REPORT OF THE CONTROLLER AND AUDITOR GENERAL

THE UNITED REPUBLIC OF TANZANIA

NATIONAL AUDIT OFFICE

ISO 9001:2015 Certified

TANZANIA MEAT BOARD
(TMB)

REPORT OF THE CONTROLLER AND AUDITOR GENERAL ON THE FINANCIAL AND COMPLIANCE AUDIT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

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March 2026

AR/PA/TMB/2024/25

About the National Audit Office

Mandate

The statutory mandate and responsibilities of the Controller and Auditor-General are provided for under Article 143 of the Constitution of the United Republic of Tanzania of 1977 and in Section 10 (1) of the Public Audit Act, Cap. 418.

NAOT Vision, Mission & Motto

Vision: A credible and modern Supreme Audit Institution with high-quality audit services for enhancing public confidence.

mission: To provide high-quality audit services through modernization of functions that enhances accountability and transparency in the management of public resources.

Motto: Modernizing External Audit for Stronger Public Confidence

Core Values

Independence and Objectivity: We are an impartial public institution, independently offering high-quality audit services to our clients in an unbiased manner.

Integrity: We observe and maintain high ethical standards and rules of law in the delivery of audit services.

Results-Oriented: We focus on achievements of reliable, timely, accurate, useful, and clear performance targets.

Professional competence: We deliver high quality audit services based on appropriate professional knowledge, skills, and best practices.

Creativity and Innovation: We encourage, create and innovate value-adding ideas for the improvement of audit services.

Team Work Spirit: We value and work together with internal and external stakeholders.

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Abbreviations

AR	Annual Report
CAG	Controller and Auditor General
EAD	Exposure at Default
ECL	Expected Credit Losses
GPSA	Government Procurement Services Agency
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IESBA	International Ethics Standards Board for Accountants
IPSAS	International Public Sector Accounting Standards
ISSAIs	International Standards of Supreme Audit Institutions
LGD	Loss Given Default
MIMIS	Mifugo Integrated Management Information System
MLF	Ministry of Livestock and Fisheries
MUSE	Mfumo wa Ulipaji Serikalini
NBAA	National Board of Accountants and Auditors
NCD	Non-Communicable Diseases
NHIF	National Health Insurance Fund
OC	Other Charges
PA	Public Entity
PE	Personnel Emolument
PMO - RALG	Prime Minister Office, Regional and Local Government
PPRA	Public Procurement Regulatory Authority
PSSSF	Public Service Social Security Fund
SoPs	Standard Operating Procedures
TMB	Tanzania Meat Board
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TZS	Tanzanian Shillings

1.0 INDEPENDENT REPORT OF THE CONTROLLER AND AUDITOR GENERAL

The Permanent Secretary,
Ministry of Livestock and Fisheries,
C/O Tanzania Meat Board,
P.O. Box 1344,
Dodoma, Tanzania

1.1 REPORT ON THE AUDIT OF FINANCIAL STATEMENTS

Unqualified Opinion

I have audited the financial statements of Tanzania Meat Board, which comprise the statement of financial position as at 30 June 2025, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Tanzania Meat Board as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS), Accrual basis of accounting, as issued by the International Public Sector Accounting Standards Board (IPSASB) and in the manner required by the Public Finance Act, Cap. 348.

Basis for Opinion

I conducted my audit in accordance with the International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the section below entitled “Responsibilities of the Controller and Auditor General for the Audit of the Financial Statements”. I am independent of the Tanzania Meat Board in accordance with the International Ethics Standards Board for Accountants’ Code of Ethics for Professional Accountants (IESBA Code), together with the National Board of Accountants and Auditors (NBAA) Code of Ethics, and I have fulfilled my other ethical responsibilities in accordance with these requirements.

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

Emphasis of Matter

Without modifying my opinion, I draw attention to Note 2.12.7 to the financial statements which discloses that, through a Public Notice issued by the Government on 15 December 2023, certain Government institutions were approved to be merged for the purpose of strengthening their operations. The Tanzania Meat Board (TMB) was among the institutions affected and was officially notified through a letter from the Treasury Registrar dated 27 December 2023, which directed that the Board be merged with the Tanzania Dairy Board to form a single institution responsible for animal products.

Furthermore, TMB received a subsequent letter from the Treasury Registrar dated 14 February 2024, providing guiding instructions on the implementation of the merger with effect from the 2024/25 financial year. As at the reporting date, the Board is in a transition phase under the coordination of the Ministry of Livestock and Fisheries, and the process of merger has not yet been finalised.

My opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. I have determined that there are no key audit matters to communicate in my report.

Other Information

Management is responsible for the other information. The other information comprises the Report by those charged with governance, statement of management responsibility, Declaration by the Head of Finance and but does not include the financial statements and my audit report thereon which I obtained prior to the date of this auditor’s report.

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

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed on the other information that I obtained prior to the date of this audit report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSAS and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the entity's financial reporting process.

Responsibilities of the Controller and Auditor General for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an audit report that includes my opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my audit report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the entity to cease to continue as a going concern; and
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are, therefore, the key audit matters. I describe these matters in my audit report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

In addition, Section 10 (2) of the Public Audit Act, Cap. 418 requires me to satisfy myself that the accounts have been prepared in accordance with the appropriate accounting standards.

1.2 REPORT ON COMPLIANCE WITH LEGISLATIONS

1.2.1 Compliance with the Public Procurement laws

Subject matter: Compliance audit on procurement of works, goods, and services

I conducted a compliance audit of the procurement of works, goods, and services at Tanzania Meat Board for the year ended 30 June 2025 as per the Public Procurement Act, 2023 the Public Procurement Regulations, 2024, and related directives. I examined each phase of the procurement life cycle, including advertising of tenders, evaluation of bids, award of contracts, and contract management, to confirm that the entity issued competitive solicitations, applied approved evaluation criteria, secured authorizations before award, and maintained complete transaction records.

Conclusion

Based on the audit procedures performed, I conclude that Tanzania Meat Board complies, in all material respects, with the requirements of the Public Procurement laws in Tanzania.

1.2.2 Compliance with the Budget Act and other Budget Guidelines

Subject matter: Budget formulation and execution

I conducted a compliance audit of budget formulation and execution at Tanzania Meat Board for the year ended 30 June 2025 as per the Budget Act, Cap. 439, and the Budget Guidelines issued by the Ministry of Finance. I reviewed budget submissions, approval memoranda, commitment registers, ledger entries, and variance analyses to confirm that the entity prepared estimates in the prescribed format, obtained timely authorizations before incurring obligations, recorded transactions accurately, and reported variances as required.

Conclusion

Based on the audit procedures performed, I conclude that Tanzania Meat Board complies, in all material respects, with the requirements of the Budget Act and related Budget Guidelines.

Charles E. Kichere
Controller and Auditor General,
Dodoma, United Republic of Tanzania.
March 2026

2.0 THE REPORT BY THOSE CHARGED WITH GOVERNANCE FOR THE YEAR ENDED 30 JUNE 2025

2.1 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 2025 and the financial performance for the year ended then.

2.2 BACKGROUND AND GENERAL INFORMATION

2.3 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.

2.4 HISTORY OF TANZANIA MEAT BOARD

Tanzania Meat Board (TMB) is the parastatal organization under the Ministry of Livestock and Fisheries, established under Section 8 of the Meat Industry Act No. 10 of 2006. 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 the production of quality livestock, meat, and meat products.

2.5 TANZANIA MEAT BOARD VISION

“To be an efficient institution in enabling production and supply of safe and quality meat, competitive and sustainable growth of meat industry”.

2.6 TANZANIA MEAT BOARD MISSION

"To ensure high performance of Meat Industry through effective technical support, regulation and coordination of stakeholders activities, facilitating reliable investment and availability of market information".

2.7 TANZANIA MEAT BOARD CORE VALUES

In pursuit of excellence and quality service delivery, TMB is guided by the following beliefs:

- **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 a friendly environment and meeting clients' expectations; and
- **Quality service**: - Endeavour to fulfil the expected goals in aspect of Board's duties and responsibilities.

2.8 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 the provision of quality services to the meat industry stakeholders for the production of quality livestock, meat, and meat products.

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

i. Advise the Minister on policies and strategies for the promotion, development, and production of livestock, meat, and meat products;
ii. Supervise and promote livestock stakeholder groups and associations in the meat sub-sector, which shall be used as a platform in the implementation of the Meat Act;
iii. Ensure stakeholder compliance with national or international standards for meat and meat products standards in collaboration with other quality control institutions;
iv. Collect, process, and disseminate information for the purpose of assisting production, investment, processing, product development, and marketing;
v. Perform regulatory activities in the meat industry in accordance with the provisions of the Act;
vi. Search and develop markets in collaboration with the Ministry responsible for trade and marketing;
vii. Conduct marketing research;
viii. Develop, implement, and monitor strategies designed to achieve and maintain self-sufficiency and efficiency in meat production, processing, and marketing;
ix. Ensure the availability of appropriate technology for the meat industry;

x. Create and promote a competitive environment conducive to fair play among stakeholders in the meat industry;
xi. Monitor the execution of contracts and marketing arrangements between meat producers and processors or bodies related to the meat subsector and reconcile the parties when disputes arise;
xii. Promote and coordinate the development of small and large-scale livestock producers, traders, and meat processors;
xiii. Promote the training and improvement of skills in technological advancement in the meat industry;
xiv. Promote advocacy in the meat industry;
xv. Represent stakeholders in international fora related to the promotion and management of the meat industry;
xvi. Register producers, processors, and other dealers of meat and meat products for the purpose of their identification and involvement in the promotion of the meat industry;
xvii. Liaise or collaborate with any organization established under any other written law that deals with matters related to the production, processing, or marketing of livestock, meat, or meat products for the purpose of promotion of the meat industry;
xviii. Organize meat and meat products exhibitions and encourage the participation of stakeholders in such shows within and outside the country;
xix. Be the agent of development for the entire meat industry;
xx. Act as an arbitrator in any conflict between and within different categories of meat industry stakeholders;
xxi. Act as secretariat to the Annual Council Meeting; and
xxii. Perform any other function as may be directed by the Minister.

2.9 CORPORATE GOVERNANCE

2.9.1 Preamble

During the financial year 2024/25, TMB had no Board of Directors. The Board was suspended/postponed since April 2024 following the Government instruction for merging Tanzania Meat Board and Tanzania Diary Board. In accordance with the provisions of the Public Finance Act [CAP 348 R.E. 2023], the overall governance and accountability framework is vested in the Permanent Secretary of the Ministry of Livestock and Fisheries.

The Permanent Secretary serves as the Accounting Officer and is responsible for providing strategic oversight, approving major policy directions, and ensuring that the entity operates in line with the Government’s laws, regulations, and policies.

Day-to-day management and administrative functions are delegated to the Executive Management Team, led by the Acting Registrar, who is responsible for implementing approved plans, managing resources, and delivering on the Board’s objectives.

This governance arrangement ensures that the Board remains fully accountable to the Government through the Ministry, and that its activities are aligned with national priorities and sectoral strategies.

2.9.2 Composition of the Board

Pursuant to section 9(1) of Meat Industry Act No. 10 of 2006, the Board was constituted by non-executive members appointed by the Minister. The three years duration of the Board ended on February 2025; however, the Board meetings were suspended/ postponed since April 2024 following Government announcement of merging Tanzania Meat Board and Tanzania Dairy Board. Therefore, during the year under review no Board meeting was conducted.

2.9.3 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 three Division Managers and four Heads of Units.

2.9.3.1 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 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 to increase export performance by improving the enabling business environment along the 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.

2.9.3.2 Units

Internal Audit Unit

TMB has an independent Internal Audit function that is guided by a philosophy of adding value to improve 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, the Members of Management were as follows:

Table 1: Members of Management for the year ended 30 June 2025

No.	Name	Age	Qualifications	Nationality	Designation
1	Mr. John L. Chassama	52	Master's in International Trade	Tanzanian	Acting Registrar
2	Ms. Afsa A. Milandu	39	BSc. in Food Science and Technology, MSc. in Food Quality and Safety Assurance	Tanzanian	Manager, Technical Service Division
3	Ms. Pelagia D. Sogoti	55	MBA (HRM)	Tanzanian	Manager Support Division
4	Mr. Bernard F. Laswai	40	Advanced Diploma in Business Management	Tanzanian	Acting Manager Marketing Development Division
5	CPA. Godfrey S. Machimu	47	MBA, PGDFM, Advanced Diploma in Accountancy, and CPA (T).	Tanzanian	Chief Internal Auditor
6	Mr. Suleiman N. Mnzava	48	LLB, LLM, MPA, PGDLP (Advocate of the High Court).	Tanzanian	Head of Legal Services Unit
7	Mr. Emmanuel M. Kiogo	43	Advanced Diploma in Computer Science, PGD-Scientific Computing, Masters of Information Security.	Tanzanian	Acting Head of ICT Unit
8	Mr. Ephraim C. Ngilangwa	36	BBA-Procurement and Logistics Management, CPSP.	Tanzanian	Acting Head of Procurement Management Unit

2.10 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 - 2025/26) 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.

Financial resources sustainability of TMB is enhanced by regularly improving collection methodology and resources collected, mainly used in the execution of priority activities to ensure the 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 the 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 is fully developed and utilized, it will improve efficiency in service delivery.

2.11 THE STRATEGIC OBJECTIVES AND KEY PERFORMANCE INDICATORS

The Strategic Plan (2021/22 - 2025/26) 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 2 are used to track progress towards the achievement of the strategic objectives.

Table 2: Strategic Objectives and Key Performance Indicators

Objectives	KPIs	Strategy
Commercialization of livestock production Enhanced	• Number of stakeholders trained; • Groups of feedlot operators increased; • Number of regulatory frameworks harmonized; and • 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; • Volume of consumption; • Number and type of training.	• Facilitate establishment of cold storage facilities along strategic gateways, • Attract investment in processing 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.	• Digitalizing service delivery and strengthening information management systems, • Strengthening performance management systems
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	Strengthen intervention mechanisms in fighting HIV/AIDS and Non-Communicable Diseases.

Objectives	KPIs	Strategy
	employees voluntarily declaring HIV status	
Implementation of the 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.

2.12 THE BOARD OPERATIONAL AND FINANCIAL PERFORMANCE

2.12.1 Revenue Analysis

In the Financial Year 2024/25, the government approved a total budget of TZS 4,097,345,424 to support implementation of TMB functions, out of which TZS 2,391,519,500 was estimated to be collected from TMB's own sources, while TZS 1,559,665,924 was approved for Personnel Emoluments (PE) and Other Charges (OC) from government subvention TSHS 146,160,000/=

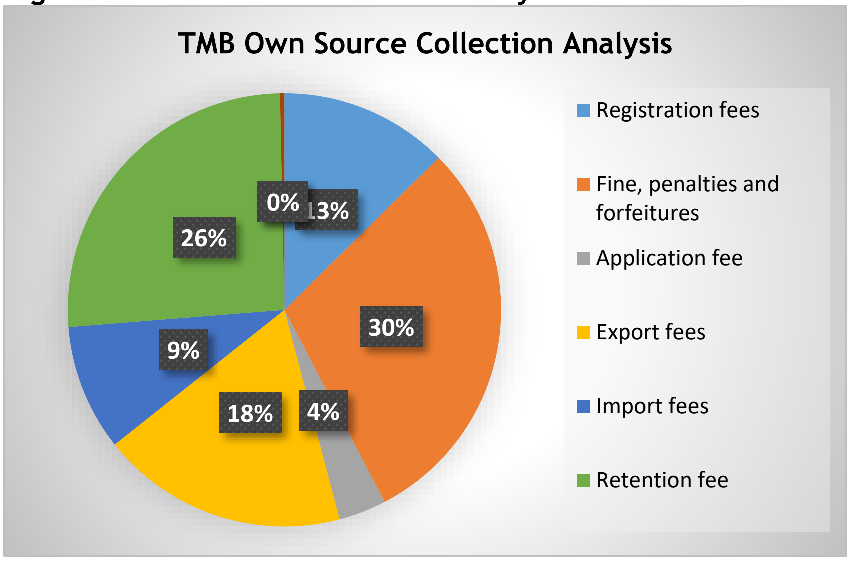
The Board achieved a cumulative Revenue Collection of TZS 3,193,063,330 as compared to TZS 2,866,954,445 achieved in the same period last year, thus an increase of 11.37% attributed to an increased number of stakeholders retaining their registration, increased collection from imports, fines, and an increased number of staff resulting in increased receipts from the Government during the year. However, the actual revenue was lower than the budget by 22.07%. The detailed revenue analysis has been tabulated below:

Table 3: Revenue Analysis

Details	Budget 2024/25	Actual 2024/25	% Budget Vs Actual
Revenue from Non-Exchange Transactions			
Subvention for Personal Emolument	1,559,665,924	1,616,488,560	4%
Subvention for Other Charges	146,160,000	85,902,159	-41%
Subtotal	**1,705,825,924**	**1,702,390,719**	**-0%**
Revenue from Exchange Transactions			
Registration fees	377,327,500	188,045,000	-50%
Fine, penalties and forfeitures	329,300,000	443,149,800	35%
Application fee	101,940,000	53,012,500	-48%
Export fees	369,600,000	274,610,000	-26%
Import fees	168,840,000	140,275,311	-17%
Retention fee	354,840,000	386,700,000	9%
Livestock Market Fees- Exchange	671,672,000	-	-100%
Training fees	18,000,000	4,880,000	-73%
Subtotal	**2,391,519,500**	**1,490,672,611**	**-38%**
Total	**4,097,345,424**	**3,193,063,330**	**-22%**

Source: Statements of Financial Performance and Budget

Figure 1: Own Source Collection Analysis



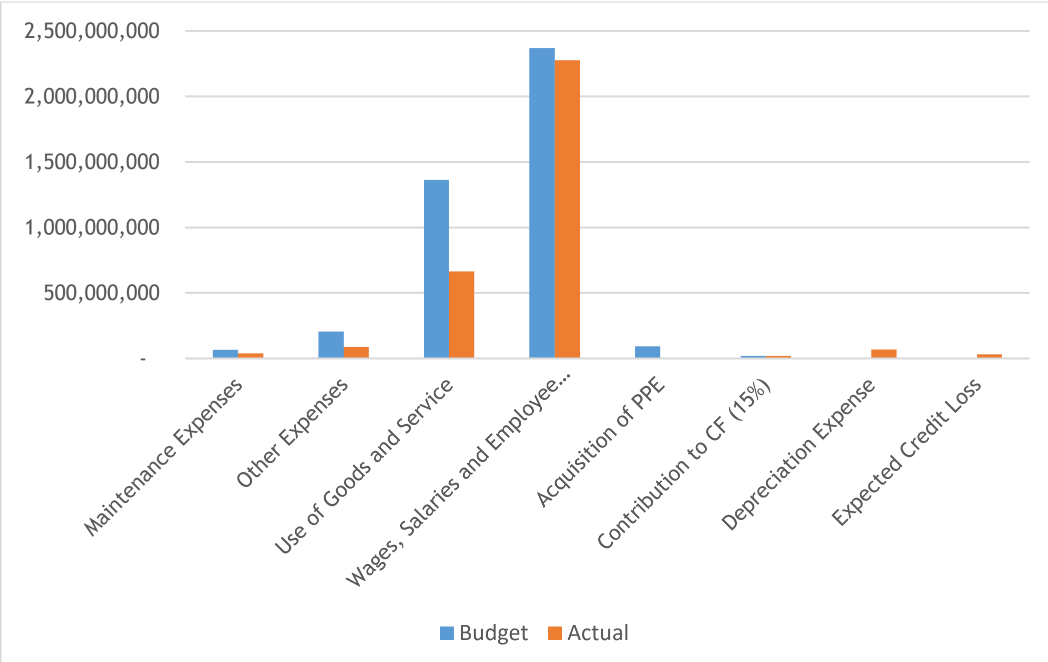
2.12.2 Actual Expenditure Analysis

During the 2024/25 financial year, TMB estimated a total of recurrent expenditure of TZS 4,097,345,424, out of which TZS 2,391,519,500 was estimated to be covered by TMB Own Sources, TZS 146,160,000 from OC, and TZS 1,559,665,924 to cover Personal Emolument (PE). However, in the year under review, TMB expensed a total of TZS 3,127,149,008, out of which TZS 1,616,488,560 was government subvention spent on PE, and TZS 1,510,660,448 was spent out of OC and TMB's own sources collection. The detailed expense analysis has been tabulated below:

Table 4: Actual Expenditure Vs Budget Analysis

Details	Budget 2024/25	Actual 2024/25	Variance	% Change
Maintenance Expenses	67,230,000	38,708,382	(28,521,618)	-42%
Other Expenses	185,600,000	72,701,752	(112,898,248)	-61%
Use of Goods and Service	1,364,146,800	679,253,012	(684,893,788)	-50%
Wages, Salaries, and Employee Benefits	2,368,283,624	2,276,626,998	(91,656,626)	-4%
Acquisition of PPE	92,085,000	39,858,864	(52,226,136)	-57%
Contribution to CF (15%)	20,000,000	20,000,000	-	0%
Total Expenses	**4,097,345,424**	**3,127,149,008**	**(970,196,416)**	**-24%**

Figure 2: Actual Expenditure Vs Budget Analysis



Source: Statements of Financial Performance and Budget

2.12.3 Surplus during the year

The Board reported a Surplus for the year ended June 30, 2025. The current year's surplus has decreased by 92.59% from the previous year's reported surplus. The surplus is highlighted in table 5 below:

Table 5: Surplus Analysis

	2024/25 (TZS)	2023/24 (TZS)	Variance	% Change
Surplus for the year	5,126,510	69,403,560	(64,277,051)	-92.6%

Source: Statements of Financial Performance

2.12.4 Cash and Cash Equivalents

The Board closed the year 30 June 2025 with a net positive cash position of TZS 24,633,285. This was lower than the prior year's reported closing net cash position of TZS 26,225,688 as at 30 June 2024. The table below provides the details of the bank balance:

Table 6: Cash and Cash Equivalent Analysis

	2024/25		2023/24
	TZS		TZS
CRDB Bank 01500592240700	7,955,631		13,989,146
Bank of Tanzania 9925266541	16,677,654		12,236,542
Sub-Total	**24,633,285**		**26,225,688**
Provision for ECL (Cash)	(171,842)		(14,016)
Total	**24,461,443**		**26,211,672**

Source: Notes to the Financial Statements

2.12.5 Key Performance Indicators

Table 7: Key Performance Indicators

	2024/25 TZS		2023/25 TZS
Surplus for the year	**5,126,510**		**69,403,560**
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 Total revenue of the previous year	11.37%		36%
Growth in Expenditure (%)			
This is the increase or decrease in the total expenses during the year. It is computed by: = (Total expenses of the current year - Total expenses of the previous year) * 100 Total expenses of the previous year	13.95%		38%
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	3.9		3.1

Source: Statements of Financial Performance and Budget

2.12.6 Capital Structure and Treasury Policies

Based on the opinion of the management members about the financial status of the Board in the previous report, efforts towards establishing its 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 a registration fee and import/export fee.

From the financial position as at 30 June 2025, current ratio was 3.9:1 while the previous year ratio was 3.1:1. 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 acceptable ratio which is 2:1. Net assets position which is made up of Accumulated Surplus, is TZS 499.35 million compared to TZS 494.22 million reported in the previous year which is an increase of TZS 5.13 million equivalent to 1.04%. Further, for the year under review, there were no borrowings made to finance operations.

2.12.7 The 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 2024/25. 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 rationalisation, had not yet been finalised 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.

2.13 PRODUCTION, MARKETING, AND CONSUMPTION OF MEAT AND MEAT PRODUCTS PROMOTED AND EVALUATED

2.13.1 To facilitate 5,097 meat stakeholders in 26 regions in the Tanzania Mainland

A total of 11,212 meat stakeholders were identified and inspected; among them 2,690 stakeholders were registered by TMB. In addition, a total of 6,772 stakeholders renewed their registration according to the 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 Rukwa. Stakeholders' registration is categorized as shown in Table 8 below:

Table 8: List of new registered stakeholders

S/N	TYPE OF STAKEHOLDER	2024/25	2023/24
1	ABATTOIR	3	9
2	LARGE-SCALE COMMERCIAL LIVESTOCK PRODUCER	14	14
3	LARGE-SCALE FEEDLOT DEALER	0	2
4	LIVESTOCK MARKET	19	15
5	LIVESTOCK MARKET OPERATOR	1	0

S/N	TYPE OF STAKEHOLDER	2024/25	2023/24
6	LIVESTOCK TRADER	247	203
7	MEAT EXPORTER	64	51
8	MEAT FESTIVAL	0	2
9	MEAT IMPORTER	15	12
10	MEAT PROCESSOR	6	6
11	MEAT SUPPLIER	29	47
12	MEAT VAN	112	324
13	MEDIUM-SCALE COMMERCIAL LIVESTOCK PRODUCER	27	18
14	MEDIUM-SCALE FEEDLOT DEALER	0	1
15	NYAMA CHOMA	148	57
16	PREMIUM BUTCHERY	46	42
17	SLAUGHTER HOUSE	8	26
18	SLAUGHTER SLAB	31	26
19	SMALL-SCALE COMMERCIAL LIVESTOCK PRODUCER	19	42
20	SMALL-SCALE FEED LOTTER	4	5
21	STANDARD BUTCHERY	1881	2664
22	STORAGE MEAT ESTABLISHMENT	4	3
23	SUPER BUTCHER	12	3
	TOTAL	**2,690**	**3,572**

Source: Mifugo Integrated Information Management System

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

A total of 13,352 meat industry stakeholders were trained on SoPs for meat and meat products. The awareness training included the following categories of stakeholders (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.

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

TMB developed and implemented a capacity building programme for livestock producers on Agribusiness and Production technologies. Up to June 2025, a total of 205 livestock producers from Mwanza, Kagera, Geita, Tabora, Dodoma, and Tanga were capacitated.

2.13.4 Export of Meat and meat products reached 13,112.44 tons by June 2025

The Board continued to promote and facilitate the trade of meat and meat products across our borders. During the year 2024/2025 TMB issued clearance certificates for meat export with a total of 13,112.44 tons (including 1,579.58 tons of beef, 8,263.8 tons of goat meat, 2,993.49 tons of mutton, 239.38 tons of chicken and 36.18 tons of pork) with total value of USD 53.95 million The main destination of meat from Tanzania includes Oman (33.5%) Qatar (28.4%), and United Arab Emirate (15.5%). Other destinations are Kuwait, Bahrain, Hong Kong, Kenya, Uganda, Comoros, Jordan, Saudi Arabia, Vietnam, and the DR Congo. On the other hand, TMB issued clearance certificates for the import of meat products of 669.52 tons of meat products with a value of USD 2.8 million. Meat products mainly came from Kenya and South Africa.

2.14 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 Prime Minister's Office, the Regional and Local Government (PMO–RALG), the Ministry of Livestock and Fisheries, Tanzania Bureau of Standards (TBS), that have a stake in the meat industry, to establish a joint working

2.14.1 Employment Policy

TMB is an equal opportunity employer. It does not discriminate against employees with 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 the 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.

2.14.2 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.

2.14.3 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 33,985,000 (an increase of 15%) on training and development compared to TZS 32,577,000. Reviewed and recommended for the Board’s approval the Annual technical and marketing Report for the year 2024/2025, spent in the previous year to improve staff technical skills and competencies.

2.14.4 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 2025 was 64 employees, whereby 46 were male, while 18 were female, as shown in Table 9 below: -

Table 9: Staff distribution by gender as at 30 June 2025

Gender	30 JUNE 2025	%	30 JUNE 2024	%
Male	45	70	46	72
Female	19	30	18	28
Total	64	100	64	100
Ratio (Male: Female)	3.1		3.1	

Source: Human Capital Management Information System

2.14.5 Medical Services

TMB operates an 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 were TZS 48,494,657 compared to TZS 42,371,818 for the previous year.

2.14.6 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 242,473,284, compared to TZS 211,859,089 contributed to the pension funds last year. The increase was caused by an increase in staff promotion, which was done during the year.

2.14.7 Financial Assistance to Employees

TMB implements the Loan Policy for employees in the provision of staff loans. During the year under review, no loans were issued to staff.

2.14.8 HIV/AIDS and NCDs Policy

HIV/AIDS policy for TMB focuses on creating staff awareness on HIV/AIDS among staff members by providing them with updated information on HIV/AIDS, with an emphasis on the preventive strategies. On an annual basis, funds are set aside for taking care of infected staff. Further, TMB has a policy that is aligned with the National Policy on HIV/AIDS and the Guidelines issued by the President's Office – Public Service Management and Good Governance – Diversity Management Department.

During the year under review, TMB conducted an awareness seminar for all staff on HIV/AIDS and Non-Communicable Diseases. The total of TZS 32,130,000 was spent compared to TZS 2,000,000 spent in the previous year. Staff were given an opportunity for voluntary testing for HIV, Blood pressure, Blood sugar, and Hepatitis B. However, no staff voluntarily declared their HIV/AIDS status to qualify for health care services.

2.14.9 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 that are free from occupational hazards that may cause injuries or illness to all employees in the work environment. TMB insured its staff through the Workers Compensation Fund (WCF) against personal injury and occupational diseases. During the year under review, there were no reported cases related to occupational diseases or injuries.

2.15 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 2025 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 Centre, 3rd Floor, Bagamoyo Road, Kijitonyama Kinondoni and Dar es Salaam. The Firm's registration and TIN numbers are PF 393 and 139-743-938, respectively.

2.15.1 Responsibility of the Auditor

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

2.15.2 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 environmental 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 to financial constraints, TMB did not conduct any Corporate Social Responsibility same as it had for the previous year.

2.15.3 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 20.

2.15.4 Political and Charitable Donations

During the financial year, TMB contributed a total of TZS 15,388,000 to various activities, including participation in World Women's Day, World Food Day, Dairy Week, Pig Farming Conference, Sabasaba exhibitions, Public Service week, and Ministry, Department, and Government Agency Sports Federation. The Board also sponsored for the Tanzania Chamber of Commerce, Industry & Agriculture (TCCIA) meat workshop held in Kibaha, Coast region.

2.15.5 Prejudicial Issues

No existing legal proceeding for or against the Board.

2.15.6 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 management of the Board confirm that the activities and operations of TMB were conducted in accordance with the 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.

2.15.7 Statement of Compliance

The 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).

2.15.8 Relationship with Stakeholders

TMB has maintained a good relationship with its stakeholders. These include the Ministry of Livestock and Fisheries (MLF), the Ministry of Finance, the President's Office Public Service Management and Good Governance, the 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.

2.15.9 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 the effectiveness of risk management, controls, and governance processes.

i. **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.

ii. **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.

iii. **ICT Initiatives**

During the year under review, TMB continued to develop, support, and use MIMIS in its core operations. The Board also started enrolling TANOGA, being used in parallel with MIMIS. When fully operational, the systems are expected to generate a meat stakeholders' register, and process various permits and certificates.

iv. **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.

v. **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.

vi. **Operational Risk**

Operational risks stem from inadequate or failed internal procedures, employee errors, cybersecurity 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.

vii. **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 the Government.

2.16 OWNERSHIP OF TMB

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

2.16.1 ANTI-CORRUPTION MEASURES

TMB implements a zero-tolerance policy concerning corruption matters. During the year under review, TMB conducted awareness seminars on ethics and good governance. The key thematic areas of the awareness seminars included, among others, rights and responsibilities of public servants, ethics in public service, dress code in public service, confidentiality and patriotism, and Government Security principles, procedures, and safe up keeping of government secrets and documents. During the year under review, sixty-five (65) employees were trained on the Anti-Corruption Strategy at the workplace on 30 November 2024.

2.16.2 FUTURE PLANS

The future plans of TMB have been well elaborated in the five-year 2021/22 - 2025/26 Strategic Plan. In a nutshell, TMB plans to: -

i. Attract investment in processing infrastructures by June 2026;
ii. Promote investment in export-certified abattoirs from 5 to 8 by 2026;

iii. To facilitate Exports of meat and meat products, increase from 1,774 tonnes to 17,000 tonnes by June 2026; and minimize costs, increase efficiency, improve productivity, and streamline processes by automating core business processes.
iv. Enhance care and support programs for affected staff with HIV/AIDS and NCD annually; and
v. Corruption prevention measures implemented annually

2.17 AUTHORISATION

These financial statements for the year ended 30 June 2025 were authorised for issue on or before 31 March 2026 by the Board of Directors, following the tabling of the Controller and Auditor General's annual audit report to the National Assembly of the United Republic of Tanzania.

2.18 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**
Date:…………………………..	**Date:…………………………**

2.19 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 2025, 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 2025. 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……………………**

2.20 DECLARATION OF THE CHIEF ACCOUNTANT OF THE TANZANIA MEAT BOARD

The National Board of Accountant and Auditors (NBAA), according to the power conferred under the Accountant and Auditor (Registration) Act No. 7 of 2021, 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 the Financial Statement rests with the Board of Directors on an earlier page.

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

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

……………………………………..
Chief Accountant, Ministry of Livestock and Fisheries
NBAA Membership No. ACPA 2811

Date………………………………

2.21 FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

2.21.1 STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Notes	2024/25	2023/24 Restated	2023/24 Original
ASSETS		TZS	TZS	TZS
Current Assets				
Cash and Cash Equivalents	5	24,461,443	26,211,672	26,215,482
Prepayments	6	5,286,508	3,032,206	3,032,206
Trade and Other Receivable	7	208,345,055	181,931,554	181,931,554
Total Current Assets		**238,093,006**	**211,175,432**	**211,179,242**
Non-Current Assets				
Property & Equipment	8	322,181,366	351,611,355	351,611,355
Total Assets		**560,274,372**	**562,786,787**	**562,790,597**
LIABILITIES				
Current Liabilities				
Payables	9	60,927,897	68,566,821	68,566,821
NET ASSETS		**499,346,475**	**494,219,966**	**494,223,776**
EQUITY				
Accumulated surplus		499,346,475	494,219,966	494,223,776
TOTAL EQUITY		**499,346,475**	**494,219,966**	**494,223,776**

The Notes on pages 33 to 52 form an integral part of these financial statements.

Report of the Auditors – Pages 1 to 5.

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Ms. Agnes Kisaka Meena **Date**
Permanent Secretary

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Mr. John Chassama **Date**
Ag. Registrar

2.21.2 STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2025

	Notes	2024/25	2023/24 Restated	2023/24 Original
REVENUE		**TZS**	**TZS**	**TZS**
Revenue from the exchange transaction	10	1,490,672,611	1,407,160,021	1,407,160,021
Revenue from non-exchange transactions	11	1,702,390,719	1,459,794,424	1,459,794,424
Total Revenue		**3,193,063,330**	**2,866,954,445**	**2,866,954,445**
EXPENSES AND TRANSFERS				
Depreciation of Property and Equipment	8	69,288,851	64,442,186	64,442,186
Maintenance Expenses	12	38,708,382	28,233,058	28,233,058
Other Expenses	13	72,701,752	100,687,452	100,687,452
Use of Goods and Services	14	679,253,012	650,014,284	650,014,284
Wages, Salaries, and Employee Benefits	15	2,276,626,998	1,946,163,698	1,946,163,698
Expected Credit Loss	4	31,357,825	10,206	6,396
Total Expenses		**3,167,936,820**	**2,789,550,885**	**2,789,547,074**
Transfer				
Grants, Subsidies, and Other Transfer Payments	16	20,000,000	8,000,000	8,000,000
Total Expenses and Transfers		**3,187,936,820**	**2,797,550,885**	**2,797,547,074**
Surplus		**5,126,510**	**69,403,560**	**69,407,371**

The Notes on pages 33 to 52 form an integral part of these financial statements.

Report of the Auditors – Pages 1 to 5.

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Ms. Agnes Kisaka Meena **Date**

Permanent Secretary

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Mr. John Chassama **Date**

Ag. Registrar

2.21.3 STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30 JUNE 2025

	NOTE	Accumulated Surplus TZS
Opening Balance as at 01 July 2024		494,219,965
Surplus for the Year		5,126,510
Closing Balance as at 30 June 2025		**499,346,475**
Restated		
Opening Balance as at 01 July 2023		424,816,405
Surplus for the Year		69,403,560
Closing Balance as at 30 June 2024		**494,219,965**
Original		
Opening Balance as at 01 July 2023		424,816,405
Surplus for the Year		69,407,371
Closing Balance as at 30 June 2024		**494,223,776**

The Notes on pages 33 to 52 form an integral part of these financial statements.

Report of the Auditors – Pages 1 to 5.

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Ms. Agnes Kisaka Meena **Date**

Permanent Secretary

____________________ ____________________

Mr. John Chassama **Date**

Ag. Registrar

2.21.4 CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2025

	Notes	2024/25	2023/24
		TZS	TZS
Cash flows from operating activities:			
Receipts			
Receipts from Fees, Fines, Penalties, and Licenses	10	1,490,672,611	1,407,160,021
Receipts from Government Subvention (PE) and Grants	11	1,702,390,719	1,459,794,424
Other Receipts	17	(59,867,803)	(107,792,753)
Total Cash Received from Operations		**3,133,195,527**	**2,759,161,692**
Payments			
Maintenance expenses	12	(38,708,382)	(28,233,058)
Other expenses	13	(72,701,751)	(100,687,453)
Cash paid for the use of goods and other services	14	(679,253,012)	(650,014,284)
Wages, salaries, and employee benefits	15	(2,276,626,998)	(1,946,163,698)
Grants, subsidies, and other transfers	16	(20,000,000)	(8,000,000)
Other payments	17	(7,638,924)	(10,058,158)
Total Cash Payments to Operations		**(3,094,929,067)**	**(2,743,156,651)**
Net Cash Flows from Operating Activities		**38,266,460**	**16,005,041**
Cash Flow from Investing Activities			
Purchase of Property and Equipment	8	(39,858,864)	(3,169,950)
Net cash used in Investing Activities		**(39,858,864)**	**(3,169,950)**
Net Increase/decrease in Cash and Cash Equivalents		**(1,592,404)**	**12,835,091**
Cash and Cash Equivalent at 1 July		26,225,688	13,390,597
Cash and Cash Equivalent as at 30 June		**24,633,285**	**26,225,688**

The Notes on pages 33 to 52 form an integral part of these financial statements.

Report of the Auditors – Pages 1 to 5.

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Ms. Agnes Kisaka Meena **Date**

Permanent Secretary

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Mr. John Chassama **Date**

Ag. Registrar

2.21.5 STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30 JUNE 2025

	ORIGINAL BUDGET	RE-ALLOCATIONS	FINAL BUDGET	ACTUAL	VARIANCE	CHANGE
RECEIPTS	TZS	TZS	TZS	TZS	TZS	%
Revenue from Exchange Transactions	2,391,519,500	-	2,391,519,500	1,490,672,611	(900,846,889)	-38%
Revenue from Non-Exchange Transactions	1,705,825,924	-	1,705,825,924	1,702,390,719	(3,435,205)	0%
	4,097,345,424	**-**	**4,097,345,424**	**3,193,063,330**	**(904,282,094)**	**-22%**
PAYMENTS						
Maintenance Expenses	77,955,000	(10,725,000)	67,230,000	38,708,382	(28,521,618)	-42%
Other Expenses	178,600,000	7,000,000	185,600,000	72,701,752	(112,898,248)	-61%
Use of Goods and Services	1,423,126,800	(58,980,000)	1,364,146,800	679,253,012	(684,893,788)	-50%
Wages, Salaries, and Employee Benefits	2,352,803,624	15,480,000	2,368,283,624	2,276,626,998	(91,656,626)	-4%
Acquisition of Property, Plant and Equipment	44,860,000	47,225,000	92,085,000	39,858,864	(52,226,136)	-57%
Contribution to CF (15%)	20,000,000	-	20,000,000	20,000,000	-	0%
	4,097,345,424	**-**	**4,097,345,424**	**3,127,149,008**	**(970,196,416)**	**-24%**

The Notes on pages 33 to 52 form an integral part of these financial statements.

Report of the Auditors – Pages 1 to 5.

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Ms. Agnes Kisaka Meena **Date**

Permanent Secretary

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Mr. John Chassama **Date**

Ag. Registrar

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 2025 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 recognised.
- 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 90 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 recognised 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	**2024/25**	**2023/24**
Cash at the Bank and on hand	24,633,285	26,225,688
Expected Credit Loss:		
At the start of the year	(14,016)	-
Charged during the year	(157,825)	(14,016)
Closing Provision for ECL	(171,842)	(14,016)
Cash as per Statement of Financial Position	**24,465,254**	**26,215,482**

Analysis of Cash and Cash Equivalents

For the purpose of the statement of cash flows, cash and cash equivalents comprise the following balances.

Cash and Cash Equivalent	**2024/25**	**2024/25**	**2023/24**
		Restated	**Original**
Cash as per Statement of Financial Position	24,461,443	26,211,672	26,215,482

Cumulative Expected Credit Loss	171,842	14,016	10,206
Gross Cash and Cash Equivalent	**24,633,285**	**26,225,688**	**26,225,688**

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 recognises 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	2024/25	2023/24
Opening Allowance	-	-
Add: Additional ECL recognised during the year	31,200,000	-
Less: Written-off receivables	-	-
Closing ECL allowance as at 30 June 2025	**31,200,000**	**-**

Summary of Expected Credit Loss Computation

Category	Balance (TZS)	ECL (TZS)
Trade receivables	208,345,055	31,200,000
Cash balance	24,633,285	157,825
Total	232,978,340	31,357,825

Movement in Expected Credit Loss (ECL)

Details	2024/25	2023/24
Opening Allowance	14,016	-
Add: Additional ECL recognised during the year	31,357,825	10,206
Less: Reversals/write-backs during the year	-	-
Less: Written-off receivables	-	-
Closing ECL allowance as at 30 June 2025	**31,371,841**	**10,206**

The above computation reflects lifetime ECL for trade receivables and 12-month ECL for cash balances, based on the credit risk assessment and historical default experience.

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 365 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 2025.

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.

5.0 CASH & CASH EQUIVALENT

	2024/25	2023/24 Restated	2023/24 Original
	TZS	TZS	TZS
CRDB Bank 5297900 and 5297901	7,955,631	13,989,146	13,989,146
Bank of Tanzania 9925260371	16,677,654	12,236,542	12,236,542
Sub-Total	**24,633,285**	**26,225,688**	**26,225,688**
Provision for Expected Credit Loss	(171,842)	(14,016)	(10,206)
Total	**24,461,443**	**26,211,672**	**26,215,482**

6.0 PREPAYMENTS

Prepayment Consumables	-	174,600
Prepaid Expense	5,286,508	2,857,606
Total	**5,286,508**	**3,032,206**

7.0 TRADE AND OTHER RECEIVABLE

Export Fees	2,290,000	2,150,000
Retention Fees for Logging	82,415,055	41,672,554
Registration Fees	47,290,000	52,505,000
Fines	88,300,000	59,050,000
Training fees	3,400,000	-
Provision for ECL (Receivable)	(31,200,000)	-
Advancement (MLF)	-	10,704,000
Land Acquisition (Dodoma Municipal)	15,850,000	15,850,000
Total	**208,345,055**	**181,931,554**

8.0 PROPERTY AND EQUIPMENT

Cost	**Motor Vehicle**	**Computers**	**Furniture & Fittings & Office Equipment**	**Total**
	TZS	**TZS**	**TZS**	**TZS**
At 1 July 2024	449,269,484	169,335,834	128,050,250	746,655,568
Addition	-	30,091,084	9,767,780	39,858,864
As at 30 June 2025	**449,269,484**	**199,426,918**	**137,818,030**	**786,514,432**
Depreciation				
At 1 July 2024	172,759,368	145,520,482	76,764,363	395,044,213
Charge for the Year	44,926,948	6,397,014	17,964,889	69,288,851
As at 30 June 2025	**217,686,316**	**151,917,496**	**94,729,252**	**464,333,064**
Net Book Value				
As at 30 June 2025	**231,583,168**	**47,509,422**	**43,088,778**	**322,181,366**
Cost				
At 1 July 2023	449,269,484	167,385,884	126,830,250	743,485,618
Addition	-	1,949,950	1,220,000	3,169,950
As at 30 June 2024	**449,269,484**	**169,335,834**	**128,050,250**	**746,655,568**

Cost	Motor Vehicle	Computers	Furniture & Fittings & Office Equipment	Total
Depreciation				
At 1 July 2023	127,832,420	141,859,025	60,910,582	330,602,027
Charge for the Year	44,926,948	3,661,457	15,853,781	64,442,186
As at 30 June 2024	**172,759,368**	**145,520,482**	**76,764,363**	**395,044,213**
Net Book Value				
As at 30 June 2024	**276,510,116**	**23,815,352**	**51,285,887**	**351,611,355**

NOTE: During the financial year ended 30 June 2025, the Board identified items of Property and Equipment in poor condition due to malfunction, obsolescence, and physical damage, with a total acquisition cost of TZS 72,319,685 (Computers: TZS 59,906,096; Furniture, Fittings & Office Equipment: TZS 12,413,589); however, contrary to IPSAS 17 and Regulation 9(6)–(7) of the Public Finance (Management of Public Property) Regulations, 2024, the Board did not perform impairment testing as at the reporting date. The management has acknowledged the position and has prepared an asset condition report. The process to institutionalise a mandatory annual impairment review procedure is set to be concluded by Q3 of FY 2025/26. This process includes updating the Fixed Asset Register to reflect revised recoverable amounts, adjusting depreciation prospectively based on the new carrying amounts, and achieving full compliance with IPSAS 17 by FY 2026/27.

9.0 PAYABLE

	2024/25 TZS	2023/24 TZS
Miscellaneous Deduction	-	3,418,297
Other Payables	15,128,837	14,157,390
Audit fees payable	45,007,984	50,990,990
Recurrent Deferred Income Addition	791,076	144
Total	**60,927,897**	**68,566,821**

10.0 REVENUE FROM EXCHANGE TRANSACTIONS

Registration fees	188,045,000	308,222,500
Fine, penalties, and forfeitures	443,149,800	399,317,436
Application fee	53,012,500	71,400,000
Export fees	274,610,000	279,867,000
Import fees	140,275,311	103,330,531
Retention fee	386,700,000	245,022,554
Miscellaneous Receipts	4,880,000	-
Total	**1,490,672,611**	**1,407,160,021**

11.0 REVENUE FROM NON-EXCHANGE TRANSACTION

	2024/25 TZS	2023/24 TZS
Subvention for Personal Emolument	1,616,488,560	1,416,208,924
Subvention for Other Charges	85,902,159	43,585,500
Total	**1,702,390,719**	**1,459,794,424**

12.0 MAINTENANCE EXPENSES

Air conditioners	-	1,301,002
Computers, printers, and scanners	275,000	1,960,000
Motor Vehicles and Watercraft	21,718,474	24,972,056
Tyres and Batteries	6,413,300	-
Repair and Maintenance of Furniture	10,301,608	-
Total	**38,708,382**	**28,233,058**

13.0 OTHER EXPENSES

Audit fees	45,007,984	42,702,750
Bank charges and commissions	2,104,848	512,757
Burial expenses	3,000,000	4,600,000
Consultancy fees	601,900	10,000,000
Director's Fee	10,750,001	32,250,000
Legal fees Expenses	-	1,536,000
Facilitation Fees	2,412,000	4,000,000
Transports posts - other expenses	6,825,019	5,085,945
Corporate Social Responsibilities	2,000,000	-
Total	**72,701,752**	**100,687,452**

14.0 USE OF GOODS AND SERVICES

Advertising and publication	14,201,983	3,550,000
Air travel tickets	751,300	21,166,743
Books, references, and periodicals	-	187,500
Conference facilities	6,922,000	12,032,550
Contract-based training services	33,985,000	32,557,000
Diesel	54,644,859	56,337,008
Electricity	5,300,000	4,500,000
Entertainment	14,500,000	9,500,000
Exhibitions, festivals, and celebrations	7,205,000	9,500,000
Gifts and prizes	3,000,000	3,000,000
Ground travel (bus, railway, taxi, etc.)	44,827,000	38,963,000
Internet and email connections	11,280,000	22,567,782

Office consumables	38,199,442	69,788,079
Outsourcing costs (cleaning and security services)	20,259,211	14,747,060
Per diem – Domestic	357,235,000	322,532,046
Posts and telegraphs	1,040,000	605,000
Subscription fees	5,047,074	7,581,389
Mobile Charges	19,419,030	-
Uniform and ceremonial dress	2,588,000	-
Water charges	1,008,664	587,127
Food and refreshment	3,100,000	2,476,000
Donation	15,388,000	15,000,000
Rent – Housing	3,600,000	2,836,000
Educational Radio and TV broadcasting programming	7,670,000	-
Computer Supplies and Accessories	2,723,000	-
Printing and Photocopying Costs	4,058,450	-
Computer Software - Use of goods and Services	1,300,000	-
Total	**679,253,012**	**650,014,284**

15.0 WAGES, SALARIES, AND EMPLOYEE BENEFITS

Personnel Emolument (see note 15.1)	1,616,488,560	1,416,208,924
Electricity	11,610,000	10,970,000
Extra duty	145,609,000	201,986,210
Food and refreshment	53,581,300	85,628,264
Furniture	7,000,000	30,000,000
Housing allowance	21,600,000	17,670,000
Internship Allowance	4,810,000	15,370,000
Leave travel	21,851,000	12,615,300
Moving expenses	40,008,200	32,935,000
Sitting allowance	42,930,000	7,440,000
Subsistence allowance	9,705,000	4,050,000
Telephone	26,590,000	24,440,000
Acting Allowance	16,800,000	18,200,000
Special Allowance	3,896,000	2,000,000
Court Attire Allowance	1,600,000	1,800,000
Facilitation Allowance Expenses -employee	1,030,000	1,100,000
Honoraria	233,897,938	41,800,000
Hardship Allowance	16,920,000	21,950,000
Casual Labour Expenses	700,000	-
Total	**2,276,626,998**	**1,946,163,698**

15.1 PERSONNEL EMOLUMENTS

Salaries	1,325,520,619	1,161,978,017
Contributions to PSSSF	242,473,284	211,859,089
Contributions to NHIF	48,494,657	42,371,818
Total	**1,616,488,560**	**1,416,208,924**

16.0 GRANTS, SUBSIDIES, AND OTHER TRANSFER PAYMENTS

Transfer to the Treasurer, Registrar	20,000,000	8,000,000
Total	**20,000,000**	**8,000,000**

This represented a non-tax revenue paid by TMB to the consolidated fund in accordance with section 12 (3) of the Public Finance Act, Cap 348.

17.0 OTHER RECEIPTS AND PAYMENTS

Other Receipts - Receivable, Inventory, and prepayment movement		
Opening Receivable Balance	184,963,760	77,171,007
Less: Closing Receivable Balance	213,631,563	184,963,760
Less: ECL on receivable	31,200,000	
Net cash movement inflow / (outflow)	**(59,867,803)**	**(107,792,753)**
Other Payments - The accruals and payables settled during the		
Opening Payable Balance	68,566,821	78,624,978
Closing Payable Balance	60,927,897	68,566,820
Net cash movement inflow / (outflow)	**(7,638,924)**	**(10,058,158)**

18.0 CASHFLOW RECONCILIATION BY AN INDIRECT METHOD

	2024/25	**2023/24**
CASHFLOW FROM OPERATING ACTIVITIES	**TZS**	**TZS**
Net surplus	5,126,509	69,403,560
Adjustments for:		
Depreciation charge	69,288,851	64,442,186
Expected Credit Loss (Cash & Cash Equivalent)	157,826	10,207
(Increase)/Decrease in prepayments	(2,254,302)	6,112,538
(Increase)/Decrease in trade and other receivables	(26,413,501)	(114,124,292)
Increase/(Decrease) in trade and other payables	(7,638,924)	(10,058,158)
Net cashflow from operating activities	**38,266,240**	**16,005,041**

CASH FLOW FROM INVESTING ACTIVITIES

Purchase of PPE	(39,858,864)	(3,169,950)
NET CASH INFLOW / (OUTFLOW)	(1,592,404)	12,835,091
Cash & Cash Equivalent at the start of the year	26,225,687	13,390,596
Cash & Cash Equivalent at the end of the year	**24,663,284**	**26,225,687**

19.0 CAPITAL COMMITMENTS

As of the date of the Financial Position, there were no committed funds for any transaction.

20.0 RELATED PARTY TRANSACTIONS

The Ministry of Fisheries and Livestock has the mandate of overall management and development of livestock and fisheries resources in Tanzania. Tanzania Meat Board is governed by the Ministry; as such, it is a related party. The following transactions were carried out with related parties during the year.

i. Key management compensation (including directors' remuneration)

Salaries and other employment benefits	175,870,000	209,710,000
Post-employment benefits	-	-
Director's fee	10,750,000	32,250,000
At the end of the year	**186,620,000**	**241,960,000**

ii. Other Transfer Payments

Contribution to the Consolidated Fund	20,000,000	8,000,000

Key management includes the Registrar, Manager of the Technical Unit, and Manager of the Supporting Department.

During the year, the Board had transactions with other government entities as detailed in the table below.

	Transactions with Other Government Entities for the Year Ended 30 June 2025			
S/N	**Goods/Services Provided Revenue**	**Goods/Services Received Expenses (TZS)**	**Counter Party**	**Amount (TZS)**
1	Contribution for trade affair activities	Contribution Expense	Ministry of Livestock and Fisheries	2,600,000
2	Audit fee service 2024/2025	Audit fees	National Audit Office	4,377,000
3	Contribution for dairy board week	Contribution Expense	Tanzania Dairy Board (TDB)	500,000
4	Service for sending a message to stakeholders	Advertising and publication	e-Government Agency (eGA)	2,149,994
5	Service for conference	Conference Facilities	Fire and Rescue Force	900,000

	BOD Meeting			
6	Services for conference staff meeting	Conference Facilities	VETA Dodoma RVTC	1,000,000
7	Annual contribution to treasury register	Contribution to CF	Treasurer Registrar	20,000,000
8	Purchase fuel	Diesel	GPSA Dodoma Region	54,644,859
9	Internet service, e office and VPN	Internet and Email connections	e-Government Agency (eGA)	11,280,000
10	Repair and maintenance motor vehicle	Motor Vehicles and Water Craft	TEMESA Dodoma Region	12,307,673
11	Purchase of office consumable	Office Consumables (papers, pencils, pens and stationaries)	GPSA Dodoma Region	2,692,941
12	Repair and maintenance motor vehicle	Outsource maintenance contract services - Vehicles and Transportation Equipment	TEMESA Dodoma Region	8,908,747
13	Letter services and parcel	Posts and Telegraph	Tanzania Posts Corporation (TPC)	900,000
14	Services for training for the procurement system (Nest)	Rent - Housing	Public Procurement Regulatory Authority	3,600,000
15	Services for the remaining messages to stakeholders	Subscription Fees	e-Government Agency (eGA)	1,050,000
16	Service for inspection of TMB offices to comply with OSHA	Subscription Fees	Occupational Safety and Health Authority (OSHA)	1,000,000
17	Charges for landline	Telephone Charges (Land Lines)	Tanzania Posts Corporation (TPC)	18,869,132
18	Fees to attend NBAA seminars	Tuition Fees Training - Domestic	National Board of Accountants and Auditors (NBAA)	7,840,000
19	Fees to attend Management Ethics for Leaders	Tuition Fees Training - Domestic	Office of the Treasury Registrar	1,750,000
20	Purchase of services for advertising TMB services offered	Tuition Fees Training - Domestic	Tanzania Broadcasting Corporation (TBC)	600,000
21	Service fees for new employs awareness about public servants.	Tuition Fees Training - Domestic	Tanzania Public Service College (TPSC)	3,250,000
22	Fees to attend Management Ethics for Leaders	Tuition Fees Training - Domestic	Uongozi Institute	287,288
23	Services for water facilities	Water Charges	Dodoma Water	466,788
24	Services for water facilities	Water Charges	Mwanza Water Supply and Sanitation Authority	250,000
				161,224,422

21.0 RESTATEMENT OF PRIOR YEAR FINANCIAL RESULTS

Management of TMB has determined that the accumulated surplus for the financial year 2023/24 was incorrectly presented in the financial statement.

The Management has determined that a correction was required and, as such, has restated its previous financial statements as of and for the year ended June 30, 2024, and all related disclosures. The impact of the correction is as follows;

i. To correct the reported accumulated surplus for the financial year 2023/24.
   To correct the balances of assets and liabilities as at June 30, 2025.

22.0 EXPLANATION OF MAJOR VARIANCE IN THE STATEMENT OF COMPARISON BETWEEN BUDGET AND ACTUAL AMOUNTS

22.1 Revenue from non-Exchange Transaction – (-38%)

Significantly caused by uncollected budgeted income of TZS 671,672,000 for the Market User Fees applicable to Primary, Secondary, and Border Markets, as well as fees for the Movement of Animals (movement permits) between districts and regions collected through the Ministry.

22.2 Maintenance Expenses – (-42%)

The Board aimed at spending towards maintenance expenses due to the depreciation of institutional assets; however, because of the budget limitation, less amount had been spent.

22.3 Other Expenses – (-61%)

The variance is due to less amount spent toward supporting various stakeholders' events and workshops during the year.

22.4 Use of Goods and Services – (-50%)

Less amount was spent during the year for spending along various related expenses resulting from the budget limitation.

22.5 Acquisition of Property, Plant and Equipment (-57%)

Because of the budget limitation, less amount had been spent for the acquisition of the property, plant, and equipment.

22.6 Reconciliation of Accrual vs. Cash Basis in Budget Performance

The accompanying financial statements have been prepared on the accrual basis of accounting, while the budget has been prepared using the cash basis of accounting. The difference between the budget performance and the statement of financial performance is made up of no cash transactions, such as depreciation charges during the year, which were not budgeted. Reconciliation of the differences is shown below:

Surplus per Statement of Financial Performance	5,126,509
Less: Surplus/Deficit per budget	-
	5,126,509
Reconciliation of the Difference	
Receipts (Budget Vs Actual)	(904,282,094)
Payments (Budget Vs Actual)	970,196,416
Purchase of PPE	39,858,864
Depreciation Expenses	(69,288,852)
Expected Credit Loss	(31,357,825)
	5,126,509