THE UNITED REPUBLIC OF TANZANIA

Ministry of Livestock and Fisheries

TANZANIA MEAT BOARD

FINANCIAL STATEMENTS OF THOSE CHARGED WITH GOVERNANCE ANDFINANCIAL STATEMENT FOR THE PERIOD ENDED 30TH JUNE 2026

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Contents

FINANCIAL STATEMENTS OF THOSE CHARGED WITH GOVERNANCE AND FINANCIAL STATEMENT FOR THE PERIOD ENDED 30TH JUNE 2025 ... 1
TANZANIA MEAT BOARD ... 4
THE REPORT BY THOSE CHARGED WITH GOVERNANCE FOR THE YEAR ENDED 30 JUNE 2025 ... 4
1.0 INTRODUCTION ... 4
2.0 BACKGROUND AND GENERAL INFORMATION ... 4
2.1 OVERVIEW ... 4
2.2 HISTORY OF TANZANIA MEAT BOARD ... 4
2.3 TANZANIA MEAT BOARD VISION ... 4
2.4 TANZANIA MEAT BOARD MISSION ... 4
2.5 TANZANIA MEAT BOARD CORE VALUES ... 5
2.6 PRINCIPAL ACTIVITIES ... 5
2.7 CORPORATE GOVERNANCE ... 6
2.7.1 PREAMBLE ... 6
2.7.2 COMPOSITION OF THE BOARD ... 6
Table 01: Composition of Board of Directors ... 7
2.7.3 BOARD COMMITTEES ... 7
Table 02: Composition of the Audit Committee ... 7
2.7.4 MANAGEMENT STRUCTURE ... 9
Table 5: Members of Management for the year ended 30 June 2025 ... 10
2.8 RESOURCES AND STRENGTHS ... 11
2.9 THE STRATEGIC OBJECTIVES AND KEY PERFORMANCE INDICATORS ... 11
Table 6: Strategic Objectives and Key Performance Indicators ... 11
2.9.1 THE BOARD OPERATIONAL AND FINANCIAL PERFORMANCE ... 12
Table 7: Revenue Analysis ... 12
2.9.2 Key Performance Indicators ... 13
2.9.3 Capital Structure and Treasury Policies ... 14
2.9.4The Board's Going Concern ... 14
3.0 Production, Marketing and Consumption of Meat and Meat products promoted and evaluated. ... 15
3.1 To facilitate 5,097 meat stakeholder's registration in 26 regions in Tanzania Mainland ... 15
2. Table 11: List of new registered stakeholders ... 15
3.2 To conduct training on standard operating procedures (SOPs) to 12,090 meat industry stakeholders ... 16
3.4 Export of Meat and meat products increased from 11,457 tons to 13,112.44 tons by June 2025 ... **Error! Bookmark not defined.**
4.0 ENVIRONMENTAL MATTERS ... 16
4.1 Employment Policy ... 16
4.2 Staff Development Policy ... 17
4.3 Disabled Persons and Gender Balance. ... 17
Table 12: Staff distribution by gender as at 30 June 2025 ... 17
4.4 Medical Services ... 17
4.5 Employees Benefit Plan ... 17
4.6 Financial Assistance to Employees ... **Error! Bookmark not defined.**
4.7 HIV/AIDS and NCDs Policy ... 18
4.8 Occupational Safety and Health ... 18
5.0 APPOINTMENT OF THE AUDITOR ... 18
5.1 Responsibility of the Auditor ... 18

5.2 CORPORATE SOCIAL RESPONSIBILITIES 18
5.3 RELATED PARTY TRANSACTIONS 18
5.4 POLITICAL AND CHARITABLE DONATIONS 19
5.5 PREJUDICIAL ISSUES .... **Error! Bookmark not defined.**
5.6 COMPLIANCE WITH LAWS AND REGULATIONS 19
5.7 STATEMENT OF COMPLIANCE 19
5.8 RELATIONSHIP WITH STAKEHOLDERS 19
5.9 RISK MANAGEMENT AND INTERNAL CONTROL 19
5.9.1 Risk Management 19
5.9.2 Internal Controls 19
5.9.3 ICT Initiatives 20
5.9.4 Principal Risks, Uncertainties and Opportunities 20
5.9.5 Strategic Risk 20
5.9.6 Operational Risk 20
5.9.7 Financial risks 20
5.10 OWNERSHIP OF TMB 20
5.11 ANTI-CORRUPTION MEASURES 20
5.12 FUTURE PLANS 21
6.1 STATEMENT OF COMPLIANCE WITH TFRS 1 AND LEGISLATIONS 22
6.2 STATEMENT OF RESPONSIBILITIES BY THOSE CHARGED WITH GOVERNANCE 23
6.3 DECLARATION OF THE PRINCIPAL ACCOUNTANT OF THE MEAT BOARD OF TANZANIA 24
7.0 FINANCIAL STATEMENTS .... **Error! Bookmark not defined.**
7.1 STATEMENT OF FINANCIAL POSITION AS AT 30th JUNE, 2025 25
7.2 STATEMENT OF FINANCIAL PERFORMANCE AS AT 30TH JUNE, 2025 .... **Error! Bookmark not defined.**
7.3 STATEMENT OF CHANGES IN NET ASSET AND EQUITY FOR THE YEAR ENDED 30th JUNE, 2025 27
7.4 CASHFLOW STATEMENT FOR THE YEAR ENDED30th JUNE, 2025 28
7.5 STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE YEAR ENDED 30th JUNE, 2025 .... **Error! Bookmark not defined.**
7.6 NOTES TO THE FINANCIAL STATEMENTS .... **Error! Bookmark not defined.**
7.6.1. GENERAL INFORMATION .... **Error! Bookmark not defined.**
7.6.2 SIGNIFICANT ACCOUNTING POLICIES .... **Error! Bookmark not defined.**

TANZANIA MEAT BOARD

THE REPORT BY THOSE CHARGED WITH GOVERNANCE FOR THE YEAR ENDED 30 JUNE 2026

1.0 INTRODUCTION

In compliance with Meat Industry Act No. 10 of 2006, Permanent Secretary Ministry of Livestock and Fisheries on behalf of Board of Directors (their duration expired in February 2025) is pleased to submit the Annual Report together with Financial Statements, which disclose the state of affairs of Tanzania Meat Board as 30 June 2026 and the financial performance for the year which ended June 2026

2.0 BACKGROUND AND GENERAL INFORMATION

2.1 OVERVIEW

In compliance with the Meat Industry Act No. 10 of 2006; the Public Finance Act, Cap. 348, Public Procurement Act, Cap 410, Public Procurement Regulations 2013, the Tanzania Financial Reporting Standard (TFRS) No. 1 on the Report by Those Charged with Governance; Technical Pronouncement No.1 of 2016 by NBAA on Declaration of the Head of Finance/Accounting responsible for preparation of financial statements of the entity; the Tanzania Meat Board (TMB) is pleased to present the Financial Statements for the year ended 30 June 2025 which disclose the state of financial affairs of TMB.

2.2 HISTORY OF TANZANIA MEAT BOARD

Tanzania Meat Board (TMB) is the parastatal organization under the Ministry of Livestock and Fisheries, established by the Meat Industry Act No. 10 of 2006 under Section (8) .The Board was officially inaugurated on 14 November 2008. The main objective of establishing the Board is to have an organ for advising the Minister on policies and strategies for the promotion, development and production of quality livestock for Meat production, meat and meat products; for overseeing the quality of meat products; for carrying- out research and development of market; for improving Market access for domestic produced Meat and Meat Products and for ensuring access to appropriate technology of meat products. Together with the Board, the Act established the Annual Council which is the supreme organ responsible for overseeing the implementation of the Meat Industry Act while the Tanzania Meat Board as an executing organ, implements the Act through regulation, coordination and promotion of production of quality livestock, meat and meat products.

2.3 TANZANIA MEAT BOARD VISION

The Vision of Tanzania Meat Board is “To be an efficient institution in enabling production and supply of safe and quality meat, competitive and sustainable growth of meat industry by 2026”.

2.4 TANZANIA MEAT BOARD MISSION

Its mission is “To ensure high performance of Meat Industry through effective technical support, regulation, coordination, provision of reliable investment, market diversification and market information”.

2.5 TANZANIA MEAT BOARD CORE VALUES

Integrity: - *High moral values,* ethical, honesty and impartial;

Accountability: -Obligation to perform duties as per set up rules and regulations;

Professionalism: - competence, flexibility, public speaking and personal skills expected performance;

Responsiveness: -Creation of friendly environment and meeting clients' expectations; and

Quality service: - Endeavour to fulfil the expected goals in aspect of Board's duties and responsibilities.

2.6 PRINCIPAL ACTIVITIES

The Tanzania Meat Board (TMB) is mandated to enforce the Meat Industry Act No. 10 of 2006. It also has the mandate to establish a proper basis for its efficient management to ensure provision of quality services to the meat industry stakeholders for the production of quality livestock, meat and meat products.

2.6.1 Roles and responsibilities of the Tanzania Meat Board as prescribed under section 10 of the Meat Industry Act No. 10 of 2006 are to:

a. To advise the Minister on policies and strategies for promotion, development and production of meat animals, meat and meat products;
b. To supervise and promote livestock groups and associations in the meat sub sector which shall be used as a platform in the implementation of Meat Board
c. To ensure stakeholders' compliance with national or international meat and meat products standards in collaboration with other quality control institutions;
d. To collect, process, and disseminate information for the purpose of assisting production, investment, processing, product development and marketing;
e. To perform regulatory activities in meat industry in accordance with the provisions of this Act;
f. To search and develop markets in collaboration with the Ministry responsible for trade and marketing;
g. To conduct market research;
h. To develop, implement and monitor strategies and plans designed to achieve and maintain self-sufficiency and efficiency in meat productions, processing and marketing;
i. To ensure availability of appropriate technology for the industry;
j. To create and promote a competitive environment conductive to fair play among stakeholders in the meat industry;
k. To monitor the execution of contracts and marketing arrangements between meat producers and processors or bodies related to meat sub sector and reconcile the parties, when disputes arise;
l. To promote and co-ordinate the development of small, medium and large scale livestock producers, traders and meat processors;
m. To promote the training and improvement of skills in technological advancement in the meat industry;
n. To promote advocacy on meat industry,

o. To represent stakeholders in international for a relating to promotion and management of the meat industry;
p. To register producers, processors and other dealers of meat and meat products for the purpose of their identification and involvement in promotion of the meat industry.
q. To liase or collaborate with any institution or organization established under any other written law which deals with matters related to production, processing or marketing of livestock, meat or meat products for the purpose of promotion of the meat industry;
r. To organize meat shows and participation of stakeholders in such shows within and outside the country;
s. To be the agent of development for the entire meat industry;
t. To identify and trace livestock, meat and meat products for matters related to good agricultural practices;
u. To act as an arbitrator in any conflict between and within different categories of meat industry stakeholders;
v. To act as Secretariat to Annual Council Meeting and
w. To do any other functions as may be directed by the Minister.

In performance of its function, TMB keep eyes on ensuring that output of production activities along the value chain produces quality and safe meat in order to safeguard public health and meet national and international standard as a way of increasing market access for domestical produced meat.

2.7 CORPORATE GOVERNANCE

2.7.1 PREAMBLE

TMB complies with national and international standards and practices of good governance. At the top of the organizational structure is the Board of Directors, which is the Governing Body. The Members of the Board take oversight responsibility for supervision and administration of the assets; ensuring the existence of a comprehensive system of internal controls and sound corporate governance principles. Other duties and responsibilities of the Members of the Board include creating Policies and providing guidance for the efficient administration of Meat Industry Act No. 10 of 2006. Under section 10(h) of Meat Industry Act No. 10 of 2006, also the Members of the Board have responsibility for developing, implementing and monitoring strategies and plans designed to achieve and maintain self-sufficiency and efficiency in Meat Production, Processing and Marketing.

The TMB is committed to attain highest standard of corporate governance. The Board believes on transparency and accountability whereby formulation of its policies and programs involves relevant and strategic stakeholders including TMB staff, primary livestock producer, processors, service providers and other stakeholders including policy makers who are approved by the Board of Directors. On the other hand, conduct of its Secretariat is governed by Public Service Standing Orders of 2009, circulars issued by Government Authorities, Regulations and the TMB's Office Operation manual of 2022 and Accounting Manual.

2.7.2 COMPOSITION OF THE BOARD

Pursuant to section 9(1) of Meat Industry Act No. 10 of 2006, the Board is constituted by Tanzanian members which include the Chairman, who are non-executive appointed by the Minister. The three years duration of the Board ended on February 2025, although before that, Board meeting was suspended/ postponed since April 2024 following Government announcement of merging Tanzania Meat Board and Tanzania Dairy Board. Therefore, during the year under review there was no any Board meeting conducted.

The Board members and their qualification who served before suspended are as shown in the table below

Table 01: Composition of Board of Directors

S/N	Name	Position	Qualification	Nationality	Age	Appointment Date	Date of Tenure end
1.	Dr. Clemence P Tesha	Chairperson	Certified Supplies Professional (CSP), National Accountancy Diploma (NAD), MBA in Procurement and Logistics Management	Tanzanian	70	28 Feb 2022	7 Feb 2025
2.	Ms Gwantwa S Mwakipesile	Member	BSc in Food Science and Technology, MSc in Public Health (MPH)	Tanzanian	52	28 Feb 2022	7 Feb 2025
3.	Dr. Sero H Luwongo	Member	Bachelor of Veterinary Medicine, Master of Veterinary Medicine	Tanzanian	66	28 Feb 2022	7 Feb 2025
4.	Ms Elizabeth C Swai	Member	International Diploma in Business Management and Entrepreneurship	Tanzanian	58	28 Feb 2022	7 Feb 2025
5.	Dr. Zena Mpenda	Deputy Chairperson	PhD in Agricultural Economics and Agribusiness	Tanzanian	60	28 Feb 2022	7 Feb 2025
	Ms.Annie Maugo	Member	Masters in finance and investment	Tanzanian	47	28 Feb 2022	7 Feb 2025
7.	Prof. Kulwa E Meshack	Member	PhD in Counseling and Guidance	Tanzanian	56	28 Feb 2022	7 Feb 2025
8.	John L. Chassama	Ag. Registrar and Secretary	Masters in International Trade	Tanzanian	53	27 Feb 2023	7 Feb 2025

2.7.3 BOARD COMMITTEES

Before the suspended of the Board meetings, TMB established three Committees to assist the Board on its oversight roles. Its members were all Tanzanians. The Committees include: the Audit Committee, the Technical and Market Committee, and the Administration Committee.

2.7.3.1 The Audit Committee

The Audit Committee was comprises of 3 Members of the Board including its chairperson and one co-opted member. The co-opted member is a full member with equal standing with the committee members from Members of the Board. Below in Table 4 are names and their qualifications for Members who was the under Audit Committee

Table 02: Composition of the Audit Committee

S/N	Name	Position	Qualification	Age	Appointment Date	Date of Tenure end
1.	Ms Chausiku Nyanda	Chairperson	BA in Business Administration, MBA in Fi	54	28 Feb 2022	7 Feb 2025

2.	Dr. Sero H Luwongo	Member	Bachelor of Veterinary Medicine, Master of Veterinary Medicine	66	28 Feb 2022	7 Feb 2025
3.	Dr. Zena Mpenda	Member	PhD in Agricultural Economics and Agribusiness	60	28 Feb 2022	7 Feb 2025
4.	Mr. Jonas Jackson	Co-opted Member	CPA (T), Masters of Accounting & Finance, Postgraduate in Accounting, Advanced Diploma in Certified Accounting.	55	20 March 2023	7 Feb 2025

1. 2.7.3.2 The Technical and Marketing Committee

The Technical Committee and Marketing was comprised 4 Members of the Board including its chairperson. Members of the Committee and their qualification are indicated in Table 3 below: -

Table 03: Composition of the Technical and Marketing Committee

S/N	Name	Position	Qualification	Age	Appointment Date	Date of Tenure end
1.	Dr. Sero H Luwongo	Chairperson	Bachelor of Veterinary Medicine, Master of Veterinary Medicine	60	28 Feb 2022	7 Feb 2025
2.	Ms Gwantwa S Mwakipesile	Member	BSc in Food Science and Technology, MSc in Public Health (MPH)	52	28 Feb 2022	7 Feb 2025
3.	Ms Elizabeth C Swai	Member	International Diploma in Business Management and Entrepreneurship	58	28 Feb 2022	7 Feb 2025
4.	Prof. Kulwa E Meshack	Member	PhD in Counseling and Guidance	56	28 Feb 2022	7 Feb 2025

2.7.3.3 The Administration Committee

The Administration Committee was comprised 3 Members of the Board including its chairperson. Members of the Administration Committee and their qualification are indicated in Table 4 below: -

Table 04: Composition of the Administrative Committee

S/N	Name	Position	Qualification	Age	Appointment Date	Date of Tenure end
1.	Prof. Kulwa E Meshack	Chairperson	PhD in Counseling and Guidance	56	28 Feb 2022	7 Feb 2025
2.	Ms Elizabeth C Swai	Member	International Diploma in Business Management and Entrepreneurship	58	28 Feb 2022	7 Feb 2025
3.	Dr. Zena Mpenda	Member	PhD in Agricultural Economics and Agribusiness	60	28 Feb 2022	7 Feb 2025

2.7.4 MANAGEMENT STRUCTURE

The Management of the Tanzania Meat Board (TMB) is vested in the Board of Directors and its day-to-day activities are delegated to the Registrar. The Registrar is the Chief Executive Officer of TMB and is responsible for ensuring that the functions of TMB are carried out competently and efficiently. The Registrar is assisted by 3 Division Managers and 4 Heads of Units.

2.7.4.1 Divisions

- **Technical Service Division**

The Division performs activities that are the core function of the Board. It has three sections which are; Registration, Quality Control, and Meat Production. The main responsibilities include inspecting the activities of stakeholders in the meat industry to ensure that the meat and meat products produced and sold meet the required quality standards. Also, it is responsible for registering Meat Industry stakeholders as per the Meat Industry Act number 10 of 2006 and its regulations as amended from time to time. Furthermore, it establishes strategies and plans to achieve and maintain the adequacy of production, processing, and sale of meat.

- **Marketing Development Division**

The Division has two sections namely Market Research and Product Promotion. The main function of the Division is to conduct studies on market dynamics of meat and meat products, to attract new investments in infrastructure for meat production and modernization of meat production activities; and increase export performance by improving enabling business environment along meat value chain

- **Management Support Service Division**

This Division is responsible for the general management and administration of TMB. The Division manages human and financial resources; and facilities. The Division has three sections namely: Human Resources and Administration, Finance and Accounts, and Planning.

2.7.4.2 Units

- **Internal Audit Unit**

TMB has an independent Internal Audit function that is guided by a philosophy of adding value to improve the operations. It assists TMB in accomplishing its objectives by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of governance, risk management, and internal control processes. Its responsibilities are defined in the Internal Audit Charter as part of an oversight role. The Internal audit function reports functionally to the Audit Committee and administratively to the Registrar.

- **Legal Service Unit**

The Legal Services Unit constitutes an integral part of the management framework within TMB. It is established with the primary purpose of furnishing legal advice to both the Management and the Board. Furthermore, the unit is entrusted with the responsibilities of facilitating Board affairs, drafting contracts, and representing the Board in the Court of Law.

❖ **Procurement Management Unit**

The Procurement Management Unit (PMU) was established by the Public Procurement Act Cap 410. The functions of the unit among others are to provide expertise and services in procurement, storage, and supply of goods and services for the Tanzania Meat Board.

❖ **Information and Communication Technology Unit**

The ICT Unit at TMB plays a crucial role in guaranteeing the smooth integration and secure operation of digital systems within the organization. Its main goal is to coordinate diverse aspects of ICT, placing specific emphasis on ensuring the security of organizational information and communication technologies. This encompasses supervising ICT support services, overseeing initiatives for system development, and managing the activities of the ICT Steering Committee.

Moreover, the unit serves as a primary advisory body to the ICT Steering Committee, offering insights and recommendations to improve technological capabilities. Additionally, the Unit actively participates in planning, constructing, and maintaining ICT infrastructure, contributing significantly to the overall efficiency and effectiveness of digital operations within the organization. Further, the Unit is responsible for Public Relations and Communications. During the year, Members of Management were as follows:

Table 5: Members of Management for the year ended 30 June 2026

No.	Name	Age	Qualifications	Nationality	Designation
	Mr. John L. Chassama	53	Masters in International Trade	Tanzanian	Acting Registrar
	Ms. Afsa A. Milandu	40	BSc. in Food Science and Technology, MSc. in Food Quality and Safety Assurance	Tanzanian	Manager Technical Service Division
	Ms. Pelagia D. Sogoti	56	MBA (HRM)	Tanzanian	Manager Support Division
	Mr. Bernard F. Laswai	41	Advanced Diploma in Business Management Masters BACM.	Tanzanian	Acting Manager Marketing Development Division
	CPA. Godfrey S. Machimu	46	MBA, PGDFM, Advanced Diploma in Accountancy and ACPA	Tanzanian	Chief Internal Auditor
	Mr. Samwel N. Mutabazi	54	LLB, LLM, PGDLP (Advocate of the High Court).	Tanzanian	Acting Head of Legal Services Unit
	Mr. Emmanuel M. Kiogo	44	Advanced Diploma in Computer Science, PGD-Scientific Computing, Masters of Information Security.	Tanzanian	Acting Head of ICT Unit
	Mr. Ephraim C. Ngilangwa	37	BBA-Procurement and Logistic Management, CPSP.Master of supply chain Management.	Tanzanian	Acting Head of Procurement Management Unit

2.8 RESOURCES AND STRENGTHS

TMB uses its resources which include human, financial, and technological resources to achieve its strategic objectives. It observes good governance principles and promotes good employee relations that provide a conducive working environment for discharging its mandates. TMB has a Corporate Strategic Plan (2021/22 - 2025/2026) which identifies the Strengths, Weaknesses, Opportunities, and Challenges and calls for strategies to use the strengths and mitigate the weaknesses and challenges. Also, the Corporate Strategic Plan sets out strategic objectives and targets to effectively direct resources and guide the performance of TMB. o

Financial resources sustainability of TMB is enhanced by regular improving collection methodology and resources collected mainly used in execution of priority activities to ensure timely implementation of planned activities. The financial resources are utilized to execute TMB mandatory activities including promotion, development and production of quality livestock for Meat production, meat, and meat products. On other side, through its ICT application systems, TMB uses the Mifugo Integrated Management Information System (MIMIS) which has improved the provision of operational services. It is our expectation that, when the system will be fully developed and utilized it will improve efficiency in service delivery.

2.9 THE STRATEGIC OBJECTIVES AND KEY PERFORMANCE INDICATORS

The Strategic Plan (2021/22 - 2026/27) of TMB is to provide a strategic direction on how to achieve the Board's objectives. The Plan serves as a guide for allocating resources as well as a steering mechanism for staff and other stakeholders in pursuit of the Board's vision and mission.

To realize the strategic goals, TMB prepares annual plan and budget with a result-based management orientation as envisioned in the five (5) year strategic plan. The Key Performance Indicators (KPIs) in Table 11 are used to track progress towards the achievement of the strategic objectives.

Table 6: Strategic Objectives and Key Performance Indicators

Objectives	KPIs	Strategy
HIV/AIDS infections and Non - Communicable Diseases (NCDs) reduced and supportive services improved.	Type and number of preventive interventions implemented at TMB Percentage of voluntary testing Percentage or number of employees voluntarily declaring HIV status.	Strengthen intervention mechanisms in fighting HIV/AIDS and Non-Communicable Diseases.
Implementation of National Anti-Corruption Strategy Enhanced	Number of corruption incidence Number of capacity building training conducted to the committee members.	Institutionalize the implementation of the National Anti - Corruption Strategy and Action Plan.
Commercialization of livestock production Enhanced	Number of stakeholders trained; Groups of feedlot operators increased; and Number of regulatory frameworks harmonized. Number of quality animals supply to processing facilities over time.	Promote application of improved production technologies Enhancing knowledge of livestock keepers and traders on market requirements for live animals
Value addition of meat Fostered	Volume and value of meat; Number of meat investment established; Number of Stakeholders registered;	Facilitate establishment of cold storage facilities along strategic gateways, Attract investment in processing

Objectives	KPIs	Strategy
	Volume of consumption; Number and type of training.	infrastructures.
New Markets for meat and meat products from Tanzania identified and developed	Number of new export markets identified and accessed Number of trade fair and exhibitions; Volume and value of exports; Number of export markets; Number and type of training programme.	Facilitate availability of timely and relevant trade and marketing information, Promote application of agribusiness skills and technology among stakeholders.
Capacity of TMB to Deliver Quality Services Strengthened	Number of staff trained Service delivery time Number of conflicting policies, laws and regulations harmonized. Improvements made on staff working environment Investments made in TMB ICT infrastructure.	Digitalising service delivery and strengthening information management systems, Strengthening performance management systems

2.9.1 THE BOARD OPERATIONAL AND FINANCIAL PERFORMANCE

2.9.1.1 Revenue Analysis

In the Financial Year 2025/26 the government approved a total budget of TZS **4,493,755,924.00.** to support implementation of TMB functions out of which TZS **2,462,026,000.00** was estimated to be collected from TMB own sources while **TZS 1,885,569,924** was approved for Personnel Emoluments (PE) and Other Charges (OC) from government subvention TSHS **146,160,000/=**

The Board achieved a cumulative Revenue Collection of **TZ 3,336,499,203.70** as compared to TZS **3,212,903,330.04** achieved in the same period last year thus an increase of 3.84% attributed to increased number of registered stakeholders during the year. However, the actual revenue was lower than the budget by 25.75%. The detailed revenue analysis has been tabulated below:

Table 7: Revenue Analysis

	Budget 2025/26	Actual 2025/26	% Budget Vs Actual
Subvention for Personal Emolument	1,885,569,924	1,731,469,924.00	91.82740465
Subvention for Other Charges	146,160,000	132,762,000.00	90.83333333
Subtotal	**2,031,729,924.00**	**1,864,231,924.00**	**91.75589245**
Registration fees	362,370,000.00	214,267,500.00	59.12948092
Fine, penalties and forfeitures	463,530,000.00	314,572,735.00	67.86459021
Application fee	97,660,000.00	61,957,500.00	63.44204383
Export fees	404,180,000.00	244,065,000.00	60.3852244
Import fees	169,149,388.80	190,941,347.66	112.883262
Retention fee	594,210,000.00	424,143,197.04	71.3793435
Livestock Market Fees- Exchange	347,926,611.20	0	0
Training fees	23,000,000.00	22,320,000.00	97.04347826
Subtotal	**2,462,026,000.00**	**1,472,267,279.70**	**59.7990143**
Total	**4,493,755,924.00**	**3,336,499,203.70**	**74.24745047**

2.9.1.2 Expenditure Analysis

During the 2025/2026 financial year TMB estimated a total of recurrent expenditure of TZS **4,510,433,577.00** out of which TZS **2,462,026,000.00** was estimated to be covered by TMB Own Sources, TZS **146,160,000.00** from OC and TZS **1,885,569,924** to cover for PE. However, in the year under review TMB expensed a total of **3,288,069,052.00** out of which TZS **1,731,469,924.00** was government subvention spent on PE and TZS **1,556,599,128.00** was spent out of OC and TMB own sources collection. The detailed expense analysis has been tabulated below:

Table 8: Expenditure Vs Budget Analysis

	Budget 2025/26	Actual 2025/26	Variance	% Change
Maintenance Expenses	47,577,653	37,467,943	10,109,710	21%
Other Expenses	210,787,000	72,754,883	138,032,117	65%
Use of Goods and Service	1,385,084,000	775,389,039	609,694,961	44%
Wages, Salaries and Employee Benefits	2,618,979,924	2,271,867,187	347,112,737	13%
Acquisition of PPE	248,005,000	130,590,000.00	117,415,000	47%
Total Expenses	**4,510,433,577.00**	**3,288,069,052.00**	**1,222,364,525.00**	**27%**

2.9.1.3 Surplus during the year

The Board reported a Surplus for the year ended June 30, 2026. The current year surplus has increased by 18.55% from the previous year reported surplus. The surplus is highlighted in the following Table

Surplus Analysis

Year	2025/26 (TZS)	2024/25 (TZS)	Variance	% Change
Surplus/Deficit for the year	**613,108,920**	**499,360,492**	**113,748,428.00**	**18.55%**

2.9.1.4 Cash and Cash Equivalents

The Board closed the year 30 June 2026 with a net positive cash position of TZS **9,467,211** This was lower than the prior year's reported closing net cash position of TZS **24,633,185.30** as at 30 June 2025. The table below provides the details of the bank balance:

Table 9: Cash and Cash Equivalent Analysis

	2025/26 TZS		2024/25 TZS
CRDB Bank 5297900 and 5297901			
CRDB Bank 01500592240700	**5,166,768**		**7,955,531.59**
Bank of Tanzania 9925266541	**4,107,477**		**16,677,653.71**
Cash in Hand			
Total	**9,274,245**		**24,633,185.30**

2.9.2 Key Performance Indicators

Table 10: Key Performance Indicators

	2026/26 TZS	2024/25 TZS
Surplus for the year	**113,748,428**	5,140,526
A summary of the key ratios is outlined below:		
Growth in revenue (%)		
This is the increase or decrease of the total revenue during the year. It is computed by: = (Total revenue of current year - Total revenue of previous year) * 100	4.49%	11.37%

Total revenue of previous year		
Growth in Expenditure (%)		
This is the increase or decrease of the total expenses during the year. It is computed by: = (Total expenses of current year - Total expenses of previous year) *100 Total expenses of previous year	0.75%	13.9%
LIQUIDITY		
Current Ratio		
This is used to assess a company's short-term liquidity with respect to its available assets and pending liabilities. = Current Asset Current Liabilities	47.33	3.9

2.9.3 Capital Structure and Treasury Policies

Basing on the opinion by Members of the management about the financial status of the Board in the previous report, efforts towards establishing own sources of finance have been undertaken. For example, TMB has formulated regulations for the implementation of the Meat Industry Act No. 10 of 2006, through which some revenue is collected as registration fee and import/export fee.

From the financial position as at 30 June 2026, current ratio was 47:1 while the previous year ratio was 3.9:1. The current ratio shows a reduced risk of TMB's ability to cover its short-term liabilities when they fall due as the ratio is above the universal agreed ratio which is 2:1. Net assets position which is made up of Accumulated Surplus, is TZS 613.1 million compared to TZS 499.6 million reported in the previous year which is an increase of TZS 113.7 million equivalent to 22.7%. Further, for the year under review, there were no borrowings made to finance operations.

2.9.4The Board's Going Concern

The management is satisfied that the Board is a solvent entity and is considered to be a going concern.

On 15 December 2023, the Government through its public notice, announced to merge some of the government institutions for the purpose of strengthening their operations. TMB is one of the institutions included in the stated process and was officially notified through a letter from the Treasurer Register dated 27 December 2023 with the instruction that the Board will be merged with the Tanzania Dairy Board, forming one institution that will be dealing with the animal products.

TMB further received a letter from the Treasurer's Office dated 14 February 2024 with guiding instructions on the implementation process with effect from the financial year 2024/2025. Through this letter, currently, TMB is in the merging transition process through the Ministry of Livestock and Fisheries.

As at the reporting date, TMB is in a transition phase, and the merger process is being coordinated through the Ministry of Livestock and Fisheries. The detailed implementation arrangements, including the final institutional structure, transfer of assets and liabilities, and staff rationalization, had not yet been finalized as at the reporting date.

Management has assessed the impact of the ongoing merger process on the Board's operations and has prepared the financial statements on a going concern basis, on the assumption that the Board will continue to operate during the transition period until the merger process is completed in accordance with Government directives.

3.0 Production, Marketing and Consumption of Meat and Meat Products Promoted and Evaluated.

3.1 To facilitate 5,097 meat stakeholder's registration in 26 regions in Tanzania Mainland

A total of **14,097** meat stakeholders identified and inspected among them **2,831** stakeholders were registered by TMB. In addition, a total of **8,102** stakeholders renewed their registration according to Meat Industry Act Cap 421 from **26** regions including Dodoma, Singida, Iringa, Morogoro, Tabora, Kigoma, Katavi, Mwanza, Shinyanga, Mara, Kagera, Simiyu, Geita Arusha, Manyara,Tanga, Kilimanjaro, Dar-es-salaam, Pwani, Lindi, Mtwara Mbeya, Songwe, Njombe, Ruvuma and Rukwaa. Stakeholders' registration categorized as shown in the Table 17 below;

1. *Table 11: List of new registered stakeholders*

S/N	TYPE OF STAKEHOLDER	2025/26	2024/25
	ABATTOIR	3	3
	LARGE SCALE COMMERCIAL LIVESTOCK PRODUCER	16	14
	LARGE SCALE FEEDLOT DEALER	1	0
	LIVESTOCK MARKET	19	19
	LIVESTOCK MARKET OPERATOR	3	1
	LIVESTOCK TRADER	286	247
	MEAT EXPORTER	44	64
	MEAT FESTIVAL	3	0
	MEAT IMPORTER	9	15
	MEAT PROCESSOR	4	6
	MEAT SUPPLIER	56	29
	MEAT VAN	267	112
	MEDIUM SCALE COMMERCIAL LIVESTOCK PRODUCER	31	27
	MEDIUM SCALE FEEDLOT DEALER	5	0
	NYAMA CHOMA	156	148
	PREMIUM BUTCHERY	69	46
	SLAUGHTER HOUSE	12	8
	SLAUGHTER SLAB	62	31
	SMALL SCALE COMMERCIAL LIVESTOCK PRODUCER	17	19
	SMALL SCALE FEED LOTTER	10	4
	STANDARD BUTCHERY	1743	1881
	STORAGE MEAT ESTABLISHMENT	7	4

S/N	TYPE OF STAKEHOLDER	2025/26	2024/25
	SUPER BUTCHER	8	12
	TOTAL	2831	2,690

3.2 To conduct training on standard operating procedures (SOPs) to 12,090 meat industry stakeholders

A total of **14,887** meat industry stakeholders were trained on SoPs for meat and meat products. The training included the following categories of stake holders (Nyama choma, commercial livestock producers, Livestock traders, Meat producers, Meat processors and suppliers, Meat Van owners, and Butchers owners) in **26** regions. The regions were; Dodoma, Singida, Iringa, Morogoro, Tabora, Kigoma, Katavi, Mwanza, Shinyanga, Mara, Simiyu, Geita, Kagera, Arusha, Manyara,Tanga, Kilimanjaro, Dar-es-salaam, Pwani, Lindi, Mtwara, Mbeya Songwe, Njombe,Ruvuma and Rukwa.

3.3 Training of 300 stakeholders on commercial livestock farming and meat production by June 2025

TMB developed and implemented capacity building programme to livestock producers on Agribusiness and Production technologies. Up to June 2025 a total of 147 livestock producers from Mbeya, Kagera, Katavi and Kilimanjaro were capacitated.

3.4 Export of Meat and meat products reached 14,213.66 tons by June 2026

The Board continued to promote and facilitate trade of meat and meat products across our borders. During the year 2025/2026 TMB issued clearance certificates for meat export with a total of 14,213.66 tons (including 826.03 tons of beef, 9,599.76 tons of goat meat, 3,704.38 tons of mutton, 44.19 tons of chicken and 39.3 tons of pork) with total value of USD 61.5 million The main destination of meat from Tanzania includes Oman (50.16%), United Arab Emirates (23.25%), Saudi Arabia (6.93%). Other destinations are Bahrain, Comoros, Hong Kong, Kenya, Kuwait, Qatar, Seychelles, Vietnam and Libya. On the other hand, TMB issued clearance certificates for import of meat and meat products of total 807.49 tons with value of USD 3.7 million. Meat and meat products mainly came from Kenya and South Africa.

4.0 ENVIRONMENTAL MATTERS

Meat production involves the whole value chain which includes livestock production systems, livestock marketing and trade, slaughtering, processing and distribution/retailing. The production process sometimes contributes to negative effects on biodiversity such as overgrazing, deforestation, effluent waters, solid waste disposal and foul-smelling gases. Unutilized methane gas released directly to the atmosphere contributes to global warming.
TMB in its effort to contain environmental challenges has joined efforts with other institutions (PMO – RALG, Ministry of Livestock and Fisheries, Tanzania Bureau of Standards - TBS), that have a stake in the meat industry to establish a joint working group on environmental management issues. The role of the group is to oversee all environmental matters related to meat production (environmental issues).

4.1 Employment Policy

TMB is an equal opportunity employer. It does not discriminate against employees in respect to gender, religion, race, disability, age or marital status. TMB recognizes the need for ensuring fair employment practices in recruitment and selection, and the retention, learning and career development of staff. The recruitment process is transparent, non-discriminatory and open to all Tanzanians who are eligible and qualified. Also, TMB fills vacant positions through transfer of staff from other government institutions after approval by the President's Office Public Service Management and Good Governance. However, special attention is drawn to persons with disability by giving them first priority during employment.
Management and Employees' Relations

A healthy relationship existed between Management and employees during the year. There was a harmonious relationship between Management and employees; and there were no unresolved complaints.

4.2 Staff Development Policy

Equal opportunity is also observed in staff learning and career development. Employees are given the opportunity to attend Learning and Career Development plans irrespective of their gender, religion, disability, age or marital status. During the year under review, TMB spent TZS 10,500,000 (an increase of 45%) on training and development compared to TZS 25,000,000/= Reviewed and recommended for the Board's approval the Annual technical and marketing Report for the year 2025/2026 spent in the previous year to improve staff technical skills and competencies.

4.3 Disabled Persons and Gender Balance.

TMB gives equal opportunity to all Tanzanians during recruitment and filling of Management positions provided that applicants have the necessary qualifications, qualities, and abilities, regardless of their gender.

It is also, TMB's policy to employ disabled persons. Further, employees who get disability whilst employed are continued with their employment and training. They are also, included in the training, development, and promotion processes. During the year under review, TMB had no employee with any disability.

Gender balance is also emphasized in various operations. The number of TMB's employees by 30 June 2026 was 68 employees whereby, 45 were male while 19 were female as shown in Table 12 below: -

Table 12: Staff distribution by gender as at 30 June 2026

Gender	30. 6.2026	%	30.6.2025	%
Male	49	72	42	70
Female	19	28	18	30
Total	68	100	60	100
Ratio (Male: Female)	3.6		2.3	

4.4 Medical Services

TMB operates insured (health benefit) plan for employees, their spouses and up to a maximum of four dependents. Contributions are paid to the National Health Insurance Fund (NHIF) upon successful registration of the employee to the Fund. The total contributions made to NHIF during the year was TZS **52,193,697.72** compared to TZS **48,341,247.72** for the previous year.

4.5 Employees Benefit Plan

All employees of TMB are members of the Public Service Social Security Fund (PSSSF). The employer contributes 15% of employees' basic salary to the Fund while employees contribute 5% of their basic salary. The total contributions made to PSSSF during the year were TZS **260,968,488.60** compared to TZS **241,706,238.60** contributed to the pension funds last year. The increase was caused by an increase in staff promotion which was done in during the year.

4.6 HIV/AIDS and NCDs Policy

TMB focus on creating good environment for healthy staff all over the year. For this reason, TMB bought different items which could be used to assist its employees to regular check for non- communicable disease. In a current year, blood pressure machine, weight and height measure tools.
TMB also managed to conduct the HIV/AIDS committee meeting in which different issues related to HIV/AIDS and NCDs were discussed.

4.8 Occupational Safety and Health

TMB strives to comply with Occupational Safety and Health Authority (OSHA) requirements to ensure the creation and maintenance of ideal work environments which are free from occupational hazards that may cause injuries or illness to all employees in work environment. TMB insured its staff to the Workers Compensation Fund (WCF) against personal injury and occupational diseases. During the year under review, one case related to injury was reported to WCF and it is currently under review by the relevant authority.

5.0 APPOINTMENT OF THE AUDITOR

The Controller and Auditor General is the statutory auditor of TMB by Article 143 of the Constitution of the United Republic of Tanzania as amplified in Section 32(4) of the Public Audit Act, Cap 418.

M/s Enson Africa Certified Public Accountants was authorized to carry out the audit of TMB for the financial year ended 30 June 2023 on behalf of the Controller and Auditor General vide letter with reference number CB. 35/38/29.

The Auditor is located at Plot No. 89, Block 45 B, Noble Victoria Center, 3rd Floor, Bagamoyo Road, Kijitonyama Kinondoni, Dar es Salaam. The Firm's registration and TIN numbers are PF 393 and 139-743-938 respectively

5.1 Responsibility of the Auditor

The auditor is responsible for providing assurance of the correctness and consistency of every information contained in the report by those charged with governance with those provided in the financial statements.

5.2 CORPORATE SOCIAL RESPONSIBILITIES

TMB acknowledges its responsibility to respond to community social needs. The Corporate Social Responsibility (CSR) interventions included commitment to active participation in environment protection and promotion of socio-economic development of our society through extension of financial support towards implementation of community development projects. During the year under review, due financial constraints TMB did not conduct any Corporate Social Responsibility same as it was for the previous year.

5.3 RELATED PARTY TRANSACTIONS

The related party is the one who has the ability, authority and responsibility for planning, directing and controlling the activities or exercising significant influence in making financial and operating decisions. A related party transaction is a transfer of resources, services or obligations between related parties, regardless of whether a price is charged or not. For TMB, the Members of the Board and Senior Management (Heads of Division and Heads of Units) are related parties. The related party transactions are disclosed in Note No 78 .

5.4 POLITICAL AND CHARITABLE DONATIONS

During the financial year, TMB contributed TZS 500,000 for the TCCIA annual meeting held in Kibaha, Coast region.

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5.5 COMPLIANCE WITH LAWS AND REGULATIONS

The principal functions and operations are governed by the Meat Industry Act No. 10 of 2006 and its Regulations as amended from time to time. Also, TMB is compliant with other relevant Laws and Regulations of the United Republic of Tanzania. The Members of the Board confirm that the activities and operations of TMB were conducted in accordance with pieces of legislation and there was no information on non-compliance with other applicable written laws such as the Public Procurement Act Cap 410, the Public Finance Act Cap 348, the Public Audit Act, Cap 418, the Public Service Act Cap 298 and the Income Tax Act Cap 332 among others.

5.6 STATEMENT OF COMPLIANCE

Report by those Charged with Governance, is prepared in line with the Tanzania Financial Reporting Standard No. 1 (TFRS No. 1) as issued by the National Board of Accountants and Auditors (NBAA). The financial statements have been prepared in compliance with the International Public Sector Accounting Standards (IPSAS) as issued by the International Public Sector Accounting Standards Board (IPSASB).

5.7 RELATIONSHIP WITH STAKEHOLDERS

TMB has maintained good relationship with its stakeholders. These include the Ministry of Livestock and Fisheries (MLF), Ministry of Finance, President's Office Public Service Management and Good Governance, President's Office Regional Administration and Local Government; and the Treasury Registrar. Others include Tanzania Revenue Authority (TRA), Tanzania Bureau of Standards (TBS), Tanzania Chamber of Commerce Industry and Agriculture (TCCIA), Meat industry Stakeholders, Police Force, Business Community and the public at large.

5.8 RISK MANAGEMENT AND INTERNAL CONTROL

The Members of the Board assume final responsibility for the risk management and internal control system of TMB. It is the task of the Management to ensure that adequate internal financial and operational control systems are developed, improved and maintained on an ongoing basis in order to provide reasonable assurance regarding effectiveness of risk management, controls and governance processes.

5.8.1 Risk Management

TMB has a Risk Management Framework that provides practical guidance and consistent application of risk management practices for identifying, evaluating, managing, and monitoring all significant risks. TMB continues to monitor its exposure to risks by using risk management practices in operations, planning, budgeting, and other management practices.

5.8.2 Internal Controls

TMB has policies, procedures and systems in place that have been designed to provide reasonable assurance on the integrity and reliability of its financial statements; and to adequately protect, verify and maintain accountability for its assets. These internal controls are applied by competent persons through checks and balances. The effectiveness of internal controls is monitored by the management as well as by the Internal Audit Unit. All relevant findings on the effectiveness of internal controls reviews are reported to the Management and Audit Committee. The Board and the Internal Audit Unit are not aware of any material breakdown in the functioning of these internal controls and systems for the period under review.

5.8.3 ICT Initiatives

During the year under review, TMB continued to develop, support and use MIMIS in its core operations. When fully operational, the system is expected to generate a meat stakeholders' register, and process various permits and certificates.

5.8.4 Principal Risks, Uncertainties and Opportunities

TMB operates in an environment with several risks and uncertainties. Such risks and uncertainties include strategic, operational, and financial risks.

5.8.5 Strategic Risk

Strategic risks are the possible losses an organization may incur based on decisions made at the strategic level. These include failures in business strategy or a business plan as they relate to either internal or external forces. Internal events that could cause the failure of a business strategy include poor communication; low cash flow a change in senior management. External events such as new technologies can also undermine a business's ability to meet its core objectives.

5.8.6 Operational Risk

Operational risks stem from inadequate or failed internal procedures, employee errors, cyber security events, or external events such as weather disasters. A comprehensive Operational Risk Management (ORM) plan is critical to identify such risks and then implement practical risk management steps.

To minimize that harm, ongoing operational risk management is essential.

5.8.7 Financial risks

Financial risk generally relates to the odds of losing money. The financial risk most commonly referred to is the possibility that a company's cash flow will prove inadequate to meet its obligations. It includes the possibility of losing funds from TMB's main own sources from regulatory fees as may be abolished by Government.

5.9 OWNERSHIP OF TMB

TMB is a Government institution established under Section 8 of the Meat Industry Act No. 10 of 2006.

5.10 EMPLOYEE TRAINING

TMB complies for para 4.4 of Tanzania Public Service Training Policy which requires employees to send their new hires for induction orientation training to assist new employees to adjust to their jobs and work environment and to instill positive work attitudes and motivation. In 2025/2026 TMB sent all eight new hires to Tanzania Public Service College for orientation courses in which a total of sum of Tshs. **13,403,000.00** were incurred as orientation training expenses.

Also, in 2025/2026 TMB started the implementation of partial funding employees who are studying long courses at the Bachelor and Master Degrees by contributing Tshs. 3,000,000.00 to every staff in the training program every year of study.

5.11 FUTURE PLANS

The future plans of TMB have been well elaborated in the five-year 2026/27 - 2030/31 Strategic Plan. In a nutshell, TMB plans to: -

Enhance care and support programs for affected staff with HIV/AIDS and NCD annually;

Corruption prevention measures implemented annually;

Attract investment in processing infrastructures by June 2026;

Promote investment in export-certified abattoirs from 5 to 8 by 2026;

To facilitate Exports of meat and meat products increase from **1,774** tons to **17,000** tones by June 2026; and

Minimize costs, increase efficiency, improve productivity, and streamline processes by automating core business processes.

6.1 STATEMENT OF COMPLIANCE WITH TFRS 1 AND LEGISLATIONS

The members charged with governance accept responsibility for preparing the financial statements which show true and fair view of the entity to the date of approval of the audited financial statements, in accordance with the applicable standards, rules, regulations and legal provisions. The members also confirm compliance with the provisions of the requirements of TFRS 1 and all other statutory legislations relevant to the entity.

…………………………………………….	……………………………………
Ms. Agnes Kisaka Meena	**John Lucas Chassama**
Permanent Secretary	**Ag. Registrar, TMB**

6.2 STATEMENT OF RESPONSIBILITIES BY THOSE CHARGED WITH GOVERNANCE

The Board of Directors are responsible for the preparation and fair presentation of the Financial Statements comprising of the statement of Financial Position as of 30 June 2026, the Statement of Financial Performance, statement of changes in Equity, Cash Flows statement for the year then ended, the Statement of Comparison of budget and actual amount and the Notes to Financial Statements, which include the summary of significant accounting policies and other explanatory notes in accordance with International Public Sector Accounting Standards (IPSAS).

The Directors' responsibility includes designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of these Financial Statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are responsible in the circumstances.

The Directors confirm that suitable accounting policies have been used and applied consistently, and the reasonable and prudent judgments and estimates have been made in the preparation of the financial statements for the year ended 30 June 2026. The Directors have assessed the Board’s ability to continue as a going concern and have no reason to doubt that Board operations will not be on a going concern in the financial year ahead.

APPROVED AND SIGNED ON BEHALF OF THE BOARD OF DIRECTORS BY:

....	....
Ms. Agnes Kisaka Meena	**John Lucas Chassama**
Permanent Secretary	**Ag. Registrar, TMB**
Date..........................	**Date.......................**

6.3 DECLARATION OF THE PRINCIPAL ACCOUNTANT OF THE MEAT BOARD OF TANZANIA

The National Board of Accountant and Auditors (NBAA), according to the power conferred under the Accountant and Auditor (Registration) Act No. 33 pf 1972 as amended by Act No. 2 of 1995, requires financial statements to be accompanied with declaration issued by the Head of Financial/Accounting responsible for the preparation of Financial Statement of the entity concerned

It is the duty of Professional Accountant to assist the Management to discharge the responsibility of preparing Financial Statement of an entity showing true and fair view of the entity position and performance in accordance with applicable International and Accounting Standards and Statutory Financial reporting requirements. Full legal responsibility for the preparation of Financial Statement rest with the Board of Directors on an earlier page.

I, **CPA (T)** Richard Julias Masini being the Chief accountant of Ministry of Livestock and Fisheries Tanzania Meat Board Regulatory Ministry hereby acknowledge my responsibility of ensuring that Financial Statement for the year ended 30th June, 2025 have been prepared in compliance with applicable accounting Standard and Statutory requirements.

I confirm this Financial Statement shows true and fair view of Tanzania Meat Board

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Chief Accountant-Ministry of livestock and Fisheries

NBAA Membership No. ACPA 2811

Date………………………………

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF LIVESTOCK AND FISHERIES

T1320000 - TANZANIA MEAT BOARD (TMB)

STATEMENT OF FINANCIAL POSITION AS AT 30th JUNE, 2026

	Note	2026 TZS	2025 TZS
ASSETS			
Current Asset			
Cash and Cash Equivalents	62	9,274,245	24,475,460
Receivables	67	232,859,119	208,345,055
Loan Receivables	68	2,365,478	3,958,676
Prepayments	69	2,000,600	1,327,832
Total Current Asset		**246,499,442**	**238,107,023**
Non-Current Asset			
Property, Plant and Equipment	77	371,817,014	322,181,366
Total Non-Current Asset		**371,817,014**	**322,181,366**
TOTAL ASSETS		**618,316,456**	**560,288,389**
LIABILITIES			
Current Liabilities			
Payables and Accruals	89	7,984	60,052,984
Deferred Income	93	0	791,076
Deposits	94	5,199,552	83,837
Total Current Liabilities		**5,207,536**	**60,927,897**
TOTAL LIABILITIES		**5,207,536**	**60,927,897**
Net Assets		**613,108,920**	**499,360,492**
NET ASSETS/EQUITY			
Capital Contributed by:			
Taxpayers/Share Capital		0	0
Accumulated Surpluses / Deficits		613,108,920	499,360,492
TOTAL NET ASSETS/EQUITY		**613,108,920**	**499,360,492**

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Chief Executive Officer **Date**

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF LIVESTOCK AND FISHERIES

T1320000 - TANZANIA MEAT BOARD (TMB)

STATEMENT OF FINANCIAL PERFORMANCE AS AT 30th JUNE, 2026

Classification of Expenses by Nature	Note	2026 TZS	2025 TZS
REVENUE			
Revenue			
Revenue Grants	16	1,864,231,924	1,702,390,719
Revenue from Exchange Transactions	17	913,629,545	782,362,811
Fees, Fines, Penalties and Forfeits	19	314,572,735	433,699,800
Premiums,Fees and Claims (Insurance)	30	244,065,000	274,610,000
Total Revenue		**3,336,499,204**	**3,193,063,330**
TOTAL REVENUE		**3,336,499,204**	**3,193,063,330**
EXPENSES AND TRANSFERS			
Expenses			
Wages,Salaries and Employee Benefits	34	2,271,867,187	2,227,795,698
Use of Goods and Service	35	759,671,271	712,576,312
Maintenance Expenses	36	37,467,943	38,828,382
Other Expenses	52	39,754,883	86,089,752
Expected Credit Loss	54	35,141	31,343,809
Depreciation of Property, Plant and Equipment	77	80,954,352	69,288,852
Total Expenses		**3,189,750,777**	**3,165,922,805**
Transfer			
Other Transfers	60	33,000,000	22,000,000
Total Transfer		**33,000,000**	**22,000,000**
TOTAL EXPENSES AND TRANSFERS		**3,222,750,777**	**3,187,922,805**
Share of Surplus of Associate and Joint Venture	108	0	0
Surplus / Deficit for the period		**113,748,428**	**5,140,526**

Chief Executive Officer   **Date**

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF LIVESTOCK AND FISHERIES

T1320000 - TANZANIA MEAT BOARD (TMB)

STATEMENT OF CHANGES IN NET ASSET AND EQUITY FOR THE YEAR ENDED 30th JUNE, 2026

Define Benefit Reserve / Other Reserve / Minority Interest	Tax Payer's Revaluation Fund Surplus TZS	Accum. Surplus/ Total (Deficit) TZS	Foreign CURRENCY REVALUATION TZS	Fair Value Reserve TZS	Deferred Tax Reserve TZS	
Opening Balance as at 01 Jul 2025	0	499,360,492	0	0	0	0
Addition Capital Injected	0	0	0	0	0	0
Other Reserve	0	0	0	0	0	0
Other Appropriations	0	0	0	0	0	0
Minority Interest	0	0	0	0	0	0
Surplus/ Deficit for the Year	0	113,748,428	0	0	0	0
Closing Balance as at 30 Jun 2026	0	613,108,920	0	0	0	0
Opening Balance as at 01 Jul 2024	0	494,219,966	0	0	0	0
Addition Capital Injected	0	0	0	0	0	0
Other Reserve	0	0	0	0	0	0
Other Appropriations	0	0	0	0	0	0
Minority Interest	0	0	0	0	0	0
Surplus/ Deficit for the Year	0	5,140,526	0	0	0	0
Closing Balance as at 30 Jun 2025	0	499,360,492	0	0	0	0

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Chief Executive Officer **Date**

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF LIVESTOCK AND FISHERIES

T1320000 - TANZANIA MEAT BOARD (TMB)

CASHFLOW STATEMENT FOR THE YEAR ENDED30th JUNE, 2026

	2026 TZS	2025 TZS
CASH FLOW FROM OPERATING ACTIVITIES		
RECEIPTS		
Revenue Grants	1,863,440,848	1,703,181,651
Revenue from Exchange Transactions	845,708,678	717,665,236
Premiums, Fees and Claims (Insurance)	244,065,000	274,610,000
Increase in Deposit	5,115,716	0
Fees, Fines, Penalties and Forfeits	314,572,735	433,699,800
Total Receipts	**3,272,902,977**	**3,129,156,687**
PAYMENTS		
Wages, Salaries and Employee Benefits	2,271,867,187	2,227,795,698
Use of Goods and Service	775,389,039	709,832,494
Other Transfers	33,000,000	22,000,000
Other Expenses	39,754,883	86,089,752
Maintenance Expenses	37,467,943	38,828,382
Decrease in Deposit	0	6,343,900
Total Payments	**3,157,479,052**	**3,090,890,226**
NET CASH FLOW FROM OPERATING ACTIVITIES	115,423,925	38,266,463
CASH FLOW FROM INVESTING ACTIVITIES		
Investing Activities		
Acquisition of Property, Plant and Equipment	(130,590,000)	(39,858,864)
Total Investing Activities	**(130,590,000)**	**(39,858,864)**
NET CASH FLOW FROM INVESTING ACTIVITIES	**(130,590,000)**	**(39,858,864)**
Net Increase	(15,166,075)	(1,592,402)
Cash Surrendered to Holding Account	0	0
Cash and cash equivalent at beginning of period	24,633,286	26,225,688
Cash and cash equivalent at end of period	9,467,211	24,633,286

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Chief Executive Officer **Date**

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF LIVESTOCK AND FISHERIES
T1320000 - TANZANIA MEAT BOARD (TMB)
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE YEAR ENDED 30th JUNE, 2026

	Budgeted Amount				
	Original Budget	**Reallocations/ Adjustments**	**Final Budget (B)**	**Actual Amount on Comparison Basis (A)**	**Different Final Budget & Actual (B-A)**
	TZS	TZS	TZS	TZS	TZS
RECEIPTS					
Revenue From Exchange Transaction	2,462,026,000	0	2,462,026,000	1,441,393,216	1,020,632,784
Revenue From Non-Exchange Transaction	2,031,729,924	0	2,031,729,924	1,864,231,924	167,498,000
Total Receipts	**4,493,755,924**	**0**	**4,493,755,924**	**3,305,625,140**	**1,188,130,784**
PAYMENTS					
Wages,Salaries and Employee Benefits	2,544,369,924	74,610,000	2,618,979,924	2,271,867,187	347,112,737
Use of Goods and Service	1,416,308,000	(31,224,000)	1,385,084,000	808,304,067	609,694,961
Social Benefits	0	150,000	150,000	0	150,000
Other Transfers	46,000,000	0	46,000,000	33,000,000	13,000,000
Other Expenses	184,778,000	(20,141,000)	164,637,000	39,754,883	124,882,117
Maintenance Expenses	75,477,653	(27,900,000)	47,577,653	37,467,943	10,109,710
Decrease in Deposit	0	0	0	0	0
Acquisition of Property,Plant and Equipment	231,500,000	4,505,000	236,005,000	130,590,000	105,415,000
Acquisition of Intangibles	12,000,000	0	12,000,000	0	12,000,000
Total Payment	**4,510,433,577**	**0**	**4,510,433,577**	**3,320,984,080**	**1,227,480,241**

______________________ Chief Executive Officer

______________________ Date

NOTES TO THE FINANCIAL STATEMENTS

1.0 GENERAL INFORMATION

The Tanzania Meat Board operates under Act No.10 of 2006 and is fully controlled by the Ministry of Livestock and Fisheries. The principal activities of the Board are disclosed in the Directors' Report. The Board is located in Dodoma at Area D, St. Ndugai Street, Magufuli Road.

2.0 SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of Preparation

These financial statements have been prepared in conformity with the International Public Sector Accounting Standards (IPSAS) accrual basis of accounting issued by the International Accounting Standards Board (IASB). The financial statements have been prepared under the historical cost convention.

Where necessary, comparative figures have been adjusted to conform to the changes in presentation in the current year.

The statement of comparison of budget and actual amounts for the financial year ended 30 June 2026 has been prepared using a cash basis of accounting; further classification schemes adopted for presentation are similar to the formats adopted for the financial statements. The budget period is 12 months, which is similar to the adopted reporting period of financial statements.

2.2 Functional Currency and Presentation Currency

The functional currency of TMB, which is also its presentation currency, is Tanzania Shillings (TZS).

The accounting policies have been consistently applied to all periods presented in these financial statements.

2.3 Property and Equipment

Owned Assets

Property, plant, and equipment are stated at cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition/construction of the items, and depreciation is applied as appropriate.

Subsequent Costs

Subsequent costs are included in the asset’s carrying amount or are recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Board and the cost of the item can be measured reliably.

Depreciation

The land is not depreciated. Depreciation on other assets is calculated using the straight-line method to reduce the cost of each asset to its residual value over its estimated useful life at a given rate per annum, as shown below:

	Rate
Buildings	2.5%
Motor Vehicles	10%
Furniture and Equipment	12.5%
Computers	25%

Depreciation of an asset begins when it is available for use, i.e., when it is in the location and condition necessary for it to be capable of operating in the manner intended by management. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale and the date that the asset is derecognized. Assets that are subject to depreciation are reviewed for impairment on an annual basis.

2.4 Provision for Receivables

Receivables are recognized when it is probable that future economic benefits or service potential will flow to the entity and the amount of the receivable can be reliably measured. If there is an indication that part of the receivable might not be recoverable, a provision is made to reflect the impairment. This provision is recognized as an expense in the statement of financial performance.

2.5 Cash and Cash Equivalents

Cash and Cash equivalents comprise cash in hand, bank, and short-term bank deposits with an original maturity of three months or less. Cash and cash equivalents are initially recognized at their fair value. In cases where the cash equivalents are subject to discounts or premiums, these are reflected in the financial statements.

2.6 Revenue Recognition

Revenue comprises Revenue from Exchange Transactions and Revenue from Non-Exchange Transactions. It includes the gross inflows of economic benefits or service potential received and receivable by the entity, and these benefits can be measured reliably. Revenue is recognized when it is determined that it will accrue to the Board.

2.6.1 Revenue from Exchange Transactions

Revenue from Exchange Transactions is revenue from transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange.

2.6.2 Non-Exchange Transactions

Revenue from Non-Exchange Transactions includes Government subventions and assistance received from the government and other donors. Grants are accounted for when there is a reasonable assurance that the grants will be received. Revenue recognition is based on an assessment of whether an asset or a liability has been created. For capital grants without conditions attached, revenue is recognized immediately in the statement of financial performance. If conditions are attached, a liability is recognized as capital funds in the statement of financial position and is reduced and revenue recognized as the conditions are satisfied.

2.6.3 Employee’s Benefits

Employee benefits include salaries, pensions, and other related employment costs. The Board under the Ministry operates a defined contribution plan where contributions are paid to the Public Service Social Security Fund (PSSSF). The Employer contributes 15% and the Employee contributes 5% of basic salary. The Board also, through the Ministry, operates a health insurance plan (health benefit) where contributions are paid to the National Health Insurance Fund (NHIF), whereby both the employer and the employee contribute 3% of gross salary. Employer's portion of social security contribution and insured (health benefit) plan contribution is made directly to the respective funds by the Ministry of Finance. The contributions to the funds are recognized as an expense in the period employees render services to the board.

3.0 RISK MANAGEMENT

Risk is an inherent feature of the activities of any entity. Tanzania Meat Board manages its risk by having in place appropriate functional risk management structures, systems, and procedures that involve continuous involvement in response to changes in the environment in which the Tanzania Meat Board operates. The following are the main types of risks the Board is exposed to in the course of executing its day-to-day operations.

3.1 Operational Risk

Operational risk is the risk of loss, both financial and non-financial, resulting from inadequate systems, management failures, ineffective internal control processes, fraud, theft, and human errors. The Board addresses this risk by ensuring the existence of a sound internal control system. Managing operational risk is an integral part of the day-to-day operations of the management. The risk is closely monitored by management and the Board of Directors.

3.2 Liquidity Risk

Liquidity risk is the risk that the Board faces by not having adequate funds to settle day-to-day obligations as they fall due.

The Tanzania Meat Board has prudent liquidity risk management through which it maintains sufficient cash to cover committed credit facilities, working capital, as well as capital project requirements. Management of liquidity risk includes forward planning and close monitoring by the finance department.

3.3 Credit Risk

Potential credit risk involves possible loss of short-term cash deposits and trade and other receivables. Risk relating to short-term cash deposits is managed through ensuring that cash surpluses are deposited with banks of high credit standing. Management of risk associated with trade and other receivables includes dealing with credit-worthy customers, prompt invoicing, close follow-up, and requiring regular customers to deposit money in advance to cover services to be rendered.

3.4 Information risks

This is a risk involved with managing information, data protection, and freedom of information. It includes publishing or conveying wrong information to the Public or Promotional Materials that can attract litigation and claims for damages. The Board manages information risk by undertaking peer review and Legal Expert Analysis to guard against flaws within or outside the Ministry.

3.5 Budget Dependence Risk

The budget is made up of its own source collection fund. Sometimes, funds are accompanied by conditional ties from the Ministry that are unaffordable. The Board manages budget risk by putting more emphasis on proper management of revenue collection.

3.6 Performance risk

Field operators are performing poorly, resulting in injury to livestock keepers or the subject animals. The Board manages performance risk by proper training, back-stopping, and supervision of field operating agents.

4.0 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the financial statements requires the management to make judgments, estimates, and assumptions that affect the disclosed amounts of assets and liabilities, and the disclosure of contingent liabilities, at the reporting date.

4.1 Judgments

In the process of applying the accounting policies, the management has not made judgments that have a significant effect on the amounts disclosed in the financial statements:

4.2 Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the disclosed amounts of assets and liabilities within the next financial year, are liabilities such as utilities, salary arrears, and accrued leave.

4.3 Impairment of Financial Assets (Expected Credit Loss)

The Board recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost, which include cash and cash equivalents, trade receivables, and other receivables.

(a) Measurement of ECL

ECLs are measured to reflect an unbiased and probability-weighted amount determined by evaluating a range of possible outcomes, the time value of money, and reasonable and supportable information about past events, current conditions, and forecasts of future economic conditions.

- General approach (for cash and other financial assets): Loss allowances are measured at 12-month ECL unless there has been a significant increase in credit risk since initial recognition, in which case lifetime ECLs are recognized.
- Simplified approach (for trade receivables): Loss allowances are measured at lifetime ECLs from initial recognition. The Entity uses a provision matrix based on historical default rates adjusted for current and forward-looking information.

(b) Definition of Default

A financial asset is considered to be in default when contractual payments are 730 days past due or when there is objective evidence that the asset is unlikely to be recovered in full.

(c) Write-off Policy

Financial assets are written off when there is no reasonable expectation of recovery, for example, when the counterparty has been liquidated or confirmed bankrupt. Any recoveries are recognized in profit or loss when received.

Inputs into the measurement of ECLs

The key inputs into the measurement of ECLs are the discounted product of: probability of default (PD), loss given default (LGD), and exposure at default (EAD).

The PD represents the likelihood of a borrower defaulting on its financial obligation (as per "Definition of default and credit-impaired" above), either over the next 12 months (12M PD), or over the remaining lifetime (Lifetime PD) of the obligation.

EAD is based on the amounts the Entity expects to be owed at the time of default, over the next 12 months (12M EAD) or over the remaining lifetime (Lifetime EAD). Loss Given Default (LGD) represents the Bank's expectation of the extent of loss on a defaulted exposure. LGD varies by type of counterparty, type and seniority of claim and availability of collateral or other credit support. LGD is expressed as a percentage loss per unit of exposure at the time of default (EAD).

LGD is calculated on a 12-month or lifetime basis, where 12-month LGD is the percentage of loss expected to be made if the default occurs in the next 12 months and Lifetime LGD is the percentage of loss expected to be made if the default occurs over the remaining expected lifetime of the loan.

The ECL is determined by projecting the PD, LGD, and EAD for each future month and for each individual exposure. These three components are multiplied together and adjusted for the likelihood of survival (i.e., the exposure has not been prepaid or defaulted in an earlier month). This effectively calculates an ECL for each future month, which is then discounted back to the reporting date and summed. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof. The Lifetime PD is developed by applying a maturity profile to the current 12-month PD. The maturity profile looks at how defaults develop on a portfolio from the point of initial recognition throughout the lifetime of the loans. The maturity profile is based on historical observed data and is assumed to be the same across all assets within a portfolio and credit grade band.

This is supported by historical analysis

CASH AND CASH EQUIVALENT	**2025/26**	**2024/25**
Cash at the Bank and on hand	9,467,211	24,633,285
Expected Credit Loss:		
At the start of the year	(171,841.64)	(14,016.56)
Charged during the year	(35,140.61)	(157,825)
Closing Provision for ECL	(168,031)	(171,841.64)
Cash as per Statement of Financial Position	**9,274,245**	**24,465,254**

The Entity operates with the following Banks with global ratings and Probability of Default (PD) as provided in the table below.

No	**Name of the Bank**	**Rating Agency**	**Score**	**Probability of Default (PD)**
1	NMB	Moodys	B1	2.16%
2	CRDB	Moodys	B2	2.16%

Expected Credit Loss (ECL) on Receivables

The Board has applied the simplified approach in accordance with IPSAS 41 – Financial Instruments to measure impairment of trade and other receivables.

Under this approach, the Board recognizes lifetime expected credit losses (ECL) on all receivables from inactive stakeholders (not in business), regardless of whether a significant increase in credit risk has occurred.

ECL allowance for Receivable

TRADE AND OTHER RECEIVABLE	2025/26	2024/25
Opening Allowance	31,200,00	-
Add: Additional ECL recognized during the year	233,047,825	31,200,00
Less: Written-off receivables	(41,772,927.01)	-
Closing ECL allowance as at 30 June 2026	**191,274,897.94**	**31,200,000**

Summary of Receivable Expected Credit Loss Computation

As on June 30, 2026		**Default considered**	**Above 730 Days**			
Delinquency Bucket	**EAD**	**Base Case Total ECL**	**Best Case Total ECL**	**Worst Case Total ECL**	**Probability Weighted ECL**	**Loss Ratio (%)**
0-30 Days	7,225,280	2,625,046.40	1,705,922.57	3,669,307.24	2,749,002.57	38.05%
31-60 Days	3,685,000	1,350,208.12	879,415.29	1,883,494.05	1,413,360.70	38.35%
61-90 Days	3,550,000	1,312,051.98	856,524.73	1,826,456.16	1,372,819.78	38.67%
91-120 Days	7,022,600	2,618,538.31	1,713,437.75	3,637,389.10	2,738,594.02	39.00%
121-150 Days	5,302,977	1,995,253.32	1,308,739.74	2,765,535.09	2,085,782.62	39.33%
151-180 Days	6,995,000	2,656,210.36	1,746,583.01	3,673,426.26	2,775,439.63	39.68%
181-210 Days	2,399,821	919,876.03	606,392.24	1,269,237.87	960,711.46	40.03%
211-240 Days	710,000	274,766.97	181,598.82	378,233.37	286,826.03	40.40%
241-270 Days	2,575,000	1,006,283.93	666,838.25	1,381,890.20	1,049,931.22	40.77%
271-300 Days	4,115,000	895,571.36	515,046.76	1,401,535.28	962,500.10	23.39%
301-330 Days	8,335,000	1,851,072.14	1,069,291.83	2,884,865.72	1,987,367.67	23.84%
331-365 Days	24,532,500	5,561,071.23	3,226,958.43	8,630,322.65	5,964,336.57	24.31%
365-730 Days	70,087,500	16,267,490.05	9,489,268.52	25,122,471.53	17,426,254.64	24.86%
Above 730 Days	191,274,898	191,274,897.94	191,274,897.94	191,274,897.94	191,274,897.94	100.00%
Total	**337,810,575**	**230,608,338**	**215,240,916**	**249,799,062**	**233,047,825**	**68.99%**

Financial Assets

Derecognition of Financial Assets

The Entity derecognizes a financial asset when:

i. The contractual rights to the cash flows from the financial asset expire; or
ii. It transfers the rights to receive the contractual cash flows in a transaction in which either:
   - substantially all of the risks and rewards of ownership of the financial asset are transferred; or
   - the Entity neither transfers nor retains substantially all of the risks and rewards of ownership, and it does not retain control of the financial asset.

When the Entity enters into transactions whereby it transfers assets recognized in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognized.

Financial liabilities

Recognition

Financial liabilities are recognized when the Entity has a contractual obligation to deliver cash as a result of goods or services received.

Measurement

Financial liabilities are initially measured at fair value, and net gains and losses, including any interest expense, are recognized in surplus or deficit. Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in surplus or deficit. Any gain or loss on derecognition is also recognized in surplus or deficit.

Derecognition

The Entity derecognizes a financial liability when its contractual obligations are discharged or cancelled, or expire. The Entity also derecognizes a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognized at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognized in surplus or deficit.

Significant Accounting Judgements, Estimates and Assumptions

The preparation of the financial statements of every financial year requires the management to make judgments, estimates, and assumptions that affect the reported amounts of revenues, expenses, assets, and liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the assets or liabilities to be affected in the future.

The figures of Property, Plant, and Equipment have been affected by the estimates of useful life to non-current assets and judgment on the method for depreciation calculation.

Impairment of Cash Balances in Commercial Banks and Trade Receivables. The Board reviews its financial assets measured at amortized cost at each reporting date to assess whether an impairment loss should be recognized in surplus or deficit. In particular, judgment by the Board of Management is required in the estimation of the amount and timing of future cash flows when determining the level of impairment loss required. Such estimates are based on assumptions about a number of factors, and actual results may differ, resulting in future changes in the impairment. The Entity makes a judgment as to whether there is any observable data indicating that there is a measurable decrease in the estimated future cash flows in an individual asset in that portfolio.

Defaulter

Refers to a person/entity that fails to fulfil an obligation, especially a legal or financial one. According to the Tanzania Meat Board, a defaulter is when a customer fails to settle his/her bills as outlined in the customer invoice or any other contractual agreement, or when a customer fails to make full payment for over a year since the invoice.

However, as per IPSAS 41, it requires recording the likelihood of defaulting from day one, not until the defaulting event occurs. All customers are classified into two stages (i.e., Performing and Non-Performing)

The performing customers are those who meet their obligations as they fall due. In this category, TMB assumes no significant increase in credit risk, and therefore, no credit losses are recognized.

The non-performing customers are those who fail to meet their obligations within a specified period of time. (30 -365 days). In this category, as per the ECL standard, TMB assumes a significant increase in credit risk, and therefore, expected credit losses are recognized.

Default Assumptions

Default assumptions are divided into two categories:

i. Quantitative, and
ii. Qualitative assumptions.

The quantitative Assumption

Defaulter Assumption-customers are those who fail to meet their obligations within a specified period of time (Above 730 Days). In this category, as per the ECL standard, TMB assumes no significant cash inflow will be generated as per the issued Invoices and therefore expected credit losses are recognized.

Defaulter

These are qualitative assumptions that solidify Non-Performing Customers. There are circumstances where the customer pays less than the billed value due to a financial crisis. Lack of understanding/culture for customers not paying their bills on time.

Deceased customer

Destructed residences, e.g., estates affected by natural disasters such as floods, demolished estates to facilitate road construction, etc. A customer is placed under provisional sequestration, liquidation, or judicial management, or commits an act of insolvency in terms of the Insolvency Act. Severe sickness, this is mostly for the disabled groups or disabled persons.

Closed businesses/companies

The staging from performing to non-performing may be reversed (cure rate) when there are improvements in payment arrangements in meeting their obligations, while when no improvement in payment, they lead to Default.

Macroeconomic Data

Apart from considering historical data and their projections in order to establish the Probability of Default, IPSAS 41, in essence, requires Entities to take into account historical and forecasted macroeconomic data that impact the Receivable portfolio either negatively or positively.

Macroeconomics focuses on the performance of the overall economy, including the changes in economic output, inflation, interest and foreign exchange rates, and the balance of payments. Poverty reduction, social equity, and sustainable growth are only possible with sound monetary and fiscal policies.

Forward-looking macroeconomic information is essential in determining the expected credit losses given defaults. Macroeconomic conditions are expected to affect ECLs as they represent changes in the economic environment and can therefore affect borrowers' ability to service their debt.

Finding what macroeconomic factors have a statistically significant relationship to the actual default frequency of a portfolio can aid the government and its institutions in estimating the probability of default with reference to current and forecasted macroeconomic conditions.

4.4 New and Revised IPSAS Standards Issued but Not Yet Effective

The International Public Sector Accounting Standards Board (IPSASB) has issued several new and revised standards that are effective for reporting periods beginning on or after 1 January 2025. These standards have not been widely adopted in the preparation of these financial statements for the year ended 30 June 2026.

The following new IPSAS pronouncements are relevant to the Entity:

Standard	Title / Description	Effective Date	Potential Impact on the Entity
IPSAS 46	Measurement	1 January 2025	Establishes principles for measurement bases in IPSAS, enhancing consistency and comparability. The Board is assessing whether this may result in changes to valuation methods for property, plant, and equipment and other non-financial assets.
IPSAS 47	Revenue	1 January 2025	Introduces a comprehensive framework for recognizing revenue from transactions with and without performance obligations, replacing IPSAS 9 and IPSAS 11. The Board anticipates minimal impact as most revenue arises from non-exchange transactions already aligned with IPSAS 23 principles.
IPSAS 48	Transfer Expenses	1 January 2025	Provides guidance on accounting for transfer expenses, which include grants and social benefits provided without performance obligations. The Board expects clearer presentation and disclosure, but no material impact on financial position.
IPSAS 43	Leases	1 January 2025	Replaces IPSAS 13 and introduces a single model for lessee accounting, requiring recognition of right-of-use assets and lease liabilities. No impact to the Board as there are currently no lease arrangements to determine the impact.

Management is in the process of assessing the detailed implications of these new standards. Based on the preliminary assessment, the adoption of these IPSAS pronouncements in the financial year beginning 1 July 2025 is not expected to result in material adjustments to the Entity’s financial position or performance.

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF LIVESTOCK AND FISHERIES

T1320000 - TANZANIA MEAT BOARD (TMB)

NOTES TO THE FINANCIAL STATEMENT FOR THE YEAR ENDED 30th JUNE, 2026

	2026	2025
	TZS	TZS
16 - Revenue Grants		
Government Grant Personal Emolument	1,731,469,924	1,616,488,560
Government Grant Other Charges	132,762,000	85,902,159
	1,864,231,924	**1,702,390,719**
17 - Revenue from Exchange Transactions		
Airport/Aerodrome Certification Services Fees	0	4,880,000
Application fee- Exchange	61,957,500	53,012,500
Import Fee	190,941,348	149,725,311
Registration Fees- Exchange	214,267,500	188,045,000
Retention Fee for logging- Exchange	424,143,197	386,700,000
Revenue from Training and Examination Fees- Exchange	22,320,000	0
	913,629,545	**782,362,811**
19 - Fees, Fines, Penalties and Forfeits		
Fines	0	433,699,800
Revenue from Inspection Fees -non market	314,572,735	0
	314,572,735	**433,699,800**
30 - Premiums, Fees and Claims (Insurance)		
Export fees	244,065,000	274,610,000
	244,065,000	**274,610,000**
34 - Wages, Salaries and Employee Benefits		
Acting Allowance	0	16,800,000
Casual Labour Expenses	0	700,000
Civil Servants	1,731,469,924	1,616,488,560
Court Attire Allowance	1,600,000	1,600,000
Electricity	6,500,000	1,600,000
Electricity Allowance	9,360,000	10,010,000
Extra-Duty	348,648,963	145,609,000
Facilitation Allowance Expenses -employee	3,700,000	1,030,000
Food and Refreshment	0	3,100,000
Furniture Expenses	7,000,000	7,000,000
Hardship Allowance	0	16,920,000
Honoraria	7,750,000	235,547,938
Housing allowance Expenses	21,600,000	21,600,000
Internship Allowance	15,240,000	4,810,000
Leave Travel	12,586,300	21,851,000

Medical and Dental Refunds	5,396,000	3,896,000
Moving Expenses	17,573,000	40,008,200
Sitting Allowance	40,670,000	42,930,000
Subsistance Allowance	14,265,000	9,705,000
Telephone	0	2,160,000
Telephone Allowance	28,508,000	24,430,000
	2,271,867,187	**2,227,795,698**
35 - Use of Goods and Service		
Advertising and publication	1,800,000	2,149,994
Advertising and Publication - Communication & Information	5,037,400	12,051,989
Air Travel Tickets- Domestic	0	574,400
Air Travel Tickets - In - Country	7,872,000	176,900
Cleaning Supplies - Use of goods and Services	450,000	0
Computer Software - Use of goods and Services	1,227,259	1,300,000
Computer Supplies and Accessories	370,000	2,723,000
Conference Facilities	3,900,000	6,922,000
Diesel	45,629,500	54,644,859
Educational Radio and TV broadcasting programming	0	7,670,000
Electricity - Utilities Supplies and Services	0	5,300,000
Entertainment - Hospitality Supplies and Services	15,500,000	14,500,000
Exhibition, Festivals and Celebrations	10,417,000	7,205,000
Food and Refreshments	83,603,000	53,581,300
Furniture and Appliances	332,957	0
Gifts and Prizes	0	3,000,000
Ground travel (bus, railway taxi, etc) Travel - In - Country	66,450,764	40,834,000
Ground travel (bus, railway taxi, etc) Travel Out of Country	0	3,993,000
Internet and Email connections	37,494,262	11,280,000
Office Consumables (papers, pencils, pens and stationaries)	41,559,900	38,199,442
Outsourcing Costs (includes cleaning and security services)	25,200,000	20,139,211
Per Diem - Domestic	348,457,011	357,235,000
Posts and Telegraphs	1,273,000	1,040,000
Printing and Photocopying Costs	512,000	2,408,450
Protective Clothing, footwear and gears	2,233,740	0
Rent - Housing	0	3,600,000
Subscription Fees	18,161,578	5,047,074
Telephone Charges (Land Lines)	2,282,000	19,419,030
Training Allowances	200,000	2,250,000
Tuition Fees Training - Domestic	37,230,000	31,735,000
Uniforms -Clothing, Bedding, Footwear and Services	960,000	2,588,000
Water Charges	1,517,901	1,008,664
	759,671,271	**712,576,312**

36 - Maintenance Expenses

Cement, bricks and construction materials	0	301,608
Computers, printers, scanners, and another computer related equipment	3,159,000	275,000
Motor Vehicles and Water Craft	0	12,307,673
Outsource maintenance contract services - Machinery, Equipment and Plant	677,653	0
Outsource maintenance contract services - Vehicles and Transportation Equipment	28,392,293	9,530,800
Repair and Maintenance of Furniture	0	10,000,000
Spare Parts - Vehicles and Transportation Equipment	2,500,000	0
Tyres and Batteries	2,738,998	6,413,300
	37,467,943	**38,828,382**
52 - Other Expenses		
Contribution Expenses	18,645,000	15,388,000
Audit fees Expenses	0	45,007,984
Bank Charges and Commissions	3,293,812	2,104,847
Bank Charges and Commissions - Professional fees	20,000	0
Burial Expenses	0	3,000,000
Burial Expenses - Other operating Expenses	1,000,000	0
consultancy fees	0	601,900
Director's Fee	0	10,750,001
Facilitation Fees	270,000	2,412,000
Transports posts - other expenses	0	6,825,019
Vehicles Insurance	16,526,071	0
	39,754,883	**86,089,752**
54 - Expected Credit Loss		
Expected Credit Loss	35,141	31,343,809
	35,141	**31,343,809**
60 - Other Transfers		
Contribution to CF (15%)	0	20,000,000
Contributions (15% on Gross Revenue and other contributions)	30,000,000	0
Corporate Social Responsibilities Operational Expenses	0	2,000,000
Gifts and Prizes	3,000,000	0
	33,000,000	**22,000,000**
62 - Cash and Cash Equivalents		
BoT Own source Collection Account	4,107,477	16,677,654
Deposit Cash Account	101	8,937
Imprest Cash Account	408	0
Provision for ECL (Cash)	(192,966)	(157,825)
Recurrent Expenditure Cash Account	159,674	7,871,695
Unapplied Cash Account	5,199,552	75,000
	9,274,245	**24,475,460**
67 - Receivables		
Provision for Expected Credit Loss - Short Term	(31,200,000)	(31,200,000)
Receivable (GEPG)	243,793,681	182,422,814

Receivables	15,850,000	15,850,000
Trade Receivables	4,415,438	41,272,241
	232,859,119	**208,345,055**
68 - Loan Receivables		
Prepayment Expense	2,365,478	3,958,676
	2,365,478	**3,958,676**
69 - Prepayments		
Prepayment Consumables	2,000,600	1,327,832
	2,000,600	**1,327,832**
94 - Deposits		
Deposit General	1	8,837
Unapplied Deposit Account Addition	5,199,552	75,000
	5,199,552	**83,837**

Chief Executive Officer **Date**

THE UNITED REPUBLIC OF TANZANIA

T1320000 -TANZANIA MEAT BOARD (TMB)

NOTES TO THE FINANCIAL STATEMENT - ASSET MOVEMENT FOR THE YEAR ENDED 30 JUNE 2026

77 - Property, Plant and Equipment

Description	At 01-July-2025	Addition Monetary	30-Jun-2026	Accumulated Depreciation and Impairment 01-Jul-2025	Charge during the year - Depreciation	Charge during the year - Impairment	30-June-2026	Carrying Value
Beds, desks, shelves, tables and Chairs	3,770,000	0	3,770,000	0	0	0	0	3,770,000
Cameras	9,145,000	0	9,145,000	0	0	0	0	9,145,000
Commercial Building	0	0	0	0	0	0	0	0
Computers and Photocopiers	188,331,968	0	188,331,968	151,917,498	6,397,014	0	158,314,512	30,017,456
Hardware: servers and equipment (incl. desktops, laptops etc.)	1,949,950	0	1,949,950	0	0	0	0	1,949,950
Hardware: servers and equipment (incl. desktops, laptops, UPS etc.)	0	13,935,000	13,935,000	0	0	0	0	13,935,000
Motor vehicles	493,144,484	116,655,000	609,799,484	261,561,316	56,592,448	0	318,153,765	291,645,719
Office equipment	470,000	0	470,000	0	0	0	0	470,000
Office Furniture	117,165,858	0		94,735,944	17,964,889	0	112,700,833	4,465,025
Office Furniture and Fittings	16,418,864	0		0	0	0	0	16,418,864
TOTAL	**830,396,124**	**130,590,000**	**960,986,124**	**508,214,758**	**80,954,352**	**0**	**589,169,110**	**371,817,014**

Date

THE UNITED REPUBLIC OF TANZANIA

DISCLOSURE INTRAGOVERNMENT TRANSACTIONS - REVENUE & EXPENSES ENTITY NAME: TANZANIA MEAT BOARD (TMB)

FINANCIAL YEAR: 2026

Note 78: TRANSACTIONS WITH OTHER GOVERNMENT ENTITIES FOR THE YEAR ENDED 30 JUNE 2026

SNo	Goods/Services received (Expenses)	Counterp Entity	Revenue Amount	Expense Amount
1	Contribution Expenses	Ministry of Livestock and Fisheries-Livestock Sector	0.00	3,000,000.00
2	Contribution Expenses	Tanzania Livestock Research Institute (TALIRI)	0.00	4,000,000.00
3	Advertising and publication	Tanzania Broadcasting Corporation (TBC)	0.00	1,300,000.00
4	Advertising and Publication - Communication & Information	Tanzania Broadcasting Corporation (TBC)	0.00	2,006,000.00
5	Conference Facilities	Ministry of Livestock and Fisheries-Livestock Sector	0.00	500,000.00
6	Contributions (15% on Gross Revenue and other contibutions)	Office of The Treasury Registrar	0.00	30,000,000.00
7	Diesel	GPSA Dodoma Region	0.00	45,629,500.00
8	Internet and Email connections	e-Government Agency (eGA)	0.00	11,021,116.00
9	Internet and Email connections	Tanzania Telecommunication	0.00	22,768,145.60

		Company Ltd (TTCL)		
10	Office Consumables (papers,pencils, pens and stationaries)	GPSA Dodoma Region	0.00	5,000,000.00
11	Outsource maintenance contract services - Machinery, Equipment and Plant	TEMESA Dodoma Region	0.00	332,956.66
12	Outsource maintenance contract services - Vehicles and Transportation Equipment	TEMESA Dodoma Region	0.00	18,463,263.18
13	Posts and Telegraphs	Tanzania Posts Corporation (TPC)	0.00	800,000.00
14	Subscription Fees	National Board of Accountants and Auditors (NBAA)	0.00	670,000.00
15	Tuition Fees Training - Domestic	Mzumbe University Short Courses Consultancy	0.00	1,200,000.00
16	Tuition Fees Training - Domestic	National Board of Accountants and Auditors (NBAA)	0.00	2,380,000.00
17	Tuition Fees Training - Domestic	National Kiswahili Council (NKC) BAKITA	0.00	1,256,000.00
18	Tuition Fees Training - Domestic	Prime Minister Office	0.00	2,000,000.00
19	Tuition Fees Training - Domestic	Procur.& Suppl Profes.(PSPTB)	0.00	1,200,000.00
20	Tuition Fees Training - Domestic	Public Procurement Regulatory Authority (PPRA)	0.00	200,000.00
21	Tuition Fees Training - Domestic	Records and Archives	0.00	1,900,000.00

		Management Department		
22	Tuition Fees Training - Domestic	Tanzania Public Service College (TPSC)	0.00	6,470,000.00
23	Tuition Fees Training - Domestic	The Open University of Tanzania (OUT)	0.00	2,700,000.00
24	Tuition Fees Training - Domestic	Uongozi Institute	0.00	2,000,000.00
25	Water Charges	Arusha Urban Water Supply and Sanitation Authority (AUWASA)	0.00	368,540.72
26	Water Charges	Dodoma Water Supply and Sanitation Authority (DUWASA)	0.00	562,683.06
27	Water Charges	Mwanza Water Supply and Sanitation Authority (MWAUWASA)	0.00	450,000.00
			0.00	**168,178,205.22**