



Annual Report 2023



REPOA's organisational Profile

Vision

To be the leading research institution in the region in the production and dissemination of knowledge



Mission

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



Strategic goals

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



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

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.

Research themes



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

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

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Acronyms

ARW - Annual Research Workshop

COVID-19 - Corona Virus Disease

EALA - East African Legislative Assembly

EAMCEF - Eastern Arc Mountains Conservation Endowment Fund

IPSAS - International Public Sector Accounting Standard

LATRA - Land Transport Regulatory Authority of Tanzania

NBAA - National Board of Accountant and Auditors

PPPs - Public-Private Partnerships

UN - United Nations

Letter from the Chairperson of the Board of Directors



Dear Stakeholders,

Welcome to our Annual Report for 2023.

As I reflect on the year that has passed, some biting exchange rate losses, and adverse climate change causing excessive rainfall featured in the reports for the first two quarters. Other exogenous factors that could have affected our work indirectly include the war in Ukraine, and a flareup of the Israeli-Palestine conflict.

Despite these exogenous challenges, our mission was largely met. Pragmatic, constructive, evidence-based research that promotes inclusive policies is needed now more than ever, and as REPOA we uphold this strategic purpose as one of the leading thinktanks in the Global South.

It is our conviction that policymakers in Tanzania use analytical outputs and research-based evidence to better inform the planning process, and that the designed interventions will continue to address the underlying development obstacles and 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 exceedingly proud of the outcomes for this year, including influencing policy and pro-active engagement with Tanzania's nine line-ministries as well as the judiciary, the National Assembly, and the East African Legislative Assembly (EALA).

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 organisations, the media, and all REPOA friends. I also appreciate the dedicated management and staff of REPOA who worked hard to navigate the year.

Professor Rwekaza S. Mukandala
Chairperson, Board of Directors

Letter from the Executive Director



Dear our esteemed stakeholders, we are thrilled to present to you our Annual Report for 2023. Year 2023 marked the fourth 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 operating environment during the period reflected many of the contextual nuances envisaged in our yearly risk appraisal and the changing operating environment. These include sustained demand for high-quality research by the three branches of government—the executive, legislature, and judiciary, gravitation of the development agenda towards key areas of our strategic plan, and a consolidation of the civic space for research and policy engagement.

Nonetheless, the operating environment also found itself affected by financing shortfalls mainly caused by decline in the availability of research funding because of the likely shift of international development priorities among Tanzania’s traditional development partners, and the limited availability of supplementary funding from the international non-core sources, generally associated with the global economic downturn or instability.

Gradual improvements in our risk planning as well as monitoring, evaluation and learning helped much needed adaptation and mitigation to these challenges. We remained cognizant of the elevated risks marked by an upsurge in financial inflation which was caused by a shortage of US dollars, Russia’s invasion of Ukraine, and a flareup of the Israeli-Palestine conflict, among other factors. In 2023, we maintained a very proactive relationship with policy actors, especially as the turnover in sector ministries and agencies have remained high in recent years, and we have continued to package key policy messages in policy briefs that are aggressively shared with the targeted actors in the respective sectors. We have also reached out strategically to the key actors in all three branches of government, such as the Judiciary, the Parliamentary Budget Committee, EALA, the Planning Commission, and Ministries responsible for Finance, Industry and Trade in both governments.

Key highlights for the year include our influence on policy and related engagements with nine line-ministries as well as the judiciary, the National Assembly, and the East African Legislative Assembly (EALA). Support to these institutions continued to draw on findings and expertise from our past and ongoing strategic research. Engagement with the key actors included extensive discussions on thematic matters, capacity building of officials, as well as the reviews and development of various national and sector policy and programme documents.

Despite the operational challenges, we managed to fulfil our three goals by upscaling our research output; impactful and demand-driven capacity building activities; and continued with evidence-based policy support to the policy

makers in the three pillars of state.

Underpinning all our 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 to fulfil its mission and mandate.

We are looking forward to accelerating the realization of intended outcomes by continuing to produce high-quality research; to enhance strategic collaboration and outreach; and to support further capacity building for researchers and research users.

Looking ahead, we will continue to deepen stakeholder participation within and beyond the policy-research ecosystem, from design and inception to validation and dissemination. This will improve the ability of our research to comprehensively respond to contextual demands, enhance ownership and legitimacy of research outputs, and strengthen linkages between research and policy as the operating environment evolves over time.

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 has 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 27th Annual Research Workshop, one of our flagship events, organised in collaboration with President's Office of Planning and Investment, the Bank of Tanzania, and Gatsby Africa.

Held in Dar es Salaam under the theme: "Galvanising Sustainable and Inclusive Growth Through Structural Transformation" the workshop brought together stakeholders from the Government, the banking sector, research institutions and academia, private sector, NGOs & CSOs, development partners, and other development practitioners. During the workshop we also launched a multi-year Research Programme on Structural Transformation that will span for five years from 2024 to 2028. The Vice President of the United Republic Tanzania Hon. Dr. Phillip Mpango was the Guest of Honour, represented by Hon. Prof. Joyce Ndalichako, the then Minister of State in the Prime Minister's Office (Labour, Youth, Employment & Persons with Disability).

We wish to thank all those who contributed directly or indirectly to the achievements outlined in this report - Members of REPOA for providing visionary leadership during the year; the Board of Directors for providing governance and oversight on regular basis; and the Management and 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 for REPOA to realize its 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 to operate independently.

Dr Donald Mmari
Executive Director

Highlights from 2023



Proud to have influenced policy and engage with nine line-ministries, the Judiciary, the National Assembly, and the EALA

The year 2023 has seen REPOA influencing policy and actively engaging with nine line-ministries as well as the Judiciary, the National Assembly, and the East African Legislative Assembly (EALA). Support to these institutions continued to draw on findings and expertise from our past and ongoing strategic research. Engagement with the key actors included extensive discussions on thematic matters, capacity building of officials, as well as the development of various policy and programme documents.

The graphic below summarises some of our engagements in various policy processes:



Ministry of Labour and Employment	<ul style="list-style-type: none"> • Fairwork principles
Ministry of Transport	<ul style="list-style-type: none"> • Gig Economy • Evaluation of National Transport Policy
Ministry of Agriculture	<ul style="list-style-type: none"> • Annual Agricultural Policy Review
Ministry of Natural Resources and Tourism	<ul style="list-style-type: none"> • Evaluation of Community Development, Biodiversity Conservation and Applied Research under Eastern Arc Mountains Conservation Endowment Fund (EAMCEF)
Zanzibar's Ministry of Blue Economy and Fisheries	<ul style="list-style-type: none"> • Capacity Development Plan and Strategy
The Judiciary of Tanzania	<ul style="list-style-type: none"> • Court Users' Satisfaction Survey
The Parliament of Tanzania	<ul style="list-style-type: none"> • Budget Committee
East Africa Legislative Assembly (EALA)	<ul style="list-style-type: none"> • Strategic Plan
Zanzibar's Ministry of Trade and Industrial Development in Zanzibar (ZMITD)	<ul style="list-style-type: none"> • Industrial Development Strategy

Inspiring quotes in 2023



“I commend the Chief Justice for forging partnerships with REPOA seeking to evaluate the Court’s effectiveness and so identify any possible flows or shortcomings. I however reiterate that the policy recommendations by REPOA be firmly taken into action. I also encourage other Government and public institutions to emulate the Judiciary and seek partnerships (with think-tanks) to evaluate themselves, determine where their weaknesses are, and take the necessary measures for the remediation, quick fix,” said **H.E Dr. Samia Suluhu Hassan - President of the United Republic of Tanzania** when speaking at the Judicial Week on 1st February 2024, reacting to the Chief Justice’s presentation on the outcome of the Court Users Satisfaction Survey 2023 conducted by REPOA.

“We appreciate the work that REPOA has done on the Business Climate Survey of Nordic Companies in Tanzania for 2022-23. Your consistency on these surveys is highly commendable,” said the **former Norwegian Ambassador to Tanzania, H.E Elisabeth Jacobsen** at the Nordic Business Seminar and launch of the report for the Business Climate Survey of Nordic Companies in Tanzania for 2022-23 held in Dar es Salaam on 1st June 2023. The event was hosted by REPOA in collaboration with the Embassies of the Nordic Countries in Tanzania.





“Our continued collaboration with REPOA has been so beneficial to the Zanzibar’s Ministry of Trade & Industrial Development - and even far beyond. This is regarding policy support, capacity building, as well as on Monitoring & Evaluation,” said the **Minister of Trade and Industrial Development, Revolutionary Government of Zanzibar, Hon. Omar Said Shaaban**, when speaking at the 27th Annual Research Workshop in held Dar es Salaam on 8th November 2023.

“It’s important and fascinating to see the work that REPOA does in the policy space - with resounding ideas and knowledge to further the structural transformation agenda here in Tanzania,” says the **Africa Region’s Chief Economist - World Bank, Andrew Dabalen**, when speaking at the 27th Annual Research Workshop held in Dar es Salaam on 8th November 2023 as a Keynote Speaker.



Our scope of work & activities in 2023

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 as a think tank in the region, while upholding its traditions as the premier centre of excellence for high-quality policy research, capacity building and policy development in Tanzania.

The year 2023 marked the fourth 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 National Development Vision 2025; the Long-Term Perspective Plan, and its accompanying Third Five-Year Development Plan; the Southern African Development Community Industrialization Strategy; African Union's Agenda 2063; and the United Nations 2030 Agenda for Sustainable Development (SDGs).

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 point of call for evidence-based research and knowledge in Tanzania.

Our outputs are produced 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.

Connected on the ground through shared goals

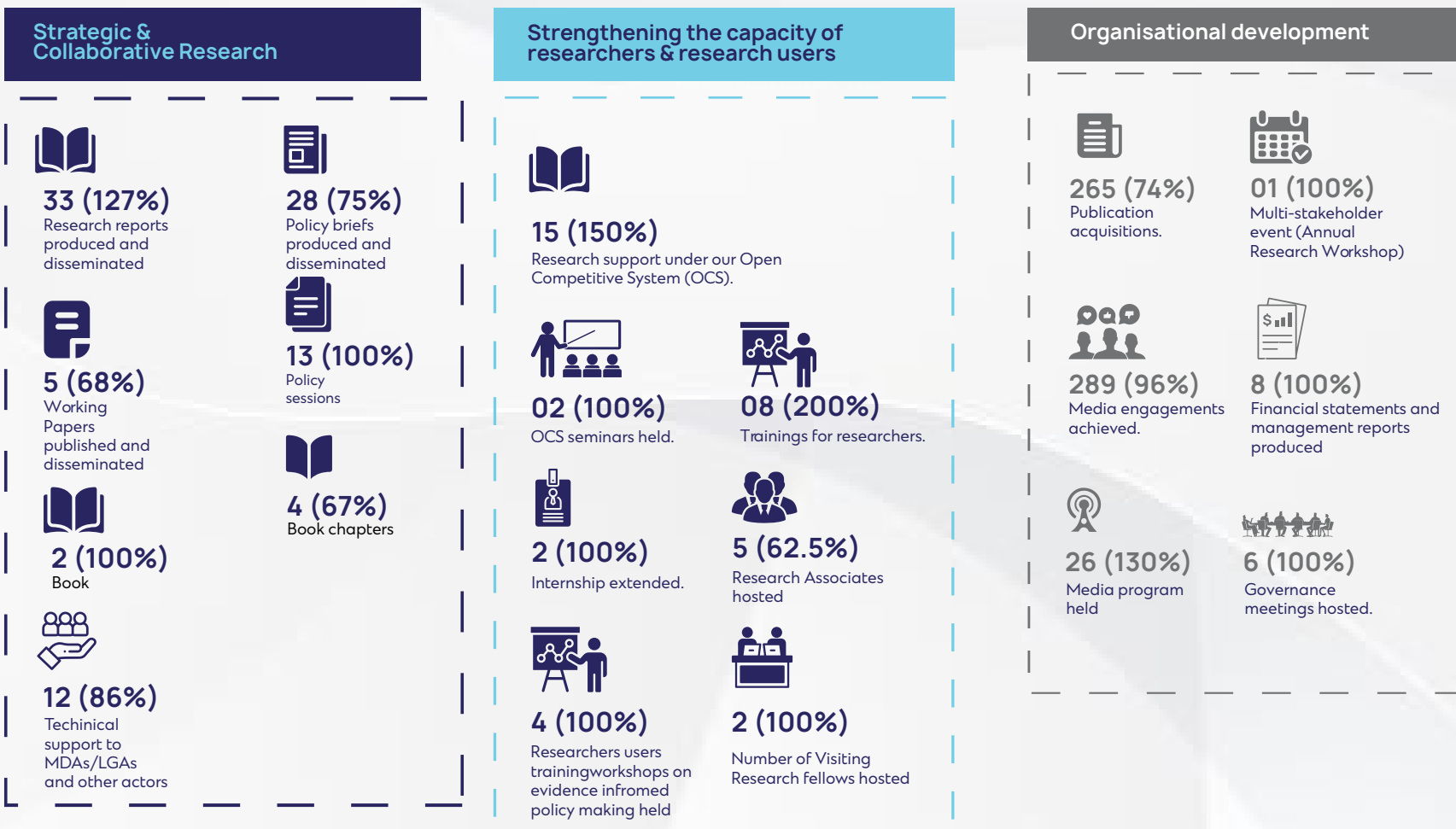
Our policy research work, partnerships, and dialogues for the promotion of socio-economic transformation for inclusive development - broadly aligns with the UN Sustainable Development Goals i.e., the 17 Global Goals.

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



Our 2023 results at a glance

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



Note: the % put against the absolute numbers refers to the rate of achievement vs the respective targets.

Achievements

This report highlights 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 research 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 - leading to a 74% overall achievement against the target.

Summaries of major research projects & studies undertaken as part of Goal 1 are highlighted below:

Productive Sectors and Inclusive Development studies:

Business Climate Survey of Nordic Companies

- Examines current and past performances of Nordic firms, experiences with the business and investment climate, and future commercial outlook



On the left former ambassadors of Norway and Denmark to Tanzania (H.E Elisabeth Jacobsen and H.E Mette Nørgaard Dissing-Spandet respectively); ambassadors of Sweden and Finland to Tanzania on the right (H.E Charlotta Ozaki Macias and H.E Theresa Zitting respectively) - along with former Zanzibar's Minister of Labour, Economy & Investment, Mudrick Soraga; and REPOA's Executive Director, Dr. Donald Mmari lifting copies of the launched report on the Business Climate Survey of Nordic Companies in Tanzania, 2022-2023.

Unpacking Untapped Growth Potentials in Tourism

- Why certain areas within the sector remain untapped and what needs to be done to realize their full potential value

Youth Unemployment: Credit Scheme for Self-Employment

- Examines success and challenges of youth credit scheme in creating employment

Profiling Textile and Leather Industries**Reducing Post-Harvest Crop Loss**

- Examines effects of post-harvest losses on food security and nutrition

Gender and Human Development studies:**Empowering Women Owned Businesses through Public Procurement**

- Examines challenges facing women's participation in public procurement



Some young women captured in Kagera during the year when participation in one of our Gender and Human Development studies.

COVID-19 and Rising Educational Inequalities in Africa

Women Economic Empowerment in a Low Carbon Economy

- Training of climate-smart PSEs operating in Kenya and Tanzania in agriculture, food systems and climate change

Welfare Benefits of Pensions and Unemployment Benefit Reforms

- Microsimulation of financing options for Universal Health Coverage

Gendered violence

- Explores women-to-women cultural violence perpetuated over time in the patriarchal communities

Governance Accountability and Participation studies:

Afrobarometer Survey

- Assesses perceptions of citizens on national politics social relations, and the economy.



REPOA's Director of Collaborations & Capacity Building, Dr. Lucas Katera (right) fielding questions from the hosts of Clouds Radio's popular Power Breakfast - morning live talk show in August 2023 - contextualizing Tanzania's summary of results for the Round 9 of Afrobarometer Surveys.

Executive Opinion Survey

- Assesses factors and institutions that determine long term growth and prosperity of countries

Political Settlement and Revenue Bargains

- Explores how formal and informal revenue bargains affect public policies in Tanzania and Uganda

Poverty mapping

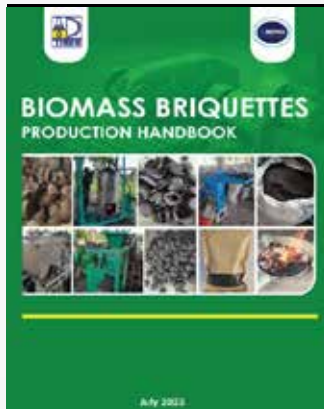
- Combines household budget surveys and census datasets to provide small area estimates of the incidence of poverty and inequality

Do Legislatures Enhance Democracy in Africa?

- EThis study was guided by the central question: “Can legislatures in emerging democracies (countries which were single-party states or authoritarian) enhance democracy?”

Environment and Climate Change studies

- Governing Adaptation Finance for Transformation
- Transition to a Natural Capital Based Green Economy in East Africa



- Promoting Use of Non-Wood Briquettes to Curb Environmental Effects of Wood Charcoal in Tanzania

A typical cover of the handbook as authored by REPOA in collaboration with TIRDO.

Technology and Innovation

Labour Policies in the Digital Economy Era

- Examines Tanzanian gig market and examine its potential towards labor and social security protection



Director General of the Land Transport Regulatory Authority of Tanzania (LATRA), Habibu Sulvo launching the second report in October 2023 examining Tanzanian gig market and its potential towards labor and social security protection.



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 utilisation 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. Overall achievement for this goal in 2023 reached 130% - hence surpassed the planned targets



Training of researchers

During the year, we delivered a total of 8 trainings to enhance the skills of researchers, mainly covering research methodologies, report writing, and the utilisation of digital tools for data collection



A typical setting in one of the trainings to enhance the skills of researchers held at REPOA during the year.



One of the targeted trainings to enhance the skills of researchers held at REPOA during the year.

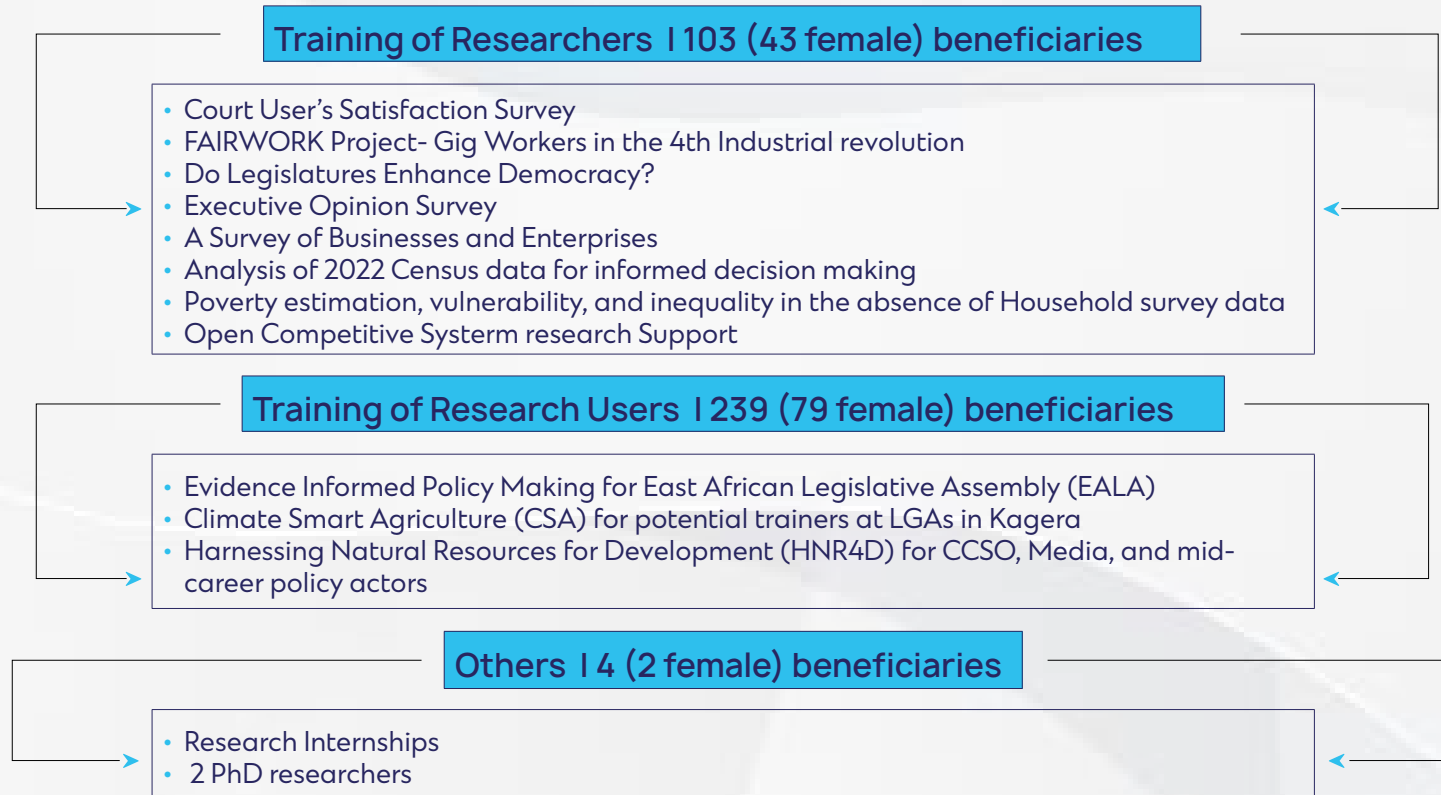
Training of research users

During the reporting year, we trained various research users in a bid disseminate knowledge and foster evidence-informed policy-making practices as well as promoting appropriate interpretation of findings, and a general appreciation of the research process and its validation. These trainings also influence the use of research work in monitoring and evaluation, thus contributing to the realization of our strategic objectives. The trainings targeted government officials, various sector representatives, producer intermediaries, communities, and CSOs.



One of the training workshops for policy makers and CSOs held at REPOA during the year looking at how best Tanzania can harness natural resources for its development.

Below is a summary of capacity building activities held during the year:



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

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

Averall achievement for this goal in 2023 reached 96% of the planned targets with high contribution to: research activities disseminated through dialogues and meetings, conferences, and open sessions. Among the achievements included substantial media engagements and media programmes that aimed to widen outreach and dissemination to the public.

Our engagements with stakeholders

Apart from specific project-related engagements, REPOA engaged with stakeholders on various research and policy dialogues, reviews of policies and strategies, presentations, and the likes. The engagements are initiated either internally

or externally. The purpose of these engagements is to increase relevance, promote utilization of REPOA's research, and to strengthen partnerships.



Bringing together stakeholders to discuss mutually beneficial aspects, as at this Nordic Business Seminar held at REPOA during the year.

During the year, we held a total of 57 events including those that we hosted jointly with other collaborating institutions. These events were held physically with an option for online connectivity. Out of the 57 events held, 51 were national, one (1) regional, and 5 others being international. The events included 5 conferences, 14 consultative meetings, 16 dissemination sessions, 11 training workshops, 1 launch of publication and 10 technical supports.

Multi-Stakeholder Policy Research Workshop



Former Minister of State (Policy, Parliament, Labour, Employment, Youth and the Disabled) Prof. Joyce Ndalichako - representing Guest of Honour Tanzania's Vice President Dr. Philip Mpango, is captured as officiating the 27th Annual research Workshop held during the year.

These institutions share concerns on slow transformation and have vowed to deepen our research collaboration to inform the appropriate policies for deepening structural transformation. During the workshop, we launched a multi-year Research Programme on Structural Transformation that will span for five years from 2024 to 2028.

The Vice President of the United Republic Tanzania Hon. Dr. Phillip Mpango was the Guest of Honour, represented by Hon. Prof. Joyce Ndalichako, the then Minister of State in the Prime Minister's Office (Labour, Youth, Employment & Persons with Disability).

From our inception in 1995, REPOA has been organising and conducting Annual Research Workshops (ARWs) 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.

In 2023 we held the 27th ARW event under the theme "Galvanising Sustainable and Inclusive Growth Through Structural Transformation" in Dar es Salaam and was successfully organised in collaboration with President's Office -Planning and Investments, the Bank of Tanzania, and Gatsby Africa.



Zanzibar's Ministry of Trade & Industrial Development, Hon. Omar Said Shaaban (second left) launching booklet for REPOA's Research Programme on Structural Transformation & Development Trajectory in Tanzania 2024-28 during the 27th Annual Research Workshop. Others are REPOA's Executive Director, Dr. Donald Mmari (right) and along with the Tanzania's Planning Commissioners, Amb. Ombeni Sefue (second right) and Amb. Ami Mpungwe.

Against this background, the 27th Annual Research Workshop (ARW) sought to provoke and promote policy dialogue and research on how to accelerate structural transformation across the three key sectors of the economy (Agriculture, Manufacturing and Services);

Improve its outcomes in terms of inclusive, competitive and productivity-led economic growth by focusing on the effects of enhancing productive capacities;

Benefits of effective integration in regional and global value chains, and realignment of Public-Private Partnerships (PPPs) for sustainable economic transformation.

Keynote addresses in the 27th ARW were delivered by Jakkie Cilliers, founder and former Executive Director of the Institute for Security Studies, and Andrew Debalen, the Chief Economist for Africa Region at the World Bank.

In deriving the outcomes under this Goal, ensuring all organisational goals (i.e., 1 and 2) are met efficiently and effectively – our key support functions are in the spotlight, namely:



Board of Directors



Prof. Rwekaza Mukandala
Chairperson



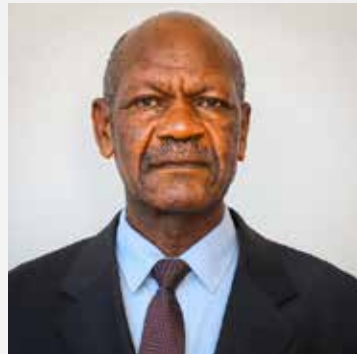
Ms. Rehema Tukai,
Vice Chairperson



Dr. Charles Kimei



Ms. Mary Rusimbi



Prof. Joseph Semboja



Dr. Khatibu Kazungu



Dr. Donald Mmari
Executive Director and
Secretary to the Board

REPOA Staff



Dr. Donald Mmari



Dr. Lucas Katera



Dr. Jamal Msami



Dr. Jane Mpapalika



Vicent Massam



Diana Mutta



Dr. Hubert Shija



Rehema Losiru



Dr. Constantine George



Vincent Nalwendela



Dr. Hilda Mwakatumbula**



Jofrey Amanysisye



Amani Sanga



Thadeus Mboghoina



Shani Kahelo



Ahmed Ndyeshobola*



Jacqueline Mapesa



Derick Msafiri**



Cornel Jahari



Godliver Manumbu



Stephen Mwombela



Prof. Pascal Mihyo*



Enock Anaeli



Caroline Sekule

Note:

* Senior Visiting Research Fellow.

** Has since left the organisation.

Audited financial statements

REPOA's financial statements for the year ending 31 December 2023 were audited by Ernst & Young, who issued 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

The total revenue earned during 2023 was TZS 7.5 billion representing 16% decrease from the year ended 2022 where the revenue earned was TZS 8.9 billion. Out of the revenue earned, TZS 5.5 billion (73%) is from core funding and TZS 2.0 billion (27%) being from other income sources. The proportion changed slightly compared to last year where core funding contributed 66% and other sources contributed 34%. Core funding contribution decreased slightly from TZS 5.9 billion in 2022 to TZS 5.5 billion in 2023, representing a decrease of TZS 0.4 billion (7%).

Funding from other sources, i.e., the long-term and short-term collaborative research projects and other incomes decreased by

33% from TZS 3.0 billion in 2022 to TZS 2.0 billion in 2023.

Expenditure

Total expenditure during 2023 was TZS 7.3 billion, a decrease of 17% compared to expenditure of TZS 8.8 billion incurred in 2022. Below are the expenditures breakdowns.

- Programme's direct costs amount to TZS 5.6 billion in 2023 compared to TZS 7.1 billion in 2022, a decrease of 21%
- Administrative expenses were TZS 1.7 billion in 2023 compared to TZS 1.8 billion in 2022 with a decrease of 6%.

Other gains or losses

- The exchange gains increased to TZS 30 million in 2023 compared to a gain of TZS 4.0 million in 2022.

Income tax expenses

- The institution recorded an income tax expenses of TZS 23 million, which is an increase of 100% compared to the last year result.

Declaration of Head of Finance for the year ended 31st December 2023

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 2023 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 2023 and that they have been prepared based on properly maintained financial records.

Signature: Massam VAD

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

Date: 17th May, 2024

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 14 to 36, which comprise the statement of financial position as at 31 December 2023, 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 material accounting policy information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of REPOA as at 31 December 2023 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 Organization in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (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 TESBA 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 Organization's Annual Report and Report by those Charged with Governance 31 December 2023

The Directors of REPOA are responsible for the other information. The other information comprises the information included in the pages 1 to 10 of the REPOA financial statements for the year ended 31 December 2023, 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 1972, 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.

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 intends 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 Statement

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.

- 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 Organization'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 Organization 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 2019]. 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: 24 MAY, 2024

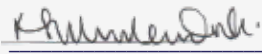
Statement of Financial Performance for the Year Ended 31 December 2023

	2023 (TZS)	2022 (TZS)
Revenue from non-exchange transactions		
Core fund contributions	5,553,862,322	5,935,955,004
Other donors	1,690,188,456	2,846,568,833
	7,244,050,778	8,782,523,837
Revenue from exchange transactions		
Other income	304,223,753	159,912,300
	304,223,753	159,912,300
Total Revenue	7,548,274,532	8,942,436,137
Expenditure		
Program direct costs	5,553,862,323	7,083,146,694
Administrative expenses	1,696,820,551	1,763,163,958
	7,250,682,874	8,846,310,652
Other gains or loses	29,793,759	4,024,497
Surplus before tax	327,385,417	100,149,982
Income tax expenses	(23,117,634)	
Surplus for the year	304,267,783	100,149,982

Statement of Financial Position as at 31 December 2023

	2023 (TZS)	2022 (TZS)
ASSETS		
Non-current assets		
Property and equipment	3,271,945,588	3,354,029,039
Current assets		
Receivables from non-exchange transactions	4,617,905	55,812,634
Other receivables	136,704,105	98,441,773
Cash and cash equivalents	3,649,710,221	3,780,942,168
Tax receivable	2,467,095	
	3,793,499,326	3,935,196,575
TOTAL ASSETS	7,065,444,914	7,289,225,614
LIABILITIES		
Non-current liabilities		
Capital grants	36,000,000	48,000,000
Current liabilities		
Trade and other payables	849,537,193	1,029,052,106
Deferred income	200,266,877	536,800,448
	1,049,804,070	1,565,852,554
TOTAL LIABILITIES	1,085,804,070	1,613,852,554
NET ASSETS	5,979,640,844	5,675,373,060
NET ASSETS REPRESENTED BY:		
Accumulated surpluses	1,626,618,963	1,551,085,125
Endowment fund	2,460,263,395	2,231,529,450
Revaluation reserves	1,892,758,486	1,892,758,486
Total Net Assets	5,979,640,844	5,675,373,061
TOTAL LIABILITIES AND NET ASSETS	7,065,444,914	7,289,225,614

These financial statements were approved by the Board of Directors on _____, 2023 and signed on its behalf by:


 Professor Rwekaza Mukandala
 Chairperson


 Dr. Donald Mmari
 Executive Director

Statement of Cash Flows for the Year Ended 31 December 2023

	2023 (TZS)	2022 (TZS)
CASHFLOW FROM OPERATING ACTIVITIES		
Surplus for the year before tax	327,385,417	100,149,981
<i>Adjustments for non-cash items</i>		
Depreciation	122,701,916	109,208,806
Amortisation of capital grants	(12,000,000)	(12,000,000)
(Gain)/Loss from disposal	(698,541)	1,550,784
<i>Change in working capital items</i>		
Decrease in receivable from non-exchange transactions	51,194,729	56,022,074
Increase in other receivables	(38,262,332)	(11,938,935)
(Decrease)/Increase in trade and other oavables	(179,514,913)	488,058,528
Decrease in deferred income	(336,533,571)	(1,770,378,170)
Net cash flows from operating activities	(65,727,296)	(1,039,326,931)
Tax Paid		
Withholding tax paid at source	(25,584,729)	-
CASH FLOW FROM INVESTING ACTIVITIES		
Cash from disposal of assets	1,982,352	1,115,985
Purchase of property and equipment	(41,902,274)	(160,413,435)
Net change in cash and cash equivalents	(131,231,947)	(1,198,624,381)
<i>Movement in cash and cash equivalent</i>		
Cash and cash equivalents at 1 January	3,780,942,168	4,979,566,549
Net increase/ (decrease) in cash and cash equivalents	(131,231,947)	(1,198,624,381)
Cash and cash equivalents at the end of the year	3,649,710,221	3,780,942,168
Cash balance as per balance sheet	3,649,710,221	3,780,942,168

Statement of Comparison of Budget and Actual Amounts

for the Year Ended 31 December 2023

Particulars	Original Budget 2023 (TZS)	Final Budget 2023 (TZS)	Actual 2023 (TZS)	Performance Difference 2023 (TZS)
Receipts				
Core fund contributions	7,399,219,166	5,610,692,776	5,553,862,322	56,830,454
Other donors	2,007,736,006	2,735,783,203	1,690,188,456	1,045,594,747
Other income	-	-	304,223,753	(304,223,753)
Other gains or (losses)	-	-	29,793,759	(29,793,759)
Total Receipts	9,406,955,171	8,346,475,979	7,578,068,291	768,407,688
Payments				
Program direct costs	7,594,842,265	6,702,674,297	5,553,862,322	1,148,811,976
Administrative expenses	1,812,112,906	1,643,801,682	1,696,820,551	(53,018,869)
Total Payments	9,406,955,171	8,346,475,979	7,239,432,872	1,107,043,107
Net receipts/(payments)	-	-	327,385,417	(327,385,417)
Particulars	Original Budget 2022 (TZS)	Final Budget 2022 (TZS)	Actual 2022 (TZS)	Performance Difference 2022 (TZS)
Receipts				
Core fund contributions	6,442,874,518	6,698,261,718	5,935,955,004	762,306,714
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)
Total Receipts	10,067,878,095	11,316,636,521	8,946,460,634	2,370,175,887
Payments				
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
Total Payments	10,067,878,095	11,316,636,521	8,846,310,652	2,470,325,869
Net receipts/(payments)	-	-	100,149,982	(100,149,982)

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

2023 publications

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Masse, A. A., Sikazwe, K. S., Lichinga, K. N., Nazayoeli, R. E., & Shija, H. (2023). Biomass briquettes production handbook. https://www.repoa.or.tz/documents/BIOMASS_BRIQUETTES_PRODUCTION_HANDBOOK.pdf

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