



# ANNUAL REPORT

# 2024



# REPOA's Organisational Profile



## Vision

To be the leading policy research institution in Africa.



## Mission

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



## Strategic goals

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

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



## Research themes

The Research Programme for 2020–2024 focused 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

<b>DRM</b>	Domestic Resource Mobilisation
<b>IDA</b>	International Development Association
<b>IPSAS</b>	Public Sector Accounting Standard
<b>GMOs</b>	Genetically Modified Organisms
<b>M&amp;E</b>	Monitoring & Evaluation
<b>MEL</b>	Monitoring, Evaluation, and Learning
<b>MoU</b>	Memorandum of Understanding
<b>NDC</b>	Nationally Determined Contribution
<b>SDGs</b>	United Nations Sustainable Development Goals
<b>TASAF</b>	Tanzania Social Action Fund.
<b>TDV 2050</b>	Tanzania's Development Vision 2050
<b>UNCDF</b>	United Nations Capital Development Fund



# Letter from the chairperson of the Board of Directors



Dear Esteemed Stakeholders,

It is my pleasure to present the Annual Report for 2024, which offers a comprehensive account of the performance and results achieved during the final year of implementation of REPOA's Strategic Plan 2020–2024. This report reflects our continued commitment to undertaking impactful research, strengthening capacity for research and evidence

use, and engaging effectively in public policy discourse.

The workplan for 2024 was thoughtfully designed to ensure that research, capacity building, and policy engagement were well-coordinated and targeted at the relevant actors, including policy makers, researchers, civil society, development partners, and the private sector. It provided clear roadmap to our team with flexibility in responding to the growing demand for high-quality research and policy insights from all arms of government, and in reinforcing REPOA's role in Tanzania's development discourse.

REPOA remained resilient despite some challenges that emerged during the year, including those emanating from the effects of climate change and geopolitical conflicts around the world. The year brought expected opportunities, including stronger alignment between our strategic research priorities and the national development agenda, and the continued opening of civic space for policy-oriented research and dialogue.

This report not only assesses performance for 2024 but also sets the tone for a smooth transition into the new Strategic Plan 2025–2029. On behalf of the Board of Directors, I extend sincere appreciation to all who contributed to the achievements of the past year, including the Government of Tanzania, core partners, collaborators, researchers and research users, media, communities, and the dedicated staff of REPOA. We remain committed to deepening our impact and strengthening our partnerships as we embark on implementing the next strategic plan.

A handwritten signature in blue ink, appearing to read 'R. Mukandala', written over a faint, light blue geometric pattern.

**Professor Rwekaza S. Mukandala**

**Chairperson, Board of Directors**

# Letter from the Executive Director



Dear our esteemed stakeholders,

It is with great appreciation and responsibility that I present REPOA's Annual Report for 2024. This was a final year of our Strategic Plan 2020–2024, culminating five years of growth, learning, and significant contributions to Tanzania's development landscape. The work undertaken during this year reflects not only incremental progress but also lays a strong foundation for our transition into the next strategic cycle for 2025–2029.

The design and implementation of the workplan for 2024 were grounded in collaboration engaging stakeholders, users, and partners across sectors.

These partnerships were critical in aligning research, capacity building, and policy engagement efforts to the evolving national development context. Our operating environment largely mirrored the projections in our annual risk appraisal. This included sustained demand for evidence-based research from all arms of government and a growing emphasis on integrating research into decision-making. Encouragingly, we also witnessed a continued consolidation of civic space for policy engagement.

However, the year was not without its challenges. Delays in funding realizations, the global economic downturn, and shifting international development priorities which reduced the number of research programmes we normally co-develop with international collaborators. Furthermore, extreme weather events—including floods and landslides in Manyara, Morogoro, Tabora, and Dar es Salaam—disrupted fieldwork and delayed some project timelines. Despite these obstacles, REPOA remained resilient, adapting and revising plans to minimize setbacks and continued to deliver on its mandate.

Among the highlights of 2024 was REPOA's contribution to Tanzania's development discourse. We collaborated with the Ministry of Finance and the Planning Commission in various ways as they led the preparation of the National Development Vision 2050. We also supported the development of a Monitoring and Evaluation Manual to enhance oversight in public project execution. REPOA's participation in agricultural fiscal reforms and our collaboration with the Kinondoni District Commissioner to empower food street vendors to operate more effectively and in a sustained manner reflected our practical impact on livelihoods and local economic development.

Another significant milestone was REPOA's collaboration with the Judiciary on the second round of the Court User's Satisfaction Survey. Findings from this study were prominently acknowledged by Her Excellency President Samia Suluhu Hassan during the International Law Week, affirming REPOA's contribution to informing governance reforms through evidence. Our engagement in the national digital education strategy, through our role in the Ministry of Education's technical working group, and in the design of national data-sharing mechanisms further underscore REPOA's growing

role in linking research and policy.

REPOA engaged extensively with key policy making bodies to discuss the existing research-based evidence on issues related to domestic resource mobilization, the taxation environment, and the business environment. These includes the Presidential Tax Review Commission, the Parliamentary Budget Committee, the Ministry of Finance, and the National Planning Commission. Our partnerships with the Chr. Michelsen Institute and the Prime Minister's Office, also expanded the research-informed dialogue on youth employment and labour market transformation.

Internationally, REPOA strengthened partnerships through impactful platforms such as the International Growth Centre's Tax Conference and joint research with the Centre for Global Development on promoting the role of Multilateral Development Banks (MDBs) in supporting Domestic Resource Mobilization for IDA recipient countries in Africa. These engagements not only elevated our regional visibility but also provided opportunities for Tanzanian institutions to learn from global best practices.

Our continued engagement in the East African integration agenda included collaborations with the East Africa Business Council, the Ministry of Foreign Affairs and East African Community, and East African Legislative Assembly on agricultural biotechnology, trade policies, and regional competitiveness. On climate change, REPOA's work in collaboration with the East African Mountains Endowment Fund (EAMCEF) and UNCDF supported efforts to strengthen climate adaptation capacities at the local government level.

We further amplified our capacity-building mandate through workshops with Parliamentarians, focusing on domestic resource mobilization, the separation of powers, and oversight roles in the budget process. These engagements were critical in aligning research knowledge with legislative action. REPOA also supported one doctoral researcher and contributed to Tanzania's National Adaptation Plans in line with global climate frameworks.

Gender mainstreaming remained a priority. Our recent book titled *"Women to Women Violence in Tanzania"* highlighted

barriers to women's empowerment and development in the rural communities, constrained by cultural norms and practices. REPOA contributed to improving the Public Procurement Act of 2024 by advancing women's participation in public procurement, in collaboration with the Ministry of Finance.

Our 28th Annual Research Workshop—under the theme *"Pursuit for Sustained Growth and Trade Expansion"*—brought together 190 targeted participants from regional governments, academia, and civil society. The workshop emphasized actionable strategies for enhancing regional value chains and building trade competitiveness. Participation from top government officials underscored our strong policy engagement and credibility.

In conclusion, REPOA remains committed to promoting inclusive development through evidence-based policy research, constructive dialogue, and capacity strengthening. We are grateful to all our partners, funders, collaborators, and stakeholders for their unwavering support throughout 2024. As we embark on the journey of implementing our Strategic Plan for 2025–2029, we do so with renewed energy, confidence, and shared commitment to building a prosperous society through inclusive, competitive, and sustainable economic growth.

I also thank 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.

I 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 2024



**Proud to have our research-based evidence informing Tanzania's Development Vision 2050, other national policies, and engagement with pillars of the Government and Regional Institutions**

The year 2024 has seen REPOA continue to draw on findings and expertise from own past and ongoing strategic research to inform policy - such as Tanzania's Development Vision 2050 (TDV 2050), other national policies, and engagement with key line-ministries, as well as different pillars of the Government.

REPOA's engagement with the Ministry of Finance and subsequently with the Planning Commission through data and research-based evidence in the preparation of the National Development Vision 2050 (TDV 2050) was an important illustration of impact on our research and policy linkages. TDV 2050 and related policy frameworks are a vital platform for advancing REPOA's research-based evidence, including proactive participation in the independent monitoring of the outcomes related to the quality of life for Tanzanians.

Broadly, 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 policy influences through engagement in various policy processes:

## Tanzania's National Assembly

- Equipped the Parliamentary Budget Committee with knowledge based on study findings regarding Domestic Revenue Mobilisation & IDA's contribution as part of preparations for the 2024/25 budget debate.
- Provided governance capacity building to members of the Parliamentary Ethics Committee.

## Ministry of Foreign Affairs and East Africa Cooperation

- Provided research-based evidence as inputs into policy development to the Ministry of Foreign Affairs on the country's position regarding the use of GMOs.

## Ministry of Education, Science and Technology

- Contributed on the dialogue for the drafting of National Digital Educational Strategy.
- Provided technical support to the establishment of Education Research and Analysis Technical Working Group.



Ministry of Finance	<ul style="list-style-type: none"> <li>• Technical support in the drafting of the National Procurement Policy.</li> <li>• Equipped the Ministry of Finance team with knowledge based on study findings regarding Domestic Revenue Mobilisation &amp; IDA's contribution.</li> </ul>
The Tanzania National Bureau of Statistics (NBS)	<ul style="list-style-type: none"> <li>• Designed the data sharing mechanisms for think-tanks and academic institutions.</li> <li>• Contributed in the preparation of the Household Budget Survey 2024/25 - seeking to obtain the current information on poverty estimation and assessing the progress made in improving the living standards of the people.</li> </ul>
The Tanzania Commission for Science and Technology (COSTECH)	<ul style="list-style-type: none"> <li>• Contributed in the development of National Strategy for High Frequency Labour Market Indicators.</li> </ul>
Kinondoni District Commissioner's Office	<ul style="list-style-type: none"> <li>• Crafted project intervention to empower Kinondoni food street vendors.</li> </ul>
National Planning Commission	<ul style="list-style-type: none"> <li>• Research-based evidence as inputs in the drafting of National Development Vision 2050 (TDV 2050).</li> <li>• Research-based evidence as inputs in the drafting of National Monitoring and Evaluation (M&amp;E) Policy.</li> </ul>
The President's Office Regional Administration and Local Government	<ul style="list-style-type: none"> <li>• Witnessed launch of the Regional and Local Government Strengthening Programme which REPOA led in its preparation a few years ago, along with other research inputs on decentralisation policies.</li> </ul>
Tanzania Communications Regulatory Authority (TCRA)	<ul style="list-style-type: none"> <li>• Offered technical support into the TCRA's Research Review Committee.</li> </ul>
Ministry of Agriculture	<ul style="list-style-type: none"> <li>• Provided research-based evidence as inputs in the "Food System Partner Dialogue and Workshop" - workshop hosted by the Ministry of Agriculture.</li> </ul>
Prime Minister's Office: Department of Policy and Coordination	<ul style="list-style-type: none"> <li>• Provided technical guidance on sharpening Policy Briefs' writing skills at the 3rd Tanzania Monitoring, Evaluation and Learning Week &amp; Conference, in partnership with T-MELA, USAID.</li> </ul>
Ministry of Home Affairs	<ul style="list-style-type: none"> <li>• Provided capacity development seminar on policy development for the senior management team.</li> </ul>
East African Business Council	<ul style="list-style-type: none"> <li>• Policy discussions on "Boosting intra-regional trade."</li> </ul>

## Inspiring quotes in 2024



"Violence of any form is a foundation of poverty in any society. I commend REPOA and the author for this book. I will do my best to raise and echo your findings related to this important gender study," said Hon. Dr. Dorothy Gwajima, Minister for Community Development, Gender, Women and Special Groups when speaking at the launch of REPOA's book *"Women-on-Women Violence in Tanzania: Current Realities and Future Directions"*. The event took place at REPOA on 18<sup>th</sup> July 2024.

"Honoured to represent Development Partners at REPOA's 28th Annual Research Workshop in Arusha. This workshop emphasizes collaboration for sustainable growth and trade in East Africa. We are committed to supporting initiatives for regional cooperation and inclusive development," said the Norwegian Ambassador to Tanzania, H.E Tone Tinnes at the 28<sup>th</sup> REPOA's Annual Research Workshop held at the East African Legislative Assembly (EALA) headquarters in Arusha on 29<sup>th</sup>-30<sup>th</sup> October 2024. The event was hosted by REPOA in collaboration with EALA, supported by the EAC Secretariat, TradeMark Africa (TMA), CRDB Bank Plc, Tanzania Horticultural Association (TAHA), Southern Agricultural Growth Corridor of Tanzania (SAGCOT), and the Ministry of Industry and Trade (MIT) of the United Republic of Tanzania (URT).





"In today's rapidly changing geo-political landscape, resulting in a nascent formation of new alliances and multiple blocks, coupled with the persistence of trade and development challenges, the guidance of research bodies such as REPOA is needed more than ever," said Assistant Secretary General Department of Sustainable Economic Transformation & Trade at the Organisation of African Caribbean & Pacific States (OACPS) - Mr. Junior Lodge, when speaking at the 28th Annual Research Workshop held at the EALA headquarters in Arusha on 29<sup>th</sup>-30<sup>th</sup> October 2024 as a Keynote Speaker.

"REPOA has been at the centre stage of amplifying collaborative efforts in reviewing and shaping national policies and strategies, including the same at the Zanzibar's Revolutionary Government," said the Minister of Trade and Industrial Development, Revolutionary Government of Zanzibar, Hon. Omar Said Shaaban, when speaking at the 28th Annual Research Workshop held at the EALA headquarters in Arusha on 29<sup>th</sup>-30<sup>th</sup> October 2024.





# Our scope of work & activities in 2024

## 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 2024 marked the fifth and final year of implementation of the five-year research programme 2020-2024, one that reflected 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: Developing 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 2024 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.

## Undertaking quality, relevant & high impact research



**30 (86%)**

Research Reports produced and disseminated.



**34 (92%)**

Policy Briefs produced and disseminated.



**13 (100%)**

Policy Dialogues held.



**1 (100%)**

Books.



**2 (200%)**

Journal Articles



**12 (100%)**

Policy Open Sessions held.



**14 (107%)**

Technical support to MDAs/ LGAs and other actors.

## Strengthening the capacity of researchers & research users



**15 (150%)**

Research support under our Open Competitive System (OCS).



**9 (100%)**

Training for researchers



**8 (100%)**

Research users training on evidence informed policy making.



**1 (100%)**

Internship extended.



**5 (62.5%)**

Research Associates hosted.



**2 (100%)**

Number of Visiting Research fellows hosted.

## Organisational development



**366 (73%)**

Publication acquisitions.



**136 (100%)**

Media engagements achieved.



**19 (95%)**

Media programmes held.



**8 (100%)**

Governance meetings hosted.



**8 (100%)**

Financial statements and management reports produced

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

# Achievements

This part of the report highlights various outputs targeting relevant actors to achieve the desired outcomes of informed policies, strategies, and development interventions – being part of efforts put together 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 103% overall achievement against the target for the year 2024.

### We increased avenue of equal opportunities between men and women for socio-economic development

This outcome emphasizes socioeconomic development for both women and men in all aspects of life. It was achieved through various means, including research, capacity building, collaborations, and knowledge sharing with research users

In 2024, we contributed to the initiative called: “Empowering Women-Owned Businesses Through Public Procurement in Tanzania”, setting the stage for pioneering improvements to the Public Procurement Act of 2024. Notably, the initiative’s contributions were cited by the Ministry of Finance in the draft edition of the National Procurement Policy 2024. The initiation of the Women in Procurement programme focused on addressing the underrepresentation of women in public procurement by fostering a more inclusive system. This effort garnered significant attention, with REPOA playing a key role in shaping the procurement policy, ultimately contributing to the updated Public Procurement Act of 2024. A caption below references REPOA’s work on a research report on the Procurement project.



**A cross section of women and girls attending a session on the Public Procurement Act of 2024, for which as stakeholders we seek to address the underrepresentation of women in public procurement by fostering a more inclusive system. (Photo credits – TSN)**

Also, a major contribution during this period was the publication of a book titled “Women to Women Violence in Tanzania: Current Realities and Future Directions”. The book was launched by the Minister for Community Development, Gender, Women, and



Special Groups. The book sheds light on the hidden barriers to women's development in Tanzania, especially in the Lake Zone, where harmful practices such as Nyumba Ntobu and female circumcision continue.



*Minister for Community Development, Gender, Women and Special Groups, Hon. Dr. Dorothy Gwajima (right) joins the rest of REPOA team on the left – lifting a dummy book to officially launch the new book for the year*

## **We increased collaboration with the Government, research institutions, and other policy actors to improve generation of knowledge and use of evidence-based policy making and planning**

In 2024 REPOA engaged in several initiatives that foster collaboration and knowledge exchange on economic and social development. We continued to draw on findings and expertise from own past and ongoing strategic research to influence policy - such as on the drafting of Tanzania's Development Vision 2050 (TDV 2050), other national policies - and engagement with research institutions, and other policy actors to improve generation of knowledge and use of evidence-based policy

making and planning.

For example, during the year, we partnered with the International Growth Centre (IGC) from the UK and organised an international tax conference aimed at enhancing revenue collection in developing countries. The conference brought together tax experts from various countries to discuss the prospects and challenges in tax collection, with a particular focus on developing economies. The Tanzania Revenue Authority (TRA) actively participated, sharing insights into the country's tax collection challenges and learning from other countries with similar socio-economic contexts



*A group photo of researchers, policymakers and experts from across the world who through REPOA's collaboration gathered in Dar es Salaam to chart a new path for domestic resource mobilisation in sub-Saharan Africa under the International Conference on Tax for Growth.*

We also collaborated with the Centre for Global Development (CGD) on two studies focused on Domestic Resource Mobilisation (DRM). The first examined the experience of MDBs in supporting DRM in Sub-Saharan Africa and the second focused on the East African Community (EAC). The studies assessed the influence of MDB reforms, particularly those under IDA, identified DRM challenges, and provided recommendations on how MDBs can better support DRM efforts in its recipient countries in the context

of the IDA 21 replenishment process. The findings from these studies were presented and discussed with Government officials, including parliamentary technical staff, the Ministry of Finance, and the MDBs. Such international forums and collaborations have provided invaluable opportunities for various government agencies and officials to explore best practices and strategies for addressing local challenges.

Other collaborations with research institutions, and other policy actors to improve generation of knowledge, and use of evidence-based policy making and planning - are highlighted below:

<b>Oxford Policy Management (OPM)</b>	<ul style="list-style-type: none"> <li>• Collaboration in the Data &amp; Evidence to end Extreme Poverty (DEEP) Programme.</li> </ul>
<b>Tanzania Private Sector Foundations (TPSF)</b>	<ul style="list-style-type: none"> <li>• Collaboration in the development of fiscal reforms in agriculture sector for 2024/2025.</li> </ul>
<b>Collaboration in the development of fiscal reforms in agriculture sector for 2024/2025.</b>	<ul style="list-style-type: none"> <li>• Taking part in the study for tracking informality and unemployment.</li> </ul>
<b>East African Mountains Endowment Fund (EAMCEF)</b>	<ul style="list-style-type: none"> <li>• Production of a comprehensive report on the environmental status of the southern and eastern mountains of Tanzania.</li> </ul>
<b>International Institute of Social Studies (ISS)</b>	<ul style="list-style-type: none"> <li>• Capacity Building for sustainable productivity enhancement.</li> </ul>
<b>United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small OHRLIS</b>	<ul style="list-style-type: none"> <li>• Innovation for structural transformation in LDC's.</li> </ul>
<b>Bill &amp; Melinda Gates Foundation and the Open Society Foundations</b>	<ul style="list-style-type: none"> <li>• Replenishment of IDA 21.</li> </ul>
<b>International Growth Center (IGC) &amp; Tanzania Revenue Authority (TRA)</b>	<ul style="list-style-type: none"> <li>• Co-hosting of the International Tax Conference in Dar es Salaam.</li> </ul>
<b>Chr. Michelsen Institute (CMI) and Prime Minister's Office of Labour, Youth, Employment and Persons with Disability (PMOLYED)</b>	<ul style="list-style-type: none"> <li>• Co-hosting of the International Policy Research Workshop on Jobs and Competence.</li> </ul>
<b>William &amp; Marry College-AID DATA</b>	<ul style="list-style-type: none"> <li>• Collaboration on a joint study to assess how aid, trade and investment work together under the Tanzania US partnership over the years.</li> </ul>

<b>Center for Global Development</b>	<ul style="list-style-type: none"> <li>• Collaboration on two studies focused on Domestic Resource Mobilization (DRM).</li> </ul>
<b>Young Scholars Initiatives (YSI)</b>	<ul style="list-style-type: none"> <li>• Collaboration under the study: "Economic Thinking and Economic Development in Africa: Maternity benefits for women in the informal sector"</li> </ul>
<b>WAJIBU Institute</b>	<ul style="list-style-type: none"> <li>• Jointly contributed in drafting five resolutions of the Tanzania's Country Position Paper for COP29.</li> </ul>
<b>South African Institute for International Affairs (SIIA)</b>	<ul style="list-style-type: none"> <li>• Co-hosting of the Africa Peer Review Mechanism (APRM) Sensation Workshop.</li> </ul>
<b>UNCDF's</b>	<ul style="list-style-type: none"> <li>• Collaborated on the launch of Phase II of the UNCDF's Local Climate Adaptive Living (LoCAL) facility, aimed at enhancing local governments' climate resilience and adaptive capacities.</li> </ul>
<b>RUFORUM - Forum for Agricultural Research in Africa (FARA)</b>	<ul style="list-style-type: none"> <li>• Strengthening the capacity for the Regional Centers for Excellence (RCoE).</li> </ul>
<b>University of Beijing - Chinese Global Development Initiative</b>	<ul style="list-style-type: none"> <li>• Climate Change in Low Carbon Economy Workshop.</li> </ul>
<b>Young Scholars Initiative (YSI)</b>	<ul style="list-style-type: none"> <li>• Collaborated under the study: "Economic Thinking Economic Development in Africa: Maternity Benefits for women in the informal sector."</li> </ul>
<b>USAID-MELA-T</b>	<ul style="list-style-type: none"> <li>• A collaboration for Enhancing Research finding Utilisation and M&amp;E Reports: A Workshop on Sharpening Policy Briefs Writing Skills.</li> </ul>
<b>All Africa Conference Churches (AACC)</b>	<ul style="list-style-type: none"> <li>• A collaborative study on Public Accountability in Africa.</li> </ul>
<b>Africa Election Observers Network (AfroEON)</b>	<ul style="list-style-type: none"> <li>• Electoral Integrity in Africa Summit: Regulating Political Finance Donations and Electoral Integrity</li> </ul>



## Have seen activities of non-research NGOs/ CSOs related to socioeconomic policies become more evidenced based

Our effort to boost trade in the East African Community (EAC) has been through policy research, policy discussions, and capacity-building programmes. During the year, among others, we engaged with the East Africa Business Council (EABC) on policy reforms needed to promote trade in the region. REPOA highlighted the research evidence based on the documented studies on regional trade and drawing lessons from successful cases of intra-regional trade and industrial expansion. We are proud see activities of such non-research NGOs/ CSOs (and those mentioned in above infographic) related to socioeconomic policies become more evidenced based.



*A preparation between REPOA and EACB on Policy discussions of "Boosting Intra-regional Trade".*

We also jointly contributed to the drafting of five resolutions for Tanzania's Country Position Paper for COP29 - ahead of the COP29 meeting in Baku in support of climate change response. In these pre-COP29 discussions, engaging with WAJIBU - Institute of Public Accountability along with other local think tanks, and NGOs, we presented findings from our recent green transition studies, leading up to the drawing of 5 proposed resolutions for Tanzania.



*The Pre-COP 29 workshop was graced by the Ambassador of Norway in Tanzania, H.E. Tonner Tines (on the left frame) while participants (centre) listen attentively to our very own Senior Researcher, Dr. Jane Mpapalika presenting one of our recent green transition studies on the right frame).*

In the process, a feedback zoom session organised by the Vice President's Office – Environment through the Nationally Determined Contribution (NDC) Tanzania platform took onboard the recommendations into the government position paper presented in the COP 29 Meeting in Baku.

### **We welcomed increased demand for our research, including our expertise to address socioeconomic policy issues**

One notable intermediary outcome of these efforts was REPOA's involvement in the Presidential Tax Commission. This Commission was formed to examine the challenges faced by taxpayers, to understand the persistently low tax-to-GDP ratio, and to propose improvements to tax administration. Recognizing REPOA's extensive research experience on tax policy and administration, one of REPOA's senior researchers was appointed to the Secretariat of this Commission. This appointment underscores REPOA's significant contributions to national development through evidence-based research and policy engagement in critical areas such as revenue mobilisation. This nomination too has considered the expertise of REPOA and its contribution to

this important development area.



*Our very own Principal Researcher, Dr. Jamal Msami (standing 2nd right, back row) is a testimony through which our expertise is mirrored in the Presidential Tax Commission of experts.*





## 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 2024 reached 92%.

### Have witnessed increased external demand for REPOA's trainings, collaborations and internship

The Tanzania National Assembly (Bunge) is one of the key partners as research users that we are proud of having seen their willingness to work with us, also offering us the platform to train them on the broader quest to enhance the effective use of evidence in policy making. Out of these, two training sessions were with Parliamentary committees, the first training being with the Parliamentary Committee on Ethics and Powers, aimed at enhancing their understanding of the role of parliament in upholding 'The Separation of Powers in Tanzania.' The training was attended by 19 Committee members, six (6) of them being female. The session focused on equipping participants with strategies to safeguard the sovereignty of parliament and ensure the protection of parliamentary privileges, both within and outside the precincts of Parliament.

Second, REPOA held a workshop seminar for the Parliamentary Budget Committee with the objective of influencing economic policies through budget presentation. This seminar's main objective was to enhance parliamentary involvement in budgeting, both technical and non-technical, on budget oversight. By accomplishing this, it would help to build effective fiscal planning and facilitate pre-budget discussions on budget

priorities that would help undertake a participatory and better-informed budget process. The workshop aimed to increase the transparency and accountability of budgetary decisions, while the input of parliament in the design and incorporation of the earliest stages in the budget cycle is appreciated.



**A group photo of REPOA's Senior Management team representatives along with the Deputy Speaker of the National Assembly, Hon. Mussa Hassan Zungu taken at his office in Dodoma, ahead of REPOA's workshop seminar with the Parliamentary Budget Committee. The workshop aimed at enhancing parliamentary involvement in budgeting, both technical and non-technical, on budget oversight.**



The third training session was in the form of learning by doing in which researchers from the Planning Commission worked with REPOA researchers to undertake further analysis of poverty mapping as part of capacity building for the government to undertake poverty analysis. The focus was on using a qualitative approach to understand why some councils remain persistently poor; why others graduate from poverty; why others are falling into poverty; and why others are continuously better off. A total of 9 government officials were part of the team, of which four (4) were female and five (5) were male.

The fourth training was on entrepreneurship business planning for youth micro and small enterprises. This training was conducted by REPOA in collaboration with the Directorate of Innovation and Entrepreneurship (DIEN) of the University of Dar es Salaam. The

training focused on providing business planning skills to MSEs with the aim of building and strengthening their capacity to operate their enterprises effectively and upscale their business operations. The training took place on the 13<sup>th</sup> and 14<sup>th</sup> of June 2024 and had 12 participants 10 being males and two (2) females doing business in Dar es Salaam markets.

REPOA and USAID - Tanzania Monitoring, Evaluation, and Learning Activity (T-MELA), in collaboration with key partners, including the Zanzibar Planning Commission (ZPC), the Prime Minister's Office (PMO), the Zanzibar State University (SUZA), and the Zanzibar Association of Monitoring and Evaluation (ZAMEA) organized a training that brought together 64 Monitoring, Evaluation, and Learning (MEL) specialists and junior researchers.

### **REPOA supports Tanzania Government efforts in evidence-based decision-making by training M & E Specialists and Junior Researchers in Policy briefs writing:**

Dr. Constantine George, a senior researcher at REPOA, was a man of the moment in mid-September 2024 when REPOA supported Tanzania Government efforts in evidence-based decision-making by training M & E specialists and junior researchers in policy briefs writing.



**REPOA's Senior Researcher,  
Dr Constantine George,  
Facilitating the training.**

"It's something (Policy Briefs) that we publish almost every other month here at REPOA, but to ordinary research users it not something very straight forward to navigate with. So, we had to go step by them to help cement key foundations in the culture of evidence-based decision-making," said Dr. Constantine.

This transpired during the MEL Week Conference in Zanzibar, a transformative training session on policy brief writing offered by REPOA, along with the USAID-Tanzania Monitoring, Evaluation, and Learning Activity (T-MELA), in collaboration with key other partners, including the Zanzibar Planning Commission (ZPC), the Prime Minister's Office (PMO), the Zanzibar State University (SUZA), and the Zanzibar Association of Monitoring and Evaluation (ZAMEA). The training brought together 64 Monitoring, Evaluation, and Learning (MEL) specialists, and junior researchers, from the private sector, government agencies, and CSOs.

The session enabled them to utilize research-based evidence as knowledge generated through M&E and research activities to inform policy options and development programs for better development outcomes. Emphasis was placed on the need for concise, clear communication, as 79% of policy actors prefer policy briefs over lengthy academic papers.

Ms. Miriam D. Mkombozi from *Members of Young Emerging Evaluators*, one of the training participants noted, “Overall, the policy brief writing session was a resounding success. It gave most of us valuable tools to translate our work into tangible policy recommendations,” she added. “I now feel better equipped to influence policy decisions and contribute to developing evidence-based programmes.”

### We have seen increased demand for research outputs (research reports, policy briefs, books, etc.)

During the year we saw an increased number of online visitors into our website reading our research outputs, let alone those that have consumed printout versions during our dissemination sessions, and on day-to-day basis. Thus, in 2024 we garnered a total of 52,583 page views on the research outputs, and related content that we published - leading to an increase of 60% from a total of 32,820 page views garnered in the prior year.

# 60%

increase of online visitors into our website reading our research outputs.

### We enhanced frequency of the media reporting more accurately on our research findings

With training programmes for research users held in the prior year(s), including journalists' training, in 2024 we saw enhanced frequency of the media - reporting more accurately on our research findings. This is backed by our ability as a local think tank to offer the media fraternity with the right and relevant data for reporting, as well as becoming their home for both solicited and unsolicited interviews on key development issues.

Also, REPOA boasts of having trained and worked with a good number of journalists before, such that we cemented our position

as their home when seeking expert opinion or in-depth analysis of the trending global, regional and local socio-economic issues surfacing in the media. All these have given us the opportunity to always ensure that our findings are reported more accurately.



A cross section of journalists that we trained in the past pictured in one of our research dissemination events, interviewing presenter of the study, our very own Dr. Lucas Katera (centre).

### 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 2024 reached 93% 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.

#### We had more partners collaborating in various research and capacity building initiatives

We are proud that during the year we were able to achieve a record number of partners collaborating with us in various research related initiatives – especially with reference to our flagship event the 28th REPOA's Annual Research Workshop, let alone others.

Held on the 29th and 30th October 2024, at the East African Community (EAC) headquarters in Arusha under the theme "Pursuit for Sustained Growth and Trade Expansion." – we were able to host this flagship policy dialogue event in collaboration with six (6) other entities including the regional institution, the Government of Tanzania, the Private sector and other non-state actors on board.

Ensuring a diverse and impactful workshop, REPOA collaborated with East Africa Legislative Assembly (EALA) and EAC Secretariat, TradeMark Africa, SAGCOT, CRDB Bank Plc, TAHA, and the Tanzanian Ministry of Industry and Trade. The workshop attracted more



*Dignitaries at the high table (left) and some of the participants (left & right) following closely proceedings of the 28th REPOA's Annual Research Workshop held in Arusha, October 2024.*



Hence, REPOA elevated its status by operating at a regional level, enabling broader knowledge exchange and policy dialogue among influential stakeholders. Honourable Dr. Selemani Jafo, Minister of Industry and Trade, graced the event, representing Honourable Dr. Doto Biteko, Tanzania's Deputy Prime Minister and Minister of Energy. The workshop received widespread attention from national and social media platforms, underscoring its success in promoting regional collaboration and providing strategic insights into trade and growth policies across East Africa.

### We enhanced sustainability of partnership through formal agreements

Throughout the year we kept ourselves close to our partners in all endeavours, starting from the design of the workplan benefiting from functional collaboration with users, partners, and other stakeholders, enabling strategic interaction and coordination in research, capacity building, and policy engagement. We prioritize building partnerships to leverage resources and expertise to ensure sustainability and mitigate financial risks, a priority for the Strategic Plan for 2025-29.

For us at REPOA partnerships are key to helping us navigate policy related conundrums and continue promoting evidence-based policies for inclusive socioeconomic transformation. We also believe that through agreements and alliances by type of partner help enhance research partnerships, facilitating dialogue, promoting learning, and encouraging knowledge exchange among researchers, professionals, policymakers, and the broader community.

To signify the importance of partnerships in leveraging relative comparative advantages, during the year (on the sidelines of the 28<sup>th</sup> Annual Research Workshop in Arusha) further collaborations were formalized through Memorandum of Understanding (MoU) between REPOA and its two partners, namely Tanzania Horticultural Association (TAHA) and The Southern Agricultural Growth Corridor of Tanzania Initiative (SAGCOT). First, the MoU (with TAHA) intends to forge a partnership to leverage collective resources, expertise, and networks to enhance research, knowledge dissemination, policy advocacy, and capacity building in the horticulture industry and related socioeconomic sectors.



TAHA's Chief Executive Officer, Dr. Jacqueline Mkindi (left) exchanging MoU documents with REPOA's Executive Director, Dr. Donald Mmari.

The latter MoU signed with SAGCOT intended to forge a partnership to leverage our collective resources, expertise, and networks to enhance research, knowledge dissemination, policy advocacy, and capacity building in the horticulture industry and related socioeconomic sectors.



*SAGCOT's Chief Executive Officer, Mr. Godfrey Kirenga (left) exchanging MoU documents with REPOA's Executive Director, Dr. Donald Mmari.*

Besides these, during the reporting period, we successfully retained our agreements with Core Partners, including Sweden, Norway, and Ireland, enhancing the stability of our ongoing programmes.

### **We mainstreamed our internal policies and practices to address issues of gender, human rights, anti-corruption and environment**

During the year, we continued to implement our human resource policies that promote gender equality across recruitment, leadership, and professional development - without compromising the quality of its deliverables. Females were actively encouraged to apply for key roles, resulting in the employment of one female researcher and two female research interns during the reporting year. One new female member also joined through the Annual General Meeting, bringing the total to eight women out of 21 members. We continued working closely with the female Gender Specialist right at the Board level – sitting as a member, and the gender safeguarding focal person on day-to-day operation to ensure awareness of gender and safeguarding policies and maintained a zero-tolerance stance on sexual misconduct and corruption.

We have done studies to inform welfare-enhancing policies in structural transformation, gender equality, human development, and

climate resilience. As REPOA we mainstreamed gender across programmes, addressing barriers to women's empowerment, for instance, using data from the Afrobarometer surveys which we lead here in Tanzania. Our research programme stayed promoting inclusive governance, explores socio-economic impacts of climate change, and informed social protection programmes like TASAF.



*A female enumerator in our recent Round 10 of the Afrobarometer survey collecting data, that among others helps to inform policies in structural transformation, gender equality, human development, and climate resilience.*



# Board of Directors



**Prof. Rwekaza Mukandala**  
Chairperson



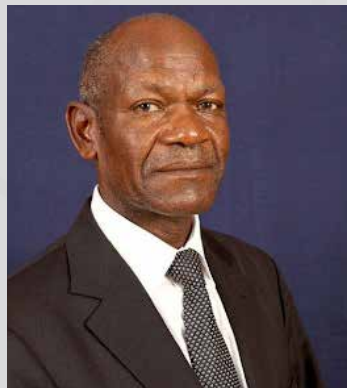
**Ms. Rehema Tukai**  
Vice Chairperson



**Dr. Charles Klmei**



**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. Jane Mpapalika**



**Vicent Massam**



**Diana Mutta**



**Dr. Hubert Shija**



**Rehema Losiru**



**Dr. Constantine George**



**Vincent Nalwendela**



**Mgeni Msafiri**



**Jofrey Amanyisye**



**Amani Sanga**



**Thadeus Mboghoina**



**Shani Kahelo**



**Ahmed Ndyeshobola \***



**Jacqueline Mapesa**



**Caroline Sekule**



**Cornel Jahari**



**Godliver Manumbu**



**Stephen Mwombela**



**Prof. Paschal Mihyo \***



**Enock Anaeli**

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**Note**

**\* Senior Visiting Research Fellow.**



# Audited financial statements

REPOA's financial statements for the year ending 31 December 2024 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

The total revenue earned in 2024 was TZS 7.9 billion, representing 5% increase from the year ended 2023, where the revenue earned was TZS 7.5 billion. Out of the revenue earned, TZS 6.0 billion (76%) is from core fund contributions, and TZS 1.9 billion (24%) is from other income sources contributions. The proportion changed slightly compared to last year, where core funding contribution was 74% and other income sources contributed 26%. Core funding contribution increased slightly from TZS 5.6 billion in 2023 to TZS 6.0 billion in 2024, representing an increase of TZS 0.4 billion (7%). Funding from other income sources, the long-term and short-term collaborative research projects, and other income decreased by 5% from TZS 2.0 billion in 2023 to TZS 1.9 billion in 2024.

## Expenditure

In 2024, the total expenditure was TZS 7.9 billion, reflecting an 8% increase from TZS 7.3 billion spent in 2023. Below is the breakdown of the expenditure.

- Program direct costs amount to TZS 5.9 billion in 2024, up from TZS 5.6 billion in 2023, marking a 5% increase.
- Administrative expenses increased to TZS 1.9 billion in 2024, 12% increase from TZS 1.7 billion in 2023.

## Other gains

- Other gains recorded a gain of TZS 96 million in 2024 compared to a gain of TZS 29 million in 2023.

## Income tax expenses

The Institution recorded an income tax expense of TZS 5.1 million, which reflects a 78% decrease compared to last year's result.

# Annual Report and Audited Financial Statements for the Year Ended 31 December 2024

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 2024 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 2024 and that they have been prepared based on properly maintained financial records.

Signature: Massam

Position: **Director of Finance and Administration**

NBAA Membership No.: ACPA 4206

Date: 23 May, 2025

# 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 35, which comprise the statement of financial position as at 31 December 2024, 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 2024 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 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 Organization's Annual Report and Report by those Charged with Governance 31 December 2024*

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 2024, 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 (Registra-



tions) 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 Organizations 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 Organization or to cease operations, or have no realistic alternative but to do so. The directors are responsible for overseeing the Organization'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.
- 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.

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

- 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.

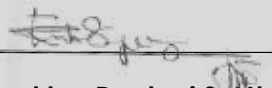
#### **REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

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**

**Partner (ACPA 3438)  
For and on behalf of Ernst & Young  
Certified Public Accountants  
Dar es Salaam, Tanzania**

Date: 29/5/ 2025

## Statement of Financial Performance for the year Ended 31 December 2024

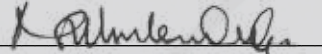
	2024	2023
	TZS	TZS
<b>Revenue from non-exchange transactions</b>		
Core fund contributions	6,036,309,998	5,553,862,322
Other donors	1,817,980,425	1,690,188,456
	<b>7,854,290,423</b>	<b>7,244,050,778</b>
<b>Revenue from exchange transactions</b>		
Other income	53,180,240	304,223,753
	53,180,240	304,223,753
	<b>7,907,470,663</b>	<b>7,548,274,531</b>
<b>Expenditure</b>		
Program direct costs	5,947,675,748	5,553,862,323
Administrative expenses	1,906,614,675	1,696,820,551
	<b>7,854,290,423</b>	<b>7,250,682,874</b>
Other gain	96,371,514	29,793,759
<b>Surplus before tax</b>	<b>149,551,754</b>	<b>327,385,416</b>
Tax expenses	(5,116,118)	(23,117,634)
<b>Surplus for the year</b>	<b>144,435,636</b>	<b>304,267,782</b>



## Statement of Financial Position as at 31 December 2024

	2024 TZS	2023 TZS
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property and equipment	3,197,045,028	3,271,945,588
<b>Current assets</b>		
Receivables from non-exchange transactions		4,617,905
Other receivables	144,930,213	136,704,105
Cash and cash equivalents	4,895,614,657	3,649,710,221
Tax receivable	15,643,267	2,467,095
	<b>5,056,188,1367</b>	<b>3,793,499,326</b>
<b>TOTAL ASSETS</b>	<b>8,253,233,165</b>	<b>7,065,444,914</b>
<b>LIABILITIES</b>		
<b>Non- Current Liabilities</b>		
Capital grants	24,000,000	36,000,000
<b>Current Liabilities</b>		
Trade and other payables	924,476,747	849,537,193
Deferred income	917,492,933	200,266,878
	1,841,969,680	1,049,804,071
<b>TOTAL LIABILITIES</b>	<b>1,865,969,680</b>	<b>1,085,804,071</b>
<b>NET ASSETS</b>	<b>6387,263,484</b>	<b>5,979,640,843</b>
NET ASSETS REPRESENTED BY:		
Accumulated surplus	1,771,054,599	1,626,618,963
Endowment fund	2,723,450,400	2,460,263,395
Revaluation reserve	1,892,758,486	1,892,758,486
Total Net Assets	6,387,263,484	5,979,640,843
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>8,253,233,165</b>	<b>7,065,444,914</b>

These financial statements were approved by the Board of Directors on 23 May, 2025 and signed on its behalf by:

  
**Prof. Rwekaza Mukandala**  
 Chairperson

  
**Dr. Donald Mmari**  
 Executive Director

## Statement of Cash Flows for the Year Ended 31 December 2024

	2024	2023
	TZS	TZS
<b>CASHFLOW FROM OPERATING ACTIVITIES</b>		
Surplus for the year before tax	149,551,754	327,385,416
<b>Adjustments for non-cash items</b>		
Depreciation	134,310,640	122,701,916
Amortisation of capital rants	(12,000,000)	(12,000,000)
Loss from disposal	-	(698,541)
<b>Change in working capital items</b>		
Decrease in receivable from non-exchange transactions	4,617,905	51,194,729
Increase in other receivables	(8,226,107)	(38,262,332)
Increase in trade and other payables	74,939,554	(179,514,913)
Increase/(decrease) in deferred income	717,226,055	(336,533,571)
Increase in endowment fund	263,187,005	-
<b>Net cash flows from operating activities</b>	<b>1,323,606,806</b>	<b>(65,727,296)</b>
<b>Tax paid</b>		
Withholding taxes at source	(18,292,290)	(25,584,729)
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Cash from disposal of assets	-	1,982,352.00
Purchase of property and equipment	(59,410,080)	(41,902,274)
	(77,702,370)	(65,504,651)
<b>Net change in cash and cash equivalents</b>	<b>1,245,904,436</b>	<b>(131,231,947)</b>
<b>Movement in cash and cash equivalent</b>		
Cash and cash equivalents at 1 January	3,649,710,221	3,780,942,168
Net increase/ (decrease) in cash and cash equivalents	1,245,904,436	(131,231,947)
<b>Cash and cash equivalents at 31 December</b>	<b>4,895,614,657</b>	<b>3,649,710,221</b>

## Books

Opoku, R. (2024). WOMEN-ON-WOMEN VIOLENCE IN TANZANIA: Current Realities and Future Directions. REPOA. Dar es Salaam. <https://www.repoa.or.tz/?publication=women-on-women-violence-current-realities-and-future-directions> pdf

## Journal Articles

Exploring feasible reforms through discrete choice experiments. <https://www.repoa.or.tz/?publication=how-to-overcome-rent-seeking-in-tanzanias-skills-sector-exploring-feasible-reforms-through-discrete-choice-experiments>

Sumari, B.K., Noah, P., Mabhuye, E.B., (2024). Integrating Bottom-up and Top-down Approaches in Tanzania's Climate Change Adaptation Planning: Exploring Their Impact on Adaptive Capacity in Adaptation Projects. <https://doi.org/10.1080/00220388.2024.2428608>

## Policy briefs

Jahari, C., & Simba, C. G. (2024). Assessing Labour Conditions in Solid Waste Management: A Tanzanian Case Study. REPOA, Dar es Salaam. <https://www.repoa.or.tz/wp-content/uploads/2025/02/Assessing-Labour-Conditions-in-Solid-Waste-Management.pdf>

Katera L, Mihyo, P., Mhando, L., Jahari, C. (2024). Addressing the Challenges of Gender Responsive Procurement: Insight of Bridging the Gap among WoSMES in Dar Es Salaam


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## Appreciation to our development partners

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



**Embassy of Sweden**  
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**Government  
of Ireland**  
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**Norway**

Below is a selection of our other collaborating institutions:







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