of financial position as at 31 December 2022, and the statement of financial performance, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of REPOA as at 31 December 2022 and of its financial performance and cash flows for the year then ended in accordance with International Public Sectors Accounting Standards and the requirements of the Non-Governmental Organisation Act, 2002 [R.E 2019] of Tanzania.

### *Basis for Opinion*

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

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

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

### ***Other information included in the Organisation's Annual Report and Report by those Charged with Governance 31 December 2022***

The Directors of REPOA are responsible for the other information. The other information comprises the information included in the pages 1 to 9 of the REPOA financial statements for the year ended 31 December 2022, which include the General Information, Report by those Charged with Governance (Directors Report), Statement of Directors Responsibilities, the Declaration of the Head of Finance as required by the Non-Governmental Organizations Act, 2002 [R.E 2019] and the Auditors and Accountants (Registrations) Act No. 33 of 1992, as amended by Act No. 2 of 1995. The other information does not include the financial statements and our auditor's report thereon. The Directors are responsible for the other information.

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

# Independent auditor's report (continued)

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### ***Responsibilities of the directors for the Financial Statements***

The Directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Public Sectors Accounting Standards and the requirements of the Non-Governmental Organisations Act, 2002 [R.E 2019] of Tanzania, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due, to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.



# Independent auditor's report (continued)

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

- Conclude on the appropriateness of the management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organisation's ability to continue as a going concern.
- If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organisation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

This report is made solely to the Directors', as a body, in accordance with the Non-Governmental Organisation Act, 2002 [R.E 2079]. Our audit work has been undertaken so that we might state to the Members of the Board of Directors' those matters we are required to state to them in our auditor's report

pursuant to the Act and our letter of engagement and for no other purposes. We do not accept or assume responsibility to anyone other than the Organisation and the Director's members as a body, for our audit work, for this report, or for the opinion we have formed.

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

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

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



**Signed by Deokari S. Mkenda (ACPA 3438)**

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

Date: 16/05, 2023

# Statement Of Financial Performance for the Year Ended 31 December 2022

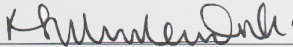
	Notes	2022 (TZS)	2021 (TZS)
<b>Revenue from non-exchange transactions</b>			
Core fund contributions	6(a)	5,935,955,004	5,989,688,211
Other donors	6(a)	2,846,568,833	2,599,817,380
		<b>8,782,523,837</b>	<b>8,589,505,591</b>
<b>Revenue from exchange transactions</b>			
Other income	6(b)	159,912,300	96,777,855
		<b>159,912,300</b>	<b>96,777,855</b>
<b>Total Revenue</b>		<b>8,942,436,137</b>	<b>8,686,283,446</b>
<b>Expenditure</b>			
Program direct costs	7	7,083, 146,694	5,961,542,734
Administrative exoenses	8	1,763,163,958	1,822,743,323
<b>Total Expenses</b>		<b>8,846,310,652</b>	<b>7,784,286,057</b>
<b>Other gains or loses</b>			
Other gain / (losses)	9	4,024,497	(30,113,265)
<b>Surplus for the year</b>		<b>100,149,982</b>	<b>871,884,124</b>




# Statement of Financial Position as at 31 December 2022

	Notes	2022 (TZS)	2021 (TZS)
<b>ASSETS</b>			
<b>Current assets</b>			
Receivables from non-exchange transactions	10(a)	55,812,634	
Other receivables	10(b)	98,441,773	198,337,547
Cash and cash equivalents	11	3,780,942,168	4,979,566,549
		<b>3,935,196,575</b>	<b>5,177,904,095</b>
<b>Non-current assets</b>			
Property and equipment	18	3,354,029,039	3,305,491,181
		<b>3,354,029,039</b>	<b>3,305,491,181</b>
<b>TOTAL ASSETS</b>		<b>7,289,225,614</b>	<b>8,483,395,276</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	13	1,029,052,106	540,993,578
Deferred income	14	536,800,448	2,307,178,619
		<b>1,565,852,554</b>	<b>2,848,172,197</b>
<b>Non-current liabilities</b>			
Capital grants	12	48,000,000	60,000,000
		<b>48,000,000</b>	<b>60,000,000</b>
<b>TOTAL LIABILITIES</b>		<b>1,613,852,554</b>	<b>2,908,172,197</b>
<b>NET ASSETS</b>		<b>5,675,373,060</b>	<b>5,575,223,079</b>
<b>NET ASSETS REPRESENTED BY:</b>			
<i>Capital Contributed by</i>			
Accumulated surpluses	16	1,551,085,125	1,549,254,936
Endowment fund	15	2,231,529,450	2,133,209,657
Revaluation reserves	17	1,892,758,486	1,892,758,486
<b>Total Net Assets</b>		<b>5,675,373,061</b>	<b>5,575,223,079</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>7,289,225,614</b>	<b>8,483,395,276</b>

These financial statements were approved by the Board of Directors on 12<sup>th</sup> May, 2023 and signed on its behalf by:

  
 Professor Rwekaza Mukandala  
 Chairperson

  
 Dr. Donald Mmari  
 Executive Director

## Statement of Changes in Net Assets for the Year Ended 31 December 2022

	Endowment Fund (TZS)	General Reserves (TZS)	Accumulated Funds (TZS)	Revaluation Reserves (TZS)	Total (TZS)
At 1 January 2022	2,133,209,657		1,549,254,936	1,892,758,486	5,575,223,079
Surplus for the year	-	-	100,149,982	-	100,149,982
Transfer to endowment fund*	98,319,793	-	(98,319,793)	-	-
At 31 December 2022	2,231,529,450	-	1,551,085,125	1,892,758,486	5,675,373,061
At 1 January 2021	1,543,654,478	794,908,388	472,017,603	1,892,758,486	4,703,338,955
Transfer from general reserve to accumulated fund	-	(794,908,388)	794,908,388	-	-
Surplus for the year	-	-	871,884,124	-	871,884,124
Transfer to endowment fund*	589,555,179	-	(589,555,179)	-	-
At 31 December 2021	2,133,209,657	-	1,549,254,936	1,892,758,486	5,575,223,079

\*Distribution of surplus for the year to endowment fund is equivalent to 98%. This is more than the policy provision for the purpose of reconciling the actual balance available in the bank account and UTT deposit.



# Statement of Cash Flows for the Year Ended 31 December

	Notes	2022 (TZS)	2021 (TZS)
<b>CASHFLOW FROM OPERATING ACTIVITIES</b>			
Surplus for the Year		<b>100,149,981</b>	<b>871,884,123</b>
<b>Adjustments for non-cash items</b>			
Depreciation	18	109,208,806	78,376,523
Amortisation of capital grants	12	(12,000,000)	(12,000,00)
Loss from disposal		1,550,784	
<b>Change in working capital items</b>			
Increase in receivable from non-exchange transactions	10(a)	56,022,074	
Increase in other receivables	10(b)	(11,938,935)	(115,449,223)
Increase/(Decrease) in trade and other payables	13	488,058,528	(307,010,613)
(Decrease)/Increase in deferred income	14	(1,770,378,170)	1,406,615,695
<b>Net cash flows from operating activities</b>		<b>1,039,326,931</b>	<b>1,922,416,506</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Cash from disposal of assets		1,115,985	
Purchase of property and equipment	18	(160,413,435)	(185,600,500)
<b>Net cashflows on investing activities</b>		<b>(159,297,450)</b>	<b>(185,600,500)</b>
<b>Net change in cash and cash equivalents</b>		<b>(1,198,624,381)</b>	<b>1,736,816,006</b>
<b>Movement in cash and cash equivalent</b>			
Cash and cash equivalents at 1 January		4,979,566,549	3,242,750,542
Net (decrease)/ increase in cash and cash equivalents		(1,198,624,381)	1,736,816,005
<b>Cash and cash equivalents at 31 December</b>	<b>11</b>	<b>3,780,942,168</b>	<b>4,979,566,549</b>

# Statement of Comparison of Budget and Actual Amounts for the Year Ended 31 December 2022

Particulars	Original Budget 2022 (TZS)	Final Budget 2022 (TZS)	Actual 2022 (TZS)	Performance Difference 2022 (TZS)
<b>Receipts</b>				
Core fund contributions	6,442,874,518	6,698,261,717	5,935,955,004	762,306,713
Other donors	3,625,003,577	4,618,374,803	2,846,568,833	1,771,805,970
Other income	-	-	159,912,300	(159,912,300)
Other gains or (losses)	-	-	4,024,497	(4,024,497)
<b>Total Receipts</b>	<b>10,067,878,095</b>	<b>11,316,636,520</b>	<b>8,946,460,634</b>	<b>2,370,175,886</b>
<b>Payments</b>				
Program direct costs	8,344,755,855	9,507,062,364	7,083,146,694	2,423,915,670
Administrative expenses	1,723,122,240	1,809,574,156	1,763,163,958	46,410,198
<b>Total Payments</b>	<b>10,067,878,095</b>	<b>11,316,636,520</b>	<b>8,846,310,652</b>	<b>2,470,325,868</b>
<b>Net receipts/(payments)</b>	<b>-</b>	<b>-</b>	<b>100,149,982</b>	<b>(100,149,982)</b>

Particulars	Original Budget 2021 (TZS)	Final Budget 2021 (TZS)	Actual 2021 (TZS)	Performance Difference 2021 (TZS)
<b>Receipts</b>				
Core fund contributions	4,847,730,000	6,000,500,000	5,989,688,211	10,811,789
Other donors	3,055,845,105	2,129,948,813	2,599,817,380	(469,868,567)
Other income	146,000,000	146,000,000	96,777,855	49,222,145
Other gains or (losses)	-	-	(30,113,265)	30,113,265
<b>Total Receipts</b>	<b>8,049,575,105</b>	<b>8,276,448,813</b>	<b>8,656,170,182</b>	<b>(379,721,368)</b>
<b>Payments</b>				
Program direct costs	6,404,337,938	6,386,113,932	5,961,542,735	424,571,197
Administrative expenses	1,645,237,167	1,890,334,881	1,822,743,323	67,591,558
<b>Total Payments</b>	<b>8,049,575,105</b>	<b>8,276,448,813</b>	<b>7,784,286,058</b>	<b>492,162,755</b>
<b>Net receipts/(payments)</b>	<b>-</b>	<b>-</b>	<b>871,884,124</b>	<b>(871,884,124)</b>

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



# REPOA's 2022 publications

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## Book

Demena, A.B., & van Bergeijk, P.A.G (2022). Trade and Investment in East Africa: Prospects, Challenges and Pathways to Sustainability” Series: Frontiers in African Business Research, Springer Nature 2022 <https://link.springer.com/book/10.1007/978-981-19-4211-2>

## Book Chapters

Albiman, M.M., & Yussuf, H.A. (2022). ‘The effect of FDI and trade openness on the firms export competitiveness and product diversification among EAC.’ Trade and Investment in East Africa: Prospects, Challenges and Pathways to Sustainability. Springer. Indonesia. Pages 185-212. [https://link.springer.com/chapter/10.1007/978-981-19-4211-2\\_9](https://link.springer.com/chapter/10.1007/978-981-19-4211-2_9)

Demena, B., Msami, J., Mmari, D., & van Bergeijk, P. (2022). ‘Productivity premia and firm heterogeneity in Eastern Africa.’ Trade and Investment in East Africa: Prospects, Challenges and Pathways to Sustainability. Springer Singapore. Springer Pages 131-161, [https://link.springer.com/chapter/10.1007/978-981-19-4211-2\\_7](https://link.springer.com/chapter/10.1007/978-981-19-4211-2_7)

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## REPOA's technical support to MDAs/LGAs and other actors

1. REPOA collaborated with UNCTAD to provide technical advisory support to the Ministry of Investment, Industry and Trade on implementing coherent policies for enhancing productive capacities for industrial development.
2. REPOA engaged with MoFP to identify strategic areas where research-based evidence can inform strategies for macro-economic stability, reducing poverty further, and promoting economic and fiscal independence.
3. REPOA produced a Programme Support Document for Implementation of Zanzibar's Blue Economy Policy on request from Ministry of Blue Economy.
4. REPOA provided technical expertise to the University of Dodoma (UDOM) staff.
5. REPOA provided technical support for Social Institutions and Gender Index (SIGI), to build evidence on gender equality focusing on social norms and practices.
6. REPOA supported Implementation of Product Quality Management Guide in Zanzibar on request from Ministry of Trade and Industrial Development.
7. REPOA supported the National Bureau of Statistics in the writing of the analytical report for the fifth wave of the National Panel Survey conducted in 2020-2021. The report portrays trends in improvement of quality of life and social well-being.
8. REPOA took part in the development of the new National Development Vision 2050.
9. REPOA took part in the preliminary stages of an M&E policy development, which will be used in promoting accountability and transparency.
10. REPOA took part in the review of 2022 National Investment Policy.
11. REPOA took part in the review of the 2006 National Population Policy
12. REPOA was involved in the review of COSTECH laws and regulations.
13. REPOA was part of the task force for preparation of the Voluntary National Review (VNR) which was implemented by the UN, organised by the then Ministry of Finance & Planning (MoFP).
14. REPOA worked with the national designated authority, the Vice President's Office (VPO) to appraise the monitoring, reporting, and verification (MRV) process of the Nationally Determined Contributions (NDC) used to support Tanzania's position at COP27.
15. REPOA took part in the implementation of the annual Executive Economic Survey to inform on the status of doing business environment in Tanzania.



# Appreciation of our development partners

REPOA appreciates the support of our partners who have tirelessly continued to provide institutional and collaborative support through funding.

We acknowledge support from our core funding partners



Below also is a selection of our collaborating institutions.





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