



**TERMS OF REFERENCE  
FOR THE ANNUAL REVIEW  
AS PART OF IMPLEMENTATION OF THE  
STRATEGIC PLAN 2020-2024**

**SEPTEMBER 2021**

## 1.0 BACKGROUND AND CONTEXT

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REPOA was formed in 1994 in Tanzania with the mandate to contribute to the alleviation of poverty in its multiple dimensions through research and capacity building. Over time REPOA's mandate has expanded beyond the narrow focus of alleviation of poverty to encompass a more holistic approach to reducing poverty through promoting a robust socio-economic transformation for inclusive development.

The current five-year strategic plan 2020-24 was informed by the previous strategic plan (2015-2019), the insights from the mid-term review of the previous plan undertaken in 2017, and the developments and concerns at national, regional, and global economies. The thrust of the strategy is to continue and to consolidate the organization's mission to promoting socio-economic transformation for inclusive development through research, capacity building and dialogue.

REPOA's research programme revolve around three interrelated strategic core research areas, namely:

1. Productive sectors and inclusive development – *include Employment, Productivity & Competitiveness; Natural Resources in the transformation process; Trade, value chains, and Regional Integration; Informal Economy; Development financing; Demographic transition and impact on development; Food security and transformation; Migration and urbanisation and the Green Economy.*
2. Gender and Human Development -*include Social service provisioning; Social protection, deprivation, and vulnerability; Gender gaps in business and property ownership; Gender gaps in productive value chains; Gender gaps in enterprise creation and development; Gender gaps in labour and tradable markets and Gender & societal relations.*

3. Governance, Accountability and Citizen Participation - *include State, markets, and civil society; Development disparity and inequality; Deepening of decentralization and LED; Accountability and citizen engagement; and Managing for sustainability,*

And two cross cutting themes, namely Environment and Climate Change; and Technology; Innovation and Data.

The focus on these areas aims to generate robust and relevant knowledge to improve policy design and implementation, promote inclusion and gender equality, increase accountability, and expand the democratic engagement of citizens, all directed towards realizing the goal of enhancing the quality of people's lives in Tanzania. REPOA employs various communication initiatives to facilitate access and use of its research findings by stakeholders involved in policy formulation, practitioners involved in implementation, advocacy organizations, and the public.

REPOA continues to make greater space for strategic research, enhance the synergy and complementarity among its strategic research and collaborative research, and forge strategic alliances with key stakeholders, including policy and decision makers, with a view to influencing changes in their behaviors and actions. These changes are important to ensuring that policies and interventions are aligned to addressing development obstacles and accelerating socio-economic transformation for inclusive development.

## 2.0 PURPOSE

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These Terms of Reference present the requirements of the annual review covering January to December 2020 and the first half of 2021, as part of the implementation of REPOA's Strategic Plan (2020 – 2024). The aim of this exercise is to assess the achievements made by REPOA in relation to the strategic objectives for the stated period of implementation of the plan, contributions made, or results achieved through its outputs, outcomes, and where possible contribution (impact) to policy decisions and practices so far. In other words, the annual review aims to assess the extent to which the strategic aims and objectives have been achieved and whether the achievement is reflective of the time used and resources as well as challenges observed during the period. The results of this review will contribute to the promotion of accountability for performance and inform adjustments needed for the subsequent planning period.

## 3.0 SCOPE OF WORK

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The scope of this evaluation will be on the following:

### **i) The effectiveness of the implementation of the plan**

In determining the level of achievements, the review shall assess results and progress achieved during the period in terms of how effective adopted approaches and activities were leading to the observed outputs and outcomes versus planned outputs and outcomes.

This will include but not be limited to the following:

- Assessment of the main factors in operations and management that have facilitated or impeded the pursuit of planned objectives.

- Review of organisational systems for planning, budgeting, and financial management, to assess the extent to which actions recommended by a related review in 2020 have been implemented, and the extent to which implementation conforms with international standards and best practices.
- Challenges that affected smooth implementation of the planned activities and measures to address them

## **ii) Influence and Impact**

The review shall measure all significant effects of research products and communication of research findings, positive or negative, expected or unforeseen, on targeted stakeholders of interest. As there are multiple factors and players in influencing policy changes or reviews it may not be feasible to directly attribute policy changes to REPOA research products. However, there are incidences where research findings could have influenced a stage in the policy continuum. Through existing M&E system and outcome harvesting mechanisms, the review shall try to establish any possible contribution to policy development, implementation, and reviews.

In doing so, the review shall examine the extent to which the recommendations for improving M&E advised by the earlier review in 2020 have been implemented.

## **iii) Lessons Learnt and Recommendations**

The review shall draw key lessons and provide recommendations for plan and budgeting for 2022 and the remaining part of the strategic plan, including the strategies for expanding policy influence through research-based evidence and for more effective outcome monitoring and reporting.

Recommendations should capture the long-term fulfilment of REPOA's mission through advice on how key operational challenges can be dealt with.

## **4.0 REVIEW TEAM REQUIREMENTS**

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- i) It is desired that the review team includes competent consultants with demonstrated:
- ii) Knowledge of how research institutes/think tanks operate,
- iii) Knowledge of Tanzanian context,
- iv) International experience of the knowledge and not-for-profit industries,
- v) Expertise in organisational development,
- vi) Expertise in monitoring and evaluation, including outcome harvesting,
- vii) Expertise in financial management, and
- viii) Experience in carrying out reviews and evaluation of programmes

## **5.0 METHODOLOGY**

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This review is an important learning process for informing REPOA and its stakeholders. Various methodologies will be applied during the assessment, including but not limited to:

- Desk review of relevant REPOA documents, including Strategic Plan; Progress/performance reports, relevant annual Plans, publications (in local and international journals), media coverage, annual reports, various policies/framework/strategy papers for focus areas, monitoring and evaluation framework, performance indicators, guidelines, tools and training programmes and other relevant documents
- Stakeholder interviews with researchers, national and international think tanks collaborating with REPOA, research users (policy makers, CSOs and private sector organizations), media, development partners, members of REPOA Board and staff, and other relevant stakeholders that the review team might deem appropriate.

## **6.0 TIMEFRAME AND REPORTING**

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This annual review exercise is expected to be implemented for one month from the 15<sup>th</sup> September to 15<sup>h</sup> October 2021. The report shall be written in English and shall have an executive summary outlining major findings, conclusions, and recommendations. The entire report should not exceed 30 pages, excluding annexes.

## **7.0 DELIVERABLES**

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- i) Inception report, detailing the understanding of the assignment, outline of the methodology to be adopted, and tentative schedule of activities (basis of the reviewer's selection and contract signing)
- ii) Draft report of the annual review (three weeks from the commencement date)
- iii) Final report (one week after the receipt of REPOA's comments)

## 8.0 THE BIDDING PROCESS

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Interested individuals should submit the following to the undersigned no later than 12<sup>th</sup> of September 2021.

- a) The inception report responding to the ToRs, including detailed CVs of the key team members.
- b) The financial proposal to enable the review team to deliver on the ToRs.

The evaluation of the inception report assigns a weight of least 80% to the technical part outlined in the inception report and 20% to the financial proposal.

**The Executive Director**

**REPOA**

**157 Mgombani/REPOA Streets, Regent Estate**

**P.O. Box 33223, Dar es Salaam**

**Tel: +255-22-2700083 and +255-22-2772556**

**Email: [repa@repa.or.tz](mailto:repa@repa.or.tz)**