



ANNUAL REPORT



2025



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 pillars

The Strategic Plan 2025–2029 branches our interventions into three distinct pillars:

- Strategic research and collaboration with policy stakeholders.
- Capacity development of researchers and research users/policy actors.
- Dissemination of generated knowledge.



Research Programme

Our Research Programme for 2025–2029 focuses on three research

1. Economic resilience, competitiveness, and inclusive growth.

- The business environment and private sector development.
- Structural transformation and development trajectory in Tanzania.
- The green transition and climate change.
- Trade competitiveness, value chains and regional integration.

2. Inclusive governance and citizen participation for sustainable development.

- Domestic resource mobilisation and public expenditure management.
- Natural resource governance.

- Local economic development (LED) in the context of decentralisation.
- Citizen's participation and voice in public policy.

3. Human development and the empowerment of women and youth.

- Economic and social empowerment of women and youth.
- Human capital development.



Core values

Quality: We apply well-considered methodologies to our work to ensure rigor 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, to be transparent and fully accountable to our stakeholders.



Contents

**Letter from the
chairperson of the
Board of Directors**

05

**Letter from the
Executive Director**

07

**Highlights from
2025**

09

**Inspiring quotes
in 2025**

11

**Our scope of
work & activities
in 2025**

13

**Our 2025 results
at a glance**

06

Achievement

15

AGM Members

27

**Board of
Directors**

28

**REOA
Staffs**

29

**Audited financial
statements**

30

**Appreciation
to our development
partners**

38

Acronyms

DEEP – Data and Evidence to end Extreme Poverty

EAC – East African Community

FDI – Foreign Direct Investment

IDA - International Development Association – part of the World Bank

ILFS – Integrated Labour Force Survey

IPSAS - Public Sector Accounting Standard

MDAs - Ministries, Departments, and Agencies

MDBs - Multilateral Development Banks

Letter from the Chairperson of the Board of Directors



Dear Esteemed Stakeholders,

It is my pleasure to present the 2025 Annual Report, marking the first year of implementation of REPOA's Seventh Strategic Plan (2025-2029) - a pivotal transition from the Sixth Strategic Plan and an important step toward our long-term vision.

This inaugural year served both as a consolidation phase and a strategic springboard.

Ongoing initiatives were carefully realigned within the new framework to ensure continuity, embed institutional learning, and build momentum for the priorities ahead. In doing so, we strengthened the foundations necessary to deliver sustained impact under the new strategic plan.

Throughout the year, REPOA remained steadfast in its commitment to rigorous, policy-relevant research; strengthened collaboration with policymakers and other stakeholders; expanded capacity development for researchers and research users; and enhanced the dissemination of knowledge aligned with national, regional and global development priorities - including Tanzania's Development Vision 2050.

Despite a challenging global context marked by geopolitical tensions affecting trade flows and international development financing, REPOA demonstrated resilience and adaptability. While resource constraints posed pressures across the sector, the year also reinforced the value of trust, partnership and collaborative problem-solving in navigating the uncertainties arising from the rapidly evolving operating context.

This report not only accounts for our performance in 2025 but also sets the tone for the journey ahead towards 2029 and beyond. On behalf of the Board of Directors, I extend sincere appreciation to the Government of Tanzania, our core partners and collaborators, researchers and research users, the media, communities, and REPOA's dedicated staff. Together, we remain committed to deepening our impact, strengthening partnerships, and advancing evidence-informed development as we implement this strategic plan.

A handwritten signature in black ink, appearing to read 'R. Mukandala', written in a cursive style.

Professor Rwekaza S. Mukandala
Chairperson, Board of Directors

Letter from the Executive Director



Dear Esteemed Stakeholders,

It is with great appreciation and a deep sense of responsibility that I present REPOA's Annual Report for 2025 — the first year of implementing our Seventh Strategic Plan (2025–2029). This marked a pivotal transition from the Sixth Strategic Plan and set the tone for the next phase of our institutional growth, policy influence, and enhanced welfare of Tanzanian society.

The 2025 workplan was designed and delivered through strong collaboration with stakeholders, research users and partners across sectors. These partnerships were central to advancing our strategic research, strengthening capacity among researchers and policy actors, and ensuring effective dissemination of our knowledge products.

Our operating environment largely reflected the projections of our annual risk appraisal. Encouragingly, we continued to witness sustained demand for research-informed evidence across all arms of government and among development partners, alongside a growing recognition of the importance of integrating research into decision-making processes.

Significant progress was recorded across all our Strategic Pillars, reflecting strengthened research delivery, deeper policy engagement, and enhanced organisational capabilities. The highlights presented below illustrate the breadth and depth of achievements realized during this foundational year.

Among notable milestones was our contribution to Tanzania's long-term development discourse, continuing to strengthen our standing as a trusted provider of research-informed evidence that shapes Tanzania's policy and reform agenda. Drawing on insights from our past and ongoing strategic research, we informed national policies and fiscal reforms aimed at addressing challenges in the business environment, among others. Our contribution, along with those from other partners were reflected in the Tanzania's Development Vision 2050 (DIRA 2050), reaffirming our central role in advancing evidence-based policymaking.

In addition, we also provided technical assistance to various MDAs, including to review coherence and synergies across sectoral and investment policies, informing the revision of policies and legislations geared to attracting further investments and optimizing private sector resources.

Another significant milestone was our contribution towards reforms aiming to strengthen domestic resource mobilisation without distorting economic efficiency and private sector growth. This includes research-informed contributions to the various policy review committees, including the Parliamentary Budget Committee, the Presidential Tax Review Commission, Ministry of Finance, and the Tanzania Revenue Authority.

As this report demonstrates, we take pride in seeing our research-informed evidence increasingly being used to set important policy agenda and shape dialogues, as well as remaining true to our purpose by having increasingly provided more answers on policy-related questions to specific policy actors.

In 2025, we continued to strengthen our standing as a leading policy research institution. More policy actors actively sought our evidence for policy support, whilst in pursuit of expanding reach in terms of depth and breadth of our policy research influence, as we forged many other collaborations with research and policy actors at national, regional and global level.

Through sustained efforts to strengthen the capacity of research users, we saw a marked increase in their awareness of policy-relevant evidence and its implications. This shift translated into deeper engagement, with more stakeholders as key policy actors actively partnering with us in the co-designing of studies-demonstrating not only stronger ownership of evidence, but a shared commitment to informed policymaking. In turn more policy actors requested clarifications, and additional information from our research findings.

On the dissemination front, we were able to turn our research-informed evidence into headlines, with quality and consistency, whereas more policy actors gained awareness of policy evidence and implications. We feel privileged too, that during the year we got acknowledged for providing critical evidence that shapes decisions - even beyond public citation.

However, these achievements were not without challenges. The reduced financial resources available to various development agencies further constrained access to supplementary non-core funding. Global geopolitical tensions have also disrupted trade flows and international aid patterns, limiting the availability of resources for non-governmental and development organizations. Moreover, preparations for the Tanzania national election on October 29 slowed implementation activities, as political campaigns that began in August affected the pace of our field operations. The uncertainties surrounding the post-election unrests remain in the spotlight for field activities and dialogue sessions, some of which had to be rescheduled for 2026. Despite these challenges, REPOA remained resilient, adaptive and focused on impact, supported by our partners and other stakeholders.

In conclusion, we remain 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 2025. As we forge ahead in implementing our seventh Strategic Plan (2025–2029), we do so with renewed energy, purpose, and shared commitment to support collective efforts to achieve transformative and inclusive development.

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 2025

Proud to have reinforced our credibility as a trusted source of research-informed evidence in national policies, fiscal reforms, and functional reviews

In 2025, we continued to strengthen our standing as a trusted provider of research-informed evidence shaping Tanzania's policy and reform agenda. Drawing on insights from our past and ongoing strategic research, we informed national policies and fiscal reforms aimed at addressing challenges in the business environment, investment climate, and domestic resource mobilisation, among others. Notably our contribution, along with other partners, were reflected in the Tanzania's Development Vision 2050 (DIRA 2050), reaffirming our central role in advancing evidence-based policymaking.

We engaged effectively with the National Planning Commission and the President' Office -Planning and Investments *ensuring that our research-driven evidence contributed to and informed the national policy agenda*, through the Vision 2050 and through the review of coherence and synergies across sectoral and investment policies aiming to attract further investments and optimize private capital accumulation.



REPOA's Executive Director, Dr. Donald Mmari participating in strategic Dialogue on DIRA 2050 held in Dodoma.

Our participation in the Presidential Tax Review Commission further reinforced our contribution to national fiscal reforms. Engagement in this and other high-level forums expanded our policy networks and deepened collaboration with ministries, regulators, and sector stakeholders. Through thematic dialogues, capacity building, and support to policy and programme development, we advanced regulatory quality, national planning, fiscal reform, and data systems in Tanzania.

The graphic in the following page summarises some of our engagements, reinforcing our credibility as a trusted source of research-informed evidence in national policies, fiscal reforms, and functional reviews:



President's Office – Regional Administration and Local Government (PO-RALG)

→ **Result:** Instilled a more practical, research-grounded decentralization framework to strengthen local governance. This involved collaboration with the President's Office – Regional Administration and Local Government (PO-RALG) on reviewing and finalizing the National Decentralisation Policy using evidence from research on D by D reforms and institutional reviews.

Presidential Tax Review Commission

Contributed technical analysis to the Presidential Tax Review Commission → **Result:** Informed fiscal reform deliberations, expanded REPOA's policy networks, and strengthened its national policy influence.

The National Bureau of Statistics (NBS)

Co-designed tools for the 2024 Integrated Labour Force Survey and engage in national accounts rebasing
→ **Result:** Improved labour market data quality and enhanced accuracy of national economic statistics for planning.

President's Office – Planning and Investment

Supported in reviewing sectoral and investment policy coherence → **Result:** Informed the upcoming National Investment Policy revision to better attract and optimize investments.

National Planning Commission

Collaborated with the **National Planning Commission** on Vision 2050 (DIRA 2050) and social protection analysis
→ **Result:** Aligned long-term national priorities with evidence on poverty, governance, financing gaps, and inclusion.

Independent National Electoral Commission (INEC), Parliamentary Committees, and the Women Parliamentarians Forum

Presented research on women's political participation → **Result:** Informed strategies to improve voter turnout and inclusivity.

Tanzania Communications Regulatory Authority (TCRA)

Provided quarterly research quality assurance to the Tanzania Communications Regulatory Authority (TCRA) → **Result:** Strengthened regulatory effectiveness, research rigour, and alignment with national development priorities in communications sectors.

Ministry of Finance

→ **Result:** Strengthened dialogue on domestic resource mobilisation and proposed independent public expenditure reviews. This is after drawing on data from the Tanzania Revenue Authority and the Bank of Tanzania.

Africa Energy Summit, in partnership with the British High Commission, Dar es Salaam

Engaged in energy policy dialogue with partners including the British High Commission → **Result:** Advanced evidence-based discussion on renewable energy, clean cooking, and sustainable energy reforms.

EU Heads of Development Cooperation in Tanzania

Shared evidence-based insights into Tanzania's development landscape, drawn from REPOA's ongoing research. → **Result:** Strengthened collaboration with development partners and shaped dialogue on inclusive growth and governance.

Mzinga Corporation

Partnered with Mzinga Corporation to support artisanal miners in Chunya → **Result:** Agreed on a baseline survey to guide interventions improving miners' productivity, safety, and livelihoods.

Kibaha Leadership Training Institute and the Vocational Education and Training Authority (VETA)

→ **Result:** Informed Vision 2050 and strengthened pathways for youth skills development and school-to-work transition.

Inspiring quotes in 2025



“I commend REPOA for the important and impactful work you continue to deliver. I wish you every success as you roll out your new and comprehensive Strategic Plan 2025- 2029,” remarked **HE. Jesper Kammersgaard, Royal Danish Ambassador to Tanzania**, during a courtesy visit in May 2025 – seeking to deepen mutual partnership in pursuit of evidence-based development.

“We thank REPOA for professionally disseminating these citizens' voices through the Afrobarometer surveys, which show that a large percentage are satisfied with health sector services. This encourages us, as those working in this sector, to continue improving the areas that are still lagging,” **Dr. Eva Matiko, former Director of Programmes at the Tanzania Health Promotion Support (THPS)**.





“

In the past, engagement between policymakers and think tanks was so vibrant, and REPOA consistently served as the engine supplying the research-informed evidence that shaped our decisions. The task before stakeholders now is to revive that culture of interaction - ensuring that evidence once again leads strategic and policy processes. These engagements must intensify, and I commend REPOA for the sustained efforts we continue to see in keeping that tradition alive,” **Mr. Joseph Rugumyamheto, one of founding members of REPOA and former Permanent Secretary in the President’s Office responsible for Public Service Management**, during an interview reflecting on REPOA’s history.

“We were privileged to have REPOA represented by its Executive Director, Dr. Donald Mmari, in our Visionary Leaders Programme - a premier leadership development initiative co-created by Empower Limited and the University of Dar es Salaam (UDSM). Dr. Mmari and his team are truly a national asset. His session on industrialisation was incisive, thought-provoking and firmly grounded on research-based evidence. Leaders left the session not only better informed but also equipped with practical analytical tools and challenged to translate insights into action,” **Ms. Miranda Naiman, Founder and Board Chair of Empower Limited**.



Our scope of work & activities in 2025

Overview

REPOA's core business lies in the generation and dissemination of research-based knowledge for improved welfare and livelihoods of all citizens through inclusive socio-economic transformation. 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 research, capacity development, and evidence-based policy support in Tanzania.

The year 2025 marked the first year of implementation of REPOA's Seventh Strategic Plan (2025–2029) - a pivotal transition from the preceding Sixth Strategic Plan. This inaugural year served as both a consolidation phase and a strategic springboard: activities carried over from the previous plan were systematically realigned and embedded within the new framework to safeguard continuity, reinforce institutional learning, and accelerate momentum toward REPOA's long-term vision. Our programme also reflects priorities from key domestic, regional, and international development frameworks, including Tanzania's Development Vision 2050.

Consistent with the results-based management system, this report provides the highlights of outputs and outcomes realised during the year under the organisation's three strategic pillars:

- **Strategic Pillar 1:** Strategic research and collaboration with policy stakeholders, seeking to undertake targeted and policy-relevant research and forge collaborations with research and

policy actors at national, regional and global levels

- **Strategic Pillar 2:** Capacity development of researchers and research users/policy actors, which aims at sustaining policy research and for enhancing research uptake by policy actors.
- **Strategic Pillar 3:** Dissemination of generated knowledge, ensuring that our research outputs effectively reach our targeted stakeholders directly and indirectly through our resource centres, workshops and seminar presentations, policy dialogues, on-demand engagement, targeted roundtables, and via specific trainings on evidence-informed policy making.

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 and the EAC development vision.





Our 2025 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.

Strategic research and collaboration with policy stakeholders

-  **22 (81%)** → Research reports produced and disseminated
-  **26 (104%)** → Policy briefs produced and disseminated
-  **13 (100%)** → Book Chapters.
-  **3 (100%)** → Books
-  **5 (125%)** → Journal Articles
-  **3 (100%)** → Press Releases.
-  **15 (107%)** → Technical support to MDAs/LGAs and other actors

Capacity Development of Researchers and Research Users / Policy Actors

-  **17 (170%)** → Research support under our Open Competitive System (OCS).
-  **117 (78%)** → Researchers trained.
-  **53 (106%)** → Research users training on evidence informed policy making.

Dissemination of generated knowledge

-  **12 (120%)** → Publication acquisitions for online library.
-  **124 (62%)** → Media engagements achieved.
-  **24 (120%)** → Media programmes held.
-  **5 (100%)** → Governance meetings hosted.
-  **25 (100%)** → Dissemination discussions (Policy dialogues & Open Sessions)
-  **8 (100%)** → Financial statements and audit reports produced

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

Achievement

This section of the report presents the key strategic results achieved through the generation and dissemination of our research-based knowledge to inform policy processes. These results reflect the collective efforts undertaken throughout the year across each of our three Strategic Pillars, demonstrating how our work continues to contribute to evidence-informed decision-making.



Strategic Pillar 1: Strategic research and collaboration with policy stakeholders

Projects under this strategic pillar relate to our proposed research thematic areas for 2025–2029. 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.

Our research-informed evidence is increasingly used to set important policy agenda and shape dialogues

The year 2025 gave us instances of pride, elevating our contribution in the generation and dissemination of research-based knowledge as key evidence to inform policy processes. During the year, the Government launched Tanzania's Development Vision 2050 (DIRA 2050), in which REPOA had participated at various stages of its development and review - drawing on insights from our past and ongoing strategic research.

REPOA also played an important role by providing technical support in the revision of various policies, such as the Land Policy of 2023 that was launched during the year, replacing the 1995 policy. REPOA's contribution focused on accelerating reforms to strengthen land governance, promoting effective land-use planning, equitable access, and a more transparent, inclusive, and investment-friendly land administration system aligned with national aspirations.



The Tanzania's Development Vision 2050 (DIRA 2050) publication after it was launched.

On the part of our contribution in shaping dialogue for socio-economic development during this period, most notably, was the release of results from the Round 10 Afrobarometer survey in Tanzania – an opinion survey conducted in collaboration with the Afrobarometer.

These findings helped to shape national dialogues in influencing policy debates and informed discussions at the time when the nation was in the run up to the general elections. These insights helped to ensure that various policies are grounded in public opinion and aligned with citizens' expectations.



Our 2025 release of results from the Round 10 Afrobarometer survey in Tanzania helped shape key national dialogues to ensure national policies are grounded in public opinion.

We increasingly provided answers on policy-related questions to specific policy actors

In 2025 we continued to demonstrate tangible influence in national development processes. One major highlight was our collaboration with the President's Office – Planning and Investments in reviewing the National Investment Policy, aimed at accelerating FDI attraction and optimizing domestic private investments across sectors. Our review identified bottlenecks in the investment environment and informed related initiatives such as the revision of the investment policy, review of the investment

promotion and regulatory structure, the review of the Blueprint for business regulatory environment, and the formulation of the Long-Term Perspective Plan. These reviews and reforms will support greater policy predictability, competitiveness, and inclusive economic growth.



Given our findings and recommendations, seeking to review the identified bottlenecks in the investment environment in Tanzania, we hope our other stakeholders as addressed here in this photo by our Director of Strategic Research, Dr. Jamal Msami, will be able to enjoy fruits of improved investment environment in the country.

In providing more answers to policy-related questions, 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 Multilateral Development Banks (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 of Tanzania 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.

More policy actors sought additional policy support, research-informed evidence

In 2025 we continued living up to the expectation as a leading policy research institution, where more policy actors sought research-informed evidence as additional policy support. Notable examples include the invitation from the Tanzania Ministry of Finance to provide expert inputs on national budget allocations to key social sectors, including water, education, roads, and energy.



REPOA's Director of Collaborations and Capacity Building, Dr. Lucas Katera, commenting on sectoral budget allocation, drawing evidence from the Domestic Resource Mobilisation studies and the experience from public expenditure reviews of the past – at the invitation from the Ministry of Finance.

Drawing on evidence from the Tanzania Revenue Authority (TRA) and the Bank of Tanzania, which indicates an increasing trend in domestic resource mobilisation from 5.8 percent to 16.7 percent that was targeted for 2025, as well as findings various studies, REPOA underscored the importance of strengthening the national budget and frameworks through the re-introduction of independent public expenditure reviews.

We also heeded the call for knowledge sharing from other policy actors, convening under the umbrella of the Nordic Week in 2025 - at a seminar organised by the Embassy of Norway on Tanzania's energy transition and sustainability agenda. Drawing from our past and on-going studies, we engaged fully in the dialogue on renewable energy, energy access, and policy innovations. We highlighted opportunities for applying evidence-based strategies in the energy sector reforms and strengthened collaboration between the Government and sector stakeholders, including the development partners.

As part of this policy engagement in advancing policy dialogue and knowledge sharing in the energy sector, we were also invited at the Africa Energy Summit week by the British High Commission and contributed as one of key discussants in the roundtable alongside the British High Commissioner, the UK's Minister for Africa and climate-focused civil society organisations. We shared our perspectives and expertise, particularly on clean energy and clean cooking initiatives. It offered an opportunity to highlight successes, discuss challenges, and exchange lessons learned, thereby informing policy discussions and supporting the development of sustainable energy solutions in Tanzania.

We deepened strategic collaborations with policy stakeholders

In pursuit of expanding reach in terms of depth and breadth of our policy research influence, in 2025 we forged even more collaborations with research and policy actors at national, regional and global level in the quest for further policy development and reforms.

One of the key achievements was our collaboration with the President's Office – Regional Administration and Local Government (PO-RALG) in reviewing the National Decentralization Policy. Drawing on years of research-based evidence and technical support to the Decentralization by Devolution (D by D) process including earlier local government reforms; functional reviews of Ministries, Departments, and Agencies (MDAs) and Local Government Authorities (LGAs); and the Regional and Local Government Strengthening Programme; we provided critical inputs to ensure that the policy was firmly grounded on practical realities and research evidence.



REPOA's team, led by Executive Director, Dr. Donald Mmari, engaging in a technical session reviewing the National Decentralization Policy with the senior officials at President's Office – Regional Administration and Local Government (PO-RALG) and other sector experts in August 2025.

Other strategic collaborations with key policy actors, development partners, and other research institutions, to improve generation of knowledge, and use of research-informed evidence in policy making and planning - are highlighted in the following page:

Canadian International Development Research Centre (IDRC) and Partnership for Economic Policy (PEP)

Collaboration in dissemination of findings on the barriers to women's participation in public procurement.

Tanzania Industrial Research Development Organisation (TIRDO)

Collaboration on training for selected entrepreneurs on how to make biomass briquettes using a simple technology involving coconut shells and other locally available raw materials.

Chr. Michelsen Institute (CMI)

Collaborative study for promoting policy dialogue, strengthening networks between policymakers and researchers, and fostering cross-sectoral knowledge exchange and learning.

Chr. Michelsen Institute (CMI) and the Zanzibar Revenue Authority (ZRA)

Collaborative research project aiming to understand the underlying factors driving low tax compliance in Zanzibar's hospitality sector and identify practical solutions to improve compliance, reduce administrative burdens, and strengthen domestic resource mobilization.

Judiciary of Zanzibar

Court Users' Satisfaction Survey in Zanzibar.

Rice Council of Tanzania

Collaboration on the rice production trends' study.

South Africa's Institute for Security Studies (ISS) & the Tanzania's National Planning Commission

Disseminating Tanzania's development potential by using integrated modeling tools to simulate policy interventions, assess long-term uncertainties, and analyze cross-sectoral interactions.

Tanzania's Ministry of Education

Technical support through design and development of online data collection tool.

For REPOA, strategic collaborations are key to helping us navigate policy related conundrums and continue promoting evidence-based policies for inclusive socioeconomic transformation.



Strategic Pillar 2: Capacity development of researchers and research users/policy actors

Under this strategic pillar, capacity development considers both supply-driven training informed by our research experience, and those that are demand-driven by policy makers and other stakeholders. These are important for sustaining policy research and for enhancing research uptake by policy actors.

We had more policy actors engaging with us in co-designing of studies

In 2025, we took pride in the growing demand for our research. Through sustained efforts to strengthen the capacity of research users, we saw a marked increase in their awareness of policy-relevant evidence and its implications. This shift translated into deeper engagement, with more stakeholders as key policy actors actively partnering with us in the co-designing of studies—demonstrating not only stronger ownership of evidence, but a shared commitment to informed policymaking.

To this effect, during the year the National Bureau of Statistics (NBS) partnered with us in the crafting and strengthening of the national data systems. Such an acceptance of our policy support and knowledge by these policy actors saw us contributing more technical expertise to the design of data collection tools for the 2024 Integrated Labour Force Survey (ILFS) whose analytical report was launched in November 2025. It informs strategies on employment creation, labour market dynamics, and skills development. We also participated in the engagement meeting on rebasing and revision of national accounts, intended to enhance the accuracy and relevance of Tanzania's economic data to better reflect the emerging sectors and the evolving structure of the economy.

Furthermore, following deeper policy engagement with the National Planning Commission, they too registered active interest in the co-design of studies by involving us in the development of their research agenda for 2026/27-2030/31 for which REPOA is a key stakeholder.

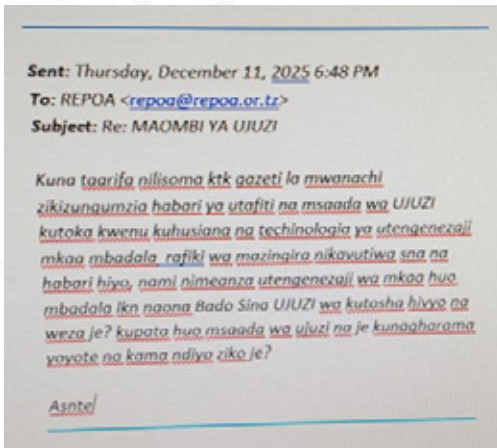
More policy actors requested clarifications or additional information about our research findings

Following our recent collaborative study with the Tanzania Industrial Research Development Organisation (TIRDO) in an effort to address climate damage caused by uncontrolled cutting of trees for firewood and charcoal production in Tanzania, we organised a training session for selected entrepreneurs on how to make biomass briquettes using a simple technology involving coconut shells and other locally available raw materials. While this could increase the use of biomass, it has also raised awareness and demand for other



This typical depiction of our regular engagements with key policy actors has helped us garner varied policy actors seeking to co-design studies and shape future studies as explained in this context.

renewable energy technologies. Evidence of knowledge uptake and influence was observed through feedback from a reader of Mwananchi Newspaper. After reading an article in which REPOA shared research-based knowledge on alternative charcoal production, the reader began producing biomass briquettes using the information provided.



However, upon realizing that the briquette quality was suboptimal, the individual formally requested additional training to acquire the necessary technical skills for briquette production. We subsequently engaged our partner, TIRDO, to explore the possibility of enrolling him in the next available training session, should an opportunity arise that aligns with his qualifications.

This demonstrates the practical application of REPOA's research dissemination and the resulting demand for capacity-building support.

We improved capacity of policy actors to effectively use research-informed evidence

In 2025 we contributed technical and research expertise every quarter to the Tanzania Communications Regulatory Authority (TCRA), focusing on the telecommunication, broadcasting, postal, and courier sub-sectors, including the review, quality assurance, and strategic alignment of research outputs with national development priorities and the communications regulatory framework. We thus enhanced the rigour, relevance, and policy orientation of research undertaken or commissioned by TCRA, while also fostering stronger institutional linkages between REPOA and sector regulators.

We also built the capacity of 20 Parliamentary Clerks (13 female and 7 male) from the National Assembly for effective, evidence-based policy analysis and promoting the use of research evidence in policy-making processes.



REPOA's Senior Visiting Research Fellow, Prof. Paschal Mihyo pictured while addressing clerks of the Tanzania's National Assembly on effective, evidence-based policy analysis and promoting the use of research evidence in policymaking processes.

On a different occasion we built the capacity of 33 policy actors (13 female, 20 male) drawn from the Tanzania government ministries, in collaboration with the Institute of Security Studies (ISS) based in South Africa on disseminating Tanzania's development potential by using integrated modelling tools to simulate policy interventions, assess long-term uncertainties, and analyse cross-sectoral interactions. Technical discussions on the data and model simulations continued during the year between the ISS and macro modelling experts from the National Planning Commission, aiming to provide alternative modelling framework and analytical lenses for making economic growth and development scenarios towards the targets set out in the Vision 2050.

We improved researchers' technical capacity for high quality policy research and analysis

In 2025, REPOA successfully supported two PhD candidates, Ms. Beatrice Sumari and Mr. Peter Rogers who earned their PhDs on Climate Change and Sustainable Development through the GAFT project which commenced in 2021. This milestone underscores REPOA's ongoing commitment to capacity building and promoting gender-responsive research in climate change and sustainable development.



Ms. Beatrice Sumari, one of REPOA's supported PhD students successfully earning her PhD from the University of Dar es Salaam on 13th June 2025.

Furthermore, our senior researchers visited Namibia on a strategic learning mission. The mission provided valuable insights into the institutional, policy, and governance frameworks for the sustainable management of the blue economy, including seas, lakes, and aquatic resources. It also facilitated knowledge exchange on regional best practices, stakeholder coordination mechanisms, and financing models for the blue economy initiatives. This engagement has strengthened REPOA's research foundation and strategic positioning to contribute meaningfully to Tanzania's emerging blue economy agenda through evidence-based policy support and enhanced regional collaboration.



Strategic Pillar 3: Dissemination of generated knowledge

Under this third and last Strategic Pillar our efforts revolve around seeking to have our research outputs such as reports, policy briefs, books, journal articles and others effectively reach our targeted stakeholders through dissemination directly or indirectly through our resource centres, workshops and seminar presentations, policy dialogues, on-demand engagement, targeted roundtables, and via specific trainings on evidence-informed policy making.

Turning our research-informed evidence into headlines, with quality and consistency

Building on the research-user training conducted in prior years - including dedicated programmes for journalists - 2025 marked a clear shift: media coverage of our work was consistent and significantly more accurate. This progress reflects our strength as a national think tank in consistently providing timely, credible and relevant data for reporting, and in positioning ourselves as a trusted source for both solicited and unsolicited commentary on key development issues.

Having trained and engaged a strong network of journalists over time, we consolidated our role as their go-to home for expert opinion and in-depth analysis on emerging global, regional and national socio-economic trends. As a result, we have been better able to safeguard the integrity of our evidence in the public domain, ensuring our research findings are communicated with clarity, accuracy and impact.



A cross section of journalists that we trained in the past pictured in one of our recent research dissemination events, interviewing one of our Senior Researcher Fellows, Prof. Paschal Mihyo.

Acknowledged for providing critical evidence that shapes decisions - even beyond public citation

During the year, we were proud to see our dissemination efforts bear fruit, as our critical research and technical insights were acknowledged for informing key development decisions — even when not publicly cited. This recognition affirms that research-based evidence is not only heard, but internalized and applied where it matters most. Participating as a member of the Steering Committee and panellist in the DEEP International Conference on Poverty Evidence 2025, held in Arusha in June, H.E. Dr. Jakaya Mrisho Kikwete, former President of the United Republic of Tanzania, acknowledged the critical role of research and technical insights from researchers and think tanks in informing key development decisions, even when such inputs are not publicly cited.



Our Executive Director, Dr. Donald Mmari joined H.E. Dr. Jakaya Mrisho Kikwete (Centre) at the DEEP Conference panel discussion, where the former President of Tanzania emphasized the unspoken but vital role of research in shaping development decisions. Right is Prof. Ernest Aryeetey who was the keynote speaker.

The event focused on data-driven strategies for poverty reduction, where REPOA contributed to discussions on leveraging data systems for policy impact, drawing on its own research and the Tanzanian context. Such a forum is an example of workshops and seminars where we present our works and engage in policy dialogues to promote research-informed evidence for policy making.

The following in the next page, are more of such other knowledge dissemination and engagement activities that we participated in 2025:

Non-Governmental Organizations' (NGO's)

- » **Friedrich Ebert Stiftung (EFS)**
Housing policy discussion on removal of the roadblocks and promote affordable adequate housing in Tanzania.
- » **Oxford Policy Management**
Steering Committee for the DEEP programme.
- » **PricewaterhouseCoopers(PwC)**
28th Annual Global CEO survey discussion.
- » **Canada International Development Research center (IDRC) with Partnership for Economic Policy (PEP)**
Workshop for Women in Public procurement.
- » **Chr. Michelsen Institute (CMI)**
Policy dialogue on job creation and competence building
Impact of Demography on Structural Transformation in Tanzania.
- » **African Policy Circle and Konrad Adenauer Stiftung (KAS)**
Annual African Policy Circle Conference for democracy.
- » **Partnership for Economic Policy (PEP)**
Building sustainable and synergistic among partners (Evidence Informed Policy (EIP) ecosystem in East and West Africa).
- » **Policy Analysis Group (PAG)**
Validation of 2026-2030 Strategic Plan.

Development Partners

- » **Embassy of Norway and Tanzania Cooperative Development Commission (TCDC)**
Financial Inclusion and Digitalization of Cooperative Financial Services policy discussion
Dissemination of Afrobarometer findings.
- » **British High Commission**
Dialogue on clean energy and cooking.
- » **World Bank**
Discussions on assessing the country-specific operations.
- » **Tanzanian Human Rights Defenders Coalition (THRDC)**
Review and validate the report on the "Impact of USAID Grant Suspension to CSOs in Tanzania".
- » **UNDP's and Gender Equality and Social Inclusion (GESI)**
Collaborated on gender study design.
- » **Japan International Development Cooperation Agency (JICA)**
Reviewed the Balancing Growth and Debt: Tanzania's Development Outlook.

- » **Economic and Social Research Foundation (ESRF) and African Center for cities**
Policy dialogue on urbanization to measure the impact of Tanzania Urbanization Lab (TULAB) 2017-2020.
- » **SAHARA Ventures**
Workshop discussion on Empowering Generations: From Legacy to Innovation.
- » **CRDB's Annual General Meeting**
Strengthened strategic linkages with the financial and corporate sector: Election of REPOA's Executive Director to the Board of Directors enhanced the organization's visibility and credibility.
- » **ISS and the National Planning Commission**
Technical workshop on development potentials of Tanzania based on ISS modelilling.
- » **University of Warwick and the UNCTAD**
International Dialogue on Inequality.
- » **University of Dar es Salaam and Empower Limited**
Visionary Leadership Programme presenting on industrialization in Tanzania.
- » **Kairuki University and Sokoine University (SUA)**
Univeristy Council meetings and educational activities.
- » **Peking University: Institute of New Structural Economics (INSE)**
The Global Research Consortium on Economic Structural Transformation (GReCEST) contributes to improved economic structural transformation in developing countries through the generation and uptake of policy-relevant research.

More policy actors gained awareness of policy evidence and implications

In 2025, we deepened our engagement with a broader range of policy actors, equipping them with timely, relevant and accessible evidence to inform their work. Through targeted dissemination forums, policy dialogues, technical briefings and tailored knowledge products, we translated complex research into clear policy implications.

As a result, more decision-makers across government, civil society and development partners became better aware not only of the evidence itself, but also of its practical significance for planning, budgeting and implementation. This strengthened the foundation for more informed debate and evidence-based decision-making across key development sectors.



Dr. Eva Matiko, former Director of Programmes at Tanzania Health Promotion Support (THPS), speaking with the media in our March 2025 event held at REPOA - commending us for professionally amplifying citizens' voices through the Afrobarometer surveys, noting that the findings - which show high public satisfaction with health services - inspire continued efforts to address remaining gaps in the sector.

AGM Members



REPOA's AGM Members in a group photo soon after participating in the Annual General Meeting held at REPOA in August 2025.

Board of Directors



Prof. Rwekaza Mukandala
Chairperson



Ms. Rehema Tukai
Vice Chairperson



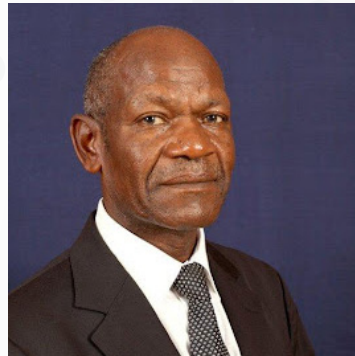
Dr. Charles Kimei



Dr. Donald Mmari
Executive Director and
Secretary to the Board



Ms. Mary Rusimbi



Prof. Joseph Semboja



Dr. Khatibu Kazungu

REPOA Staff



Dr. Donald Mmari



Dr. Lucas Katera



Dr. Jamal Msami



Dr. Jane Mpapalika



Vincent Massam



Diana Mutta



Dr. Hubert Shija



Rehema Losiru



Dr. Constantine George



Vincent Nalwendela



Mgeni Msafiri



Jaka Kunambi



Amani Sanga



Thadeus Mboghoina



Shani Kahelo



Ahmed Ndyeshobola *



Jacqueline Mapesa



Caroline Sekule



Cornel Jahari



Godliver Manumbu



Stephen Mwombela



Prof. Paschal Mihyo *



Enock Anaeli



Jacqueline Mwaipopo



Virginia Mongi

Note

* Senior Visiting Research Fellow.

Annual Report and Audited Financial Statements for the Year Ended 31 December 2025

REPOA's financial statements for the year ending December 31, 2025, were audited by PricewaterhouseCoopers (PwC), who issued an unqualified (clean) audit opinion. Throughout the year, the Institution continued to comply with the International Public Sector Accounting Standards (IPSAS) and the statutory financial reporting requirements set by the National Board of Accountants and Auditors (NBAA).

Revenue

Total revenue for 2025 was TZS 7.6 billion, reflecting a 4% decrease from the TZS 7.9 billion earned in 2024. Of this total revenue, TZS 6.7 billion was generated from core fund contributions, while TZS 887 million came from other income sources. The core funding contributions increased from TZS 6.0 billion in 2024 to TZS 6.7 billion in 2025, representing a growth of TZS 0.7 billion (12%). However, funding from other sources declined by 53%, falling from TZS 1.9 billion in 2024 to TZS 887 million in 2025.

Expenditure

In 2025, total expenditure amounted to TZS 7.6 billion, showing a slight decrease of 3% compared to TZS 7.9 billion spent in 2024. Below is a breakdown of the expenditure:

- Program direct costs totaled TZS 5.6 billion in 2025, down from TZS 5.9 billion in 2024, indicating a 6% decrease.
- Administrative expenses rose to TZS 2.0 billion in 2025, which is a 6% increase from TZS 1.9 billion in 2024.

Other gains

No other gains were recorded in 2025, in contrast to a gain of TZS 96 million in 2024.

Income tax expenses

No income tax expenses were recorded in 2025, compared to TZS 5.1 million recorded in 2024.

Declaration of the Head of Finance for the Year Ended 31 December 2025

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

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

I, Vicent Massam being the Head of Finance of REPOA, hereby acknowledge my responsibility of ensuring that financial statements for the year ended 31 December 2025 have been prepared in compliance with International Public Sector Accounting Standards (IPSAS).

I thus confirm that the financial statements give a true and fair view of REPOA comply with applicable accounting standards and statutory requirements as on that date 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: 19 March 2026

Independent auditor's report

Our opinion

In our opinion, the financial statements give a true and fair view of the financial position of REPOA (the "Organisation") as at 31 December 2025, and of its financial performance and cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS).

What we have audited

The financial statements of REPOA as set out on pages 14 to 35 comprise:

- the statement of financial position as at 31 December 2025;
- the statement of financial performance for the year then ended;
- the statement of changes in net assets for the year then ended;
- the statement of cash flow for the year then ended; and
- the notes to the financial statements, comprising material accounting policy information and other explanatory notes.

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

Independence

We are independent of the Organisation in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) and the ethical requirements of the National Board of Accountants and Auditors (NBAA) that are relevant to our audit of the financial statements in Tanzania. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and the ethical requirements of the NBAA.

Other information

The directors are responsible for the other information. The other information comprises the Organization information, Glossary of acronyms and abbreviations, Report by those charged with governance, Statement of directors' responsibilities, Declaration of the Head of Finance, but does not include the financial statements and our auditor's report thereon.

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

Independent auditor's report

In connection with our audit of the financial statements, our responsibility is to read the other information identified above 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 on the other information, 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 directors for the financial statements

The directors are responsible for the preparation of the financial statements that give a true and fair view in accordance with International Public Sector Accounting Standards (IPSAS), 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 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 directors either intend to liquidate the Organisation or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the 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.

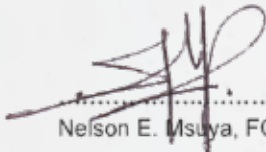
As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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.

Independent auditor's report

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

We communicate with the directors 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.



.....
Nelson E. Msuya, FCPA – PP 1091

For and on behalf of PricewaterhouseCoopers
Certified Public Accountants
Dar es Salaam

Date: 10th APRIL 2026

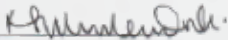
Statement of Financial Performance for the year Ended 31 December 2025

	2025 TZS	2024 TZS
Revenue from non-exchange transactions		
Core fund contributions	6,742,999,487	6,036,309,998
Other donors	846,839,643	1,817,980,425
	7,589,839,130	7,854,290,423
Revenue from exchange transactions		
Other income	40,285,588	53,180,240
	40,285,588	53,180,240
	7,630,124,718	7,907,470,663
Expenditure		
Program direct costs	(5,574,317,501)	(5,947,675,748)
Administrative expenses	(2,015,521,629)	(1,906,614,675)
	(7,589,839,130)	(7,854,290,423)
Other gain	-	96,371,514
Surplus before tax	40,285,588	149,551,754
Tax expenses	-	(5,116,118)
Surplus for the year	40,285,588	144,435,636

Statement of Financial Position as at 31 December 2025

	2025 TZS	2024 TZS
ASSETS		
Non-current assets		
Property and equipment	3,186,249,701	3,197,045,028
Current assets		
Other receivables	206,698,516	144,930,213
Cash and cash equivalents	6,696,065,537	4,895,614,657
Income Tax receivable	24,083,515	15,643,267
	6,926,847,568	5,056,188,137
TOTAL ASSETS	10,113,097,269	8,253,233,165
LIABILITIES		
Non- Current Liabilities		
Capital grants	12,000,000	24,000,000
Current Liabilities		
Trade and other payables	504,566,191	924,476,747
Deferred income	2,884,260,576	917,492,933
	3,388,826,767	1,841,969,680
TOTAL LIABILITIES	3,400,826,767	1,865,969,680
NET ASSETS		
Accumulated surplus	1,811,340,187	1,771,054,599
Endowment fund	3,008,171,829	2,723,450,400
Revaluation reserve	1,892,758,486	1,892,758,486
	6,712,270,502	6,387,263,484
TOTAL LIABILITIES AND NET ASSETS	10,113,097,269	8,253,233,165

These financial statements were approved by the Board of Directors on 19th March, 2026 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 2025

	2025 TZS	2024 TZS
CASHFLOW FROM OPERATING ACTIVITIES		
Surplus for the year before tax	40,285,588	149,551,754
Adjustments for non-cash items		
Depreciation	86,200,507	134,310,640
Amortisation of capital rents	(12,000,000)	(12,000,000)
Change in working capital items		
Decrease in receivable from non-exchange transactions	-	4,617,905
Increase in other receivables	(61,768,304)	(8,226,107)
(Decrease)/Increase in trade and other payables	(419,910,555)	74,939,554
Increase in deferred income	1,966,767,643	717,226,055
Increase in endowment	284,721,429	263,187,005
Income tax paid		
Withholding taxes at source	(8,440,248)	(18,292,290)
Net cash flows generated from operating activities	1,875,856,060	1,305,314,516
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(75,405,180)	(59,410,080)
Net cash flows utilised in investing activities	(75,405,180)	(59,410,080)
Net increase in cash and cash equivalents	1,800,450,880	1,245,904,436
Movement in cash and cash equivalent		
At start of the year	4,895,614,657	3,649,710,221
Net increase	1,800,450,880	1,245,904,436
At end of year	6,696,065,537	4,895,614,657

Books

George, C. (2025) From Margins to Mainstream: Formalization of Street Vendors as a Pathway to Sustainable Economic Growth and Decent Employment in Tanzania. OSSREA, Ethiopia.

REPOA (2025) Policy Innovations for Improved Agricultural Production in Tanzania. REPOA, Dar es Salaam.

Book Chapters

Mhando, G.D. (2025) 'Warehouse Receipt Systems and Agricultural Transformation in Tanzania: Unlocking Smallholder Prosperity through Policy Innovation. Policy Innovations for Improved Agricultural Production in Tanzania. Dar es Salaam, REPOA.

Muchoki, A. (2025) 'Upgrading and Integrating Farmer-Focused Innovations in Tanzania: SAGCOT Experience. Policy Innovations for Improved Agricultural Production in Tanzania. REPOA, Dar es Salaam.

Urassa, J.K., Nyanda, S.S. and Malisa, E.T. (2025) 'The Interlink between Policies and Strategies towards Agricultural Productivity in Tanzania from 1983 to 2022. Policy Innovations for Improved Agricultural Production in Tanzania. REPOA, Dar es Salaam.

Journal Articles

Makundi, H., Simba, C., Jahari, C., Tarmo, C. (2025). Urban solid waste management and decent work: Insights from Tanzania's key cities. <https://journals.sagepub.com/doi/10.1177/0734242X251329016?int.sj-abstract.similar-articles.8>

Nsolloh, K, Sikazwe, K., Shija, H., et al. (2025). Cleaner cooking solutions: Optimizing biomass briquettes to replace charcoal and mitigate climate change in Tanzania. <https://www.sciencedirect.com/science/article/pii/S2468227625005253>

Rogers, P., Mabhuye, E., Pauline, N. (2025). Rethinking the Institutional Architecture for the Governance of Climate Change Adaptation Finance in Tanzania. <https://journals.sagepub.com/doi/10.1177/10704965251386572>

Shimwela, N., Katera, L. Strengthening Link between National Adaptation Plans (NAPs), Sector Policies and National Development Plans: Implications for Climate Change. <https://www.repoa.or.tz/?publication=strengthening-link-between-national-adaptation-plans-naps-sector-policies-and-national-development-plans-implications-for-climate-change-governance>

Sumari, B., Pauline, N., Mabhuye, E. (2025). Effective climate finance management? An analysis of institutional structures for climate change adaptation in Tanzania, Climate Policy. <https://www.tandfonline.com/doi/pdf/10.1080/14693062.2025.2525468>

Policy briefs

- Asri, V., Fjeldstad, O., Katera, L., Nassary, S. (2025). Trust in tax administration: Why it matters for tax compliance. Chr. Michelsen Institute (CMI Brief no. 2025:06) 4 p. <https://www.cmi.no/publications/9646-trust-in-tax-administration-why-it-matters-for-tax-compliance>
- EnergyCARD & REPOA (2025). Enhancing Private Sector Participation in Tanzania's Renewable Energy Sector. REPOA, Dar es Salaam. <https://repoa.or.tz/publications/enhancing-private-sector-participation-in-tanzanias-renewable-energy-sector/>
- EnergyCARD & REPOA (2025). Leveraging Renewable Energy for Inclusive Economic Growth in Tanzania. REPOA, Dar es Salaam <https://repoa.or.tz/publications/leveraging-renewable-energy-for-inclusive-economic-growth-in-tanzania/>
- Fjeldstad, O., Katera, L., Sjurseth, I. (2025) Why property tax reforms fail: Lessons from Tanzania. Chr. Michelsen Institute (CMI Insight 2025:04) 6 <https://www.cmi.no/publications/9563-why-property-tax-reforms-fail-lessons-from-tanzania>
- Jahari, C., Mpalalika, J. (2025). Climate-change awareness in Tanzania remains low, but those in the know request strong action. AD1043. Afrobarometer. <https://www.afrobarometer.org/publication/ad1043-climate-change-awareness-in-tanzania-remains-low-but-those-in-the-know-request-strong-action/>
- Maskaeva, A., Msafiri, M. (2025). Deepening Tanzania's service sector integration into Global Value Chains. REPOA, Dar es Salaam. <https://repoa.or.tz/publications/deepening-tanzanias-service-sector-integration-into-global-value-chains/>
- Maskaeva, A., Msafiri, M. (2025). Dynamics of the Service Sector in Tanzania and its role in structural transformation. REPOA, Dar es Salaam. <https://repoa.or.tz/publications/dynamics-of-service-sector-in-tanzania-and-its-role-in-structural-transformation/>
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- Mihyo, P., Mmari, D., Mwaipopo, J. (2025). Increasing the number of elected women representatives in Tanzania's Parliament: Challenges and strategies. REPOA, Dar es Salaam. <https://repoa.or.tz/publications/increasing-the-number-of-elected-women-representatives-in-tanzanias-parliament-challenges-and-strategies/>
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- Msafiri, M., Katera, L. (2025). Despite mixed assessments of living conditions, Tanzanians say country is on the right path. AD931. Afrobarometer. <https://www.afrobarometer.org/publication/ad931-despite-mixed-assessments-of-living-conditions-tanzanians-say-country-is-on-the-right-path/>
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- Mwaipopo, J., Mshumbushi, B. (2025). Despite strong public support for gender equality, Tanzanian women still face barriers. AD1062: Afrobarometer. <https://www.afrobarometer.org/publication/ad1062-despite-strong-public-support-for-gender-equality-tanzanian-women-still-face-barriers/>
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- Ndyeshobola, A., Mmari, D. (2025). Building on Productive Capacities in Tanzania: Opportunities and Constraints in the Horticulture Sub-Sector. REPOA, Dar es Salaam. <https://repoa.or.tz/publications/building-on-productive-capacities-in-tanzania-opportunities-and-constraints-in-the-horticulture-sub-sector/>
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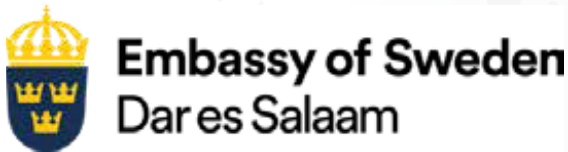
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Appreciation to our development partners

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.



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