



THE UNITED REPUBLIC OF TANZANIA
NATIONAL AUDIT OFFICE



INSTITUTE OF FINANCE MANAGEMENT (IFM)

**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

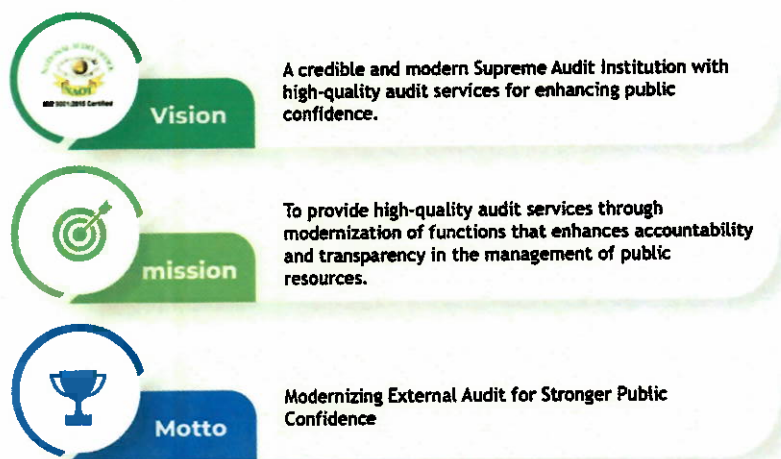
AR/PA/IFM/2024/25

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



Core Values



© This audit report is intended to be used by Institute of Finance Management (IFM) and may form part of the annual general report which once tabled to National Assembly, becomes a public document hence, its distribution may not be limited.

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Abbreviations

ACGEN	Accountant General
AIDS	Acquired Immuno-Deficiency Syndrome
BOT	Bank of Tanzania
CAG	Controller and Auditor General
CCTV	Closed-Circuit Television
COSTECH	Commission for Science and Technology
COTUL	Consortium of Tanzania University and Research Libraries
CPA	Certified Public Accountant
DLS	Director of Library Services
DSE	Dar es Salaam Stock Exchange
EAD	Exposure at Default
ECL	Expected Credit Loss
EMS	Enterprise Management System
FBE	Faculty of Business and Economics
GC	Governing Council
HEET	Higher Education for Economic Transformation
HESLB	Higher Education Students' Loans Board
HIV	Human Immunodeficiency Virus
HoDs	Heads of Departments
ICT	Information Communication Technology
IFM	Institute of Finance Management
IFRS	International Financial Reporting Standards
IPR	Intellectual Property Rights
IPSAS	International Public Sector Accounting Standards
JNICC	Julius Nyerere International Convention Centre
LGD	Loss Given Default
MBA	Masters of Business Administration
MoEST	Ministry of Education, Science and Technology
MoF	Ministry of Finance
MoICT	Ministry of Communication and Information Technology
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MUSE	Mfumo wa Ulipaji Serikalini
NACTVET	National Council for Technical and Vocational Education and Training
NBAA	National Board of Accountants and Auditors
NBC	National Bank of Commerce
NeST	National e-Procurement System of Tanzania
NMB	National Microfinance Bank
OSHA	Occupational Safety and Health Authority
OTR	The Office of Treasury Registrar
PAC	Parliamentary Accounts Committee
PD	Probability of Default
PhD	Doctor of Philosophy
PLANREP	Planning and Reporting System
PPF	Parastatal Pension Fund
SHIMIVUTA	Shirikisho la Michezo Vyuo vya Elimu ya Juu Tanzania

1.0 INDEPENDENT REPORT OF THE CONTROLLER AND AUDITOR GENERAL

The Chairperson of the Governing Council,
Institute of Finance Management,
P.O. Box 3918,
11101 Dar es Salaam.

1.1 REPORT ON THE AUDIT OF FINANCIAL STATEMENTS

Unqualified Opinion

I have audited the financial statements of the Institute of Finance Management (IFM), 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 Institute of Finance Management 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 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 Institute of Finance Management 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.

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 and the Declaration by the Head of Finance 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 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 skepticism 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 the Institute of Finance Management (IFM), 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 work performed, I conclude that procurement of goods, works and services of the Institute of Finance Management generally complies, in all material respects, with the requirements of the Public Procurement laws in Tanzania.

Compliance with the Budget Act and other Budget Guidelines

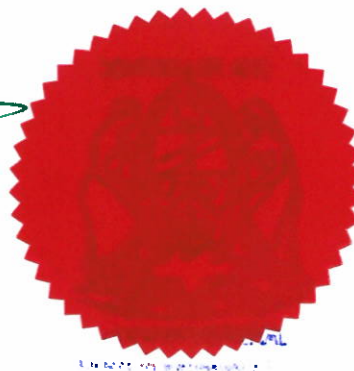
Subject matter: Budget formulation and execution

I conducted a compliance audit of budget formulation and execution at the Institute of Finance Management (IFM), 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 the Institute of Finance Management (IFM) 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

Those Charged with Governance (TCWG) at the Institute of Finance Management (IFM) is the Governing Council. The Governing Council presents this report, together with the Financial Statements for the year ended 30 June 2025, which provide the results of the Institute's operations and its financial state. The report has been prepared in compliance with the changes made to the Tanzania Financial Reporting Standard 1 (TFRS 1) - Report by Those Charged with Governance, issued by the National Board of Accountants and Auditors (NBAA), which became effective on 1 January 2021.

The report is addressed to internal and external stakeholders who are both primary and secondary users of financial reports. It sets out an analysis of the Institute's operations and financial review, with a forward-looking orientation in order to assist stakeholders in assessing the strategies adopted by the Institute and the potential for those strategies to succeed towards creating value over the short, medium and long-term periods.

The Institute's internal stakeholders include the Governing Council and employees. External stakeholders comprise of the Government of the United Republic of Tanzania (URT), the Parliament of Tanzania, development partners, regulatory authorities, service providers, researchers, academia, professional associations and the general public.

The objective of the report includes providing users with an understanding of the Institute's culture, principal activities, key strengths and resources, 2024/25 performance, governance matters, relationship with stakeholders, liquidity and financial performance, current and future development plans, financial reporting and auditing, employees' welfare matters and risk management.

The Financial Statements are prepared in accordance with the International Public Sector Accounting Standards (IPSASs).

2.2 ESTABLISHMENT

The historical background of the Institute of Finance Management goes back to the then National Bank of Commerce (NBC) Training College, established by NBC soon after the nationalization of private banks in 1967, with the aim of training the recruited but inexperienced bankers and conducting short-term training programmes for practising bankers.

The Institute of Finance Management was established by the Act of Parliament No. 3 of 1972. The Institute came into operation in July 1972. The sources of income to the Institute include tuition fees collected from students, Government subsidies for capital development and personnel emoluments, fees from consultancy and short courses, and other miscellaneous income.

2.3 CORPORATE CULTURE

The Institute's culture consists of vision, mission and core values as stipulated herewith below.

2.3.1 VISION STATEMENT

To be a reputable world-class higher learning institution that is responsive to global development needs through the provision of knowledge and competencies in finance, management and related disciplines.

2.3.2 MISSION STATEMENT

To provide quality academic and professional training that nurtures creativity and innovation through integrated training, research and consultancy in financial studies and related disciplines.

2.3.3 CORE VALUES OF THE INSTITUTE

In line with its Vision and the need to fulfil its Mission and live according to its philosophy, the Institute adheres to eight core values, abbreviated as **ATTITUDE**.

- (a) **Accountability**; Demonstrating a high degree of accountability to our stakeholders and the community for the mandated functions of the Institute;
- (b) **Transparency and fairness**; Being transparent in our work and dealings, stand ready for public scrutiny as well as applying uniform rules and standards;
- (c) **Teamwork**; Promoting the culture of team spirit and compassion to create synergy in operations;
- (d) **Integrity and innovativeness**; Demonstrating high fidelity, honesty, faithful and trustworthy behaviour in all our operations, as well as embracing new technologies and innovative methods of doing our work;
- (e) **Trust**; seeking to build trust in every interaction with customers and other stakeholders.
- (f) **Unity**; Promoting unity for effective teamwork;
- (g) **Diversity & gender equity**; Embracing diversity and gender equity in the life of the Institute to promote gender balance and reap the most from the human resource potential of the Institute; and
- (h) **Excellence and efficiency**; Delivering prompt and exemplary services to the Institute's stakeholders at all times.

2.4 NATURE OF OPERATIONS

2.4.1 Descriptions of the nature of the operations

(a) Industry in which the entity operates

The Institute of Finance Management (IFM) was formally established as a Government Institution of higher learning through the Institute of Finance Management (IFM) Act, 1972 as revised in 2021. The IFM is currently an autonomous institution with full accreditation of the National Council for Technical and Vocational Education and Training (NACTVET), providing training, research, and consultancy services in banking, insurance, financial management, and other related disciplines. Later on, other programmes in the areas of accountancy, social protection, taxation, business administration, human resource management, information technology, and computer science were offered to the public. IFM, as a corporate body, has the following functions:

- i. To provide facilities for the study of, and training in principles, procedures, and techniques of Banking, Insurance, Finance Management, and such other related subjects as the Council may decide from time to time;
- ii. To conduct training programs leading to professional qualifications in Banking, Insurance, Financial Management, and other related subjects;
- iii. To conduct examinations and grant diplomas, certificates, and other awards of the Institute;
- iv. To sponsor, arrange, and provide facilities for conferences and seminars; and
- v. To arrange for the publication and general dissemination of materials produced in connection with the work and activities of the Institute.

(b) Structure of the entity's operation, and its economic model, including an overview of the main operating facilities and their location.

(i) Structure of the entity's operation

The Institute is organised in a manner that supports the effective and efficient execution of its mandate. Its governance and management structure are designed to ensure clear accountability, streamlined operations, and alignment with strategic objectives. At the apex of this structure is the Governing Council, which holds ultimate responsibility for the overall management and governance of the Institute. The Council is mandated to ensure that the Institute operates in strict compliance with applicable laws, regulations, and institutional policies. It provides strategic oversight, sets policy direction, and monitors institutional performance in accordance with its statutory obligations.

The Council delegates the day-to-day administration of the Institute to the Rector, who serves as the Chief Executive Officer (CEO). The Rector is supported by Deputy Rectors and a team of senior management officials, who collectively oversee academic, administrative, and financial functions across the Institute. To enhance governance effectiveness and ensure seamless coordination between oversight and operations, members of the senior management team are regularly invited to participate in Council meetings. This practice promotes transparent

communication, facilitates informed decision-making, and ensures that operational activities are aligned with the strategic priorities set by the Council. It also strengthens internal control mechanisms by fostering collaboration across various departments and functional units. This governance and management framework enable the Institute to function with a high degree of professionalism, responsiveness, and institutional coherence, thereby supporting its mission and long-term sustainability.

(ii) IFM Legal Perspective

The Institute is a government higher learning institution established by the Institute of Finance Management Act, 1972 as revised in 2021. It focuses on providing training, research, and consultancy services in various financial disciplines, including banking, insurance, social protection, taxation, and accountancy. Moreover, IFM is operating under an IFM Governing Board whose members are nominated from a diversity of sources from both inside and outside government, as stipulated in the IFM Act. This implies that the Institute of Finance Management (IFM) is wholly owned and controlled by the government.

(c) Effectiveness and efficient utilization of resources

In the discharge of its statutory mandate, the Institute leverages a wide range of both tangible and intangible resources to deliver quality services and achieve its institutional objectives. These resources include intellectual capital (such as institutional knowledge, research outputs, and academic expertise), human capital (qualified and experienced staff), social and relationship capital (collaborations, partnerships, and stakeholder trust), natural resources, financial capital, and advanced technological assets.

The efficient and effective utilisation of these resources is made possible through a robust institutional governance and management framework. At the helm is the Governing Council, a well-constituted body that provides strategic direction, policy oversight, and ensures accountability in the use of institutional resources. The Council works in close coordination with an effective Management team, led by the Rector, which is responsible for translating strategic goals into actionable plans and ensuring operational excellence.

Furthermore, the Institute's operations are supported by a highly competent and motivated workforce, whose expertise and professionalism are central to the delivery of training, research, and consultancy services. The Institute also benefits from the deployment of modern ICT infrastructure, which enhances administrative efficiency, academic delivery, and stakeholder engagement.

Additionally, the Institute has established and continues to refine a set of well-documented internal operating procedures, policies, and regulatory guidelines that govern resource allocation, service delivery, and performance monitoring. Together, these systems ensure that all institutional resources are managed sustainably, transparently, and in alignment with the Institute's strategic priorities.

2.5 EXTERNAL ENVIRONMENT

2.5.1 Analysis of the Institute's External Environment

Every organisation is impacted by its surrounding environment. The following is a summary of the analysis of external environment issues that could have an impact on the operations of the Institute:

a. Market and Competitive Position

The Institute is one of the oldest academic institutions in Tanzania and has the mandate to undertake educational activities. The Institute, through different strategies in place, has increased awareness of its functions and improved the provision of academic services within and outside the country.

b. Legislative and Regulatory Environment

The IFM's operations are guided by the Institute of Finance Management Act. The Institute's academic programs are well supported by laws and accredited by the NACTVET to be offered from certificate to Master's level for all campuses of the Institute.

c. The legitimate needs and interests of key stakeholders

The Institute takes into consideration the needs and interests of key stakeholders in its decision-making. In this regard, the Institute has identified eight (8) categories of stakeholders, namely: The Government, employees, regulatory bodies (NACTVET and TCU), students, suppliers, business and development partners, Those Charged with Governance (Council, Parliamentary Committees), and the general Public (Society). The needs and interests of each category of stakeholders have been identified under clause 2.14 of the Report by TCWG.

d. Macro and Micro-economic Conditions

Macro and micro-economic conditions determine an economy's performance, impacting the Institute's operational capabilities as well as its sustainability. The macro and micro-economic conditions that influence the Institute to perform its mandated function include interest rates, exchange rates, and the rate of inflation, which has remained single-digit.

e. Economic Environment

Tanzania is on a strategic path toward industrializing its economy and achieving middle-income status, as articulated in the Tanzania Development Vision 2025 and aligned with the United Nations Sustainable Development Goals (SDGs). Central to this transformation is the need for a well-educated, skilled, and innovative workforce capable of driving and sustaining industrial and economic development.

In this context, the role of the Institute has become increasingly prominent within the current macro-economic and policy environment. As a higher learning institution specialising in finance, economics, and related disciplines, the Institute is uniquely positioned to contribute meaningfully to the national development agenda. It plays a vital role in developing human

capital, conducting applied research, and offering consultancy services that support evidence-based policy-making, industrial growth, and economic diversification.

The evolving economic landscape presents a significant opportunity for the Institute to expand its programs and services to meet the emerging needs of both the public and private sectors. Through the design and delivery of relevant and industry-aligned training programs, the Institute aims to equip graduates with the competencies required in key sectors such as banking, insurance, taxation, public finance, and social protection areas critical to Tanzania's industrial and economic transformation.

Moreover, the Institute continues to strengthen its capacity in research and consultancy to support institutions, government agencies, and businesses in navigating economic challenges and optimising opportunities in the industrialisation process. By aligning its strategic objectives with national development goals, the Institute is well-positioned to serve as a key enabler of inclusive, knowledge-driven economic growth.

f. The speed and effect of technological Change

The Institute is committed to staying abreast of rapid technological advancements to enhance the efficiency and effectiveness of its service delivery. As both an academic institution and a competitive player in the higher education sector, the Institute recognises the critical role that technology plays in driving innovation, improving learning experiences, and streamlining administrative processes.

To this end, the Institute continuously invests in and adopts modern information and communication technologies (ICTs) to support its academic, research, and operational functions. These technologies are leveraged not only to facilitate online and blended learning but also to enhance academic resource accessibility, improve internal communication, automate administrative processes, and strengthen stakeholder engagement.

Moreover, the Institute actively monitors and integrates emerging technologies relevant to the financial and academic industries, ensuring that its training programs remain aligned with industry standards and the evolving needs of the labour market. By doing so, the Institute equips its students and staff with up-to-date tools and knowledge, thereby enhancing institutional relevance and competitiveness. Looking forward, the Institute remains focused on advancing its digital transformation agenda, including expanding its ICT infrastructure, enhancing cybersecurity, upgrading digital platforms, and providing regular capacity building for staff and students in the use of new technologies. These efforts are central to maintaining the Institute's leadership in delivering quality education and professional services in a dynamic and technology-driven environment.

g. Societal Issues

The Institute operates within a social context that is deeply influenced by the shared values, cultures, and attitudes of the communities it serves. Recognising its integral role in national development, the Institute has continued to actively engage in and support various community and societal development initiatives as part of its commitment to Corporate Social

Responsibility (CSR). These initiatives reflect the Institute's dedication to contributing positively to the well-being and advancement of society beyond its core mandate of education, research, and consultancy. Over the years, the Institute has participated in a wide range of CSR activities, including support for education, health, environmental conservation, and community empowerment programs. These efforts underscore the Institute's belief in fostering inclusive development and strengthening its relationship with the broader community.

However, it is worth noting that the demand for social support from communities continues to exceed the Institute's current CSR budget allocations. While the Institute remains committed to its social obligations, its limited financial resources have constrained its ability to meet the growing expectations and needs of the public. Looking ahead, the Institute plans to review and enhance its CSR strategy, including exploring opportunities to increase budget allocations dedicated to social programs. It also intends to prioritise high-impact interventions and foster partnerships with other stakeholders to amplify its contributions. Through these efforts, the Institute aims to play a more strategic and sustainable role in promoting community welfare and social cohesion.

h. Environmental Challenges

The internal environmental analysis assessed the status of the Institute's main operations. The external environmental scanning assessed the political, economic, social, technological and legal environment and its influence on realisation of the Institute's vision and mission. The internal environmental analysis assessed the status of the Institute's main operations. The Institute believes that environmental awareness plays a vital role in Teaching and Learning. Public education inculcates the habits of preservation and conservation of nature in the general public. The Institute's learning and teaching environment is very important in ensuring the quality of the graduates is of top-notch. This includes having a competent quality assurance unit which ensures the teaching and learning environment is conducive, as well as having a strategic plan with clear targets and performance indicators regarding the teaching and learning environment.

i. Political Environment

The prevailing political environment in the country remains stable and conducive, providing a supportive backdrop for the Institute to carry out its mandate effectively. This calm political climate has enabled the Institute to plan, budget, and execute its annual programs without disruption or undue influence. In developing its strategic and operational plans, the Institute aligns with the broader national development agenda, including considerations of the ruling party's manifesto, ensuring coherence with government priorities and policies.

Importantly, throughout the year under review, the Institute operated with full autonomy and professionalism, free from political interference in its decision-making and operational processes. This independence has been critical in maintaining the integrity of its academic, research, and administrative functions, thereby safeguarding its ability to deliver quality services and contribute objectively to national development goals.

2.6 KEY STRENGTHS AND RESOURCES

The Institute possesses a range of key strengths and resources that form the foundation of its operational effectiveness and competitive advantage. These assets encompass both tangible and intangible elements, each contributing uniquely to the institution's capacity to fulfil its mission and strategic objectives. Tangible resources include physical infrastructure, financial assets, and advanced technological systems, while intangible resources encompass intellectual capital, institutional reputation, organisational culture, and strategic partnerships. Together, these strengths enable the Institute to deliver high-quality education, conduct impactful research, and provide valuable consultancy services aligned with national and regional development priorities. This includes:

(a) Governing Council

The Council serves as the governance body and custodian of corporate governance within the Institute, playing a pivotal role in ensuring accountability, transparency, and strategic leadership. Since its appointment on 24 June 2022, the Council has consistently demonstrated effectiveness in guiding the Institute toward the achievement of its mission and objectives. Throughout the year under review, the Council provided strategic direction and robust oversight to Management and staff. It monitored the implementation of institutional strategies and operational plans, ensuring that performance aligned with established targets and key performance indicators. In doing so, the Council held Management accountable for results, progress, and the prudent use of institutional resources.

Key responsibilities of the Council included policy formulation, strategic planning, and oversight of financial management and operational performance. The Council also played an instrumental role in ensuring that decisions were made in accordance with sound governance principles and relevant legal and regulatory frameworks. Overall, the Council operated with a high level of professionalism and commitment, and its members were effective in discharging their fiduciary and oversight responsibilities, thereby contributing significantly to the Institute's continued growth, stability, and adherence to good governance practices.

(b) Operation and Regulatory Instruments

In the discharge of its functions, the Institute consistently adhered to the Institute of Finance Management (IFM) Act, 1972 as revised in 2021 and all other applicable regulatory frameworks. These included, but were not limited to, the Staff Regulations, Financial Regulations, Standing Orders for the Public Service, The Employers and Labour Relations Act, Cap. 366, Examination Regulations, as well as the rules and guidelines issued by the Tanzania Commission for Universities (TCU) and the National Council for Technical and Vocational Education and Training (NACTVET). Collectively, these instruments served as the foundation for guiding institutional operations and decision-making processes. They ensured that all functions were executed with integrity, fairness, and in full compliance with legal and ethical standards. Throughout the financial year under review, the Institute remained committed to upholding these regulations, thereby promoting good governance, operational transparency, and accountability in all its

activities. This regulatory compliance also reinforced stakeholder confidence in the Institute's ability to deliver quality education and professional services in line with national expectations and sectoral standards.

(c) Human Capital Perspective

The Institute has skilled, committed, motivated and competent employees dedicated to the provision of quality services that meet and exceed customers' expectations. In addition, Management adheres to the principles of good governance and promotes a good working environment and labour relations. The Institute had campuses in six Regions in Tanzania, namely, Dar-es-Salaam, Mwanza, Dodoma, Simiyu and Geita and a learning centre in Zanzibar with a total of 359 employees as at 30 June 2025 (2024: 355 employees). During the year under review, four new staff members were recruited as part of the Institute's ongoing efforts to strengthen its human resource base. Recruitment efforts, particularly for academic staff, are underway to support the Institute in fulfilling its mandate and expanding its capacity to meet growing institutional demands.

(d) Financial Perspective

The Institute has adequate financial resources to support its strategic and operational initiatives. The financial resources comprised of capital TZS 3,439.1 million and an accumulated surplus of TZS 81,008.3 million as at 30 June 2025. The Institute enhances its financial sufficiency by improving management of its resources through prioritization of initiatives and implementing planned activities to generate revenue that meets the required funding. The sources of funds of the Institute are provided in Section 16(a-d) of the Institute of Finance Management (IFM) Act, 1972 as revised in 2021 and consist of the following: -

- i. Tuition Fees, or charges, that shall be prescribed;
- ii. Sums as the Institute may receive by way of grant or loan from any person or organization;
- iii. Consultancy, research and consultancy fees; and
- iv. All other payments due to the Institute in respect of any matter incidental to its functions.

(e) Technological Perspective

The Institute has made significant efforts in adopting modern technology and has become the think tank in the banking, financial and insurance sectors. The Institute has ICT application systems which has automated and modernized operations, thus improving the provision of academic services and administrative operations. The Institute uses various ICT systems in undertaking its operations which include the following: -

- (i) Enterprise Management System (EMS);
- (ii) Student Information System (SIS);
- (iii) E-Learning;

- (iv) Mfumo wa Ulipaji Serikalini (MUSE);
- (v) e-Office Management System;
- (vi) E-Revenue Collection System through the Government electronic Payment Gateway (GePG);
- (vii) Time Attendance (Biometric) System;
- (viii) Government Assets Management System (GAMIS);
- (ix) National e-Procurement System of Tanzania (NeST); and
- (x) e-Government Agency (e-GA)

Generally, the ICT application systems designed and acquired by the Institute are expected to improve efficiency in service delivery. The Institute shall continue with its initiative to automate business operations to enhance efficiency and reduce costs of business operations.

(f) Intellectual Resources

The Institute staff knowledge is a very significant strategic resource that has played a great role in modernizing its operations by developing in-house modern technology to improve its day-to-day operations. The Institute staff have developed various in-house software which allows efficient execution of its mandate. Currently, the Institute has developed an intellectual property policy to allow commercialisation of the software and other related products.

(g) Social and Relationship Resources

The Institute maintains strong relationships with its stakeholders to understand their expectations and create values that ensure satisfaction. To maintain good relationships with the communities in which the Institute operates, we provide support in the form of charitable contributions to good causes. During the year under review, the Institute donated a total amount of TZS 13.7 million (2024: TZS 29.7 million) to various community groups and contributions to various organisations. The Institute shall continue engaging its stakeholders and contributing to improving their welfare.

(h) Natural Resources

This forms the basis for other forms of capital, which together make up the productive capacity of the organization. While the Institute does not use natural resources for its productivity, its operations are sensitive to the ecosystem to sustain life and economic activity. Recognizing the loss of ecosystems, such as the atmosphere's ability to absorb carbon dioxide without becoming dangerously unstable and threatening the economy. The Institute considers the impact of its operations on the environment and thus promotes the green environment agenda. The Institute currently uses energy-serving systems; It has set its motor vehicles' mileage and age limits; and has continued to automate its operations so that it becomes a near-paperless office in its efforts to use modern, environmentally friendly systems that use water, land, and energy sparingly; and minimise air pollution.

2.7 OBJECTIVES AND STRATEGIES

In its conduct, IFM is guided by a series of five-year Corporate Strategic Plans. These plans have helped the Institute maintain a common strategic direction while fulfilling its mandate. This approach has enabled the Institute to achieve significant performance over the years. The Authority began implementing its seventh five-year Institute's Strategic Plan on 1 July 2021. The 7th Strategic Plan is based on strategic themes, which constitute the IFM business model. These themes serve as pillars, supporting the Institute's efforts to realise its vision. The themes are reinforced with eight clearly defined strategic objectives and targeted initiatives that aim to provide long-term solutions to the Institute's ongoing challenges. Furthermore, the 7th Strategic Plan specifies expected outputs that form the basis for defining key performance indicators to measure the performance of each strategic objective. These strategic objectives are:

- i. Improve the quantity and quality of training, research and consultancy services;
- ii. Expand and maintain physical infrastructure;
- iii. Enhance the capacity and motivation of human resources;
- iv. Improve business processes and governance;
- v. Improve students' academic and social experience;
- vi. Enhance financial capacity and sustainability;
- vii. Adhere to the national policy of communicable and non-communicable diseases; and
- viii. Adhere and implement the national anti-corruption strategy.

The Implementation of the Strategic Plan is evaluated quarterly, based on Key Performance Indicators (KPIs), and its report is compiled semi-annually and annually. The assessment of performance includes both financial and non-financial aspects. During the financial year 2024/25, the Strategic Plan was implemented at an average of 85.1%. The respective objective(s) and targets against performance (% of achievement) are shown in Table 1.

Table 1: Strategic Plan Performance Review

Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
Strengthen the quantity and quality of training, research, and consultancy services.	1.	Six market-driven and innovative programmes in areas of business, economics, taxation, and management sciences (three undergraduates and three Master's) developed by June 2025.	i) A Bachelor's degree in auditing and risk management (BARM) was resubmitted to NACTVET and is waiting for approval. ii) Situational Analysis was conducted for the Bachelor of Procurement and Supply Chain Management (BPSM) programme. Situational analysis report writing to be done in the financial year 2025/26. iii) Bachelor of Taxation with Accounting (BTA) successfully passed through the external review stage. The incorporation of external reviewers' comments is currently in progress. iv) The curriculum of the Master's of Financial Control and Risk Management (MFRM) was resubmitted to NACTVET and is waiting for approval. Masters of Science in Taxation (MTA) programme completed, validated, approved and stamped by NACTVET and departmental recognition was conducted. The team has been formulated to develop a Master of Finance and Economics (MFE) and a Survey for situational analysis to be carried forward in the financial year 2025/26.	70
	2	Seven market-driven and innovative programmes in areas of computing and mathematics (four undergraduates and three Master's) developed by June 2025.	i) NACTVET approved the curriculum for the Bachelor of Computer Networks Systems. ii) The Situational analysis for two (2) programmes (MSc. Information Technology and Management and BSc Statistics and Data Analytics) was conducted.	80
	3.	Six (6) Innovative and Market-driven programmes in the area of Insurance and Banking (three masters and three undergraduates) developed by June 2025.	i) The developed curriculum for the Bachelor of Banking and Insurance (BBI) and the reviewed curriculum for the Bachelor of Banking and Finance successfully passed through the external review stage. The incorporation of external reviewers' comments is currently in progress. ii) The curriculum for the Postgraduate Diploma in Financial Risk Management (PGDFRM) has been submitted for approval, and a related Memorandum of Understanding (MoU) has been signed with TIOB for certification purposes. iii) New teams have been formed for the development of the Master of Insurance and Risk Management (MIRM)	87.5

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	4.	Four (4) programmes in the areas of economics, taxation, management science, accounting, and finance transformed into innovative and market-driven programmes by June 2025.	The Curriculum Information Report (CIR) for BAIT, BAC, BTX, and BEF successfully passed through the external review stage. The incorporation of external reviewers' comments is currently in progress.	80
	5.	Three programmes in the area of computing and mathematics transformed into innovative and market-driven programmes by June 2025.	An external stakeholders' meeting was conducted, and their reports were produced on the proposed programmes.	75
	6.	Five programmes in the area of Insurance and Banking reviewed and transformed into innovative and market-driven programmes by June 2025.	The reviewed BBF, Insurance, and social protection programs have been successfully presented to the external stakeholder meeting.	92.5
	7.	All Certificate and Postgraduate programmes under FBE delivered virtually by June 2025.	Sensitising staff and students to the use of virtual platforms, such as E-learning and EMS, was done for certificate and postgraduate programmes.	40
	8.	All Ordinary Diploma programmes under FBE delivered virtually by June 2025.	Sensitising staff and students on the use of virtual platforms such as E-learning and EMS was done for ordinary Diploma programmes	40
	9.	All Undergraduate programmes under FBE delivered virtually by June 2025.	Sensitising staff and students on the use of virtual platforms such as E-learning and EMS was done for all undergraduate programmes	40
	10.	All Certificate and Postgraduate programmes under FCM delivered virtually by June 2025.	Twelve (12) modules of the Basic Technician Certificate in Information and Communication Technology and sixteen (16) modules of postgraduate programmes are delivered virtually using an e-learning management system, as well as face-to-face (blended learning).	100

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	11.	Ordinary Information programmes delivered virtually by June 2025	Twenty-four (24) modules of the Diploma in Information Technology and Computer Science (Years 1 and 2) for Semesters 1 and 2 are delivered virtually using an e-learning management system and face-to-face (blended learning).	100
	12.	Three undergraduate programmes under FCM delivered virtually by June 2025.	One hundred and eight (108) modules of the Bachelor of Computer Science, Bachelor of Science in Information Technology, Bachelor of Science in Actuarial Science and Bachelor of Cyber Security are delivered virtually using an e-learning management system and face-to-face (blended learning)	100
	13.	All similar modules that are run at all campuses will be delivered virtually by June 2025	As part of the initiative to deliver all modules virtually across all campuses by June 2025, a total of fifteen modules under the Department were successfully enrolled in the Learning Management System (LMS). Additionally, a guideline for virtual learning has been developed by the Teaching and Learning Unit (TLU) and is currently under review by the academic staff; Two MSPD modules were delivered via ZOOM (Comparative analysis of social policy, healthcare financing, and modelling); and Training and encouraging staff to utilise eLearning have been made.	92.5
	14.	Teaching assessment and delivery of similar modules/programmes under FBE in all campuses, harmonized by June 2025	i) The Institute-wide guideline for harmonisation of teaching and assessment has been prepared as part of the harmonisation. ii) Teams for manual preparations for cross-cutting modules (Campuses and department-wise) have submitted the manuals to the management for review and approval.	70
	15.	Teaching assessment and delivery of similar modules/programmes under FIB in all campuses harmonized by June 2025	i) During the financial year under review, the process of reviewing two teaching manuals submitted in the previous year (1) Credit and Lending Decision and (2) Commerce has commenced, and the approval process is currently underway. ii) Teaching and assessments are harmonised across the campuses through instructor exchange. iii) Four teaching manual drafts await management approval (1. Elements of Social Protection- BTCISP, 2. Public Policy for the SP department, 1. Fundamentals of Insurance, and 2. Operational Risk under the Insurance department). iv) Manual preparation teams are working on comments to prepare the final drafts. v) Instructors are being used in teaching and assessment of similar modules across campuses	92.5

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	16.	Ninety percent (90%) of equipment and facilities for students with special needs acquired and utilized by June 2025.	75% of facilities acquired, these include: 50 pieces of laptops with special programs, three (3) pairs of wheelchairs, and two (2) pairs of crutches.	83.3
	17.	Two (2) FCM academic staff undertake professional certifications by June 2025.	Two staff members undertook professional certification courses in Artificial Intelligence and Machine Learning.	100
	18.	Five (5) FIB academic staff undertaken professional certifications by June 2025	i) During the year under review, two academic staff members pursued professional certification. One in Risk Management and another in the Certified Professional Banker (CPB) ii) Another four (4) staff members have successfully trained and become Certified Financial Literacy Educators (CFE).	100
	19.	The number of students trained and assessed in Master's and undergraduate programmes offered under the FBE Main campus increased by 5% by June 2025.	The number of students trained and assessed increased from 3725 in 2023/2024 to 4000 in 2024/2025, which is an increase of 7%.	140
	20.	At least 90% of the registered finalists in areas of economics, taxation, management science, accounting and finance graduated by June 2025.	Registered finalists were 2687, and graduates were 2192, i.e., 82% of the registered finalists graduated from FBE programmes in the November 2024 graduation ceremony.	91.1
	21.	Students trained and assessed in various Computing and Mathematics programmes by June 2025.	i) Teaching for NTA levels 4, 5, 6, 7, 8 and 9 was conducted. ii) Final examinations for Semester 1 of NTA levels 4, 5, 6, 7, 8, and 9 were conducted, assessed, and published. iii) Final examinations for Semester 2 of NTA Level 6 have been conducted, assessed, and published. iv) Final examinations for NTA levels 4, 5, 7, and 8 are being conducted	80
			292 (89%) of registered finalist students graduated in November 2024.	99

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	22.	At least 90% of the registered Computer Science and Information Technology finalists graduated by June 2025.		
	23.	Number of students trained and assessed in Master's and undergraduate programmes under FIB increases by 5% by June 2025.	i) Number of students trained and assessed for BCISP, ODSP1 and 2, BSP 1,2, and 3, ODIRM1 and 2, BIRM1,2 and 3, MSPD, and MIA is 2004. By comparing this number with the previous year's 2023/2024 number of students trained and assessed by June 2024 was 2317. ii) All undergraduate and master's programs (BCBF, TCBF, ODBF 2, BBF 2, BBF 3, and MBISM) have completed their first semester examinations successfully. Moreover, ODBF 2 completed its end-of-semester two exams too, while the remaining programs will commence their end-of-semester two exams very soon. MBISM is currently in progress with its second semester studies. The previous academic year had 1079 students, and the current year has 1099 students, approximately equal to 2% increase. iii) End-of-semester examinations for all programs are ongoing	92.5
	24.	At least 90% of the registered finalists under FIB graduated by June 2025.	Out of the Registered finalists, 1760, 1251 graduated (equivalent to 71%) from FIB programmes in the November 2024 graduation ceremony.	78.9
	25.	Number of students registered, trained, and assessed in various programmes at IFM Campuses increased by 10% by June 2025.	A total of 996 students were registered, trained and assessed in various programmes at Mwanza Campus. All the academic activities at Simiyu Campus, including teaching, Assessment and preparation of materials, handouts, and case studies for all programmes, were implemented as required A total of 126 students were registered in accounting programmes, trained and assessed at Dodoma Campus, relative to 119 students in 2023/24, representing a 5.8 % increase.	100
			i) A total of four (4) academic staff members were engaged to conduct training for all (38) registered students at the Campus. ii) Two (2) Comprehensive Tests, two (2) Tutorial assignments, two individual assignments, and Semester Examinations had been	58
				100

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
			administered to all 38 registered students at the Campus, and results had been published.	
			i) A Total of 26 students for Postgraduate programs were enrolled at Zanzibar Teaching Centre; 24 students for Post Graduate Diploma in Tax Management, and 16 students for the Master of Finance and Investment were enrolled and attended lectures by the end of 30 June 2025 ii) Also, by the end of 30 June 2025, Continuous Assessment for PGDTM and MFI was conducted	100
	26.	At least 90% of the registered finalist from various programmes at IFM Campuses graduated annually by June 2025	A total of 429 out of 482 finalists graduated from Mwanza Campus, equivalent to 89% Out of 84 registered finalist students of accounting programmes, 82 students graduated from Dodoma Campus, representing 97.62%	99.6
	27.	Examination moderation procedures reviewed by June 2025.	Examination moderation was reviewed and submitted to the Management, and approved	100
	28.	Facilitation of examination activities for all programmes offered by the Institute by June 2025.	All five sessions of the Institute's examinations for 2024/25 were facilitated; Exam venues were prepared; Coordination of exam paper printing was completed; Invigilators were oriented; and all consumables for exams were provided	100
	29.	Monitoring of the teaching and learning process conducted annually.	Inspection of the teaching and learning process at all campuses was conducted.	100
	30.	Invigilation exercise assessment conducted by June 2025.	Inspection of the end-of-semester One and Two and supplementary examinations for both postgraduates and undergraduates' moderation and invigilation exercise was thoroughly conducted.	75
	31.	Framework and guidelines towards attaining ISO certification developed by June 2025	Development of the framework and guidelines towards attaining ISO certification was completed.	100
	32.	Quality Management System (QMS) of the Institute developed by June 2025	The unit continued to develop the Institute's Quality Management System (QMS).	85

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	33.	Fifty percent (50%) of required field placements secured for various students by June 2025.	Field coordination was accomplished, whereby 5,399 (58.6% of 9,215 eligible) students secured field placements in various regions across the country.	117
	34.	Facilitate Project and field Supervision and marking and coordination activities by June 2025	Field and Project coordination for undergraduate programmes was accomplished. 7,960 undergraduate students were supervised, reports marked, and moderated	100
	35.	At least six (6) professionals from the industry engaged in economics, taxation, management science, accounting, and finance core activities by June 2025.	i) One (1) professional expert from MOCU facilitated a computerised accounting system workshop for the FBE academic staff. ii) TRA Tax Payer Portal Filing for BTX students facilitated by two (2) TRA officers, and iii) Financial Literacy for BEF students facilitated by three (3) DSE and Global Alpha Capital Ltd officers	100
	36.	Six (6) ICT practitioners from the industry engaged in delivering guest lectures to students by June 2025.	Six practitioners have been engaged in ICT and Actuarial Science.	100
	37.	At least four (4) professionals from the industry engaged in FIB core activities annually by June 2025.	Four (4) industry experts have been teaching Master's programs across various modules, and the other two will be teaching the modules of the upcoming blocks.	100
	38.	At least two (2) professionals from the industry engaged in each of IFM Campus' core activities annually by June 2025.	Three (3) professionals (one from banking and two from NBAA) were engaged in the core activities at Mwanza Campus Two (2) professionals from the industry was engaged at Dodoma to deliver sessions on key developmental themes. The topics covered included: (1) <i>Building a Successful Career</i> , and (2) <i>Personal Finance Essentials for Graduate Students</i> .	150
	39.	Two (2) public lectures conducted by FBE annually by June 2025	One (1) Public lecture was conducted on National Budget Dialogue - Implications of the budget on the business sector	50
	40.	One public lecture conducted by FCM by June 2025.	Experts scheduled to deliver public lectures have been invited and confirmed. Public lecture advertisements have been prepared. However, the public Lectures were scheduled to be conducted in the next academic year	50

INSTITUTE OF FINANCE MANAGEMENT (IFM)

Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	41.	Two (2) public lectures conducted by FIB by June 2025.	The Institute successfully conducted five (5) public lectures. The first lecture, themed <i>'From Campus to Cashflow: Thriving in the Job Market and Mastering Personal Finance'</i> , featured two experts—one from CRDB Bank and one from IFM. The second lecture focused on <i>'Monetary Control Economic Models'</i> and was delivered by four experts from the Bank of Tanzania (BOT). The third lecture, themed <i>'Financial Literacy and Employment Readiness Training'</i> , was conducted in collaboration with NCBA Bank. Another Two Public Lectures were conducted online on National Health Insurance (NHIS) - Emerging Risks and Private Insurance Coexistence Considerations and Towards Universal Health Insurance in Tanzania. The role of strategic purchasing	250
	42.	One (1) public lecture conducted at Simiyu Campus annually by June 2025	One public lecture was conducted at Simiyu Campus	100
	43.	At least one (1) public lecture conducted at the Mwanza Campus by June 2025.	One (1) Public Lecture titled Youth and Investment Decisions: Challenges and Opportunities was conducted at Mwanza Campus.	100
	44.	At least one (1) public lecture conducted annually at the Dodoma campus by June 2025	One (1) public lecture was conducted on 23rd May 2025. The theme of the lecture was <i>"The Bumpy Road to Success: Breaking Barriers through Financial Innovation and the New Frontier of Inclusion in Tanzania."</i> The session was presented by Mr. Fredrick Roman from the Bank of Tanzania (BOT).	100
	45.	Two (2) training workshops conducted to improve the competence of staff on the application of CBET by June 2025	Examination Moderation Workshop, conducted on 25.01.2025, 75 staff attended; and Training on the code of ethics and professional Conduct conducted on 21.05. In 2025, 72 academic staff attended.	100
	46.	Six (6) staff seminars in areas of economics, taxation, management sciences, accounting and finance by June 2025	Four Staff Seminars conducted; four staff seminars, namely: A three-day, 18 to 20 November, 2024, staff/research seminar was conducted for FBE staff by Prof. Dr. Bartjan Pennink and Prof. Dr. Andrea Kuiken from the University of Groningen; A one-day Book project seminar was conducted by Prof. Dr. Kristina Linke from the University of Groningen; Food Insecurity and Students' Academic Performance in Tanzania by	66.6

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
			Dr Zacharia Elias and Dr Steven Shekiondo; and A staff seminar on Reflections of IFM Research Activities was conducted	
	47.	Two staff seminars in areas of Computer Science, Information Technology, and Actuarial Science conducted by June 2025	Two seminars in Computer Science and Information Technology were conducted.	100
	48.	20 ICT system usage awareness trainings conducted by June 2025	15 awareness training sessions were conducted: Eight EMS, three E-learning, two SPSS, and two Turnitin.	75
	49.	Five ICT security awareness training conducted by June 2025	Five ICT security awareness training sessions were conducted	100
	50.	Five awareness on internal ICT policies and guidelines are conducted by June 2025	Five internal ICT policies and guidelines awareness training sessions were conducted	100
	51.	Five staff from DICT to attend local professional short courses by June 2025	Three staff attended a short course	60
	52.	Four capacity-building workshops for academic staff on conducting and disseminating applied and innovative research conducted by June 2025.	Five capacity-building workshops for academic staff were conducted.	125
	53.	26 internally funded research conducted by June 2025.	Funding requests were successfully submitted for a total of 18 internally funded research projects, comprising nine seed-fund projects and nine small research projects	69
	54.	55 research papers published by June 2025.	A total of 97 research papers were published or accepted by June 2025. Of these, 76 have been published, while 21 have been accepted for publication	176
	55.	One externally funded research project applied for and conducted by June 2025.	A total of seven externally funded research proposals were submitted, out of which one was successfully secured and implemented by June 2025	150

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	56.	A Multidisciplinary Business Incubation centre established by June 2025.	Foundational steps have been taken, including a Call for Innovative Ideas, an IPR session with COSTECH, and the appointment of a team to develop IPR and commercialisation guidelines.	60
	57.	One International Conference conducted by June 2025.	One International Conference was successfully conducted	100
	58.	Three seminars on research fund mobilization skills conducted by June 2025.	Three seminars on research fund mobilisation skills were successfully conducted	100
	59.	At least five consultancy assignments undertaken by June 2025	Three consultancies were undertaken.	60
	60.	Four consultancy/short course skills seminars conducted by June 2025	Four staff seminars have been done.	100
	61.	At least 15 short courses conducted by June 2025	40 short courses were conducted during the year.	267
	62.	Training Calendar prepared and published annually.	Collecting short-course information from facilitators and summarising it.	80
	63.	Ten MoUs signed with the industry/private sector companies or other education institutions annually by 2026	12 MoUs signed with industry/private and education institutions	120
	64.	One convocation conducted by June 2025.	The convocation was successfully conducted in November 2024	100
	65.	One Conference (ICT SUMMIT) conducted by June 2025.	The ICT Summit Committee has been formed for preparations.	40
	66.	At least 80% of the demanded books for IFM libraries purchased/subscribed by June 2025.	671 books were successfully procured and delivered, and 3,942 local newspapers were received	100

INSTITUTE OF FINANCE MANAGEMENT (IFM)

Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	68.	Two training workshops on electronic resource usage to enhance utilization conducted on students by June 2025.	Due to financial constraints, this activity was not implemented	0
Overall Cumulative Performance on Strategic Objective (A)				
Expand and maintain physical infrastructure.	69.	Construction of Lecture theatres at the Main Campus will commence by June 2025.	i) The Institute engaged a consultant for the design and supervision of the construction of the fabricated steel building. The prolonged procurement process, including re-advertisement of the tender, had delayed the engagement of the contractor. ii) The construction of the fabricated steel building is expected to be completed by the end of December 2025.	94.7
	70.	Land acquisition in Simiyu completed by June 2025.	The Institute engaged a team of experts for land revaluation at Simiyu Campus to resolve the complaint registered by some of the beneficiaries with a view to compensate them. The team has completed the assignment together with disclosure and has submitted their report to the management, which revealed an additional compensation amount of TZS.387,677,135.96. The management has since submitted a letter with Ref. No.BD.260/387/04/79 dated 25 March 2025, to request approval of the proposed additional compensation amount from the Chief Government Valuer.	80
	71.	Construction of Simiyu Campus under HEET project finalized by June 2025 (Teaching Block (1), Hostel (2), Sports facilities, furnished Computer Lab & Library and community building).	The Institute engaged a contractor for the construction of teaching facilities and a hostel under the HEET Project at Simiyu Campus. The construction activities had attained a 24% level of completion.	40
	72.	Construction of students' hostel at Mwanza Campus under HEET project finalized by June 2025	The Institute engaged a contractor for the construction of the Hostel under the HEET project at Kiseke plot, Mwanza Campus. The construction activities had attained a 34.5% level of completion.	44
	73.	Construction of the Geita campus completed /finalized by June 2025.	The Institute completed all outstanding construction components of Phase One and made substantial progress on key elements of Phase Two. Specifically, in phase two, the Institute planned to finalize construction activities for Hostels 2 & 3. Construction of Hostels 2 & 3	94

INSTITUTE OF FINANCE MANAGEMENT (IFM)

Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	74.	Construction works of phase one of the Mwanza Campus finalized by December 2025.	had attained 75.25% completion and was progressing well. The project and external works are expected to be completed in December 2025.	
	75.	Routine maintenance and improvement of boundaries in Msata, Nala and Njedengwa areas undertaken by June 2025	The Institute planned to continue with construction activities for phase one of the Mwanza Campus at its Kiseke plot, Illemela District. The construction had attained 91.5% levels of completion. Construction is expected to be completed in December 2025.	91.5
	76.	At least 80% of the demanded classroom and office facilities at the IFM main campus rehabilitated and maintained by June 2025	The Institute planned to split the Nala Plot of 712 acres (312 acres- IFM, while 400 acres-MolCT) as per government directives. The Institute was required to pay land rent and fees of TZS 74,884,450.00 for the splitting of the title deed. However, following consultation with MolCT, the Institute was advised to seek an exemption from the Permanent Secretary of the Ministry of Lands, Housing and Human Settlements Development. The management submitted the request for exemption of land rent to the Permanent Secretary of the Ministry of Lands, Housing and Human Settlements Development through the letter dated 25 March 2025, with Ref. No.BD.260/387/04/79. Management continues to make follow-ups to obtain approval for the exemption, which will pave the way for the splitting of the title deed and update the Committee in the first quarter of the financial year 2025/26. Site maintenance for Nala and Njedengwa was not undertaken due to budget constraints.	40
	77.	At least 13 Staff Houses rehabilitated by June 2025	Repair and Preventive Maintenance of air conditioning systems were done during the year	80
	78.	At least two students' Hostels at the main campus rehabilitated by June 2025	Repair and preventive maintenance of generators (3) located in various areas of the Institute were done during the year	80
			The rehabilitation of the two flat houses at Masaki Estate (F&G) was completed. Also, Minor rehabilitation was done in Urambo House No.334, Kitonga House No.103.	40
			Rehabilitation of Electrical, waste, and Clean water systems was done	100
Overall Cumulative Performance on Strategic Objective (B)				64.5
	79.	30 staff attended professional conferences during the year ending 30 June 2025		117

INSTITUTE OF FINANCE MANAGEMENT (IFM)

Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
Enhance the capacity of human resources and staff welfare.		improve competence by June 2025		
	80.	40 academic staff from the faculty of business and economics facilitated to attend local and/or international conferences by June 2025.	40 academic staff attended local and/or international conferences	100
	81.	At least four academic staff from FIB facilitated to attend local and international conferences by June 2025	IFM and Hochschule Bonn-Rhein-Sieg (HBR-S) University of Applied Science organised one (1) local conference in Education for Sustainable Development - Integrating UN SDGs into the Curriculum, Date: Introduction 04 November - 08 November 2024 at JNICC. All faculty members from insurance and social protection participated in this conference	100
	82.	Nine staff facilitated to attend seminars by June 2025	10 staff attended training on guidance and counselling, and inclusive education, organised by MoEST	111
	83.	13 Finance staff attended capacity-building programmes by June 2025.	15 staff members out of 13 planned, facilitated to attend professional courses on Auditing, Taxation and Financial reporting.	115
	84.	Six Staff trained at PhD level by June 2025.	Seven staff members enrolled make a total of staff members who are ongoing with PhD studies to be 27	117
	85.	Seven Staff trained at Master's level by June 2025	10 staff members enrolled at the Master's Level make a total of staff who are ongoing with master's studies to be 16	143
	86.	Two Staff trained at the bachelor's level by June 2025.	One staff member trained at a Bachelor's level	50
	87.	At least 48 training sessions for staff sports teams conducted by June 2025	48 training sessions were conducted for staff sports training, including successful participation in SHIMMUTA, where 45 staff attended the competition. Also, the staff participated in DSSL, where the staff soccer team qualified for the Final.	100
Overall Cumulative Performance on Strategic Objective (C)				105.9
Improve business processes and governance.	88.	Institute's timetables digitized by June 2025	All four teaching and five examination timetables for all programmes offered by the Institute in all five campuses have been prepared and published.	100

INSTITUTE OF FINANCE MANAGEMENT (IFM)

Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	89.	Subscription to 24 databases of electronic resources through COTUL facilitated by June 2025	The Institute conducted a user assessment to identify their needs in terms of databases for journals and e-books, and submitted user suggestions to COTUL. Twelve (12) databases were subscribed to until the end of the year. Now, users can access them through institutional IP and passwords. The subscribed databases include: Emerald, Ebsco Host, and Taylor & Francis.	50
	90.	Ninety-five percent (95%) of policies and guidelines due for review are timely reviewed by June 2025	Twenty-five (25) guidelines have been presented to the management for approval, and nine (9) are in different stages of development/review.	90
	91.	Risk treatment action plan prepared by June 2025.	The risk treatment action plan has been prepared and implemented.	100
	92.	Risk register reviewed and updated by June 2025.	The risk register was reviewed and updated.	100
	93.	Quarterly risk management implementation report prepared by June 2025.	The risk management implementation report has been prepared and submitted to the relevant governance organs as planned.	100
	94.	Monitoring and Evaluation of the work plan conducted by June 2025	The institute's monitoring and evaluation activities were conducted at the main campus, Zanzibar, Mwanza, Dodoma, Geita, and Simiyu. The required performance reports and Monitoring and Evaluation (M&E) reports for the respective periods were prepared and submitted to the appropriate authorities as planned.	100
	95.	Seven (7) market-driven programmes from all faculties accredited by June 2025.	NACTVET-Site visit for five (5) programs: MSc Cybersecurity, MSc Applied Data Analytics, Bachelor of Science in Cybersecurity, MSc Taxation and Bachelor of Science in Computer Networks Systems was accomplished; Waiting for the site visit to the remaining four (4) programs: Master of Financial Control and Risk Management, Bachelor of Auditing and Risk Management, Bachelor of Banking and Insurance, Bachelor of Taxation and Accounting. Other Accreditation of Degrees salaam campus was accomplished, while other activities such as Recognition of IFM-Strathclyde University Cross-Boarder PhD application was submitted to NACTVET, and other compliances are at different stages of accomplishment.	83.9
	96.	Reports to relevant authorities submitted	Reports to relevant authorities were prepared and submitted.	100

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
		quarterly and annually by 2025.		
	97.	Facilitate the development of four (4) modules of the ERP System by June 2025	Three (3) modules developed; One (1) module is in progress	87.5
	98.	Thirty-eight (38) wireless internet access points installed and configured in the Main campus (DSM), Zanzibar, Mwanza and Simiyu campus by June 2025	The installation of twenty (20) wireless access points has not been completed. Installation of eighteen (18) wireless access points completed (Rollover from 2023/2024)	40 100
	99.	Forty (40) CCTV cameras installed and configured to enhance security in the Main campus (DSM), Zanzibar, Mwanza and Simiyu campus by June 2025	Installation of Twenty-five (25) CCTV Cameras in progress Installation of fifteen (15) CCTV cameras completed (Rollover from 2023/24)	60 100
	100.	IFM Block A third, second and ground floors local area network (LAN) restructured, National library IFM office and Geita campus LAN, two (2) Cisco routers for VPN MPLS connectivity to Geita and Zanzibar campus and eight (8) layer 2 TP-Link switches installed by June 2025.	Restructuring of Block A's third, second and ground-floor local area network (LAN) completed (Rollover from 2023/24). The installation of the Geita campus Local Area Network (LAN) was not completed. Installation of the National Library IFM office local area network (LAN) is completed Installation of Fibre cable for Internet connectivity at the Geita campus completed Installation of two (2) Cisco routers for VPN MPLS connectivity to the Geita and Zanzibar campuses is in progress Installation of eight (8) layer 2 TP-Link switches completed	100 40 100 100 70 100
	101.	Facilitate the availability of internet and MPLS services to June 2025	The cost for internet and MPLS services for the second quarter has been paid; Installation and configuration of new Internet services have been completed	100

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	102.	ICT services and nine (9) software licenses renewed by June 2025	ICT Services was enhanced, and nine (9) software licenses are in the process of renewal.	66.6
	103.	Five (5) detector sensors configured and installed in all server rooms by June 2025 (Rollover from 2023/24)	The installation of five (5) detector sensors was not completed.	40
	104.	Two hundred and thirty (230) computers, fifty-three (53) laptops, one hundred fourteen (114) IP phones, two (2) server machines, one (1) rack cabinet and four (4) biometric access door controls and a Sophos firewall will be installed and configured by June 2025.	Installation of one hundred and seventy (170) computers in the Institute campuses is completed (Rollover from 2023/24)	73.9
			Installation and distribution of thirty-one (31) laptops, the HoD and ERP team completed (Rollover from 2023/24)	100
			Installation of one hundred out of one hundred fourteen (114) IP Phones is in progress at the Institute campuses. (Rollover from 2023/24)	92.7
			The installation of twenty-two (22) laptops has not been completed.	40
			Installation of four (4) biometric access door controls completed	100
			The installation and configuration of the Sophos hardware appliance are completed.	100
	105.	Eight (8) printers, three (3) multi-function printers, one (1) ID printer and one (1) heavy-duty photocopier installed and configured by June 2025.	The installation of two (2) server machines and one (1) rack cabinet has not been completed.	40
			Installation of one (1) heavy-duty photocopier at the main campus completed (Rollover from 2023/24)	100
			Installation of eight (8) printers and three (3) multi-function printers was not done	0
	106.	Two (4) centralized UPS, three (3) stabilizers and ten (10) surge protectors installed and configured by June 2025	The installation of one (1) ID printer was not completed.	40
			The installation of two (2) centralized UPSs and ten (10) surge protectors was not completed	40
			The installation of three (3) stabilisers was not completed. (Rollover from 2023/24)	40
107.		One (1) external and four (4) internal penetration	One (1) external and four (4) internal penetration tests of ICT systems and Infrastructure completed	100

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
		tests conducted by June 2025		
	108.	Five (5) video conferences, four (4) digital signage systems facilities, a professional Audio mixer, a UHF wireless handheld Microphone and speakers installed by June 2025.	Installation and configuration of five (5) Video conference facilities in progress	88
	109.	Installation and configuration of five (5) Video conference facilities. (Rollover from 2023/24)	Installation of four (4) digital signage systems not completed (Rollover from 2023/24); Installation of a Professional Audio mixer, a UHF wireless handheld Microphone, and speakers not installed	40
	110.	Thirteen (13) lecture theatres/rooms equipped with modern multimedia facilities by 2025	Installation of thirteen (13) lecture theatres/rooms equipped with modern multimedia facilities is in progress.	60
	111.	ICT systems and equipment maintained and supported by June 2025	ICT systems and equipment were maintained and supported, such as Support and maintenance of ICT Systems and services (Email, e-Office, EMS, Turnitin, Intranet, E-Learning, Library Information systems, Web Portal, Sophos, LAN, CCTV, MUSE, and Zoom Video completed; Printer and photocopier.	100
	112.	Digital marketing strategies implemented annually by June 2025	Introduced various digital marketing outlets for enhancing visibility	100
	113.	Visibility of the Institute increased by 10% by June 2025	-Participated in the TEHAMA Award Ceremony, where an IFM student emerged as the overall winner in his category; Prepared, designed, and circulated social media and adverts of IFM students and Alumni; and Instagram followers increased from 34000 to 72001	98
	114.	One hundred (100) alumni involved in IFM events by June 2025	Preparation of video clips and posters, as well as sponsorship, has been completed. Also, the promotion of the IFM was done through the Organised Alumni Dinner	100
	115.	Two (2) workshops with Alumni and potential clients for the purpose of introducing intervention	Two workshops were successfully conducted	100

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
		programs, conducted by June 2025		
	116.	Conduct four (4) leadership seminars by June 2025	Four (4) seminars were conducted	100
	117.	At least two (2) community social responsibility events conducted by June 2025	Four (4) events were conducted	200
	118.	At least three promotion events/campaigns conducted by June 2025	Arrangements for promotion activities have been made, including payment for brochures and design.	70
	119.	One (1) quality audit assurance and improvement programme conducted by June 2025.	Internal quality assurance and improvement was conducted on the following auditable universes: - i) Academic standards and student records are 90%. ii) Key financial controls and management are 90% iii) The procurement and contract management audit is 90% iv) Information and Communication Technology audit is 90% v) Budgetary controls are 80% vi) Value for money Audit (VFM) is 90% vii) Review of Corporate Governance and Strategic Planning is 80%. viii) Research & Consultancy Management is 80% ix) Sales, Marketing, and Public Relations are 80% x) Review of Draft Financial Statements is 80% xi) Follow up and advise on the implementation of various audit observations, recommendations and related activities is 100%	88.8
	120.	Internal Audit Manual and Audit Charter reviewed by June 2025.	The audit Charter has been reviewed and approved. The review of the Audit manual is still in progress and will be completed by December 2025.	60
	Overall Cumulative Performance on Strategic Objective (D)			81.6
	121.	All students who are HELSB beneficiaries obtained	Confirmation of payments for first- and second-year students, facilitation of third-year payments, and confirmation of tuition fees were accomplished	100
	Improve students' academic and social experience.			

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
		allowances in time by June 2025.		
	122.	Conduct four (4) seminars on sexual harassment by June 2025	Two (2) seminars were conducted	50
	123.	Four (4) group counselling sessions conducted by June 2025	Four (4) sessions were conducted, involved female and male students living in the hostel at the main campus, students at Geita, Dodoma and Simiyu campuses	100
	124.	Eight (8) sports and games facilitated by June 2025	Eight (8) events were conducted, which involved three (3) inter-class competitions, four (4) friendly matches and SHIMIVUTA competitions in football, netball, basketball and volleyball.	100
	125.	Facilitate the allocation of 1,245 students to hostels by December 2024	1,111 students were allocated to the hostel	89
Overall Cumulative Performance on Strategic Objective (E)				
Enhance financial and sustainability	126.	Student enrolment increased to 17,500 by June 2025.	A total of 16,002 students have been registered in various programmes that the institute offers (Dar es Salaam campus - 14,530, Dodoma Campus - 222, Geita Campus - 41, Mwanza Campus - 1,004 and Simiyu Campus - 191, Zanzibar 14). Admission of new students was 6,576 in the 2024/2025 academic year.	90.9
	127.	Revenue generated from consultancies and short courses increased by 10% by June 2025	By the end of June 2025, Revenue from consultancies and short courses increased by 9%.	87
	128.	At least 95% of the planned budget implemented by June 2025	88.6% of the planned budget activities were implemented. The rest of activities were postponed due to financial constraints.	88
	129.	At least 95% of revenue collected by June 2025	Revenue from own sources amounting to TZS 23 billion was collected during the financial year 2024/25 out of an annual planned target of TZS 32,101,019,000 from own sources.	73.2
	Overall Cumulative Performance on Strategic Objective (F)			84.8

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
Compliance with the National	130.	Gender desk in all campuses strengthened annually by June 2025	Four (4) seminars were conducted at the main campus. One-member (1) from the Mwanza campus had attended the training for capacity building arranged by the Mwanza Regional Commission Office; Also, one (1) capacity-building training was conducted at the Simiyu Campus	100
Non-communicable Diseases.	131.	Conduct four (4) awareness seminars on HIV and Non-communicable diseases to students by June 2025	Four (4) seminars were conducted, comprising those where two experts from Geita Referral Hospital conducted a Seminar on HIV/AIDS and non-communicable diseases to Students at Geita Campus. Another seminar was conducted in Dar es Salaam	100
	132.	Two (2) voluntary counselling and testing sessions conducted by June 2025.	98 staff members at the Dar es Salaam Campus were examined by OSHA	100
	133.	Four (4) awareness programs on HIV/AIDS and non-communicable diseases conducted for staff by June 2025.	One (1) awareness program on non-communicable diseases was conducted for the staff on 29 April 2025.	25
Overall Cumulative Performance on Strategic Objective (G)				81.3
Comply and implement the National anti-corruption strategy.	134.	Conduct two (2) anti-corruption awareness seminars for students by June 2025	One (1) seminar was conducted	50
	135.	Two (2) anti-corruption awareness seminars facilitated for staff by June 2025	One (1) seminar was conducted	50
	136.	National Anti-Corruption Policy customised by June 2025	First draft of anti-corruption was submitted for review.	80
	137.	All procurements conducted competitively by June 2025	All procurements were conducted competitively as planned during the year	100
	138.	IFM integrity committee trained by June 2025	One (1) training was conducted from 29 to 31 January, 2025. committee members attended	100

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Strategic Objectives	S/N	Targets	Achievements made in 2024/25	Performance (%)
	139.	IFM integrity committee conducting meeting semi-annually by June 2025	Two (2) meetings were conducted. The first meeting was on 31 January, 2025, and the Second was on 8 May, 2025.	100
Overall Cumulative Performance on Strategic Objective (H)				
Overall Performance on All Objectives				
				80
				85.1

Source: IFM Monitoring and Evaluation Report for financial year 2024/25

2.8 STATEMENT OF SERVICE PERFORMANCE INFORMATION

The Institute generates competent graduates by transforming inputs from the approved curricula by NACTVET by using appropriate teaching methodologies, competent academicians, pedagogies, and conducive infrastructures. The available competent graduates are supplied in the labour market to support national economic growth and create job opportunities. The Institute improves its infrastructure base by acquiring new infrastructures and technologies, as well as through maintenance and refurbishment of existing infrastructures at Dar es Salaam and other upcountry campuses.

The Institute's human capital is contributed by employees, service providers, suppliers, and contractors with their competencies, capabilities, and experience. The Institute provides an equal employment opportunity and therefore, the process of recruitment is transparent, thereby improving the employee base. Furthermore, the Institute continues to enhance human capital by conducting timely training needs assessments and developing new skills and training for employees to ensure efficiency and effectiveness to attain its strategic objectives. The Institute also continues to engage with key stakeholders and maintain good relationships.

The Institute's social and relationship capital is based on interactions with customers, suppliers, communities, and the public in general. The Institute contributes in many ways towards development, including enabling economic growth through appropriate graduates supplied yearly to the economy, job creation, and skills development as well as improving the lives of many citizens through the Institute's corporate social programmes and socio-economic development activities. Strong stakeholder relationships are critical to the Institute's ability to create value and therefore one of the main areas of focus is restoring the trust of the Institute's stakeholders. The Institute's intellectual capital includes technology, a key enabler of the business, which comprises, information, and operational technology; organizational knowledge, systems, policies, and procedures; as well as research and innovation to industrialise future technologies and improve current operations.

The Institute also plays a significant developmental role in supporting the National Development Plan by supporting job creation, economic and skills development, transformation, and other national initiatives. This is in addition to the Institute's mandate: to offer certificates, diplomas, bachelor's degrees and postgraduate programmes. The Institute's service performance information discloses information needed for accountability and decision-making purposes, primarily to help users of the report, those charged with Governance, to understand what the Institute had set out to achieve (target) and what it has achieved (results). The service performance information is generally a mix of qualitative and quantitative reporting. The reporting of service performance information is based on two elements;

- (i) Outcomes: what the Institute seeks to achieve in terms of its impact on society; and
- (ii) Outputs: the goods or services that the Institute delivers during the financial year.

The key performance objective of the Institute is the delivery of academic services to stakeholders most effectively and efficiently. The Institute has several customers to whom service is provided, ranging from regulatory authorities to normal stakeholders such as students, suppliers and donors. To assess whether the Institute has achieved its performance objective, the Institute reviews its planned operational performance by comparing actual performance against the budget during the year. The operational performance of the Institute during the year under review is summarised in Table 2 as follows:

Table 2: Operational Performance

S/N	Activities	Planned by June 2025	Actual by June 2025	Percentage Change against Plan (%)	Reasons for Variation
1.	Students enrolled/registered for the academic year 2024/25.	17,500	16,002	(8.6)	Stiff Competition among Higher Learning Institutions offering the same courses as IFM.
2.	All eligible students were facilitated with payments for meals and accommodation allowances from HELSB.	9,300	9,071	(2.5)	Some students allocated meals and accommodation allowance did not report for studies, and others had their studies postponed.
3.	Staff seminars on consultancy and research skills are conducted.	4	4	NIL	N/A
4.	Consultancy assignments are undertaken.	5	3	(40.0)	i. Tight schedule of academic staff due to inadequate staffing. ii. High competition in soliciting consultancies from both the private and public sectors.
5.	Registered finalists from various	4,771	3,735	(21.7)	Failure of some of the students to

S/N	Activities	Planned by June 2025	Actual by June 2025	Percentage Change against Plan (%)	Reasons for Variation
	programmes at IFM campuses graduated.				meet the standards of the Institute.
6.	Short courses conducted.	15	40	166.7	i. Motivation by the management of academicians to conduct short courses. ii. Innovation of short courses, which focus on demand-based learning.
7.	Research papers published by academicians in reputable journals.	55	97	76.4	i. High motivation among faculty members. ii. Academicians were provided with research skills through collaboration with other universities and ongoing training;
8.	Market-driven programmes from all faculties accredited by NACTVET.	7	5	(28.6)	i. Tight schedule of academic staff who are responsible for curricula development due to inadequate staffing and other academic activities. ii. Prolonged procedures from regulators that

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S/N	Activities	Planned by June 2025	Actual by June 2025	Percentage Change against Plan (%)	Reasons for Variation
					lead to a delay.
9.	Field placements are secured for various students.	9,215	5,399	(41.4)	i. Inadequate linkage and collaboration with industry and employers. ii. Increase in the number of students compared with the formal chances available in the labour market in Tanzania.
10.	Classrooms are equipped with modern Information and Communication Technology (ICT) facilities.	10	10	NIL	N/A
11.	Print books were procured to facilitate various programmes offered at the Institute.	671	671	NIL	N/A
12.	Construction of Phase I Project of Mwanza Campus.	Phase 1 completed.	The Institute continued with construction activities for phase one of the Mwanza Campus at its Kiseke plot, Ilmela District. Until the end of the financial year (30 June 2025), the construction had attained 80% completion status and	80.0	Financial constraints.

S/N	Activities	Planned by June 2025	Actual by June 2025	Percentage Change against Plan (%)	Reasons for Variation
			is progressing well. Construction is expected to be completed in December 2025.		
13.	Construction Project for Geita Campus completed.	Geita Campus Completed	The Institute completed all outstanding construction components of Phase One and made substantial progress on key elements of Phase Two. Specifically, in phase two, the Institute planned to finalize construction activities for Hostels 2 & 3. Construction of Hostels 2 & 3 had attained 75.25% completion and was progressing well. The project and external works are expected to be completed in December 2025.	94	Financial constraints.
14.	Construction works of Simiyu Campus (Academic facilities) under the HEET Project started.	Construction process started.	The Institute engaged a contractor for the construction of teaching facilities and a hostel under the HEET Project at Simiyu Campus. The construction activities had attained a 24% level of completion.	40.0	The contractor demonstrated a slow pace in executing the assigned work, failing to meet the timelines outlined in the approved work programme. This delay has affected the overall progress of the project and raised concerns regarding the contractor's capacity to adhere

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S/N	Activities	Planned by June 2025	Actual by June 2025	Percentage Change against Plan (%)	Reasons for Variation
					to scheduled milestones and deliverables.
15.	Facilitate land and site maintenance at Msata, Nala and Njedengwa.	Maintenance at Msata, Nala and Njedengwa facilitated.	The Institute planned to split the Nala Plot of 712 acres (312 acres-IFM, while 400 acres-MoICT) as per government directives. The Institute was required to pay land rent and fees of TZS 74,884,450.00 for the splitting of the title deed. However, following consultation with MoICT, the Institute was advised to seek an exemption from the Permanent Secretary of the Ministry of Lands, Housing and Human Settlements Development. During the financial year ended 30 June 2025, the management submitted the request for exemption of land rent to the Permanent Secretary of the Ministry of Lands, Housing and Human Settlements Development through the letter dated 25th March 2025, with Ref. No.BD.260/387/04/79. Management continues to make follow-ups to obtain approval for the exemption, which will	40	Land maintenance at Msata and Nala was not done during the year due to budget constraints.

S/N	Activities	Planned by June 2025	Actual by June 2025	Percentage Change against Plan (%)	Reasons for Variation
			pave the way for the splitting of the title deed and update the Committee in the first quarter of the financial year 2025/26. Site maintenance for Nala and Njedengwa was not undertaken due to budget constraints.		
16.	Classroom and office facilities at IFM main campus rehabilitated and maintained.	80%	90%	12.5	Adequate resources were allocated.
17.	Student Hostels at main campus were rehabilitated.	2	2	NIL	N/A
18.	Staff equipped with customer care skills, Professional conferences and short courses to improve competence and efficiency.	352	268	(23.9)	Some staff were occupied with other office activities
19.	Staff trained at Master's level.	7	10	42.9	Management encouraged more academicians and administrators to undertake further studies to enhance efficiency and effectiveness in executive day-to-day activities, after having further resources allocated in the development budget.

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S/N	Activities	Planned by June 2025	Actual by June 2025	Percentage Change against Plan (%)	Reasons for Variation
20.	Staff trained at PhD level.	6	7	14.3	Resources were available to accommodate one more candidate
21.	Staff sports events, retreats and family events	5	5	NIL	N/A
22.	Facilitate the availability of Internet and MPLS services across campuses.	100%	100%	NIL	N/A
23.	Modules of the ERP System implemented.	3	3	NIL	N/A
24.	Governance is enhanced by ensuring policies and guidelines due for review are timely reviewed or developed.	95%	95%	NIL	N/A
25.	Internal Audit Activities performed as planned	Internal Audit Functions enhanced	Completed as Planned	NIL	N/A
26.	Students are allocated to the hostels owned by the Institute.	1,173	1,011	(13.8)	Inadequate hostel facilities.
27.	Community social responsibility events were conducted	2	2	NIL	N/A
28.	Sports and games events for students facilitated	8	8	NIL	N/A
29.	Monitoring and Evaluation of the Institute's budget and annual work	Monitoring and Evaluation of the Institute's	Conducted as planned and reports submitted to the Governing Council.	NIL	N/A

S/N	Activities	Planned by June 2025	Actual by June 2025	Percentage Change against Plan (%)	Reasons for Variation
	plan were conducted.	activities timely conducted.			
30.	The MTEF, annual budget and related work plan prepared and approved	The MTEF, annual budget and related work plan have been prepared and approved.	Completed and approved as planned.	NIL	N/A
31.	Enhance Compliance with the Public Audit Act by ensuring that the Reports for those charged with Governance and Financial Statements are prepared and submitted to the CAG.	Report for those charged with Governance and Financial Statements prepared and submitted to the CAG.	Prepared and submitted as planned.	NIL	N/A
32.	Ensure Revenue from all sources is collected	100%	73.2%	(26.8%)	i. Some students discontinued, de-registered and postponed from studies at the end of semester two. ii. Delay in disbursing of funds from HESLB.
33.	Ensure the Institute's Financial records are properly maintained in the books of accounts.	Unmodified audit report obtained.	Obtained as planned.	NIL	N/A
34.	Ensure compliance with	Training, Awareness	Completed as Planned.	NIL	N/A

S/N	Activities	Planned by June 2025	Actual by June 2025	Percentage Change against Plan (%)	Reasons for Variation
	the National HIV/AIDS Policy and non-communicable diseases programmes.	programmes and testing sessions.			
35.	Ensure compliance with the Anti-Corruption Policy and Code of Ethics	Full compliance with anti-corruption policy and code of ethics on academic services, procurement and other related activities.	Complied as planned.	NIL	N/A

Source: Institute's Budget/ Work Plan for the financial year 2024/25

2.9 INSTITUTE OPERATING MODEL

The Institute is wholly owned by the Government of Tanzania. In undertaking its core functions, the IFM is guided by the Parliament Act, 1972 as revised in 2021. The IFM is currently an autonomous institution with full accreditation from the National Council for Technical and Vocational Education and Training (NACTVET), providing training, research, and consultancy services in banking, insurance, financial management, and related disciplines. The Institute's operating model is the system of transforming inputs, through its operating activities, into outputs and outcomes that aims to fulfil IFM's strategic purposes and create value over the short, medium and long term. Being a government academic institution aiming at providing quality graduates, the operational model of the Institute is as follows:

2.9.1 Inputs

a. Enrolment Capital

The inputs to the Institute's academic programs are advanced and ordinary level graduates from secondary schools in Tanzania and other countries; in addition, the inputs are also the certificate, Diploma and bachelor's students.

b. Human Capital

The Institute has employed staff with adequate skills and competence to ensure the delivery of quality services. Employees are well motivated and perform their duties responsibly and ethically. IFM staff are vitally important input towards realizing the mission and vision of the Institute to ensure full implementation of the strategic plan.

c. Financial Capital

Financial capital is composed of financial resources obtained from Government Subvention and academic business activities, which include fees from training, research and consultancy.

d. Social and Relationship Capital

In executing its functions, the Institute has established an ethical and transparent relationship with government institutions, customers, suppliers, policy makers and the society in general. The Institute conducts stakeholders' meetings to provide awareness and receive feedback on various corporate issues. The Institute engaged actively in corporate social work activities. Each year, the Institute sets aside funds directed to contribute to the socio-economic development of the country, as indicated in Table 19, Beneficiaries of Corporate Social Responsibilities Funds for 2024/25.

e. Intellectual Capital

The Institute has developed an EMS system and is also using available e-government and financial systems to ensure effective and efficient service delivery.

2.9.2 Operating Activities

The admitted students are trained by highly qualified lecturers who undergo various capacity-building programs to equip them with new skills and knowledge in their area of speciality. Revenue generated from the operations is used to improve infrastructure like lecture theatres and classrooms, as well as statutory payments and training employees. Among the trainings provided to academic staff is a Competency-based Education and Training (CBET) course, which enhances their teaching capabilities. Courses offered by the Institute are a one-year certificate, a two-year diploma, a three-year bachelor's degree, a one-year postgraduate diploma and a year's Master's Degree. The Institute, through its staff, has also implemented a number of short courses, consultancy and publications to increase the academic visibility and financial capability of the Institute.

2.9.3 Outputs

The Institute's outputs are graduates at the level of master's degree, postgraduate diplomas, bachelor's degrees, Ordinary Diploma and certificates in the speciality of Accountancy, Banking, Insurance, Information Technology, Actuarial and Finance. Having highly qualified lecturers, the Institute strive to produce the best graduates in the labour market. In addition to that, the Institute has provided professional services to a number of individuals, organizations and society

in general in order to enhance their efficiency and effectiveness towards achieving their strategic objectives.

2.9.4 Outcomes

The Tracer Study conducted by the Institute observed that graduates from the Institute are performing well in the labour market. A good number of them are employed in the public and private sectors, whereas others are self-employed and have started their own business. Graduates from the Institute display high competencies in their respective fields and possess high professionalism and a high sense of responsibility. Table 3 explains the Institute's Operating Model in a narrative approach.

Table 3: Institute Operating Model

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
A	Strengthen the quantity and quality of training, research and consultancy services	A.1. Develop new, innovative, and market-driven programmes	i. Financial Resources ii. Human Capital	i. CBET Model; Programme differentiation techniques and modules; ii. Modern Marketing strategies (Online) to capture the intended market; iii. Involvement of Internal and external stakeholders.	i. Accredited and innovative market-driven programmes; ii. Provision of curricula of a good standard. iii. Increase the number of experts in the market; iv. Increase programmes offered by the Institute; v. Increase the total Revenue of the Institute; and vi. Increase the Visibility of the Institute.	i. Stakeholders' Satisfaction; ii. Competent graduates; iii. Increase Employee Morale iv. Institute's Reputation v. Increase Revenue from exchange transactions of the Institute.
		A.2. Transform the existing programmes into innovative and market-driven programmes	i. Financial Resources ii. Human Capital	i. Establish reliable, modern and constantly updated information systems; ii. Provision of good quality books and publications; iii. Establish simplified learning systems and structures; and iv. Provision of modern training facilities and infrastructures.	i. Accredited and innovative market-driven programmes; ii. Provision of curricula of a good standard; iii. Increase the total Revenue of the Institute; and iv. Increase the Visibility of the Institute.	i. Provide quality training programmes; ii. Providing excellent services to meet and exceed customers' expectations.
		A.3. Adopt innovative teaching and	i. Financial Resources ii. Human Capital	i. Transform training culture;	i. Enhance student learning process;	i. Increase the number of students who

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CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
		learning approaches and methodologies	iii. Modern Infrastructures	ii. Encourage staff to enhance their capabilities and talents; iii. Introduce new teaching strategies and methods; iv. Build flexible learning environments.	ii. Improve student retention and engagement; iii. Fostering critical thinking skills and creativity.	ii. Improved problem-solving and decision-making ability.
	A.4. Enhance academic performance		i. Financial Resources ii. Human Capital iii. Availability of Teaching Infrastructures	i. Having competent teaching staff; ii. Developing essential learning skills; iii. Enhancing teacher-student communication; iv. Updated educational materials available; v. Availability and use of technology for teaching and learning	i. Number of students graduating with a high-grade point average (GPA); ii. Number of students graduating; Increasing students with intellectual level, highly motivated and who are skilled; iii. Students who have higher self-esteem and self-confidence.	Producing qualified human power that accelerates economic development and solves the real problems of a community;
	A.5. Improve partnerships and linkages with industry and stakeholders		i. Financial Resources ii. Human Capital iii. Industrial Linkage Guidelines	i. Availability of Memorandum of Understanding (MoU) with Industries; ii. Conduct research conference and innovation programmes	i. Secure field placements for the Institute's students; ii. Increase collaboration with industry.	i. Enhancing the Industrial Linkage portfolio. ii. Ensure proactive and timely planning with professionals.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
		A.6. Increase the volume and quality of research, publications and consultancy	i. Financial Resources ii. Human Capital iii. Availability of Research and Consultancy Guidelines	iii. Establishment of the External Linkage unit iv. Aligning the Institute's semester schedule with the professional's time i. Comply with Research Guidelines to enhance the quality of publications. ii. Equip academic staff with research and consultancy skills.	iii. Increase Revenue for the Institute. i. Number of research publications. ii. Number of consultancies secured and performed. iii. Quality Research Publications.	i. Enhance academic staff with research and consultancy skills ii. Increase the visibility of the Institute worldwide. iii. Increase the budget for research funds mobilization skills seminars.
		A.7. Increase externally funded research	i. Financial Resources ii. Human Capital iii. Training/Seminar to secure externally funded research iv. Availability of a proper plan	i. Establish a proper plan to conduct a seminar on research fund mobilisation. ii. Motivate academicians to apply for externally funded research.	i. Number of external funds secured. ii. Increase the level of collaboration with external stakeholders.	i. Enhance academic staff with research. ii. Increase the visibility of the Institute worldwide. iii. Continue to solicit external funds for research. iv. Proper plan to prepare a research fundable proposal
		A.8. Improve the learning environment	i. Financial Resources ii. Human Capital	i. Availability of maintenance and rehabilitation Plan. ii. Availability of Annual Procurement Plan	i. Report on the Condition of the learning environment rehabilitated and maintained.	Routine maintenance to improve the learning environment

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
				iii. Quality of the learning environment assessed by OSHA and other internal organs, such as the Quality Assurance Unit.	ii. Availability of a conducive learning environment.	
B	Expand and maintain physical infrastructure	B.1. Acquire and develop new physical facilities	i. Financial Resources ii. Availability of Strategic Plan iii. Availability of Technical Human Capital	i. Availability of Project Plan ii. Adherence to project management controls	Number of physical facilities acquired and developed.	Improve project management controls
		B.2. Rehabilitation and Maintenance of Teaching and other facilities	i. Financial Resources ii. Human Capital iii. Availability of Annual Procurement Plan	i. Availability of Rehabilitation Plan ii. Adherence to rehabilitation management controls; and Procurement Procedures.	Number of teaching and other facilities rehabilitated and maintained.	Routine maintenance to improve the learning environment
C	Enhance the capacity of human resources and staff welfare	C.1. Improve staff capacity	i. Financial Resources ii. Training Needs Assessment iii. Training Policy	i. Identify Skill Gaps ii. Develop Training Programs iii. Monitor Progress iv. Evaluate Results	Human Capital of the Institute improved to achieve strategic objectives.	i. Enhance the quality of service offered at the Institute. ii. Increase revenue by attracting more research, consultancy and other activities.
		C.2. Enhance staff welfare and retention	i. Financial Resources ii. Availability of Incentive Scheme	i. Assess the current state of staff welfare and retention. ii. Develop a plan that targets identified	i. Efficient Performance ii. Low staff turnover rate. iii. High level of employee satisfaction.	i. Job Satisfaction ii. Enhance Productivity iii. Reduced Absenteeism iv. Reduced Turnover Costs

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
				iii. areas for improvement. Training and Support personal growth and development. iv. Availability of recognition programs that reward employees for their contributions to the Institute's success. v. Work Environment: Create a safe, healthy, and inclusive work environment where employees feel valued and respected.	iv. Increase employee commitment.	v. Increase employee's creativity and innovation vi. Reduced Turnover Costs vii. Increase Institute Reputation viii. Build Corporate Culture.
D	Improve business processes and governance	D.1. Design and develop effective business processes and systems	i. Financial Resources ii. Human Capital	i. Designing and developing effective business processes and systems by clearly understanding the Institute's objectives ii. Design Process Flow iii. Develop a system to capture the Institute's core activities such as ERP. iv. Implement and Monitor; v. Continuous Improvement to	i. Understand the Business Goals and Objectives. ii. Analyze Existing Processes: A thorough analysis of current processes is critical to look for inefficiencies, bottlenecks, redundancies, and areas that require improvement. iii. Integrate Technology.	Enhance business processes and systems to ensure the attainability of strategic objectives.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
		D.2. Compliance with regulatory requirements	i. Financial Resources ii. Human Capital iii. Training/Seminars on compliance matters	i. Understand Applicable Rules and Regulations: ii. Conduct Risk Assessment. iii. Develop Policies and Procedures. iv. Training and Seminars. v. Implementation of Compliance Programs. vi. Monitoring and Auditing. vii. Proper maintenance of Documentation.	iv. Develop Metrics for Measurement. v. Monitor and Review. i. Legal Obligations ii. Risk Mitigation. iii. Stakeholder's Trust iv. Increase the Institute's Reputation. v. Create competitive advantage.	Enhancing a high level of compliance may minimize the occurrence of material misstatements and related legal impacts.
		D.3. Strengthen management and leadership skills	i. Financial Resources ii. Training Programme iii. Succession Plan	i. Seek Education and Training ii. Gain Practical Experience iii. Attached to a Mentor or Coach iv. Stay Updated with Best Practices v. Encourage feedback from colleagues, superiors, and subordinates. - Generally, Constructive criticism is invaluable for continuous improvement in management skills. vi. Practice Resilience: Leadership involves	i. Building an effective Institute. ii. Encouraging teamwork and collaboration. iii. Providing mentorship and coaching. iv. Adapting to change.	Enhance leadership skills to allow members to make appropriate decisions for the betterment of the Institute and the nation at large.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
		D.4. Enhance security systems	i. Financial Resources ii. Human Capital iii. Government Directives, Policies, Frameworks and Guidelines.	facing challenges head-on. Developing resilience can help manage stress and overcome obstacles effectively. i. Assessment of Current Security Posture: ii. Risk Analysis: iii. Development of a Security Plan: iv. Implementation of Security Measures: v. Training and Awareness: vi. Monitoring and Detection: vii. Incident Response Planning: viii. Regular Updates and Patches: ix. Audit and Compliance: x. Continuous Improvement:	i. Allows for the identification of vulnerabilities and weaknesses that need immediate action to address them. ii. Update and patch all software and hardware components regularly. iii. Implementing multi-factor authentication (MFA) to enhance security systems. iv. Ensuring that all sensitive information is encrypted can help prevent unauthorised access even if other security measures fail. v. Regularly backing up data ensures that in the event of a breach or data loss incident, critical information can be recovered. vi. Network monitoring and intrusion detection systems	Enhance security systems to ensure the Institute's information, physical items and members of staff are safe from intruders/hackers.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
		D.5. Increase reliability and accessibility of ICT infrastructure to support the operation of the Institute	i. Financial Resources ii. Human Capital iii. Availability of ICT guidelines to cover for proper usage of facilities and infrastructures.	i. Assessment of Current Infrastructure ii. Risk Management iii. Redundancy and Failover Systems iv. Regular Updates and Maintenance v. Disaster Recovery Plan vi. Scalable Architecture vii. Monitoring Tools viii. Training and Support ix. Ensure Quality Service Providers x. Compliance with Standards xi. Investment in Modern Technologies xii. User Accessibility Considerations:	that can detect unusual patterns that may indicate a security breach. i. Enhanced Efficiency: ii. Improved Communication: iii. Streamlined Institute's Operations: iv. Enhanced Collaboration with industry and other stakeholders: v. Scalability:	Ensure reliability and accessibility of ICT infrastructure to support the operation of the Institute to attain strategic objectives.
		D.6. Increase the visibility and marketing of the Institute	i. Financial Resources ii. Human Capital iii. Availability of Marketing Guidelines.	i. Develop a Strong Online Presence through Website Optimization and Social Media Engagement ii. Content Marketing such as Blogging and Video Content	i. Implementing a robust digital marketing strategy to increase the visibility of an institute ii. Developing high-quality and relevant content is a powerful way to increase	Proper Marketing strategies can increase the visibility of the Institute.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
				iii. Search Marketing through AdWords Remarketing Campaigns iv. Public Relations and Media Outreach by using Press Releases and Media Coverage v. Alumni Engagement through Alumni Networks, and Alumni Events vi. Collaborate with Industry Partners vii. Attend Conferences and Events viii. Utilise Influencer Marketing ix. Measure and Analyse Results	iii. Hosting events, workshops, webinars, and seminars related to the institute's areas of expertise can help in showcasing its thought leadership and expertise. iv. Effective public relations efforts can contribute to raising awareness about the institute's achievements, initiatives, and contributions to the community.	
		D.7. Manage institutional risks	i. Financial Resources Availability ii. Risk Champions iii. Guidelines for Developing Risk and Fraud Management	i. Risk Identification ii. Risk Assessment iii. Risk Mitigation iv. Risk Monitoring and Reporting v. Crisis Management vi. Compliance and Regulatory Considerations vii. Risk Culture and Governance viii. Training and Education	i. Comprehensive identification and assessment of potential risks. ii. Reduce the probability of risk occurrence or minimise its potential impact. iii. Involves ongoing monitoring and reporting mechanisms to track the status of identified risks and evaluate the	Managing institutional risks contributes to an overall stability, sustainability, and ability to navigate uncertainties effectively.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
					effectiveness of mitigation strategies. iv. Ensure compliance with relevant laws, regulations, and industry standards. v. Development of crisis preparedness and response plans. vi. Enhanced Organisational Resilience	
		D.8. Develop quality audit management programmes and procedures	i. Financial Resources ii. Human Capital	i. Define the scope and objectives of the quality audit ii. Establish an audit team. iii. Develop a comprehensive Risk-based audit plan. iv. Conduct the audit. v. Analyse and report on the audit findings. vi. Implement corrective actions and follow-up.	i. Quality audit management programs for ensuring that an Institute's operations meet the required standards and regulations. ii. Implementing a Risk-Based Approach in audit assignments. iii. Training and Competency Development for Internal Auditors. iv. Utilising Technology for Audit Management to improve efficiency and effectiveness. v. Quality audit management programs include mechanisms for continuous improvement and monitoring.	Developing quality audit management and programs for the Institute enhanced compliance, improved operational efficiency, risk mitigation, quality improvement, stakeholder confidence, data-driven decision making, continuous monitoring and evaluation, as well as standardisation of processes.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
E	Improve students' academic and social experience	E.1. Improve academic and social support for students	i. Financial Resources ii. Human Capital iii. Students Programme	i. Assessment of Current Support Systems in place, Identifying Areas of Improvement. Professional Development for Educators. ii. Collaboration with Community Partners. Utilising Technology. iv. Promoting a Positive Academic Climate. v. Continuous monitoring of the implemented interventions is crucial to assess their impact on student academic performance and well-being.	i. Enhanced Counselling Services. ii. Peer Mentoring Programs. iii. Academic Tutoring Services. iv. Community Engagement Initiatives. v. Accessible Mental Health Resources. vi. Collaborative Learning Environments. vii. Holistic Wellness Programs viii. Access to Academic Resources	Improving academic and social support for students can create an environment that nurtures student success and well-being.
F	Enhance financial capacity and sustainability	F.1 Enhance revenue collection	i. Increase enrolment ii. Training facilities iii. Human Capital	i. Strengthening Collection Policies. ii. Conducting Regular Customer Communication. iii. Monitoring Key Performance Indicators (KPIs). iv. Training and Empowering Collection Teams. v. Continuous Improvement through Feedback Analysis:	i. Fiscal Sustainability. ii. Reduced Budget Deficits. iii. Encourage Investment in major projects iv. Attainability of strategic objectives.	Enhanced revenue collection is vital for sustaining the Institute's operations, compliance, policy reforms, and capacity building.
		F.2. Increase revenue from	i. Increase research and consultancies	i. Market Research and Analysis.	i. Market Expansion and Diversification.	Increasing revenue from external sources can enhance

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
		external sources	ii. Human Capital Availability of External sources/programmes/plan. - iii.	ii. Diversification of Service offerings by the Institute. iii. Strategic Partnerships and Alliances. iv. Customer Retention Strategies v. Investing in Innovation and Research and Development (R&D) initiatives can lead to the creation of innovative services that appeal to external markets.	ii. Strategic Partnerships and Alliances, such as Collaborations with Other Businesses. iii. Pricing Strategies and Revenue Optimisation.	the Institute's ability to foster sustainable growth and profitability.
		F.3 Financial Management Processes	i. Human Capital Availability ii. Financial Regulations iii. Financial Resources	i. Assess Current Processes ii. Implement Robust Financial Systems. iii. Enhance Budgeting and Forecasting. iv. Strengthen Internal Controls. v. Develop Key Performance Indicators (KPIs). vi. Invest in Employee Training. vii. Embrace Continuous Improvement.	i. Enhanced Financial Reporting. ii. Better Cash Flow Management. iii. Increased Cost Control. iv. Strengthened Compliance and Risk Management. v. Enhanced Strategic Planning. vi. Improved Stakeholder Confidence. vii. Efficient Resource Allocation. viii. Facilitated Performance Evaluation.	Improving financial management processes yields the overall success and sustainability of the Institute.
G	Compliance with the national policy	G.1. Establish and enhance services that	i. Financial Resources	i. Assessment of Needs ii. Collaboration with Stakeholders	i. Establishing and Enhancing Services for members of staff,	Play an essential role in empowering individuals to

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
	of communicable and non-communicable diseases	support personal health, safety and wellness	ii. Availability of frameworks for communicable and non-communicable diseases. iii. Human Capital Training and voluntary test programs.	iii. Development of Comprehensive Programs iv. Education and Awareness activities v. Continuous Evaluation and Improvement	- Health, Safety, and Wellness. ii. Education and Training Initiatives.	prioritise members of staff's well-being while creating an environment conducive to overall wellness.
H	Comply and implement the National anti-corruption strategy	H.1. Facilitate students' Anti-corruption seminars and Anti-corruption club sustained	i. Financial Resources ii. Human Capital iii. Training/ seminar schedule/ plan.	i. Identifying Key Stakeholders. ii. Forming a Core Team. iii. Developing a Curriculum for the anti-corruption seminar. iv. Promoting Student Engagement. v. Establishing the Anti-Corruption Club. vi. Sustaining Momentum.	Facilitating Students' Anti-Corruption Seminars and Sustaining Anti-Corruption Clubs.	Play a vital strategy for instilling values of integrity, transparency, and accountability among the students at the Institute. These initiatives not only raise awareness about the detrimental effects of corruption but also empower students to actively participate in combating corruption practices within the Institute and communities at large.
		H.2. Strengthen Staff awareness on Anti-Corruption Strategies and Ethics	i. Financial Resources ii. Human capital iii. Training/ seminar schedule/ plan. iv. Availability of whistle-blowing policy.	i. Assessment of Current Understanding. ii. Development of Training Programs. iii. Leadership Commitment.	i. Strengthening Staff Awareness on Anti-Corruption Strategies and Ethics. ii. Incorporating Ethics into Performance Evaluation.	The Institute can significantly enhance staff awareness on anti-corruption strategies and ethics.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
			v. Availability of Fraud control framework.	iv. Communication Strategies. v. Integration into Policies and Procedures. vi. Monitoring and Evaluation. vii. Encouraging Ethical Behaviour. viii. Collaboration with External Partners.	iii. Regular monitoring of anti-corruption initiatives is essential to assess effectiveness and identify areas for improvement.	Also, it is important to recognize that building a culture of integrity requires ongoing commitment and reinforcement at all levels of the Institute.
	H.3. Enhance transparency in procurement		i. Financial Resources ii. Human Capital iii. Availability of Annual Procurement Plan	i. Clear and Accessible Procurement Policies and Procedures. ii. Open Competition. iii. Use of Technology such as NeST. iv. Independent Oversight and Review. v. Capacity Building and Training to procurement officers, approving authority, auditors, user department and tender board. vi. Collaboration with Civil Society and other authorities to enhance transparency	i. Ensuring fairness, accountability, and cost savings for the Institute. ii. High quality of goods or services procured or rendered.	Institute can increase transparency, reduce the risk of fraud and corruption, and improve the efficiency of procurement activities.
	H.4. Strengthen measures against sexual harassment		i. Financial Resources ii. Human Capital iii. Availability of sexual harassment guidelines	i. Creating and Enforcing Policies. ii. Provide education and Training. iii. Fostering a Supportive Environment.	i. Strengthening Measures against Sexual Harassment. ii. Establish and enforce robust legal frameworks and policies.	The Institute can create environments where individuals are respected, valued, and free from the threat of sexual harassment.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

CODE	OBJECTIVE	STRATEGY	INPUTS	PROCESSES	OUTPUTS	OUTCOMES
			iv. Training/ seminar schedule/ programme.	iv. Implementing Reporting and Support Systems.	iii. Raising awareness on what constitutes sexual harassment, promoting respectful behaviour, and providing guidance on how to respond to incidents, the Institute can empower individuals to recognise and address inappropriate conduct. iv. Promoting a Culture of Respect. v. Support for Victims.	

2.10 THE INSTITUTE'S GOVERNANCE MATTERS

2.10.1 Institute's Governance Statement

Institute Governance is the backbone of any entity's strategy and success, as it provides a framework within which corporate objectives are set and performance is monitored. Good corporate governance is critical in public sector entities, and the Institute in particular, because with good corporate governance, the institutional risks that would lead to failure of the Institute to perform its regulatory functions in teaching, research and consultancy areas and its exclusive mandate in the academic sector are mitigated.

The Institute is committed to the principles of good corporate governance. The Governing Council recognises the importance of integrity, transparency and accountability. In addition, the Council has an overall responsibility for identifying key risk areas, considering and monitoring investment decisions, significant financial matters and reviewing the performance of the Institute's plans and budgets. Furthermore, the Council is also responsible for ensuring that a comprehensive system of internal control and procedures is operative in compliance with sound corporate governance principles.

Therefore, during the year under review, the Institute complied with all aspects of good corporate governance principles, which include Council operations and control; rights of the Government and general public; stakeholder relations; ethics and social responsibility; accountability, risk management and internal control; and transparency and disclosure. These are briefly explained below:

2.10.2 Members of the Governing Council

The Governing Council is comprised of Twelve (12) members, including the Chairperson, with a mix of skills, experience and diversity as shown in **Table 4**. The Chairperson of the Governing Council is appointed by the President of the United Republic of Tanzania for a term of three years, renewable in accordance with Section 2(a) of the IFM Act, 1972. Other members of the Governing Council were appointed by the Minister responsible for Finance and Planning.

The Governing Council takes overall responsibility for the Institute, including identifying key risk areas, considering and monitoring academic and administrative decisions, financial matters, and reviewing the performance of annual plans and budgets. The Council is also responsible for ensuring that a comprehensive system of internal control policies and procedures is operative and for compliance with sound corporate governance principles.

The Council is required to meet at least four times a year. The Council delegates the day-to-day management of the Institute to the Rector, assisted by Deputy Rectors and senior management. Senior Management staff are invited to attend Council meetings and facilitate effective control of all operational activities, acting as a medium of communication and coordination between various operational areas.

During the year under review, no conflict of interest existed among the Governing Council Members, Senior Management and the Institute. All Key Management Personnel made declarations by adhering to the National Board of Accountants and Auditors (NBAA) directives to ensure that every transaction done by IFM with related parties is adequately disclosed and thus provides users of financial statements with adequate information for decision-making. The details on Related Party Transactions are disclosed in Note 34 of these financial statements.

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Table 4: Composition of Members of the Governing Council

S/NO	Name	Position	Nationality	Gender	Age (Yrs)	Date of Appointment	Date of End of Tenure	Qualifications	Experience
1.	Prof. Emmanuel A. Mjema	Chairman	Tanzanian	Male	64	24 June 2022	24 June 2025	(i) PhD (Computer Simulation) (ii) M.Sc. (Engineering Management) (iii) B.Sc. (Mechanical Engineering)	(i) Deputy Vice Chancellor for Academics, Research and Public Engagement (DVC-ARPE) (ii) Rector College of Business Education (CBE) for 7 years. (iii) Professor for 17 years in ICT
2.	CPA Mwanaidi A. Mtanda	Vice Chairman	Tanzanian	Female	69	19 July 2022	24 June 2025	(i) CPA (ii) Master of Business Administration (iii) B. Com (Accounting)	(i) Accountant General of Tanzania for 8 years. (ii) Deputy Director, Management Accounting for 4 years (TRA)
3.	Prof. Zacharia M. Mganiliwa	Member	Tanzanian	Male	61	19 July 2022	24 June 2025	(i) PhD (Machine Design) (ii) Msc (Machine Design) (iii) B.Sc. (Mech. Engineering)	(i) Rector National Institute of Transport (NIT) for 12 years (ii) Professor for 8 years in Mechanical Engineering UDSM/NIT
4.	Prof. William A. Pallangyo	Member	Tanzanian	Male	56	19 July 2022	24 June 2025	(i) PhD in Development Policy and Management (ii) Masters of Governance and Development (iii) Advanced Diploma in Public Administration (ADPA)	(i) Chief Executive Officer/ Rector of Tanzania Institute of Accountancy (ii) Deputy Principal, Planning, Finance and Administration for 7 years at the Law School of Tanzania (LST) (iii) Associate Professor in Management at the Law School of Tanzania (LST)

INSTITUTE OF FINANCE MANAGEMENT (IFM)

S/NO	Name	Position	Nationality	Gender	Age (Yrs)	Date of Appointment	Date of End of Tenure	Qualifications	Experience
5.	Ms. Aghess A. Kessy	Member	Tanzanian	Female	59	19 July 2022	24 June 2025	(i) Master's Management (ii) LLB	Chief Legal Officer, National Board of Accountants and Auditors (NBAA);
6.	Hon. Dr. Gladness L. Salema	Member	Tanzanian	Female	48	19 July 2022	24 June 2025	(i) PhD in Logistics (ii) Master's Degree in Business Administration (MBA) (iii) BSc Food Science and Technology	i) Member of Parliament, East African Legislative Assembly (EALA) ii) Senior Lecturer, Business School, UDSM for 4 years iii) Chairperson, National Entrepreneurship Development Committee-NEEC for 3 years iv) Chairperson of the Research Technical Committee, Institute of Tax Administration, for 3 years v) Member of the University Computing Centre tender board for 3 years
7.	Dr. Charles A. Mwamwaja	Member	Tanzanian	Male	56	19 July 2022	24 June 2025	(i) PhD (Finance) (ii) Master in Business Administration (MBA) (Finance & Banking) (iii) Postgraduate Diploma in Finance Management (PGDFM) (iv) Advanced Diploma in Accountancy (ADA)	(i) Commissioner of Financial Sector Development, Ministry of Finance (ii) Board Member for SUA Council and Chairperson of SUA Audit Committee for 3 years (iii) Board Member for Mzumbe University Council and Chairperson of Finance and Development Committee for 6 years

INSTITUTE OF FINANCE MANAGEMENT (IFM)

S/NO	Name	Position	Nationality	Gender	Age (Yrs)	Date of Appointment	Date of End of Tenure	Qualifications	Experience
8.	Dr. George N. Mwaisondole	Member	Tanzanian	Male	47	19 July 2022	24 June 2025	(i) PhD in Law (ii) LL.M in Human Rights (iii) LL.B	(i) Lecturer in Law, St. Augustine University of Tanzania (ii) Dean, School of Law (iii) An advocate of the High Court of Tanzania. An Attorney at Law and a Partner at Galati Law Chambers
9.	Prof. Johavness A. Urassa	Member	Tanzanian	Male	56	19 July 2022	24 June 2025	(i) PhD in Economics (ii) Master of Arts in Economics (iii) Bachelor of Arts in Economics	(i) Chairperson of the Ministerial Advisory Board (MAB) of the Tanzania Institute of Accountancy (TIA) (ii) Chairperson of Associate Professors in Economics for a year (iii) Senior Lecturer in Economics for 10 years (iv) Head of the Department of Economics for 6 years (v) Economist & Senior Economist at the Bank of Tanzania for 9 years
10.	Mr. Henry J. Bwogi	Member	Tanzanian	Male	59	19 July 2022	24 June 2025	(i) MBA in Marketing (ii) Postgraduate Diploma (PGD) in Financial Management (iii) Advanced Diploma in Marketing Management	(i) Director of Retail and Business Banking at the Tanzania Commercial Bank (TCB) (ii) Chief Manager - Personal Loans (iii) Divisional Manager - Postal Savings and WADU
11.	Dr. Fortunatus M. Makore	Member	Tanzanian	Male	55	19 July 2022	24 June 2025	(i) Dutch Doctoral Program - Doctorandus (Drs)	(i) Director of Planning, Investments and

INSTITUTE OF FINANCE MANAGEMENT (IFM)

S/NO	Name	Position	Nationality	Gender	Age (Yrs)	Date of Appointment	Date of End of Tenure	Qualifications	Experience
12.	Prof. Josephat D. Lotto	Secretary	Tanzanian	Male	50	1 January 2023	31 December 2027	in Financial Economics (ii) MSc (Economics) of (iii) Bachelor Business Administration (Finance & Accounting) (i) PhD. Finance (ii) MBA Finance (iii) MSc Finance (iv) Bachelor of Science in Geology, (v) CPA (T).	Projects, PSSSF for 4 years (ii) Treasury Manager cum Planning Investments Manager for 12 years Rector of the Institute of Finance Management

Source: Governing Council Appointment Letters

NOTE:

- i. The tenure of the Governing Council started on 24 June 2022 and ended on 24 June 2025.
- ii. On 5 April 2025, Her Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania, reappointed Professor Emmanuel Amanuel Mjema as Chairman of the Governing Council for a second three-year term. However, as of the end of the financial year 2024/25, the Minister responsible for Finance had not yet appointed the remaining members of the Council.

2.10.3 Committees of the Governing Council

The Institute is committed to the principles of effective corporate governance. The Council also recognises the importance of integrity, transparency and accountability. To ensure a high standard of corporate governance, the Institute has three Committees of the Council, namely:

- i. The Audit Committee (AC), which is responsible for oversight of the financial reporting process, the audit process, the Institute's system of internal controls and compliance with laws, standards and regulations;
- ii. The Finance and Development Planning Committee (FDPC), which is responsible for all matters relating to the Institute's finances, policy and planning; and
- iii. The Staff and Student Affairs Committee (SSAC), which is responsible for all staff and student matters. The Committee handles all appointments and promotions of staff of the Institute. It is also responsible for all disciplinary matters of the staff members and students.

Members of the Committees of the Governing Council were as shown in Table 5.

Table 5: Members of Committees of the Governing Council

S/NO	Name	Audit Committee (AC)	Finance and Development Planning Committee (FDPC)	Staff and Student Affairs Committee (SSAC)
1.	Prof. Emmanuel A. Mjema	N/A	N/A	N/A
2.	Prof. Zacharia M. Mganilwa		Chairperson	
3.	Prof. William A. Pallangyo			Chairperson
4.	Ms. Mwanaidi A. Mtanda	Chairperson		
5.	Dr. Charles A. Mwamwaja	Member		
6.	Dr. George N. Mwaisondola		Member	
7.	Ms. Agness A. Kessy			Member
8.	Dr. Gladness L. Salema			Member
9.	Prof. Johaveness A. Urassa		Member	
10.	Mr. Henry J. Bwogi	Member		
11.	Dr. Fortunatus M. Makore		Member	
12.	Prof. Josephat D. Lotto	N/A	Secretary	Secretary

Source: Governing Council File

2.10.4 Meetings of the Governing Council and Committees

To maintain and operationalize good governance practices, during the year under review, the Institute convened statutory meetings of the Council and its Committees according to the set almanac. Some of the meetings were rescheduled, and where necessary, special meetings were conducted to deliberate on specific issues which emerged. The Council meetings deliberated, approved and gave directives on various issues submitted by the Committees.

The Governing Council and its Committees met every three months, with additional meetings convened when it was necessary. During the year ended 30 June 2025, the Governing Council held five meetings, of which four were ordinary and one was extraordinary. In addition, there were various Meetings of the Governing Council Committees as shown in Table 6.

Table 6: Meetings of the Committees

S/No	Name of Committee	Ordinary Meetings	Extraordinary Meeting	Total Meetings
1.	Audit Committee (AC)	5	2	7
2.	Finance and Development Planning Committee (FDPC)	4	0	4
3.	Staff and Student Affairs Committee (SSAC)	4	0	4

Source: Governing Council File

Except for the Chairperson of the Governing Council, other members of the Governing Council were able to devote their time required for the committee's meetings. Table 7 indicates the number of meetings held and attended by members of the Governing Council and its committees from 1 July 2024 to 30 June 2025.

Table 7: Number of Meetings held and attended by members of the Governing Council

S/No	Name	Governing Council	Audit Committee	Finance and Development Planning Committee	Staff and Student Affairs Committee
Number of Meetings Held		5	7	4	4
1.	Prof. Emmanuel A. Mjema	5	N/A	N/A	N/A
2.	Prof. Zacharia M. Mganilwa	5	N/A	N/A	N/A
3.	Prof. William A. Pallangyo	3	N/A	N/A	N/A
4.	Ms. Mwanidi A. Mtanda	5	6	N/A	N/A
5.	Dr. Charles A. Mwamwaja	3	5	N/A	N/A
6.	Dr. George N. Mwaisondola	5	N/A	4	N/A
7.	Ms. Agness A. Kessy	3	N/A	N/A	4
8.	Dr. Gladness L. Salema	4	N/A	N/A	4
9.	Prof. Johaveness A. Urassa	3	N/A	3	N/A
10.	Mr. Henry J. Bwogi	5	7	N/A	N/A
11.	Dr. Fortunatus M. Makore	2	N/A	2	N/A
12.	Prof. Josephat D. Lotto	5	5	4	4

Source: Attendance Register

2.10.5 Key Activities of the Governing Council and Its Committees

(a) Governing Council Responsibilities and Meetings

Throughout the year, the Governing Council diligently carried out its mandate in accordance with the provisions of the IFM Act, 1972. In fulfilling its responsibilities, the Council provided strategic oversight, upheld good governance practices, and ensured that all decisions and actions were aligned with the legal and institutional framework established by the Act. This

commitment to compliance and accountability has been central to maintaining the integrity, effectiveness, and credibility of the Institute's operations. A summary of matters dealt with during the Governing Council's five meetings is summarized in **Table 8**.

Table 8: Key Issues Deliberated on by the Governing Council in 2024/25

S/No	DATE	ORDINARY	EXTRA ORDINARY	KEY ISSUE DELIBERATED ON
1	15 May 2025	241 st	N/A	• Report of the 37th ordinary meeting of the staff and students' affairs committees (SSAC) held on 22 April 2025. • Report from the 56th Ordinary Meeting of the Finance and Development Planning Committee (FDPC) held on 22 April 2025. • Appointment to Fill Various Management Positions. • Report of the 64th Ordinary meeting of the Audit Committee held on 7 May 2025. • Report of the academic boards and committees.
2	24 April 2025	-	1 st	• Confidential Meeting
3	4 March 2025	240 th	N/A	• Report of the 36th ordinary meeting of the staff and students' affairs committees (SSAC) held on 7 February 2025. • Report from the 55th Ordinary Meeting of the Finance and Development Planning Committee (FDPC) held on 14 February 2025. • Reports from the 2nd Extraordinary, 62nd and 63rd Ordinary meetings of the Audit Committee (AC) held on 15 January 2025, 12th February 2025 and 19 February 2025, respectively. • Report of the academic boards and committees.
4	30 November 2024	239 th	N/A	• Report of the 35th ordinary meeting of the Staff and Students' Affairs Committee (SSAC) held on 23 October 2024. • Report from the 54th Ordinary Meeting of the Finance and Development Planning Committee (FDPC) held on 23 October 2024. • Reports from the 61st Ordinary meeting of the Audit Committee (AC) held on 24 October 2024. • Report of the academic boards and committees.
5	19 August 2024	238 th	N/A	• Report of the 34th ordinary meeting of the Staff and Students' Affairs Committee (SSAC) held on 31 July 2024.

S/No	DATE	ORDINARY	EXTRA ORDINARY	KEY ISSUE DELIBERATED ON
				• Report from the 53rd Ordinary Meeting of the Finance and Development Planning Committee (FDPC) held on 29 July 2024. • Report from the 60th Ordinary meeting of the Audit Committee (AC) held on 25 July 2024. • Report of the academic boards and committees. • Management request for disposal of assets. • IFM Vision 2074. • IFM Resource Utilization Master Plan.

Source: Minutes of the Governing Council meetings for the financial year 2024/25.

(b) Finance Development and Planning Committee Meetings

The Finance Development and Planning Committee plays a critical role in overseeing the financial health and strategic development of the Institute. The Committee is responsible for monitoring the Institute's financial performance, reviewing and advising on financial policies, and guiding the preparation of budgets. It also considers broader planning and development matters that have financial implications. In carrying out its duties, the Committee ensures that all recommendations made to the Council are aligned with the long-term financial sustainability and strategic priorities of the Institute. Through careful analysis and forward-thinking planning, the Committee supports the Institute in achieving its mission while maintaining fiscal responsibility and resilience. The Finance and Development Planning Committee met four times during the year and performed its duties as summarised in Table 9.

Table 9: Key Issues Deliberated on by the Finance and Development Planning Committee in 2024/25

S/No.	DATE	ORDINARY	KEY ISSUES DELIBERATED ON
1	22 April, 2025	56 th	• Recommended the Physical Expansion Report for the Quarter Ended 31 March 2025 to the Governing Council for notification. • Quarterly Performance Report of the Directorate of Finance and Accounts as from 1 January to 31 March 2025. • Quarterly Performance Report of the Directorate of Planning and Development from 1 January to 31 March 2025. • Quarterly Performance of the Procurement Management Unit from 1 January to 31 March 2025. • Recommended the Monitoring and Evaluation Performance Report for the Quarter Ended 31 March 2025, to the Governing Council for notification.
2	14 February, 2025	55 th	• Recommended the Physical Expansion Report for the Quarter Ended 31 December 2024 to the Governing Council for notification.

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S/No.	DATE	ORDINARY	KEY ISSUES DELIBERATED ON
			• Recommended the Budgetary Performance Report for the Quarter Ended 31 December 2024 to the Governing Council for notification. • Quarterly Performance Report of the Directorate of Finance and Accounts as from 1 October to 31 December 2024. • Quarterly Performance Report of the Directorate of Planning and Development from 1 October to 31 December 2024. • Quarterly Performance of the Procurement Management Unit from 1 October to 31 December 2024. • Recommended the Monitoring and Evaluation Performance Report for the Quarter Ended 31 December 2024, to the Governing Council for notification. • Recommended the Reallocation of Expenditure Budget for the Financial Year 2024/25 to the Governing Council for approval. • Recommended the budget for the Financial Year 2025/26 to the Governing Council for approval.
3	23 October, 2024	54 th	• Recommended the Physical Expansion Report for the Quarter Ended 30 September 2024 to the Governing Council for notification. • Recommended the Budgetary Performance Report for the Quarter Ended 30 September 2024 to the Governing Council for notification. • Quarterly Performance Report of the Directorate of Finance and Accounts from 1 July to 30 September, 2024. • Quarterly Performance Report of the Directorate of Planning and Development from 1 July to 30 September, 2024. • Quarterly Performance of the Procurement Management Unit from 1 July to 30 September 2024. • Recommended the Monitoring and Evaluation Performance Report for the Quarter Ended 30 September 2024, to the Governing Council for notification.
4	25 July, 2024	53 rd	• Recommended for approval by the Governing Council of the construction of a temporary fabricated steel building with two lecture theatres. • Recommended the Annual Physical Expansion Report for the period from 1 July 2023 to 30 June 2024 to the Governing Council for notification.

S/No.	DATE	ORDINARY	KEY ISSUES DELIBERATED ON
			• Recommended the Annual Budgetary Performance Report for the period from 1 July 2023 to 30 June, 2024 to the Governing Council for notification. • Annual Performance Report of the Directorate of Finance and Accounts as from 1 July 2023 to 30 June 2024. • Annual Performance Report of the Directorate of Planning and Development from 1 July 2023 to 30 June 2024. • PMU Annual Performance Report from 1 July 2023 to 30 June 2024. • Recommended the Annual Monitoring and Evaluation Performance Report for the period from 1 July 2023 to 30 June 2024 for notification. • Recommended the Annual Procurement Plan to the Governing Council for Approval. • Recommended to the Governing Council to forward the proposed disposal of assets to the Permanent Secretary, Ministry of Finance, for approval. • Recommended the IFM Vision 2074 to the Governing Council for approval.

Source: Minutes of the Finance and Development Planning Committee meetings for the financial year 2024/25

(c) Audit Committee Meetings

The Audit Committee plays a vital role in supporting the Governing Council's oversight responsibilities by ensuring the integrity, transparency, and accountability of the Institute's financial and control systems. Its key responsibilities include reviewing the effectiveness of internal audit functions, evaluating the adequacy of internal control systems, and examining both internal and external audit reports. The Committee also reviews the Institute's financial statements to ensure accuracy and compliance with applicable standards and monitors the implementation of audit recommendations, including those issued by external auditors and the Parliamentary Accounts Committee (PAC).

The Committee is comprised of a chairperson and two additional members, all of whom are also members of the Governing Council. It typically convenes on a quarterly basis, meeting at least four times a year, while additional meetings may be held as necessary to address specific audit-related issues. Through its diligent work, the Audit Committee strengthens the governance framework of the Institute and contributes to the ongoing enhancement of financial management practices. During the year under review, the Audit Committee met seven times and performed its duties as elaborated in **Table 10**.

Table 10: Key Issues Deliberated on by the Audit Committee in 2024/25

S/N	DATE	ORDINARY	EXTRA ORDINARY	KEY ISSUE DELIBERATED ON
1.	7 May 2025	64 th	N/A	• Internal Audit Report for the Quarter ended 31 March 2025. • Recommended the Consolidated Interim Financial Statement for the Quarter Ended 31 March 2025 to the Governing Council for notification. • Recommended the Interim Financial Statements for the HEET Project for the Quarter Ended 31 March 2025 to the Governing Council for notification. • Risk Management Implementation Report for the Quarter Ended 31 March 2025.
2.	19 February 2025	63 rd	N/A	• Internal Audit Report for the Quarter ended 31 December 2024. • Recommended the Consolidated Interim Financial Statement for the Quarter Ended 31 December 2024 to the Governing Council for notification. • Recommended the Interim Financial Statement for the HEET Project for the Quarter Ended 31 December 2024 to the Governing Council for notification. • Risk Management Implementation Report for the Quarter Ended 31 December 2024. • Approved the Internal Audit Assurance Strategy and Risk-Based Plan for the Financial Year 2025/26. • Approved the Annual Budget of TZS. 266.5 million for the Internal Audit Office for the financial year 2025/26.
3.	12 February 2025.	62 nd	N/A	Resolved to reschedule the meeting to Wednesday, 19 February 2025, at 10.00 am, so that the errors in the reports can be corrected and the revised reports can be resubmitted in the next meeting of the Committee.
4	15 January 2025		2 nd	• The Report of the Controller and Auditor General on the Audit of Financial Statements of the Institute for the Financial Year ended 30 June 2024. Noted that an Unqualified Opinion has been issued by the external auditors.

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S/N	DATE	ORDINARY	EXTRA ORDINARY	KEY ISSUE DELIBERATED ON
				• Management letter on the financial statements of the Institute of Finance Management (IFM) for the year ended 30 June 2024
5.	24 October 2024	61 st	N/A	• Internal Audit Report for the Quarter ended 30 September 2024. • Recommended the Consolidated Interim Financial Statement for the Quarter Ended 30 September 2024 to the Governing Council for notification. • The Internal Audit Quarterly Report for the period ended 30 September 2024. • Risk Management Implementation Report for the Quarter Ended 30 September 2024. • External audit plan for the financial year ended 30 June 2024. • Endorsed the External Audit Plan for the financial year ended 30 June 2024 and the Audit Fees of TZS 130,037,180 (VAT inclusive).
6.	25 July 2024	60 th	N/A	• Internal Audit Report for the Quarter ended 30 June 2024. • Internal Audit Report for the year ended 30 June 2024. • Directed that the Internal Audit Report be corrected and resubmitted to the Chairperson for verification before being submitted to the Governing Council. • Risk Management Implementation Report for the year ended 30 June 2024. • Audit Committee Calendar for the financial year 2024/25. • Directed that the Audit Committee Calendar be corrected and resubmitted to the Chairperson for verification before being submitted to the Governing Council.

Source: Minutes of the Audit Committee Meetings for the Financial Year 2024/25

(d) Staff and Students Affairs Committee Meetings

The Staff and Students Affairs Committee support the Governing Council by providing oversight and guidance on matters related to human resource management, institutional administration,

and student affairs. Its core responsibilities include reviewing and advising on policies and practices concerning staff recruitment, development, and welfare, as well as administrative operations that impact the overall functioning of the Institute. In addition, the Committee oversees student-related matters, including academic support services, welfare, discipline, and engagement, to ensure a positive and supportive learning environment.

The Committee is composed of a chairperson and two members, all of whom are also members of the Governing Council. It meets regularly to deliberate on key issues and to make recommendations that promote effective management, staff satisfaction, and student success. By addressing both staff and student concerns, the Committee plays a crucial role in fostering a cohesive, inclusive, and well-governed institutional community.

During the year ended 30 June 2025, the Staff and Students Affairs Committee met four times and performed activities as summarised in Table 11:

Table 11: Key Issues deliberated on by the Staff & Students Affairs Committee in 2024/25

S/No.	DATE	ORDINARY	KEY ISSUES DELIBERATED ON
1.	22 April 2025.	37 th	• Recommended to the Governing Council for approval of the promotion of six staff members. • Approved promotion of one staff member with effect from the date of approval by the President's Office, Public Service Management and Good Governance. • Recommended to the Governing Council for approval of six staff members who completed their six-month probation period successfully • Approved Confirmation of eight staff members who completed their six-month probation period successfully • Quarterly Performance Report of the Directorate of Human Resource Management and Administration for the Period from 1 January to 31 March 2025. • Quarterly Performance Report of the Directorate of Students Support Services for the Period from 1 January to 31 March 2025.
2.	7 February 2025.	36 th	• Approved confirmation of 59 staff members after satisfactory performance during their probation period. • Quarterly Performance Report of the Directorate of Human Resource Management and Administration for the Period from 1 October to 31 December 2024. • Submission progress on the Amendment of the IFM Act. • Quarterly Performance Report of the Directorate of Students Support Services for the Period from 1 October to 31 December 2024.

S/No.	DATE	ORDINARY	KEY ISSUES DELIBERATED ON
3.	23 October 2024.	35 th	• Approved confirmation of 13 staff members after satisfactory performance during their probation period. • Quarterly Performance Report of the Directorate of Human Resource Management and Administration for the Period from 1 July to 31 September 2024. • Submission of the progress on the Amendment of the IFM Act. • Quarterly Performance Report of the Directorate of Students Support Services for the Period from 1 July to 31 September 2024.
4.	31 July 2024.	34 th	• Recommended to the Governing Council for approval of the promotion of 15 staff members. • Recommended to the Governing Council for approval of appointment of three years contract after the retirement of one staff member for onward transmission to the President's Office, Public Service Management and Good Governance for approval. • Approved promotion of 42 staff members with effect from the date of approval by the President's Office, Public Service Management and Good Governance. • Annual Performance Report of the Directorate of Human Resource Management and Administration for the Period from 1 July 2023 to 30 June 2024. • Annual Performance Report of the Directorate of Students Support Services for the Period from 1 July 2023 to 30 June 2024.

Source: Minutes of the Staff and Students Affairs Committee Meetings for the Financial Year 2024/25

2.10.6 CESSATION OF MEMBERSHIP

Membership to the Governing Council is governed by the provisions of Section 4 (First Schedule) of the Institute of Finance Management (IFM) Act, 1972 as revised in 2021. According to this provision, a member's term of service on the Council automatically ceases upon the completion of a three-year term. Membership may also come to an end prior to the expiration of the term in the event of death or resignation. Resignations must be formally submitted in accordance with the procedures outlined in the Act. These stipulations ensure a structured and transparent process for Council appointments and transitions, contributing to the effective governance and continuity of leadership within the Institute.

2.10.7 FIDUCIARY RESPONSIBILITY

All Non-Executive Directors (or Members) of the Governing Council are regarded as independent by the Council. This independence is assessed based on their character, integrity, and sound judgment, as well as the absence of any relationships, affiliations, or circumstances that could compromise, or be perceived to compromise, their ability to act impartially and in the best

interests of the Institute. The Council places a strong emphasis on maintaining this independence to ensure that governance decisions are made objectively, free from undue influence or conflicts of interest. This approach reinforces the Council's commitment to transparency, accountability, and high standards of institutional oversight.

2.11 CAPITAL STRUCTURE

As at 30 June 2025, the Institute's capital structure comprises a capital fund amounting to TZS 3,439.1 million (2024: TZS 3,439.1 million), reflecting no change from the previous year. In addition, the Institute recorded an accumulated surplus of TZS 81,008.3 million (2024: TZS 78,872.0 million), indicating an increase in retained earnings over the financial year. These figures are detailed in Table 12.

The capital structure has been financed through a combination of funding sources, including subventions from the Government, contributions from development partners, and revenue generated internally through the Institute's operations. This diversified funding base supports the Institute's financial sustainability and capacity to invest in academic programs, infrastructure, and institutional development. Accordingly, the summary of the Institute's capital structure as at 30 June 2025 and the comparative figures for 30 June 2024 are presented below.

Table 12: Capital Structure

Capital and Reserves	30 JUNE 2025 (TZS '000')	30 JUNE 2024 (TZS '000')
Capital Fund	3,439,082	3,439,082
Accumulated Surplus	81,008,333	78,872,063
Total Equity	84,447,415	82,311,145

Source: Statement of Financial Position as at 30 June 2025

2.12 TREASURY POLICIES AND OBJECTIVES

The Institute of Finance Management (IFM) maintains a Treasury Policy such as Financial Regulations, and Accounting Manual which entails procedures to be adhered to during opening of bank accounts, closing and maintenance, cash handling procedures, selecting and introducing signatories in approving wire cash/funds transfers and cheque payments, short-term investments of surplus cash, approving short-term financing of deficit, forex exchange exposure and related risk management. The objective of the policy is to ensure that the Institute's cash, investments and other cash-related assets are adequately managed, controlled and safeguarded. Adherence to the policy and control procedures also ensures that an Institute's foreign exchange and other exposures are effectively managed.

Generally, IFM treasury policies involve mechanisms established by the Governing Council, which delegates financial decisions to Management in a controlled manner. The control instruments in place include legislation i.e. Public Finance Act Cap. 348, Government Circulars (Treasury circulars and Accountant General Circulars) and Guidelines (IFM Financial

Regulations, 2016). During the period under review, the Institute's treasury policy was adhered to and thus there was no potential effect occurred.

2.12.1 Liquidity

The Institute places a strong emphasis on managing liquidity risk and daily cash flows to ensure that the Institute holds sufficient liquid assets to enable it to continue with its normal operations. During the financial year ended 30 June 2025, the Institute managed its liquidity level to ensure there were sufficient funds to meet its liabilities when due without damage to the Institute's reputation. The Institute's current ratio for the financial year ended 30 June 2025, which measures the ability of the current assets to meet its short-term obligations (current liabilities), was 0.81:1 (2024: 1.41:1). This implies the ability of the Institute to meet short-term obligations was not insufficient.

Moreover, the Acid (quick) test ratio, which also measures the ability of current assets without inventories to meet its short-term obligations (current liabilities), was 0.71:1 (2024: 1.31:1).

2.12.2 Funding approach

The Institute's primary sources of funding include tuition fees, consultancy income, and grants received from the Government of the United Republic of Tanzania (URT) and Development Partners, notably the World Bank through the Higher Education for Economic Transformation (HEET) Project. These revenue streams contribute significantly to the financial stability of the Institute and support its academic, administrative, and developmental objectives.

To ensure long-term sustainability, the Institute maintains a diversified and stable funding base. This includes cash inflows from exchange transactions, primarily revenues made from students' tuition fees and related services, as well as non-exchange transactions such as government subventions and donor-funded grants. Additional sources of income include rental income, professional training programs, and other institutional initiatives.

During the financial year, the Institute did not enter into any financing agreements or covenants that impose restrictions on the use of funds. This reflects the Institute's prudent financial management practices and commitment to maintaining flexibility in the utilisation of its financial resources to support its core mission and strategic priorities.

2.12.3 Liquidity management

The Institute actively manages its liquidity to ensure that it can meet its short-term and long-term financial obligations as they fall due. Liquidity management is conducted internally and involves continuous monitoring of day-to-day funding requirements, forecasting future cash flows, and ensuring the timely collection of financial assets-particularly trade and other receivables. The Institute also regularly assesses its liquidity ratios against internally generated funds to maintain a healthy financial position.

Cash flow monitoring and reporting are conducted on both a monthly and annual basis, which are considered critical timeframes for effective liquidity management. These forecasts begin with a detailed analysis of the contractual maturities of financial liabilities (where applicable) and the anticipated collection dates of financial assets. This forward-looking approach helps the Institute to anticipate potential shortfalls and to take appropriate actions in a timely manner.

Furthermore, during the financial year under review, the Institute did not enter into any financing agreements or covenants that would impose restrictions on the use of its financial arrangements. This flexibility has allowed the Institute to allocate its financial resources efficiently in line with operational and strategic priorities.

2.13 RELATIONSHIP WITH STAKEHOLDERS

The Institute firmly recognises that its existence, growth, and success are fundamentally tied to the support and involvement of its stakeholders. The Institute's key stakeholders are the Government, employees, regulatory bodies, those charged with governance, suppliers, business and development partners and the general public at large, as detailed in Table 13. In acknowledgement of this, the Institute has implemented a range of initiatives aimed at promoting responsible conduct and fostering strong, mutually beneficial relationships with both its internal and external stakeholders. These initiatives include regular and structured stakeholder engagement activities such as interactive meetings, staff forums, seminars, workshops, research and consultancy programs.

In addition, the Institute continues to deliver academic services through modern technological platforms and is committed to continuously enhancing the quality of customer service across all its campuses nationwide. These efforts are designed not only to improve service delivery but also to create an inclusive environment where stakeholders feel valued and heard. In its governance processes, the Governing Council places a strong emphasis on considering the interests of all stakeholder groups. Decisions are made through a deliberate and consultative process, ensuring that stakeholder engagement is not only intentional but also transparent, inclusive, and effectively communicated. This stakeholder-centric approach underpins the Institute's commitment to accountability, trust, and sustainable development.

Table 13: Details of Stakeholders' Relationship

S/NO	Stakeholders	Their Interests / Concerns	Value we create
1.0	The Government The Government established the Institute with a set of objectives and functions to provide facilities for the study and training in principles, procedures and techniques of Banking, Insurance, Finance Management and such other related subjects	The Government's concerns to the Institute include the following: • Receive 15% of gross revenue contribution quarterly for remittance to the Government Consolidated Fund; • High-quality training programmes for various professional disciplines;	• Remittance of 15% gross revenue contribution within every quarter to the Government Consolidated Fund with a view to future growth; • Provide quality training programmes,

S/NO	Stakeholders	Their Interests / Concerns	Value we create
	as the Council may decide from time to time.	• Innovative problem-solving services. • Publication of actionable research outputs. • Innovativeness in expansion and self-financing. • Transparency and Accountability. • Increase in enrolment of students. Source: The Treasury Registrar (Powers and Functions) Act, Cap 370 and the IFM Act No.3 of 1972.	research outputs and consultancy services. • Provide competent graduates who are employable or can employ themselves. • Provide the best governance, transparency and accountability systems. • Adhere to government policies, guidelines and procedures.
2.0	Employees Employees are key to make the Institute a great place to work. They should find working for IFM an inspiring place for elevating personal experience and consequently accept co-responsibility for the development of each employee to their full potential. Together with efficient and value-creating solutions, services, and operations offer value to our customers. Career progress is based on the individual initiative towards the fulfilment of their responsibilities, complemented by the Institute.	Employees want a friendly, safe and conducive working environment, defined career progression, better salary and benefits, motivation and recognition, and opportunities to contribute to society. Source: IFM Staff meetings and the Workers Council meetings.	• Transforming into an inclusive society through employment equity and gender equality; • We focus on developing our employees through targeted training programs and skills upgrading to further their careers and improve academic services. • Rewarding employees for the value they add; • Motivating and energizing our workforce; and • Timely payments of employees' entitlements.
3.0	Regulatory Bodies (NACTVET and TCU) Regulatory Bodies have important roles in academic development, specifically in the provision of regulated services.	• Provision of curricula of a good standard; • Availability of shared resources; • Accredited programmes; and • Compliance with procedures and guidelines. Source: Stakeholders' meetings, Directives from Regulators.	• Presence of accredited programmes; • Competent graduates; • Qualified trainers and teachers; • Availability of shared resources; and • Adherence to regulatory guidelines and directives.

S/NO	Stakeholders	Their Interests / Concerns	Value we create
4.0	Students Meeting students' needs with innovative solutions and superior experience is critical to maintaining high-quality relationships with our students.	- Reliable information on the availability of various training programmes; - Updated market-driven and innovative curricula; - Enrolment opportunities; - Simplified systems, processes and structures; and - Timely delivery of excellent service to students and ensure confidentiality of students' and business data and information. Source: Institute of Finance Management Students Organization (IFMSO) meetings, Trace study report.	- Establish reliable, modern and constantly updated information systems; - Provide quality training programmes; - Provision of good quality books and publications; - Establish simplified learning systems and structures; - Provision of modern training facilities and infrastructures; and - Providing excellent services to meet and exceed customers' expectations.
5.0	Suppliers Suppliers are stakeholders who provide goods and services to the Institute, and they are closely monitored to ensure they deliver the required or ordered goods and services in time.	- Transparent and fair procurement process of goods, works and services; - Receiving feedback on delivered goods and rendered services; and - Timely settlement of suppliers' invoices. Source: Suppliers visited IFM campuses and received official letters, Invoices and emails.	- Effective use of online procurement system (NeST). - Inclusion of fair terms and proper vetting of procurement contracts; and - Settle genuine suppliers' invoices timely.
6.0	Business & Development Partners The business partners are private sector and public sector entities that have direct or indirect working relationships with the Institute when performing its statutory functions. These include TRA, e-GA, PSSSF, NAOT, NBAA, PPRA, Banks, Insurance companies, MoF, MoEST, and External Collaboration, i.e., HEET, Groningen, etc.	- Cooperation on areas of common interest in serving the public; - Sharing business data and information; - Honouring business relationships. - Collaborative opportunities for various training programmes, research and consultancy activities. Source: Stakeholders' forums, official communication by letters and emails, Memorandum of Understanding (MoU), external collaborations, and Contracts.	- Participating in meetings and events related to the areas of common interest; - Providing necessary data and information requested by business partners; - Strengthening long-lasting business relations with a focus on customer satisfaction.

S/NO	Stakeholders	Their Interests / Concerns	Value we create
7.0	Those Charged with Governance (Council, Parliamentary Committees) The Institute complies with a wide spectrum of legislation, conventions, protocols, resolutions, directives and guidelines which are issued from time to time by the Government entities, including MoF, OTR, ACGEN and Tanzania Parliamentary Committees (Budget Committee and Parliamentary Accounts Committee).	The Institute complies with the relevant legislation, guidelines and directives to ensure smooth conduct of academic and other related services Source: those charged with governance consultative meetings, official letters and emails.	• Operating within the scope of the legislation, directives and guidelines; and • Complying with protocols issued by those charged with governance.
8.0	General Public (Society) The Institute acknowledges its responsibility to respond to community social needs. The Corporate Social Responsibility (CSR) interventions included a commitment to active participation in environmental protection and promotion of socio-economic development of our society through extension of financial support to the implementation of community activities.	• Supporting social development programs organised by the communities for socio-economic development where IFM has campuses; • Awareness of IFM functions and applicable legislation; and • Compliance with environmental, social and governance matters. Source: Stakeholders' meetings, Corporate Social Responsibility (CSR) schedule of activities.	• Supporting social community programs using donations and other sources of funds; • Providing awareness on IFM functions and environmental protection; and • Undertake Environmental and Social Impact Assessments periodically.

2.14 CASH FLOW

The Institute prepares its annual budgets in alignment with the Medium-Term Expenditure Framework (MTEF), which serves as a strategic tool to ensure prudent financial planning and resource allocation over a multi-year horizon. As part of this budgeting process, detailed cash flow projections are developed quarterly to effectively manage the timing of cash inflows and outflows. These projections encompass estimates from both exchange transactions such as tuition fees and consultancy income and non-exchange transactions, including government subventions and donor grants, covering the Institute's operating, investing, and financing activities.

Cash flow management is critical to maintaining the Institute's liquidity and financial stability. The Institute's cash flows are categorised and analysed under three main activities, as presented in the cash flow statement:

- **Operating activities:** cash generated or used in the core functions of the Institute, including tuition fee collections, payment of salaries, and other day-to-day operational expenditures.
- **Investing activities:** cash flows related to the acquisition or disposal of long-term assets such as property, equipment, and infrastructure investments.
- **Financing activities:** cash movements associated with funding arrangements, including grants, loans, or other financing sources that support the Institute's capital structure.

The following section provides a summarised analysis of the Institute's cash flows, highlighting the key trends and movements within these three categories.

a) Cash Flows from Operating Activities

The receipts from operating activities increased to TZS 39,975.0 million (2024: TZS 39,478.9 million). The increase was attributed from other revenue and subvention from government entities. With regards to payments, the amount aggregated to TZS 32,654.2 million (2024: TZS 42,572.4 million). Decrease in expenses was related to wages, salaries, employees benefit and use of goods and services. As a result, the institute recorded net cash inflows from operating activities of TZS 7,321.2 million compared to a net cash outflow of TZS 3,093.4 million for the previous year.

b) Cash Flows from Investing Activities

The net cash out flows from investing activities for the year amounted to TZS 9,827.8 million (2024: TZS 9,417.0 million). This outflow was primarily driven by ongoing construction projects at the Kiseke and Geita projects, reflecting significant work-in-progress investments aimed at expanding and enhancing the Institute's infrastructure. Additionally, the cash outflows included expenditures related to the acquisition of property, plant, and equipment, which are critical to supporting the Institute's operational capacity and future growth. These investments underscore the Institute's commitment to developing state-of-the-art facilities and modernising its physical assets to better serve students, staff, and other stakeholders. While these activities represent substantial capital expenditure, they are essential for sustaining the quality of education and institutional development over the medium to long term.

c) Cash flows from Financing Activities

During the financial year ended 30 June 2025, the Institute did not record any cash flows from financing activities, consistent with the previous year. This indicates that there were no new financing arrangements, such as loans, capital injections, or repayments, undertaken during the period. The absence of cash flows in this category reflects the Institute's reliance on internally generated funds, government subventions, and development partner contributions to support its operations and investments, rather than external borrowing or financing. This prudent approach to financial management helps maintain a stable capital structure and minimises exposure to debt-related risks.

2.15 ACADEMIC ACTIVITIES

During the reporting period, the Institute conducted thirty-two out of thirty-five programmes at the level of Certificate, Ordinary Diploma, Bachelor and master's degrees in the areas of Banking, Finance, Insurance, Social Protection, Accounting, Tax Management, Economics, Business Administration, Actuarial Science, Human Resource Management, Computer Science and Information Technology. These programmes were conducted at the campuses in Dar es Salaam, Mwanza, Geita Dodoma and Simiyu and at the IFM learning centre in Zanzibar.

The Institute also conducted various programmes at the level of Postgraduate diploma in areas of Tax Management, Human Resource Management, Accountancy, Financial Management, Business Administration, Insurance and Actuarial Science. The Institute also conducted a Master of Science degree in Information Technology and Management in collaboration with the Avinashilingam University of India.

2.16 OTHER CORE ACTIVITIES

During the year under review, the Institute continued to actively engage in research, consultancy, and the delivery of short courses, in full compliance with Section 4(e) of the Institute of Finance Management (IFM) Act, 1972 as revised in 2021. These activities are integral to the Institute's mandate to contribute to knowledge creation, professional development, and capacity building within the finance and management sectors. Through research initiatives, the Institute addresses critical issues relevant to the public and private sectors, while consultancy services provide practical solutions to various organisations. Additionally, the short courses offered are designed to equip professionals and stakeholders with up-to-date skills and expertise, thereby enhancing their effectiveness and contributing to broader economic and social development.

2.17 INSTITUTIONAL CAPACITY BUILDING

(a) Physical Facilities and Infrastructures

The Institute remained committed to providing and maintaining a conducive working environment by ensuring that adequate facilities and infrastructure are in place to support staff in the effective execution of their roles and responsibilities. This commitment includes the continuous provision of essential office furniture such as chairs and desks, computers and related information technology equipment, printing and communication facilities, as well as the regular maintenance of buildings, vehicles, and other institutional assets.

During the year under review, the Institute made significant strides in infrastructure development and upkeep. This included the continuation of major construction works at the Geita, Mwanza, and Simiyu campuses, aimed at expanding access to quality higher education and enhancing the Institute's regional presence. In addition to new construction, the Institute also undertook various rehabilitation, repair, and maintenance projects across its existing facilities to ensure safety, functionality, and a professional working and learning environment.

These efforts reflect the Institute's strategic focus on infrastructure development as a key enabler of institutional performance, service delivery, and long-term sustainability.

i. Completed

- Cleaning and maintenance of water wells, underground water storage tanks, and PVC surface tanks at IFM Main Campus were successfully carried out using internally generated funds. This initiative aimed to ensure the provision of clean and safe water across campus facilities, enhance the longevity and efficiency of the water storage infrastructure, and maintain compliance with health and sanitation standards.
- Removal of old and worn-out mosquito nets and wire gauze at Blocks C and D. These were replaced with new, durable, and high-quality materials designed to provide enhanced protection against mosquitoes and other insects while maintaining proper ventilation.
- A comprehensive cleaning and painting exercise on the external walls of the perimeter fence and Blocks A, B, C, and D at IFM Main Campus. This work involved the removal of accumulated dirt, mould, and weather stains, followed by the application of high-quality weather-resistant paint.
- A rehabilitation of the electrical, wastewater, and clean water systems was carried out at IFM Main Campus. The project involved upgrading outdated infrastructure, replacing worn-out components, and addressing system inefficiencies to ensure reliable service delivery.

Work in Progress covers the construction of:

- The Institute's Kiseke plot, located in Ilemela District, Mwanza, construction activities for the new campus continued to progress steadily throughout the financial year. As of 30 June 2025, the physical implementation of the project had reached an impressive 80% level of completion. This campus is envisioned to serve as a key academic and administrative hub in the Lake Zone, contributing to the Institute's mission of expanding access to quality higher education across the country. The ongoing construction includes essential infrastructure such as academic buildings, administrative offices, and student support facilities. Upon completion, the Kiseke Campus will significantly enhance the Institute's capacity to deliver academic programs and serve the educational needs of the region.
- Phase I of the Geita Campus construction project had been fully completed, achieving 100% completion. Progress on Phase II was also substantial, with staff houses reaching full completion (100%), while the computer laboratory and library, along with Hostels 1 and 4, had attained a 92.5% completion level. Taking both phases into account, the overall completion status of the Geita Campus construction project stood at 88.5%.
- The ongoing infrastructure development under the Higher Education for Economic Transformation (HEET) Project, the Institute commenced the construction of key facilities at its Simiyu Campus site, including a teaching block, student hostels, a dispensary, and a community building designed to accommodate essential services such as an ATM and retail

shops. As of 30 June 2025, the overall physical implementation progress of this construction initiative had reached 25% completion. This marks a significant step toward establishing a fully functional and accessible campus in the region, which is expected to enhance academic service delivery, student welfare, and community engagement upon completion.

- Student hostels at its Mwanza Campus under the HEET funding arrangement to expand accommodation capacity and improve student welfare. As of 30 June 2025, the physical implementation progress of this construction project had reached 40.5% completion. This development is a strategic investment aimed at addressing the growing demand for on-campus housing, enhancing the student experience, and supporting the overall academic environment. Once completed, the new hostel facilities will provide safe, modern, and convenient accommodation, further reinforcing the Institute's commitment to creating conducive learning and living conditions for its students.
- Enhancement of the staircase at block "B". This project involves the construction and comprehensive enhancement of the staircase located at Block "B" of the Institute of Finance Management (IFM) Main Campus. The scope of work includes structural improvements, aesthetic upgrades, and safety enhancements to ensure the staircase meets modern building standards and provides improved accessibility, functionality, and visual appeal for students, staff, and visitors.
- Roofing treatment due to water leakage at Blocks "A", "B" and "D". The scope of work included the inspection, repair, and sealing of damaged roof sections using high-quality waterproofing materials. This intervention aimed to prevent further water infiltration, protect interior spaces from moisture damage, and extend the lifespan of the roofing structures. By addressing these issues promptly, IFM ensures the safety, comfort, and functionality of its academic and administrative facilities, while minimising potential disruptions caused by structural deterioration.

The Institute continued to invest in and enhance its Information, Communication Technology infrastructure as a critical enabler of institutional efficiency, service delivery, and academic excellence. These improvements are aligned with the Institute's strategic objective to integrate technology across all core functions.

ICT systems are utilised extensively in various operational areas, including:

- Student admissions, where digital platforms streamline the application, selection, and enrolment processes;
- Academic assessment and processing, enabling efficient management of examinations, grading, and results dissemination;
- Student registration, allowing for seamless and timely course enrolment and tracking of academic progress; and
- Financial management, through integrated systems that support budgeting, accounting, and reporting functions.

The ongoing enhancement of ICT infrastructure not only improves operational efficiency but also supports a more transparent, data-driven, and user-friendly environment for students, staff, and other stakeholders. The Institute remains committed to leveraging digital technologies to drive innovation and improve institutional effectiveness.

(b) Staff development

The Institute remains committed to the continuous professional development of its workforce by designing and implementing comprehensive training programs aimed at equipping employees with the knowledge and skills necessary to perform effectively in their respective roles. Training initiatives are tailored to address current institutional needs and evolving industry demands, ensuring that staff at all levels remain competent, competitive, and well-prepared to support the Institute's strategic objectives. Employees are encouraged and supported to participate in both short-term and long-term training programs, offered locally and internationally. These programs are designed to enhance technical skills, leadership capabilities, academic qualifications, and overall career growth. A total of forty-five (45) (2024:34) staff members were actively undergoing training, reflecting the Institute's continued investment in human capital development. A detailed analysis of staff training participation is presented in Table 14. This ongoing commitment to capacity building reinforces the Institute's dedication to fostering a highly skilled, motivated, and forward-looking workforce.

Table 14: Number of Staff on Training for the years from 2023/24 to 2024/25

Training Level	Administrative Staff		Academic staff	
	2024/25	2023/24	2024/25	2023/24
PhD	-	-	28	21
Master's Degree	07	06	09	05
Degree	01	02	-	-
Total	08	08	37	26

Source: Training Report 2024/25

2.18 KEY PERFORMANCE INDICATORS

(a) Teaching Assessments

During the year under review, approximately 58.8% of the Institute's teaching workload was delivered by unspecified academic staff, while the remaining 41.2% was undertaken by specified teaching staff. While the contribution of part-time staff has been essential in addressing immediate teaching needs and providing specialised expertise, the Institute recognises the importance of strengthening its core academic workforce.

To ensure continuity, academic consistency, and improved institutional capacity, the Institute has set a strategic target to have at least 90% of all teaching activities conducted by unspecified academic staff. Achieving this target will enhance quality assurance, support academic planning, and promote greater staff commitment and engagement in institutional development. Efforts are ongoing to recruit and retain qualified academic personnel on a full-time basis in

line with this objective. A detailed analysis of the teaching staff composition is provided in Table 15.

Table 15: Analysis of Teaching Staff

S/No	Faculties	Unspecified Academic Staff		Specified Academic Staff		Total
		Number	Per (%)	Number	(%)	
1.	Faculty of Business and Economics (FBE)	84	58.3	60	41.7	144
2.	Faculty of Computing and Mathematics (FCM)	46	73.0	17	27.0	63
3.	Faculty of Insurance and Banking (FIB)	44	55.7	35	44.3	79
4.	Mwanza Campus	20	57.1	15	42.9	35
5.	Dodoma Campus	04	25.0	12	75.0	16
6.	Simiyu Campus	05	45.5	06	54.5	11
7.	Geita Campus	03	100.0	-	-	03
8.	Zanzibar Teaching Centre	01	100.0	-	-	01
TOTAL		207	58.8	145	41.2	352

Source: Reports of the Academic Development Committee for the financial year 2024/25

(b) Academic Performance of Final Year Students

During the academic year 2024/25, a total of 5,258 students sat for their second-semester final examinations, as presented in Table 16. Out of these, 3,716 students (equivalent to 70.7%) successfully passed their examinations. This reflects a notable improvement when compared to the academic year 2023/24, during which 2,139 students (equivalent to 41.2%) passed their final examinations.

The results for 2024/25 demonstrate an increase in overall academic performance by 73.7%, indicating the effectiveness of ongoing academic interventions such as enhanced teaching methodologies, improved learning resources, closer academic monitoring, and expanded student support services. This upward trend is a positive reflection of the Institute's continued efforts to uphold academic quality and student success, in alignment with its strategic goals for academic excellence and institutional growth.

Table 16: Academic Performance of Final Year Students (Pass 1st Sitting)

Main Courses	2024/25		2023/24	
	No. of students enrolled	No. of students passed	No. of students enrolled	No. of students passed
Certificate	1,082	730	1,230	362
Ordinary Diploma	685	550	689	402
Bachelor Degree	3,206	2,240	3,201	1,353
Postgraduate Diploma	65	39	72	22
Master's program	220	157	-	-
Total	5,258	3,716	5,192	2,139

Source: Enterprise Management System

(c) Registration Performance

During the academic year 2024/25, a total of 16,002 students were registered to pursue various academic programs offered by the Institute, compared to 15,343 students in the 2023/24 academic year. This reflects an increase of 4.3% in student enrolment, demonstrating the Institute's growing appeal and continued efforts to expand access to quality higher education. Of the total 16,002 registered students, 9,170 were male, and 6,832 were female, highlighting the Institute's commitment to promoting gender inclusivity and diversity in its academic community. A detailed breakdown of student enrolment by gender and academic program is provided in Table 17. The increase in student numbers can be attributed to several strategic initiatives, including program diversification, expanded regional campuses, improved learning infrastructure, and strengthened outreach and admission processes.

Table 17: Registration Analysis

S/No	Campuses	2024/25		2023/24	
		Male	Female	Male	Female
1.	Dar es Salaam	8,349	6,181	7,937	5,844
2.	Mwanza	555	449	603	480
3.	Dodoma	124	98	122	108
4.	Simiyu	111	80	127	108
5.	Zanzibar	11	3	11	3
6.	Geita	20	21	-	-
Total		9,170	6,832	8,800	6,543

Source: Reports of the Academic Development Committee for the financial year 2024/25

(d) Research and Publications Activities

The Institute actively fosters a vibrant research culture by inviting researchers and scholars from both local and international institutions to undertake research projects and publish their findings across a wide range of disciplines, including Accounting, Finance, Banking, Insurance, Information Technology, and other related fields. This commitment underscores the Institute's role as a hub for academic inquiry and knowledge dissemination that contributes to both national development and global scholarship.

During the year under review, a total of ninety-seven (97) journal articles (2024:76) were published by the Institute's academic staff, reflecting an ongoing dedication to advancing research output. These figures demonstrate the dynamic nature of the Institute's research activities and its commitment to maintaining high academic standards. Through these efforts, the Institute continues to contribute valuable insights to academic discourse and the practical challenges faced by industries and communities in Tanzania and beyond.

(e) Short Courses Activities

During the year under review, the Institute successfully conducted forty (40) (2024:22) short courses across various fields, funded by individuals and organisations throughout the country, demonstrating the Institute's continued commitment to providing flexible and demand-driven

professional development opportunities. The short courses offered during the year generated a total revenue of TZS 553.7 million (2024: TZS 364.6 million). This revenue has been accounted for as part of other revenue in the Institute's Statement of Financial Performance for the financial year ending 30 June 2025. By expanding the portfolio and reach of short courses, the Institute not only diversifies its income streams but also enhances capacity building and skills development for professionals and organisations across Tanzania, thereby contributing to the country's socio-economic growth.

(f) Consultancy Activities

During the year under review, the Institute successfully provided a range of professional consultancy services to registered entities across the country, generating a total revenue of TZS 205.9 million (2024: TZS 181.7 million). These consultancy activities reflect the Institute's expertise and its commitment to offering high-quality advisory services that address the needs of both public and private sector clients. Recognising the importance of consultancy as a vital source of revenue and institutional growth, the Institute continues to actively pursue and submit proposals for various consultancy tenders. These efforts are aimed at expanding the consultancy portfolio, enhancing income streams, and strengthening partnerships with development partners and industry stakeholders. Through the strategic enhancement of its consultancy services, the Institute seeks to not only increase financial sustainability but also contribute practical solutions and innovations that support national development priorities.

2.19 CURRENT, FUTURE DEVELOPMENT AND PERFORMANCE RESOURCES

The Institute remains focused on sustaining its growth path and enhancing service delivery through strategic investments in human capital, infrastructure, and academic innovation. As part of this forward-looking vision, the Institute will continue to strengthen its workforce by developing competent, motivated, and well-supported employees, while ensuring full compliance with applicable regulations and institutional policies. A strong emphasis will be placed on delivering value-added, customer-oriented services to students and stakeholders across all operational areas. To meet the increasing demand for higher education and improve regional access, the Institute will advance its expansion strategy through the continued development of its campuses in Geita, Simiyu, and Mwanza. These campuses are central to the Institute's goal of widening participation and contributing to national development through inclusive and equitable education.

Significantly, in the financial year 2024/25, the Institute continued with the construction of Mwanza Campus at the Kiseke site. The planned infrastructure will have the capacity to accommodate 2,520 students concurrently, and will be designed to support academic programs serving approximately 10,000 students per semester. This ambitious development will enhance the Institute's ability to deliver high-quality education while supporting research, innovation, and community engagement on a larger scale. Through these initiatives, the Institute reaffirms its commitment to excellence, accessibility, and sustainability as it positions itself for the future.

As part of its strategic development plan, the Institute intends to relocate the operations of the Mwanza Campus from its current rented premises at Rock City Mall to its newly constructed facilities at Kiseke. This transition is scheduled to take place by the beginning of the 2024/25 academic year, marking a significant milestone in the Institute's infrastructure development and commitment to creating a more sustainable and purpose-built learning environment. Student enrolment at the Mwanza Campus is projected to increase from 1,100 students in the 2023/24 academic year to 2,500 students in 2024/25, reflecting growing demand for the Institute's academic offerings in the Lake Zone and beyond. The new campus facilities will not only accommodate this growth but also enhance the quality of academic delivery and student services.

In parallel, the construction of the Geita Campus is progressing steadily and is expected to be fully completed by 31 December 2025. Upon completion, the campus is projected to enrol an initial cohort of 100 students in the 2024/25 academic year, with future intakes anticipated to grow as awareness and capacity increase. In addition to physical expansion, the Institute remains committed to modernising and improving its business operations and service delivery across all campuses. By leveraging technology, streamlining processes, and fostering a customer-centric culture, the Institute aims to enhance stakeholder satisfaction and maintain excellence in academic and administrative functions.

2.20 RESULTS AND DIVIDENDS

The Institute of Finance Management is a public institution that is not for profit motive but rather for implementing its core responsibilities as defined in the IFM Act, 1972 as revised in 2021. During the financial year ended on 30 June 2025, the institute's operations registered a surplus of TZS 2,136.3 million (2024: deficit of TZS 5,595.9 million). This positive financial performance reflects a combination of strategic financial management and operational adjustments undertaken during the year.

2.21 FINANCIAL PERFORMANCE AND POSITION

(a) Statement of Financial Performance

i) Revenue

During the financial year ended 30 June 2025, total revenue amounted to TZS 44,998.0 million (2024: TZS 40,522.9 million), resulting in an increase of TZS 4,475.1 million, representing 9.9 %. The increase in revenue from exchange transactions (tuition fees) and other revenue was the main contributing factor.

ii) Expenses and Transfers

The Institute expenses and transfers for the financial year ended 30 June 2025 aggregated to TZS 42,861.7 million (2024: TZS 46,020.2 million). The decrease in expenses of TZS 3,257 million, representing 6.9%, was primarily attributed to a significant decline in the expenses for use of goods and services across various Institute campuses. The decrease was largely driven by

the strategic adoption and integration of innovative technologies, which enhanced operational efficiency, streamlined processes, and reduced reliance on traditional resource-intensive methods. As a result, the Institute was able to achieve cost savings while maintaining the quality and effectiveness of its academic and administrative functions.

The major components of the expenses incurred during the year ended 30 June 2025 were wages, salaries and employee benefits amounting to TZS 21,899.6 million (2024: TZS 19,631.5 million) where the increase of TZS 2,268.1 million or 11.6% was on account of salaries for newly employed and promotion of staff, heavy teaching workloads for academic staff and other expenses associated with academic activities. Further expenses related to the use of goods and services aggregated to TZS 13,893.1 million (2024: TZS 17,357.4 million). The decrease of TZS 3,464.4 million or 20.0 % was mainly due to strategic adoption and integration of innovative technologies, which enhanced operational efficiency, streamlined processes, and reduced reliance on traditional resource-intensive methods.

iii) Capital Expenditure

The Institute continued to improve its infrastructure to ensure smooth conduct of academic services, which led to an increase in capital expenditure to TZS 9,827.8 million (2024: TZS 9,417.0 million). Out of this amount, TZS 9,302.5 million (2024: TZS 7,456.2 million), and TZS 476.7 million (2024: TZS 2,555.2 million) were related to work in progress in respect of construction activities at Kiseke-Mwanza and Geita campuses and acquisition of non-current assets, respectively.

(b) Statement of Financial Position

The Institute's total assets increased by TZS 9,059.9 million to TZS 96,839.6 million (2024: TZS 87,779.7 million) on account of an increase in prepayment by TZS 527.1 million, receivables by TZS 4,339.6 million, intangible assets by TZS 333.3 million and work in progress mainly related to construction activities at Kiseke-Mwanza and Simiyu Campuses of TZS 9,302.4 million. Further, the value of cash and cash equivalents declined from TZS 3,974.6 million as at 30 June 2024 to TZS 1,489.7 million as more funds were utilised in 2024/25 for various construction works at Kiseke in Mwanza and Geita campus.

Likewise, total capital, reserves and liabilities increased by TZS 2,136.3 million to TZS 84,447.4 million (2024: TZS. 82,311.1 million). Total liabilities amounted to TZS 12,392.2 million (2024: TZS 5,468.6 million). The noted increase of TZS 6,923.6 million was mainly associated with payables and accruals. Capital and accumulated surplus aggregated to TZS 84,447.4 million (2024: TZS 82,311.1 million) since the 2024/25 IFM operations recorded a surplus of TZS 2,136.3 million (2023/24: deficit of TZS 5,595.9 million).

i) Cash and Cash Equivalents

The Institute's cash and cash equivalents as at 30 June 2025, after deducting expected credit loss, aggregated to TZS 1,489.7 million (2024: TZS 3,974.6 million). The decrease of TZS 2,484.9 million, equivalent to 62.5%, was due to funds utilised for operational activities, construction

activities at Kiseke- Mwanza and Geita campuses, and the acquisition of various properties and equipment.

ii) Receivables

The amount of receivables from exchange transactions for the year after deduction of expected credit loss, was TZS 7,234.0 million (2024: TZS 2,815.8 million). Staff loans receivables amounted to TZS 95.1 million (2024: TZS 67.8 million).

iii) Property and Equipment

The value of property and equipment during the year ended 30 June 2025 stood at TZS 60,797.5 million (2024: TZS 63,550.1 million). The noted decrease of TZS 2,752.6million was on account of the depreciation amount charged during the year under review.

iv) Intangible Assets

The carrying value of intangible assets as at 30 June 2025 was TZS 979.0 million (2024: TZS 529.6 million). The noted increase of TZS 449.4 million was mainly due to costs for software development incurred in 2024/25.

v) Payables and Accrued Expenses

Total payables and accrued expenses as at 30 June 2025 were TZS 10,970.4 million (2024: TZS 4,472.7 million). The major part of the payables and accrued expenses is related to supplies of various goods and services, which amounted to TZS 8,232.5 million (2024: TZS 3,080.2 million).

2.22 EMPLOYEES WELFARE

The Institute is committed to promoting the well-being of its employees by providing a comprehensive range of welfare benefits and support mechanisms. These are delivered in full compliance with Government directives, the Institute's Staff Regulations, the Scheme of Service, and the Incentive scheme approved by the Governing Council. These welfare provisions are designed to ensure that employees operate in a supportive and motivating environment that promotes professional growth, job satisfaction, and a healthy work-life balance. The benefits include, but are not limited to, medical services, leave entitlements, training and development opportunities, housing assistance, and other financial or non-financial incentives as stipulated in the governing policies. By upholding these standards, the Institute not only ensures compliance with legal and regulatory requirements but also reinforces its commitment to attracting, retaining, and developing a highly competent and dedicated workforce.

(a) Management - Employees' Relationship

The Institute continues to foster a healthy and constructive relationship between management and employees, built on mutual respect, open communication, and shared institutional goals. During the financial year 2024/25, no unresolved complaints were reported by employees to

management, reflecting a positive and collaborative working environment. Employee voices were actively included in the Institute's governance and decision-making processes. In particular, staff were represented through their elected leaders in various forums, including the Workers' Council and key Committees of the Governing Council. This participatory approach ensures that employee concerns and contributions are considered in shaping institutional policies and initiatives.

The Institute firmly upholds the principles of equal opportunity and non-discrimination in all its employment practices. It is committed to providing fair and inclusive access to employment, ensuring that recruitment, promotion, and placement are based solely on merit, qualifications, and institutional needs. All appointments are made without discrimination based on gender, marital status, ethnicity, religion, disability, or any other non-job-related factor. This inclusive approach is central to the Institute's human resource's philosophy and helps create a diverse, equitable, and supportive workplace where all individuals can thrive and contribute meaningfully to the Institute's mission.

(b) Training

Human resources are a critical driver in promoting high performance, innovation, and institutional growth. At the Institute, human capital is recognised as a strategic asset essential to achieving its core mandates of teaching, research, consultancy, and public service. By investing in the professional development of its workforce, the Institute enhances its institutional capacity, service delivery, and long-term sustainability. In recognition of this, the Institute prioritises continuous learning and development as part of its broader human resource strategy. During the financial year 2024/25, a total of TZS 607.9 million (2024: TZS 752.2 million) was invested in staff training and development initiatives. These funds supported the training of both academic and non-academic staff, aligned with the Institute's Training Policy, which guides all capacity-building efforts.

(c) Promotions

The Institute budgeted and received the approval of fifty-six (56) (2024:75) staff promotions from the President's Office, Good Governance and Establishment for the financial year 2024/25. These promotions were implemented during the year under review.

(d) Health, Safety and Working Environment

The Institute places a high priority on effective health, safety, and risk management, recognising that a safe and supportive working environment is fundamental to employee well-being and organisational productivity. Through its comprehensive safety management system, the Institute continuously monitors, evaluates, and improves workplace conditions to ensure that all staff operate in an environment that meets the highest standards of occupational health and safety.

Regular risk assessments, maintenance of safety infrastructure, and adherence to safety protocols are integral components of this system. These measures are not only preventive but

also aim to cultivate a culture of safety awareness and shared responsibility among all employees. Beyond physical safety, the Institute is deeply committed to fostering a positive and empowering work culture. Management believes that employment at the Institute should be an inspiring and personally enriching experience, where every employee is encouraged and supported to realise their full professional and personal potential.

(e) Opportunities and Fairness

The Institute's management is strongly dedicated to upholding the principles of equality, fairness, and inclusivity in every aspect of employment. It recognises that offering equal opportunities for all staff regardless of ethnicity, race, gender, disability, religion, or any other status is not only a moral and legal duty but also a crucial factor in institutional success and social justice. This commitment is integrated into the Institute's human resource policies and daily practices, ensuring that recruitment, promotions, training, and access to professional development are solely based on merit, qualifications, and performance. By cultivating a diverse and inclusive work environment, the Institute gains from a wide range of perspectives, experiences, and talents that enhance its organisational culture and foster innovation and growth.

Furthermore, management recognises that achieving the Institute's strategic objectives and performance targets relies heavily on the full commitment, loyalty, and dedication of its employees.

(f) Financial Assistance to Staff

The Institute is committed to supporting the financial well-being of its employees through responsible and merit-based internal financial assistance programs. Financial support is granted to eligible employees based on individual merit, the urgency or justification of each case, and the prevailing liquidity position of the Institute. These interventions are guided by the Institute's Financial Regulations, 2016, which outline the procedures and conditions under which such support may be extended. While the Institute provides this internal assistance to alleviate short-term financial burdens and support staff welfare, employees are also encouraged to explore external financing options, including loans or advances from commercial banks, to meet their broader financial needs. The dual approach ensures that staff have access to a wider range of financial resources without over-reliance on institutional funds. During the year under review, the Institute disbursed a total of TZS 95.1 million (2024: TZS 67.8 million) as internal staff loans and financial support.

(g) Employees' Benefit Plan

The Institute is committed to ensuring the financial security and welfare of its employees through the implementation of well-structured and compliant benefit schemes. Currently, the Institute operates an unfunded but budgeted employee benefit scheme, whereby provisions are made annually in the financial statements to account for the estimated future costs of benefits

payable under the scheme. While this provision supports long-term planning and liability management, it is important to note that employees do not contribute directly to this scheme.

In addition to this arrangement, the Institute maintains a defined contribution pension plan in accordance with national social security regulations. Under this scheme, the Institute makes monthly contributions to the Public Service Social Security Fund (PSSSF) on behalf of all eligible employees, fulfilling its statutory obligations related to retirement benefits. For employees engaged on a contractual basis, the Institute provides a gratuity payment equivalent to 25% of the total emoluments earned over the duration of the contract. This serves as a form of end-of-contract benefit, supporting financial continuity for short-term staff.

(h) Medical Facilities

The Institute is dedicated to safeguarding the health and well-being of its employees and their immediate family dependants by providing comprehensive medical coverage. To this end, the Institute fully finances the cost of medical consultations, treatments, and related healthcare services through regular contributions to the National Health Insurance Fund (NHIF). By enrolling all eligible employees and their dependants in the NHIF scheme, the Institute ensures access to essential healthcare services without undue financial burden. This health insurance coverage includes outpatient services, inpatient care, diagnostic tests, and other medical treatments as outlined by the NHIF policies.

(i) Voluntary Agreement and Workers Council

The Institute maintains a constructive and voluntary partnership with the Researchers Academician and Allied Workers Union (RAAWU), which plays a vital role in fostering positive industrial relations within the organisation. This collaboration is grounded in mutual respect and open communication, aimed at promoting harmonious working conditions and addressing employee concerns effectively. Through this partnership, the Institute actively engages with RAAWU to enhance employee welfare, ensure fair treatment, and support the professional development of its workforce. The Union serves as a critical platform for dialogue between management and employees, helping to resolve workplace issues, negotiate terms of employment, and advocate for the rights and interests of staff members.

2.23 DISABLED PERSONS AND GENDER BALANCE

2.23.1 Disabled Persons

The Institute is an equal opportunity employer, and as a matter of policy, recruitment processes are transparent and competitive. In case of applications for employment by persons with disabilities will be considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort shall be made to ensure that their employment with the Institute continues and appropriate training is arranged. It is the policy of the Institute that training, career development and promotion in case of persons with disabilities should, as far as possible, be identical to that of other employees.

2.23.2 Gender Balance

The Institute's recruitment policy is to give equal opportunity to all people in the recruitment process to fill vacant employment posts. Thus, the Institute does not discriminate between male and female applicants for the vacant posts. In this regard, great care is taken when implementing the policy in order to ensure that education/professional qualifications, competencies and key attributes, which are the basic criteria for selection and appointment, are not compromised. The Institute attempts to abide by the national gender balance policy, and it has been very keen in considering gender balance in appointments at various levels based on ability, qualifications and integrity. The gender parity of staff members at the Institute is shown in Table 18.

Table 18: Gender Balance

Gender	2025		2024	
	Number	Percentage	Number	Percentage
Males	234	65.2	237	67
Females	125	34.8	118	33
Total	359	100	355	100

Source: Human Capital Management Information System

2.24 POLITICAL AND CHARITABLE DONATIONS

The Institute did not make any political donations during the financial year under review, maintaining a clear stance of neutrality in political matters. However, the Institute actively encourages its employees to engage in meaningful partnerships and collaborative efforts aimed at making a positive and lasting impact on both local and national communities. Rooted in the belief that sustainable development begins with caring for those closest to us, the Institute is committed to fostering a better world not only for its employees and their families but also for the broader communities in which it operates. This commitment is reflected in the Institute's ongoing corporate social responsibility initiatives and charitable activities undertaken throughout the year.

During the 2024/25 financial year, the Institute was engaged in various corporate social responsibility programs that focused on education, health, social welfare, and environmental sustainability. These initiatives were designed to support vulnerable groups, empower communities, and contribute to national development goals. A detailed list of beneficiaries who received support from the Institute's corporate social responsibility funds during the year is provided in Table 19.

Table 19: Beneficiaries of Corporate Social Responsibilities Funds for 2024/25

S/No	Beneficiary's Name	Amount (TZS '000')	Purpose/ Activities
1	Japhet J. Mangalu	1,380	Assistance to enable the student to shift from Simiyu to Mwanza Campus
2	Said S. Hamis	1,380	Assistance to enable the student to shift from Simiyu to Mwanza Campus
3	Hena G. Ng'wigulu	1,380	Assistance to enable the student to shift from Simiyu to Mwanza Campus
4	Merio Company Ltd	1,677	Payment to special needs students
5	Mwalimu Julius Nyerere Leadership School	1,000	Sponsorship for the 4 th cost region Business and Exhibition
6	Godlove Augustino Ilomo	1,600	Assistance to a student with disability
7	Tanzania Association of Women Certified Accountants	500	Event sponsorship
8	Emmanuel Samuel Mtani	300	Assistance to student with disabilities
9	Tanzania Association of the Blind	350	Training fee for Asha Kinyama
10	Prevention of Gender Based Violence	3,000	Contribution to Women's Day
11	RAAWU Arusha	150	Assistance to persons with disabilities
12	Augustino Godlove	1,000	Assistance to special needs students
	TOTAL	13,717	

2.25 PRINCIPAL RISKS, UNCERTAINTIES AND OPPORTUNITIES

In the pursuit of its strategic objectives, the Institute operates within a dynamic environment that presents various risks, uncertainties, and opportunities. Effective identification and management of these factors are critical to safeguarding the Institute's assets, reputation, and sustainability, while also enabling it to capitalise on emerging possibilities for growth and development. The principal risks faced by the Institute include financial constraints, changes in government policy and funding, technological advancements, and evolving stakeholder expectations. These risks are carefully monitored and managed through robust internal controls, strategic planning, and continuous engagement with stakeholders.

Uncertainties arise primarily from external economic conditions, regulatory changes, and unpredictable events that may impact operations or resource availability. The Institute remains vigilant and adaptable to mitigate the potential negative effects of these uncertainties. Conversely, opportunities exist in expanding academic programs, strengthening partnerships

with development agencies, enhancing research capabilities, and leveraging technology to improve service delivery. By proactively identifying and embracing these opportunities, the Institute aims to reinforce its leadership position and fulfil its mission more effectively. A detailed overview of the Institute's risk management framework, key risk areas, and strategic opportunities is provided in the subsequent sections.

2.25.1 Internal Control and Risk Management

a) Council's Responsibility

The Council holds ultimate responsibility for risk management, including the establishment and oversight of the Institute's internal control systems. It is accountable for determining the overall framework within which these controls operate and for regularly monitoring the effectiveness of the internal control environment. Management, in turn, is tasked with the ongoing development, implementation, and maintenance of adequate financial and operational internal controls. These controls must be regularly reviewed and refined to ensure they provide reasonable assurance regarding the integrity of financial reporting, the safeguarding of assets, the efficiency of operations, and compliance with applicable laws and regulations.

The effectiveness of the internal control system is fundamentally dependent on the consistent and diligent adherence to established policies, procedures, and control measures. While these systems are designed to promote operational integrity and minimise risks, there remains an inherent risk of non-compliance by staff, whether due to oversight, error, or deliberate action. It is important to acknowledge that no internal control system, regardless of how well-designed, can provide absolute assurance against the risk of misstatement, fraud, or financial loss. Rather, the Institute's internal control framework is structured to provide a high, but not absolute, level of assurance. Its primary objective is to manage and mitigate risks to an acceptable level, thereby supporting the achievement of strategic and operational goals, enhancing the reliability of financial reporting, and ensuring compliance with applicable laws and regulations.

b) Key Elements of the System of Internal Control

Management regularly receives comprehensive reports detailing key performance indicators (KPIs) and risk metrics, which provide critical insights into the Institute's operational and strategic health. These reports enable the timely identification of potential control weaknesses or emerging risks through established early warning mechanisms. By proactively addressing these issues, management ensures the continued effectiveness and resilience of the Institute's governance framework. The core components of the internal control system include, but are not limited to, the following key elements:

(i) Clear Organisational Structure and Delegated Authority

The Institute maintains clearly defined roles and responsibilities across all levels of the organisation, ensuring that each employee understands their specific duties and obligations. This clarity is complemented by a well-established segregation of duties, which is strategically

designed to minimise the risk of conflicts of interest, errors, or unauthorised actions. By distributing key tasks and decision-making authority among different individuals or departments, the Institute promotes transparency, strengthens internal controls, and enhances accountability. This structure not only supports operational efficiency but also fosters an environment of ethical conduct and responsible stewardship throughout the organisation.

(ii) Comprehensive Policies and Procedures

The Institute has established comprehensive operational guidelines and robust financial policies that serve as the foundation for its day-to-day activities. These detailed frameworks ensure that all business practices are conducted consistently, transparently, and in full compliance with relevant laws, regulations, and internal standards. By clearly outlining procedures, responsibilities, and controls, these policies help to mitigate risks, prevent errors, and promote ethical conduct across all departments. Moreover, they provide staff with clear direction and support effective decision-making, fostering an environment of discipline and accountability. This structured approach enables the Institute to maintain operational excellence, safeguard its resources, and uphold its commitment to good governance and financial integrity.

(iii) Effective Financial Controls

The Institute has implemented robust systems and controls designed to continuously monitor and protect its assets from loss, theft, or misuse. These systems ensure that all financial transactions are accurately recorded and reported in accordance with applicable accounting standards and regulatory requirements. Additionally, stringent safeguards and audit mechanisms are in place to detect and prevent any instances of fraud, misappropriation, or financial irregularities. Through regular reconciliations, internal audits, and compliance reviews, the Institute maintains the integrity of its financial information and fosters a culture of transparency and accountability, thereby strengthening stakeholder confidence and supporting sound financial management.

(iv) Continuous Monitoring and Review

The Institute conducts continuous internal audits and performance reviews as an integral part of its governance framework. These activities are designed to rigorously assess the effectiveness of internal controls, operational processes, and compliance with established policies. By systematically evaluating risks and identifying areas for improvement, internal audits provide management and the Governing Council with valuable insights and assurance regarding the integrity and efficiency of the Institute's operations. The findings from these reviews inform the development of corrective action plans, ensuring that any weaknesses are promptly addressed and that control measures are continuously enhanced. This proactive approach supports the Institute's commitment to maintaining high standards of accountability, risk management, and organisational performance.

(v) Risk Assessment

The Governing Council maintains a deep understanding of the various sources of risk that could potentially impact the Institute's operations, financial, and strategic objectives. Throughout the financial year 2024/25, the Council actively employed comprehensive risk assessment frameworks to systematically identify, evaluate, and prioritise these risks. This analytical approach enabled the Council to develop and implement cost-effective mitigation strategies tailored to address the most significant threats, thereby safeguarding the Institute's sustainability and reputation.

The Council recognises that risks may arise from a range of internal and external factors, including financial uncertainties, operational challenges, regulatory changes, technological disruptions, and stakeholder dynamics. By proactively managing these risks, the Council ensures that the Institute remains resilient and capable of adapting to evolving circumstances. A detailed overview of the key risk categories identified by the Council, alongside the corresponding mitigation measures, is outlined in Table 20. This summary provides insight into how the Institute navigates its risk environment to uphold sound governance, protect its assets, and promote continued growth and excellence.

Table 20: The Institute's Risks, Impacts and Mitigation

S/N	Risks	Impacts	Risks Mitigation
1.0	Information and Communication Management	The Institute's core activities are automated, and the business data and information are properly managed in ICT systems. The fact that ICT systems are changed periodically in line with technology advancement, the threat of Cyber-attacks is becoming more sophisticated and a greater number of third parties seek to access our business data and remove it from the safety of our systems and firewalls. If the Institute fails to ensure that its information is kept safe and used by intended stakeholders and specific users only, it may significantly impact relationships with these stakeholders and the general public.	i. The institute has, and continues to invest significantly in our data, analytics and Cyber-security capabilities to better meet evolving customers' needs and expectations, and to reduce the potential for data breaches. ii. IFM actively engage with e-GA to ensure that there is appropriate governance in place and that changes in e-GA guidelines appropriately balance the value of giving customers control of their data, with our duty to protect stakeholders' privacy and security. iii. IFM continuously invests in ICT systems security and enhance access management controls to secure the confidentiality, integrity and availability of Institute data. iv. Our ICT staff and selected ICT application systems users from other Directorates, Units and

S/N	Risks	Impacts	Risks Mitigation
			Sections undergo mandatory training modules to ensure they understand the importance of data security and their obligations in relation to the data they access.
2.0	Financial Management	The Institute's activities are potentially exposed to a variety of financial management risks, including financial risk, market risk, credit risk and liquidity risk, as briefly explained below: (a) Financial Risk The financial risk is the possibility that the Institute's cash flow will prove inadequate to meet the Institute's obligations. (b) Market Risk Market risk is the risk of changes in market prices, such as foreign exchange rates and interest rates, affecting the Institute's income or the value of its financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimizing the return on the risk. (c) Credit Risk Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Institute is exposed to credit-related losses in the event of non-performance by counterparties to financial instruments. (d) Liquidity Risk Liquidity risk is the risk of the Institute not being able to meet its obligations as they fall due. The Institute's approach to managing liquidity risk is to ensure that sufficient liquidity is available to meet its liabilities when due,	i. IFM prepare our annual plan and budget in line with the Government guidelines on the preparation of a Medium-Term Expenditure Framework (MTEF) to address financial risk management. ii. IFM opened and operated bank accounts in both Tanzania Shillings and United States Dollar (USD) to mitigate market risks. iii. IFM does not regard any significant concentration of credit risk; hence, we mitigate the credit risk by maintaining cash and cash equivalents with the preferred financial institutions, and recovering staff debts, imprest or salary advance in terms of the applicable financial regulations (2016) directly from the employee's salary and/or pension. iv. IFM manages liquidity risk to ensure the Institute can meet estimated expenditure requirements based on the approved budget and through the use of cash flow forecasts. This is achieved through practical liquidity risk management, which includes maintaining sufficient cash and cash equivalents. v. Furthermore, the Institute strives to ensure that receivables are settled as prescribed in the financial regulations (2016), and payables are settled timely.

S/N	Risks	Impacts	Risks Mitigation
		without incurring unacceptable losses or risking damage to the Institute's reputation.	
3.0	Quality Service Delivery	Meeting customer needs and expectations with innovative solutions and superior experiences is critical to maintaining high-quality relationships with our students, suppliers and other stakeholders. The fact that customers and other stakeholders' expectations continue to evolve, the Institute strives to engage emerging technologies to improve effectiveness and efficiency in service delivery. Any failure to recognise and adapt to changing competitive forces in the academic sector promptly could reduce our revenue potential and service delivery improvements in the long term.	i. IFM is in the process of implementing a Quality Management System (QMS) based on ISO 9001, which focuses on customer satisfaction with continuous improvement to our service delivery. ii. IFM actively monitor quality of service delivery to customers and stakeholders' preferences, technologies, and methods of service delivery and continuously improve customer experiences with our services by adhering to the Institute's Customer Service Delivery Charter (2022). iii. The institute invests in our employees and build capacity in key areas of technology capability, governance, and customer care, which are critical to our value proposition to customers and other stakeholders, including training on Cybersecurity, digital channels, artificial intelligence, academic standards, data and analytics. iv. IFM is investing in emerging technologies through Enterprise Resource Planning (ERP) to ensure that the way we operate and the solutions we provide to our customers and other stakeholders are leading in the academic sector. v. The institute invests in employees' productivity to optimise our cost base and continue to remain competitive for our stakeholders.
4.0	Reputation	Our reputation is of critical importance to us and is directly related to how we conduct our	i. IFM actively focus on improving the transparency of our service decisions and engage with our

S/N	Risks	Impacts	Risks Mitigation
		services; make business decisions; and communicate with the Government and other public institutions, customers, regulatory bodies and the communities within our working environment. A negative shift in any of our stakeholders' perceptions may materially undermine our ability to advocate for positive outcomes that align with our vision, mission and core values, and our ability to drive long-term performance. This may also affect the cost and availability of financial resources necessary for the implementation of the Institute's annual plans and budgets.	esteemed customers, employees and the general public, especially those around the campuses in which we operate, to understand their concerns and balance their needs. ii. IFM have embedded our Institute's culture, which communicates what we expect of our employees in applying our vision, mission and core values as a guide for the Institute's core activities and decision-making. iii. The institute continues to drive deeper engagement with the Government, customers and other stakeholders in the education sector to ensure we deliver better and consistently fair outcomes and remediate issues when we are made aware of them.
5.0	Employee Capability	Our employees are critical to the success of our strategic objectives and ensuring that we can continuously find better ways to operate and meet customers' and other stakeholders' needs and expectations. A shortage of key skills, a failure to help our people to continuously update their capabilities, the emergence of new technologies and/or a fall in our attractiveness relative to other leading employers could impact our ability to deliver on our strategic objectives, strategies, targets, vision and mission.	i. The institute is investing in our value proposition as an employer, through new ways of working, competitive benefits and a focus on culture and diversity. We develop a sound Scheme of Service and team up with the Public Service Recruitment Secretariat on the recruitment of competent staff. ii. IFM focus on developing and retaining our employees, including management staff, through targeted training programs and skills upgrading. iii. The institute is creating flexible and innovative workspaces to enable stronger collaboration and foster an innovative culture. iv. IFM is building partnerships with leading higher learning institutions to further develop top talent and are investing in community awareness of potential future skills shortages.

S/N	Risks	Impacts	Risks Mitigation
			v. Management is assessing how new technologies will impact the future workforce for our Institute. We are building these changes into our long-term people development and capability roadmap.
6.0	Compliance with rules, legislation and regulations	Compliance with legislation governing the regulation of education sector and implementation, as well as regulatory bodies, is critical to how we continue to run our business and interact with our customers and other stakeholders. The academic sector and tax legislation are subject to changes. If we are unable to foresee, advocate for, plan for, and adapt to legislation change, this could negatively impact the Institute's compliance with academic sector regulations and tax legislation, together with our ability to serve customers and other stakeholders.	i. Management allocate a material proportion of our budget to legislation compliance, risk prevention initiatives and engage with policymakers and communities to advocate for appropriate legislation reform. ii. Management maintains constructive and proactive relationships with the Government, Parliamentary committees (Budget and Public Accounts), and the Parliament in general, where we get an opportunity to share our comments on legislation changes. iii. IFM engages consultants to support the Institute in compliance with tax legislation and all other relevant sector legislation.
7.0	Social and Environmental Impact	We actively consider the social and environmental impact of our activities and are committed to operating sustainably and making a positive contribution beyond our established objective and statutory functions as stipulated in the establishing Act. We consider social and environmental issues to be significant long-term drivers of both financial and non-financial value. We appreciate the potential impact they have on our relationships with different customers and other stakeholders allocated to IFM campuses.	i. The Institute designs appropriate conservation programs that take a long-term view to ensure that we conduct our activities sustainably and efficiently, and appropriately use our influence to enhance social and environmental outcomes. ii. The institute is complying with the National Environment Management Council (NEMC), and Occupational Safety and Health Authority (OSHA) rules, regulations and procedures. iii. The institute collaborate with public and private institutions on the protection of the environment pollution.

S/N	Risks	Impacts	Risks Mitigation
8.0	Business Continuity	The resilience and continuity of our operations are critical to providing our customers with quality and reliable services and experiences that they expect from the Institute. Events driven by our external environment, including Cyber-attacks, political instability, unfavourable business conditions, pandemics, and adverse weather conditions such as heavy rainfalls, i.e., El Nino, can significantly disrupt the systems and processes that enable the Institute to serve and protect our customers and other stakeholders.	i. Management monitors the health of all ICT systems, document Internal Operating Procedures (IOPs) and perform contingency planning for disruptions to critical systems and processes. ii. The institute is implementing several process and system simplification initiatives through investments in agile capability, automation and ICT systems resilience. iii. The institute is investing in technology, processes and employee capabilities to mitigate the impact of cybersecurity risks on our business processes. iv. The Institute policies and standards on supplier governance, selection and management and outsourcing or offshoring are applied to mitigate the risk and impact of third-party disruptions.

2.25.2 Opportunities

Through its comprehensive risk assessment process, the Institute has not only identified potential threats but also uncovered valuable opportunities that can significantly enhance the execution of its strategic plan. These opportunities present avenues for innovation, growth, and improved operational efficiency, aligning closely with the Institute's long-term objectives. By leveraging these insights, the Institute is well-positioned to optimise resource allocation, strengthen stakeholder engagement, and capitalise on emerging trends within the higher education and research sectors.

2.25.3 Assumptions on Risks, Uncertainties and Opportunities

In conducting its assessments of risks, uncertainties, and opportunities, the Institute remains mindful of several key assumptions that underpin its analysis and decision-making processes. These assumptions provide a foundational context for evaluating potential scenarios and their impacts on the Institute's operations and strategic goals. By clearly recognising these underlying factors, the Institute ensures that its risk management and opportunity identification efforts are realistic, forward-looking, and aligned with prevailing economic, social, and regulatory environments. The primary assumptions considered during these assessments include, but are not limited to, the following:

- i. Macro-economic factors or conditions like Inflation, Interest rates, Gross Domestic Product, per capita income, economic growth rate, and terms of international trade exchange rate will continue to perform well and remain fairly stable;
- ii. Political environment will remain stable and political support for the education sector prevail during the implementation of the Institute's functions;
- iii. Stable and predictable regulatory environment, like Policies, Laws and Regulations, will exist during the implementation of IFM functions;
- iv. Competent, skilled and motivated staff will be available during the Strategic Plan implementation period;
- v. Good or stable relationships with key stakeholders will be maintained during the implementation of the Strategic Plan;
- vi. Availability of sufficient financial and physical resources like buildings, working tools, and Standard Operating Procedures (SOPs) for the implementation of the Strategic Plan; and
- vii. The revised organisation structure will be intact for the implementation of the Strategic Plan.

2.26 PREJUDICIAL ISSUES

During the year ended 30 June 2025, there were no prejudicial issues to report as required by the Tanzania Financial Reporting Standards No. 1 - Governance Report.

2.27 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 Institute's financial statements have been prepared in compliance with the International Public Sector Accounting Standards (IPSASs) as issued by the International Public Sector Accounting Standards Board (IPSASB).

2.28 PUBLICATION OF THE REPORT BY THOSE CHARGED WITH GOVERNANCE AND AUDITED FINANCIAL STATEMENTS

The report by Those Charged with Governance and Audited Financial Statements for the financial year 2024/25 was published on the Institute's website and in two widely circulating newspapers, as required by the National Board of Accountants and Auditors Technical Pronouncement No. 3 of 2018.

2.29 AUDIT MANDATE

The Controller and Auditor General is the statutory auditor of the Institute of Finance Management by virtue of Article 143 of the Constitution of the United Republic of Tanzania as amplified under Section 9 - 12 of the Public Audit Act, Cap. 418. However, in accordance with Section 33 of the same Act, M/s Quintex Financial Services, located at Dar es Salaam, with NBAA PF No.139 and TIN: 108-135-247, was appointed by the Controller and Auditor General to carry out the audit of the Institute for the year ended 30 June 2025.

2.30 APPROVAL

This Report was approved and authorised for issue by the Governing Council and signed on its behalf by:

Prof. Emmanuel A. Mjema
Chairman of the Governing Council

Date:.....

3.0 STATEMENT OF RESPONSIBILITY BY THOSE CHARGED WITH GOVERNANCE

The Institute of Finance Management Act, 1972 as revised in 2021 requires those charged with governance to ensure that financial statements are prepared for each financial year, which present fairly, in all material respects, the state of affairs as at the end of the financial year and of its operating results for the year that ended. The Governing Council is also required to ensure that the Institute keeps proper accounting records, which disclose with reasonable accuracy at any time, the financial position of the Institute. Members of the Governing Council are also responsible for safeguarding the assets of the Institute.

Those charged with governance are responsible for ensuring the preparation of financial statements that present fairly, in all material respects, in accordance with the International Public Sector Accounting Standards (IPSASs). The Governing Council Members accept responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable estimates, in conformity with the International Public Sector Accounting Standards. The Governing Council Members are of the opinion that the financial statements present fairly, in all material respects, the state of affairs of the financial position of the Institute and its financial performance and its cash flows in accordance with the International Public Sector Accounting Standards.

Members of the Governing Council further accept responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, as well as for an adequate system of internal controls. Nothing has come to the attention of the Governing Council to indicate that the Institute will not remain a going concern for at least twelve months from the date of this statement. The Governing Council confirms that all the existing laws and regulations applicable to the running of the Institute have been complied with during the reporting period. They include the Public Finance Act of 2001 and its amendments, the Public Procurement Act, 2023 and its Regulations, 2024, and other laws, circulars and regulations applicable to the Institute.

Signed by: _____

Prof. Emmanuel A. Mjema

Chairperson-Governing Council

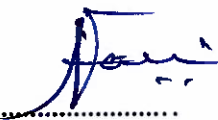
Date: _____

4.0 DECLARATION OF THE DIRECTOR OF FINANCE AND ACCOUNTS

The National Board of Accountants and Auditors (NBAA), according to the power conferred under the Auditors and Accountants (Registration) Act, 1972, as amended in 2021, requires financial statements to be accompanied with a declaration issued by the Head of Finance responsible for the preparation of financial statements of the entity concerned.

It is the duty of the Professional Accountant to assist the Governing Council to discharge the responsibility of preparing financial statements of an entity which show a true and fair view of the entity's position and performance in accordance with applicable International Accounting Standards and statutory financial reporting requirements. Full legal responsibility for the preparation of financial statements rests with the Governing Council under the Statement of Councilors' Responsibility.

I, CPA Alfaksa K. Boniface, being the Acting Director of Finance and Accounts of the Institute of Finance Management, hereby acknowledge my responsibility of ensuring that financial statements for the year ended 30 June 2025 have been prepared in compliance with applicable accounting standards and statutory requirements. I thus confirm that the financial statements give a true and fair view of the position of the Institute of Finance Management as on that date and that they have been prepared based on the properly maintained financial records.

Signed by: 

CPA Alfaksa K. Boniface,

Position: Acting Director of Finance and Accounts

NBAA Membership No: ACPA 2875

Date: 16.03.2026

5.0 STATEMENT OF THE RECTOR

The Institute is pleased to present its Annual Report for the financial year 2024/25. The report presents the operational performance and the draft financial statements for the year ended 30 June 2025. The Annual Report focuses on the principal activities of the institute, namely teaching, research and consultancy, as well as on the implementation of the Strategic Plan 2021/22 - 2025/26

The financial year ended 30 June 2025 was the fourth year of implementation of the Strategic Plan for 2021/22 - 2025/26. The strategic plan provides a five-year road-map for the institutional growth, design and delivery of quality education and training programmes, innovative research and community outreach. During the financial year under review, the Institute directed its resources towards the achievement of the following eight strategic objectives:

- i. Strengthen the quantity and quality of training, research and consultancy services;
- ii. Expand and maintain physical infrastructure;
- iii. Enhance the capacity of human resources and staff welfare;
- iv. Improve business processes and governance;
- v. Improve students' academic and social experience;
- vi. Enhance financial capacity and sustainability;
- vii. Compliance with the national policy of communicable and non-communicable diseases; and
- viii. Comply and implement the National anti-corruption strategy.

The IFM Strategic Plan for 2021/22 - 2025/26 is guided by a vision "To be a reputable world-class higher learning institution that is responsive to global development needs through provision of knowledge and competencies in finance management and related disciplines".

In pursuing this vision, the Institute is committed to fulfil its mission of "providing quality academic and professional training that nurtures creativity and innovation through integrated training, research and consultancy in financial studies and related disciplines". In achieving its vision and fulfilling its mission, IFM will adhere to eight (8) core values, which are abbreviated as ATTITUDE:

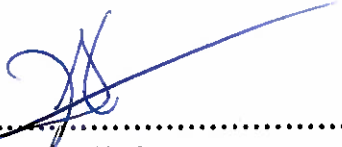
- (i) Accountability
- (ii) Transparency and fairness,
- (iii) Teamwork
- (iv) Integrity and innovativeness
- (v) Trust
- (vi) Unity
- (vii) Diversity & gender equity
- (viii) Excellence and efficiency.

During the year under review, the following activities were implemented as per the annual work plan:

- A total of 16,002 students were enrolled, out of these 14,530 students were enrolled at the Main Campus (Dar es Salaam), 1,004 students at the Mwanza campus (Mwanza), 191 students at the Simiyu campus (Simiyu), 222 students at Dodoma campus (Dodoma), 41 students at Geita Campus, and 14 students at Zanzibar Teaching Centre (Zanzibar).
- The first phase of the development of the Geita Campus, which involved construction of classrooms, administration block, cafeteria and multipurpose hall, was completed by 97.1% by 30 June 2025. Phase two of the project, which involves the construction of a computer laboratory, library, hostels, and staff houses, was completed by 82% by 30 June 2025. In addition, the addendum contract for the execution of external works of the Geita campus, which includes landscaping, water management system, playgrounds and enhancement of internal road networks, was signed during the period under review. The completion and commissioning of the Geita campus is planned to be undertaken by December 2025.
- The Institute is in the process of finalising phase one of Kiseke-Mwanza project, and expects it to be completed by December 2025. Until the end of the financial year under review, the construction of the referred campus has attained an 80% level of completion.
- The Institute continued to strengthen and diversify its academic offerings by designing and reviewing a range of undergraduate and postgraduate programs. This initiative was part of the Institute's broader strategy to ensure its curricula remain responsive to evolving industry demands, technological advancements, and national development priorities. Key undergraduate programs that undergo development include the Bachelor of Auditing and Risk Management (BARM), Bachelor of Procurement and Supply Chain Management (BPSM), Bachelor of Taxation with Accounting (BTA), Bachelor of Computer Networks Systems, Bachelor of Banking and Insurance (BBi), and Bachelor of Science in Statistics and Data Analytics. These programs are designed to equip graduates with practical and theoretical knowledge tailored to the needs of both the public and private sectors.
- At the postgraduate level, the Institute focused on enhancing advanced academic pathways through the review and development of the Master of Financial Control and Risk Management (MFRM), Master of Science in Taxation (MTA), Master of Finance and Economics (MFE), and the Master of Science in Information Technology Management. These programs are aimed at preparing professionals to take on strategic roles in financial, economic, and technological fields. Several of these academic programs were submitted to regulatory bodies for accreditation and approval. Others remain in various stages of development and internal quality assurance processes, including curriculum refinement, stakeholder consultations, and resource planning. These curriculum development efforts reflect the Institute's ongoing commitment to academic excellence, industry relevance, and alignment with Tanzania's socio-economic transformation agenda.

- 97 (against planned 76) research papers were published by faculty members. The Institute improved its business processes and governance through the enhancement of ICT services and the development of various policy guideline documents. Capacity building and awareness programmes were conducted for the staff members and students to enhance the implementation of the National Anti-corruption Strategy and the National Policy of communicable and non-communicable diseases.
- The Institute is among the beneficiaries of the World Bank (WB) Higher Education for Economic Transformation (HEET) funds and was allocated a total of USD 10.6 million, equivalent to TZS 25,015.5 million. The substantial portion of the project funds aggregating to TZS 20,628.5 million (82.5%) is planned for use in improving the teaching and learning environment, whereas the balance of TZS 4,387.0 million (17.5%) is planned for use in building capacity on innovative research and strengthening linkages with the industry. The HEET funds are expected to address issues of inadequate institutional capacity in areas of physical infrastructure and the innovative research skills gap. In the financial year ended 30 June 2025, the Institute received HEET funds amounting to TZS 4,796.1 million in addition to TZS 297.7 million, which was the balance of funds at the beginning of the period under review. The received amount was intended for undertaking activities as per the HEET work plan. Until the end of the financial year 2024/25, the Institute managed to utilise 91.5% of the received funds.
- The general financial performance of the Institute during the financial year ended 30 June 2025 was good. The total revenue earned during the year was TZS 44,998.0 million (2024: TZS 40,522.9 million), thus there was an increase in revenue by TZS 4,475.1 million, equivalent to 11%. The major sources of revenue during the year under review were tuition fees at TZS 25,888.6 million (2024: TZS 24,391.7 million), recurrent and development grants from the Government at TZS 15,170.6 million (2024: TZS 12,277.1 million) and other revenue at TZS 3,705.3 million (2024: TZS 3,136.4 million). The total expenses and transfers for the year were TZS 42,861.7 million (2024: TZS 46,020.2 million). The major components of expenses were wages, salaries and employee benefits TZS 21,899.6 million (2024: TZS 19,631.5 million) and Use of Goods and Services expenses TZS 13,893.1 million (2024: TZS 17,357.4 million). During the financial year ended 30 June 2025, TZS 771.6 million was transferred to the Government Consolidated Fund (2024: TZS 1,000.0 million).

The Management expresses its appreciation to the Government, the World Bank, Governing Council, stakeholders and members of staff for their contribution to the reported achievements during the financial year ended 30 June 2025.


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Prof. Henry Chalu
Acting Rector

6.0 FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

		30 June 2025	Restated 30 June 2024
	Notes	TZS ('000)	TZS ('000)
ASSETS			
Current Assets			
Cash and Cash Equivalents	4	1,489,679	3,974,570
Inventories	5	378,923	543,876
Loan Receivables	6	95,133	67,842
Prepayments	7	801,900	274,728
Receivables	8	<u>7,233,968</u>	<u>2,815,753</u>
Total Current Assets		9,999,603	7,676,769
Non-Current Assets			
Intangible Assets	9	979,032	529,568
Investment in Controlled Entities	10	-	262,240
Property and Equipment	11	60,797,456	63,550,062
Work In Progress	12	<u>25,063,548</u>	<u>15,761,098</u>
Total Non-Current Assets		<u>86,840,036</u>	<u>80,102,968</u>
TOTAL ASSETS		<u>96,839,639</u>	<u>87,779,737</u>
LIABILITIES			
Current Liabilities			
Deferred Income	13	879,530	337,555
Deposits	14	308,172	401,556
Payables and Accruals	15	10,970,352	4,472,744
Provisions	16	<u>193,401</u>	<u>214,868</u>
Total Current Liabilities		12,351,455	5,426,723
Non-Current Liabilities			
Payables and Accruals (Long Term)	17	40,769	41,869
Total Non-Current Liabilities		<u>40,769</u>	<u>41,869</u>
TOTAL LIABILITIES		<u>12,392,224</u>	<u>5,468,592</u>
Net Assets		<u>84,447,415</u>	<u>82,311,145</u>

NET ASSETS/EQUITY

Capital Contributed by:

Taxpayers/Share Capital

3,439,082

3,439,082

Accumulated Surpluses / Deficits

81,008,333

78,872,063

TOTAL NET ASSETS/EQUITY

84,447,415

82,311,145

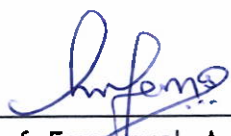
Prof. Emmanuel A. Mjema
Chairperson- Governing Council

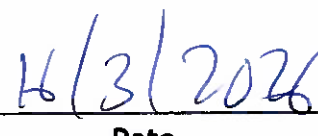
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Prof. Henry Chalu
Acting Rector

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2025

		2024/25 TZS ('000)	Restated 2023/24 TZS ('000)
	Note:		
REVENUE			
Fair value Gains on Assets and Liabilities	18	24,210	50,964
Fees, Fines, Penalties and Forfeits	19	37,578	18,596
Other Revenue	20	3,705,262	3,136,370
Revenue from Exchange Transactions	21	26,060,315	24,578,879
Revenue Grants	22	0	461,033
Subvention from other Government entities	23	<u>15,170,606</u>	<u>12,277,046</u>
TOTAL REVENUE		44,997,971	40,522,888
EXPENSES AND TRANSFERS			
Expenses			
Impairment of Property and Equipm	24	6,727	0
Amortization of Intangible Assets	25	57,983	33,976
Depreciation of Property and Equipr	26	3,229,285	4,605,156
Expected Credit Loss	27	1,180,810	362,042
Maintenance Expenses	28	1,050,307	1,883,555
Other Expenses	29	532,175	947,466
Social Benefits	30	240,143	297,659
Use of Goods and Services	31	13,893,122	17,357,419
Wages, Salaries and Employee Benefits	32	<u>21,899,599</u>	<u>19,631,513</u>
Total Expenses		42,090,151	45,118,786
Transfer			
Other Transfers	33	<u>771,550</u>	<u>1,000,000</u>
TOTAL EXPENSES AND TRANSFERS		<u>42,861,701</u>	<u>46,118,786</u>
Surplus /(Deficit) for the period		<u>2,136,270</u>	<u>(5,595,898)</u>


 Prof. Emmanuel A. Mjema
 Chairperson- Governing Council

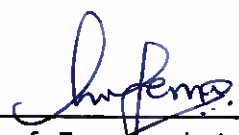

 Date


 Prof. Henry Chalu
 Acting Rector

INSTITUTE OF FINANCE MANAGEMENT (IFM)

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

	Capital Fund	Accumulated Surplus/ (Deficit)	Total
	TZS ('000)	TZS ('000)	TZS ('000)
Opening Balance as at 01 Jul 2024	3,439,082	78,872,063	82,311,145
Surplus/ (Deficit for the Year)	-	2,136,270	2,136,270
Closing Balance as at 30 June 2025	<u>3,439,082</u>	<u>81,008,333</u>	<u>84,447,415</u>
		Restated	Restated
Opening Balance as at 01 July 2023	3,439,082	84,505,050	87,944,132
Other Appropriations	-	(37,089)	(37,089)
Surplus/ (Deficit for the Year)	-	(5,595,898)	(5,595,898)
Closing Balance as at 30 June 2024	<u>3,439,082</u>	<u>78,872,063</u>	<u>82,311,145</u>

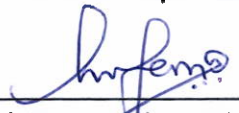

 Prof. Emmanuel A. Mjema
 Chairperson- Governing Council

16/3/2026
 Date

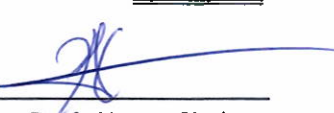

 Prof. Henry Chalu
 Acting Rector

CASHFLOW STATEMENT FOR THE PERIOD ENDED 30 JUNE 2025

	Notes	2024/25 TZS ('000)	Restated 2023/24 TZS ('000)
CASH FLOW FROM OPERATING ACTIVITIES			
RECEIPTS			
Subvention from other Government entities	41(i)	15,170,606	12,277,046
Revenue Grants	41(ii)	541,975	(38,468)
Revenue from Exchange Transactions	41(iii)	20,463,786	23,431,935
Other Revenue	20	3,705,262	3,136,370
Increase in Deposit	41(iv)	56,171	653,434
Fees, Fines, Penalties and Forfeits	19	37,578	18,596
Total Receipts		39,975,378	39,478,913
PAYMENTS			
Wages, Salaries and Employee Benefits	41(vi)	20,875,310	19,631,513
Use of Goods and Services	41(v)	8,711,479	15,515,266
Social Benefits	30	240,143	297,659
Other Transfers	33	771,550	1,000,000
Other Expenses	41(xi)	855,875	2,183,409
Maintenance Expenses	28	1,050,307	1,883,555
Decrease in Deposit	41(x)	149,555	2,060,956
Total Payments		32,654,219	42,572,358
NET CASH FLOW FROM OPERATING ACTIVITIES		7,321,159	(3,093,445)
CASH FLOW FROM INVESTING ACTIVITIES			
Payment for Work in Progress	41(vii)	9,302,450	7,456,192
Advance Payment for Acquisition of Property, Plant and Equipment	41(viii)	(465,537)	(768,477)
Acquisition of Property, Plant and Equipment	41(ix)	483,405	2,555,194
Acquisition of Intangibles	9	507,447	174,126
Total Investing Activities		9,827,765	9,417,035
NET CASH FLOW FROM INVESTING ACTIVITIES		(9,827,765)	(9,417,035)
Net Change in Cash and Cash Equivalent		(2,506,606)	(12,510,480)
Cash and cash equivalents at 1 July 2024		4,021,441	16,531,921
Cash and cash equivalents at 30 June 2025		<u>1,514,835</u>	<u>4,021,441</u>


 Prof. Emmanuel A. Mjema
 Chairperson- Governing Council

16/3/2026
 Date


 Prof. Henry Chalu
 Acting Rector

INSTITUTE OF FINANCE MANAGEMENT (IFM)

TATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE PERIOD ENDED 30 JUNE 2025							Variance (%)
Details	Original budget	Reallocation/ Adjustments	Final Budget (B)	Actual Amount on Comparison Basis (A)	Different Final Budget & Actual		
	TZS ('000)	TZS ('000)	TZS ('000)	TZS ('000)	TZS ('000)		
RECEIPTS							
Fees, Fines, Penalties and Forfeits	-	-	-	37,578	(37,578)		N/A
Increase in Deposit	-	-	-	56,171	(56,171)		N/A
Other Revenue	3,933,419	-	3,933,419	3,705,262	228,157		5.8
Revenue from Exchange Transactions	28,167,600	-	28,167,600	20,463,786	7,703,814		27.3
Revenue Grants	-	-	-	541,975	(541,975)		N/A
Subvention from other Government entities	18,984,583	-	18,984,583	15,170,606	3,813,977		20.1
Total Receipts	51,085,602	-	51,085,602	39,975,378	11,110,224		21.7
PAYMENTS							
Decrease in Deposit	-	-	-	149,555	149,555		N/A
International Contribution	50,000	(30,000)	20,000	-	(20,000)		N/A
Maintenance Expenses	1,422,200	259,300	1,681,500	1,050,307	(631,193)		(37.5)
Other Expenses	512,440	128,000	640,440	855,875	215,435		33.6
Other Transfers	506,000	40,000	546,000	771,550	225,550		41.3
Social Benefits	207,950	174,300	382,250	240,143	(142,107)		(37.2)
Use of Goods and Services	15,445,504	224,583	15,670,087	8,711,479	(6,958,608)		(44.4)
Wages, Salaries and Employee Benefits	21,669,724	1,681,117	23,350,841	20,875,310	(2,475,531)		(10.6)
Acquisition of Intangibles	690,600	(50,000)	640,600	(507,447)	(1,148,047)		(179.2)
Acquisition of Property, Plant and Equipment	13,567,085	(2,412,300)	11,154,785	(476,678)	(11,631,463)		(104.3)
Advance Payment for Acquisition of Property, Plant and Equipment	-	-	-	(458,810)	(458,810)		N/A
Payment for Work in Progress	-	-	-	(9,302,450)	(9,302,450)		N/A
Total Payment	54,071,503	15,000	54,086,503	21,908,834	(32,177,669)		(59.5)
Receipts Less Payments Net Receipts/Net Payments	(2,985,901)	(15,000)	(3,000,901)	18,066,544	21,067,445		


 Prof. Emmanuel A. Mjema
 Chairperson- Governing Council

16/3/2026
 Date


 Prof. Henry Chalu
 Acting Rector

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025
KEY INFORMATION OF THE INSTITUTE

Principal Place of Business:	5 Shaaban Robert Street P. O. Box 3918 11101 Dar Es Salaam Email: rector@ifm.ac.tz Phone: +255 222 112931-4
Principal Auditor:	The Controller and Auditor General National Audit Office Audit House P. O. Box 950 Dodoma.
Delegated Auditor:	Quintex Financial Services P. O. Box 11201 Dar Es Salaam
Secretary to the Governing Council: Rector	The Institute of Finance Management 5 Shaaban Robert Street P. O. Box 3918 11101 Dar Es Salaam Email: rector@ifm.ac.tz
Banker	
CRDB Bank Plc PPF Tower Branch P. O. Box 2302 Dar es Salaam	Bank of Tanzania 2 Mirambo Street P. O. Box 2939 11884 Dar es Salaam
NBC Samora Branch P. O. Box 9062 Dar es Salaam	NMB Bank Plc Bank House Branch P.O. Box 9031 Dar es Salaam
TCB Bank P.O. Box 9300 Dar es Salaam	NMB Bank Plc Mwanza Branch P.O Box 1431 Mwanza

1.0 GENERAL INFORMATION

The historical background of the Institute of Finance Management goes way back to the then National Bank of Commerce (NBC) Training College, established by NBC soon after the nationalization of private banks in 1967, with the aim of training recruited new bankers and conducting short-term training programmes for practising bankers. The construction of the National Institute of Banking and Insurance (now the Institute of Finance Management - IFM) started in 1970 and due to the increased requirement of trained personnel in the fields of Banking, Insurance, Financial Management and related subjects, the Institute of Finance Management was established by Act No. 3 of 1972 as a corporate body and became operational in July 1972.

Currently, IFM has five Campuses: The Main Campus, which is located between Samora Avenue /Shaaban Robert Street and Mirambo Street/ Sokoine Drive in Dar es Salaam, Mwanza Campus, located in Mwanza City (Rock City Mall), Simiyu Campus located at Bariadi District, Geita Campus located at Chato District, Dodoma Campus located at Uhindini Street and Zanzibar Teaching Centre located at Mjini-Zanzibar.

The Head Office address of the Institute during the year was:

5 Shaaban Robert Street,
P. O. Box 3918,
11101 Dar Es Salaam,
Email: rector@ifm.ac.tz.
Phone: +255 222 112931-4.

1.1 PRINCIPAL ACTIVITIES

The Institute of Finance Management was established by Act of Parliament No. 3 of 1972 as a corporate body with the following general objectives:

- i. To provide facilities for the study of, and training in principles, procedures and techniques of Banking, Insurance, Finance Management and such other related subjects as the Council may decide from time to time;
- ii. To conduct training programs leading to professional qualifications in Banking, Insurance, Financial Management and other related subjects;
- iii. To conduct examinations and grant diplomas, certificates, and other awards of the Institute; and
- iv. To arrange for the publication and general dissemination of materials produced in connection with the work and activities of the Institute.

1.2 STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

The Financial Statements of the Institute have been prepared in accordance with and comply with International Public Sector Accounting Standards (IPSASs). The Financial Statements are presented in Tanzanian Shillings (TZS), which is the functional currency of the Institute. The accounting policies have been consistently applied to all the years presented. The Financial Statements have been prepared based on historical costs. The cash flow statement is prepared using the direct method. The Financial Statements are prepared on an accrual basis.

1.3 KEY JUDGEMENTS, SOURCES OF ESTIMATION AND UNCERTAINTY

The preparation of the Financial Statements is carried out in accordance with the International Public Sector Accounting Standards (IPSASs) on an accrual basis. This framework requires management to exercise judgement, make estimates, and apply assumptions that directly influence the selection and application of accounting policies, as well as the reported amounts of assets, liabilities, revenues, and expenses. Given the inherent uncertainty involved, actual outcomes may differ from these estimates.

Certain areas within the Financial Statements require a higher degree of judgement or involve greater complexity, particularly where assumptions and estimates significantly impact the reported figures. These areas are disclosed separately in the notes to the Financial Statements to provide transparency and insight into the basis of these judgements. Management regularly reviews these estimates and assumptions to ensure they remain appropriate and reflect current conditions. Any revisions to accounting estimates are recognized prospectively, affecting the Financial Statements in the period of the change and future periods as applicable.

a) Judgements

In the course of implementing the Institute's accounting policies, management has exercised critical judgements that have a significant impact on the recognition, measurement, and presentation of amounts reported in the Financial Statements. These judgements involve assessing various estimates, assumptions, and interpretations of accounting standards, which can materially influence the reported financial position and performance of the Institute. Consequently, management's decisions in these areas are key to ensuring that the Financial Statements provide a true and fair view of the Institute's financial results and comply with the relevant accounting framework.

b) Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimating uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Institute based its assumptions and estimates on parameters available when the Financial Statements were prepared; however, existing circumstances and assumptions about future

developments may change due to market changes or circumstances arising beyond the control of the Institute. Such changes are reflected in the assumptions when they occur.

c) Useful Life and Residual Values

The useful life and residual values of assets are determined through a comprehensive assessment that considers a range of indicators. These indicators help to evaluate the potential future use of the assets as well as their expected value upon disposal. Factors considered include the asset's physical condition, technological obsolescence, anticipated wear and tear, maintenance history, and changes in operational requirements. Additionally, market conditions, including current and projected resale values, and legal or regulatory constraints that may affect the asset's usability or disposal options, are carefully evaluated. This thorough assessment ensures that the estimated useful lives and residual values reflect the most accurate and realistic expectations, thereby supporting the proper allocation of depreciation and the faithful representation of the Institute's financial position.

d) Provisions

Provisions have been recognised based on estimates determined by management using the most reliable information available at the reporting date. These provisions are measured at the best estimate of the expenditure required to settle present obligations, considering all relevant factors and uncertainties. Management carefully evaluates the nature and timing of the obligations, potential risks, and expected outflows to ensure that the provisions accurately reflect the anticipated costs. These estimates are regularly reviewed and adjusted as necessary to reflect changes in circumstances or new information, ensuring that the Financial Statements present a fair and prudent view of the Institute's liabilities.

1.4 AUTHORISATION DATE

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

1.5 GOING-CONCERN

The Management of the Institute has conducted a thorough assessment of the Institute's ability to continue operating as a going concern. Based on this evaluation, Management is confident that the Institute possesses sufficient financial and operational resources to sustain its activities for the foreseeable future. Moreover, Management is not aware of any material uncertainties or events that could cast significant doubt on the Institute's capacity to continue its operations without interruption. In light of this assessment, the Financial Statements have been prepared on a going concern basis, reflecting the assumption that the Institute will continue to meet its obligations and fulfil its objectives in the normal course of business.

2.0 ADOPTION OF NEW AND REVISED STANDARDS

The International Public Sector Accounting Standards Board (IPSASB) regularly issues new standards, amendments, and improvements to the existing suite of IPSASs. These updates are designed to enhance the clarity, consistency, and applicability of the standards in public sector financial reporting. The primary objective of the Improvements to IPSASs is to address concerns and suggestions raised by stakeholders, including preparers, auditors, and users of financial statements. By incorporating stakeholder feedback, the IPSASB aims to ensure that the standards remain relevant, practical, and aligned with evolving accounting practices and public sector needs. These ongoing enhancements contribute to the transparency, accountability, and comparability of financial information reported by public sector entities.

(i) Amendment to IPSAS 13/43- Leases

The International Public Sector Accounting Standards Board (IPSASB) has issued a new International Public Sector Accounting Standard 43, which replaces IPSAS 13 on issues related to leases. IPSAS 43 requires the lease to recognize: -

- A right-of-use asset because they control the right to use the underlying compared with IPSAS 13, where the lease recognises the underlying asset when the lease is classified as a finance lease, but not when it is classified as an operating lease.
- A lease liability because they have a present obligation to make future lease payments in accordance with the lease contract (once the underlying asset has been made available and the lessee has the right to use it). Under IPSAS 13, a lease liability is not recognised when the lessee classifies the lease as an operating lease.

An entity shall apply these amendments for annual Financial Statements covering periods beginning on or after January 1, 2025. Earlier application is permitted.

Generally, the Institute has assessed the potential impact of IPSAS 13/43 in the context of its core activities. Based on this evaluation, it has been determined that the implementation of the standard will have insignificant effect on the recognition, measurement, or presentation of items in the Financial Statements for the financial year ended 30 June 2026. The nature and scope of the Institute's operations indicate limited applicability of the requirements under these standards. Nevertheless, management will continue to monitor developments and reassess the impact of IPSAS 13/43 in 2025/26 to ensure ongoing compliance with applicable financial reporting frameworks.

(ii) Amendment of IPSAS 44- Non-Current Assets Held for Sale and Discontinued Operations

IPSAS 44 specifies the accounting for assets held for sale and the presentation and disclosure of discontinued operations. It requires assets that meet the criteria to be classified as held for sale to be: -

- Measured at the lower of carrying amount and fair value, less costs to sell and depreciation on such assets to cease; and
- Presented separately in the Statement of Financial Position, and the results of discontinued operations are to be presented separately in the Statement of Financial Performance.

An entity shall apply these amendments for annual Financial Statements covering periods beginning on or after 1 January 2025. Earlier application is permitted.

Subsequently, during the financial year ended 30 June 2025, the Institute successfully identified all relevant non-current assets that meet the criteria for classification as Non-Current Assets Held for Sale and Discontinued Operations in accordance with applicable accounting standards. This assessment specifically included a detailed review of library books, among other assets, to determine their eligibility for reclassification based on their condition, usage status, and the Institute's strategic intentions regarding their disposal. These assets have been appropriately disclosed under the relevant section of the Statement of Financial Position for the year, ensuring compliance with the recognition and disclosure requirements of the applicable International Public Sector Accounting Standards (IPSAS).

(iii) New IPSAS 45: Property, Plant and Equipment

IPSAS 45 intends to update principles drawn from IPSAS 17, Property, Plant, and Equipment, by adding new guidance for heritage assets, infrastructure assets and measurement of property, plant, and equipment.

This is after considering responses to the Consultation Paper (CP), Financial Reporting for Heritage in the Public Sector and constituents' feedback on infrastructure assets, the IPSASB concluded that:

- a. IPSAS 17 should fully apply to heritage assets that are property, plant, and equipment; and
- b. Additional authoritative and non-authoritative guidance should be included in IPSAS 45 to clarify its application to heritage and infrastructure assets.

An entity shall apply these amendments for annual financial statements covering periods beginning on or after 1 January 2025. Earlier application is permitted.

The Institute has concluded that the adoption of the relevant accounting standard has a material impact on the recognition and inclusion of infrastructure assets in its Financial Statements. Following a comprehensive review of the standard's requirements and its applicability to the Institute's asset base, management determined that the inclusion of infrastructure assets enhances the completeness and accuracy of the Institute's financial reporting. As a result, the standard was adopted in the preparation and presentation of the Financial Statements for the financial year ended 30 June 2025.

(iv) New IPSAS 46: Measurement

The International Public Sector Accounting Standards Board (IPSASB) has issued a new International Public Sector Accounting Standard 46- Measurement.

The objective of IPSAS 46 is to improve measurement guidance across IPSAS by:

- (a) Providing further detailed guidance on the implementation of commonly used measurement bases and the circumstances under which they should be used;
- (b) Clarifying transaction costs guidance to enhance consistency across IPSAS; and
- (c) Amending, where appropriate, guidance across IPSAS related to measurement at recognition, subsequent measurement, and measurement-related disclosures.

An entity shall apply these amendments for annual Financial Statements covering periods beginning on or after 1 January 2025. Earlier application is permitted.

The Institute successfully adopted IPSAS 46, Measurement, through early application during the financial year 2023/24. In doing so, the Institute incorporated all necessary disclosures and applied the standard's principles in the recognition and measurement of financial information, in accordance with the guidance provided by the International Public Sector Accounting Standards Board (IPSASB). Management carefully evaluated the implications of the new measurement requirements and ensured that all relevant financial information was reported in compliance with the standard's provisions.

(v) New IPSAS 47- Revenue

The International Public Sector Accounting Standards Board (IPSASB) has issued a new International Public Sector Accounting Standard 47-Revenue. The objective of IPSAS 47 is to:

- (a) Present revenue guidance in a single standard by replacing IPSAS 9, Revenue from Exchange Transactions, IPSAS 11, Construction Contracts and IPSAS 23, Revenue from Non-exchange Transactions (Taxes and Transfers);
- (b) Clarify and refine the accounting principles and concepts to account for revenue transactions in the public sector; and
- (c) Provide non-authoritative guidance to help prepares use professional judgment in applying the accounting principles consistently.

An entity shall apply these amendments for annual Financial Statements covering periods beginning on or after January 1, 2026. Earlier application is permitted.

The Institute has conducted a detailed analysis of the impact of the new revenue recognition standard on its Financial Statements and has taken proactive steps to ensure compliance. As part of this process, the Institute has begun categorising its various sources of revenue in a manner that aligns with the requirements of the standard. This reclassification aims to enhance the accuracy, transparency, and consistency of revenue reporting. These improvements are being implemented in preparation for the adoption of the standard in the preparation and

presentation of the Financial Statements for the financial year ending 30 June 2026. Management remains committed to aligning its financial reporting practices with internationally recognised accounting standards to ensure clarity for stakeholders and compliance with the International Public Sector Accounting Standards (IPSAS).

(vi) IPSAS 48: Transfer Expenses

The International Public Sector Accounting Standards Board (IPSASB) has issued a new International Public Sector Accounting Standard 48 -Transfer Expenses.

The objective of IPSAS 48 is to:

- (a) Revise the accounting of transfer expenses to move away from the Public Sector Performance Obligation Approach (PSPOA) and to focus on whether the transfer transaction results in the recognition of an asset;
- (b) Focus on the accounting from the perspective of the transfer provider (the entity); and
- (c) Streamline the requirements for measurement, as well as presentation and disclosure

An entity shall apply these amendments for annual Financial Statements covering periods beginning on or after 01 January 2026. Earlier application is permitted.

The Institute is currently evaluating the impact of IPSAS 48, Transfer Expenses, and has recognised its importance in strengthening the Institute's financial reporting framework. The standard provides comprehensive and clear guidance on the accounting treatment of transfer expenses expenditures made without directly receiving goods or services in return, ensuring that such transactions are recognised, measured, and disclosed consistently and transparently. By addressing this specific category of public sector expenditure, IPSAS 48 promotes greater comparability and reliability in financial reporting across reporting periods and among similar entities. The adoption of this standard is expected to enhance the quality of financial information presented by the Institute. The effects of IPSAS 48 will be incorporated into the preparation and presentation of the Financial Statements for the financial year ending 30 June 2026.

(vii) IPSAS 49- Retirement Benefit Plans

The International Public Sector Accounting Standards Board (IPSASB) has issued a new International Public Sector Accounting Standard 49, Retirement Benefit Plans.

The objective of IPSAS 49 is to prescribe the accounting and reporting requirements for public sector retirement benefit plans, which provide retirement benefits to public sector employees and other eligible participants. IPSAS 49 establishes comprehensive accounting and reporting requirements for the Financial Statements of retirement benefit plans, with participants comprising current and former public sector employees and other eligible members.

An entity shall apply these amendments for annual Financial Statements covering periods beginning on or after 01 January 2026. Earlier application is permitted.

The Institute has completed its assessment and confirmed that the implementation of the standard will have a material impact on the recognition, measurement, and disclosure of certain transactions within its Financial Statements. As a result, the requirements of the standard will be fully incorporated into the preparation and presentation of the Institute's Financial Statements for the financial year ending 30 June 2026.

(viii) IPSAS 50: Exploration for and Evaluation of Mineral Resources

IPSAS 50 provides guidance related to the costs incurred for exploration for, and evaluation of, mineral resources (for example, minerals, oil, natural gas and similar non-regenerative resources), as well as the costs of determining the technical feasibility and commercial viability of extracting the mineral resources.

The objective of IPSAS 50 is to specify the financial reporting treatment for exploration and evaluation expenditures incurred by public sector entities.

(ix) Scope of IPSAS 50:

IPSAS 50 addresses how public sector entities should recognise, measure, and present expenditures related to the exploration and evaluation of mineral resources. These are activities that take place before it is clear whether the extraction of a mineral resource is technically feasible and commercially viable. The standard is specifically concerned with the early phase of resource development, which is:

- a. Exploration activities, such as: Obtaining the legal rights to explore, Surveys, geological studies, and exploratory drilling.
- b. Evaluation activities, such as: Assessing the size, quality, and commercial potential of a mineral deposit.

Importantly, IPSAS 50 applies only until the technical feasibility and commercial viability of extracting the resource are demonstrable.

An entity shall apply these amendments for annual Financial Statements covering periods beginning on or after 01 January 2027. Earlier application is permitted.

The Institute has undertaken a comprehensive assessment of IPSAS 50 - Exploration for and Evaluation of Mineral Resources - and has concluded that the implementation of this standard does not have a material impact on the recognition, measurement, or disclosure of transactions in its Financial Statements. This determination is based on the nature of the Institute's operations, which do not involve activities related to the exploration or evaluation of mineral resources.

(x) First-Time Adoption of IFRS S1 and S2 - Sustainability and Climate-Related Financial Disclosures

In line with the road-map issued by the National Board of Accountants and Auditors (NBAA) for the phased adoption of sustainability-related reporting standards, the Institute acknowledges the introduction of IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2: Climate-related Disclosures, which will become mandatory in the next financial year. Although the Institute has previously undertaken various efforts aligned with environmental, social, and governance (ESG) principles, no formal reporting in accordance with IFRS S1 and S2 has been conducted during the current reporting period. This is consistent with the NBAA's transitional approach for public sector entities and reflects the Institute's focus on building internal capacity and systems to support future compliance effective financial statements for year 2025/26.

Transitional Approach

This reporting period has been treated as a preparatory phase. In accordance with the transitional relief provisions under IFRS S1, comprehensive sustainability-related disclosures are not required for this cycle. The Institute is using this period to establish the necessary governance, strategy, risk management, and performance measurement systems that will underpin future reporting.

Planned Activities for the Upcoming Year

To ensure readiness for full compliance in the upcoming reporting cycle, the Institute will undertake the following key initiatives:

- a. **Governance:** Assign responsibility for sustainability and climate-related matters to a designated senior leadership function to ensure appropriate oversight.
- b. **Strategy:** Begin assessing the impact of sustainability and climate-related risks and opportunities on the Institute's mandate, particularly regarding the delivery of academic services and other related activities.
- c. **Risk Management:** Initiate the process of identifying, evaluating, and prioritising material sustainability and climate-related risks, including physical risks (e.g., extreme weather events affecting infrastructure) and transition risks (e.g., regulatory changes or shifts toward low-carbon materials).
- d. **Metrics and Targets:** Develop internal systems to monitor and report on sustainability-related performance, with initial efforts focused on greenhouse gas (GHG) emissions measurement and early-stage scenario analysis.
- e. **Materiality Assessment:** Develop internal systems that will help the Institute to determine materiality for sustainability-related information in collaboration with its stakeholders and thereafter ascertain its impact.
- f. **Future Initiatives and Reporting:** The Institute discloses ongoing and planned initiatives, including the review of energy usage policies, stakeholder engagement, reporting

mechanisms, and environmental training, aligning with IFRS S2's focus on how risks and opportunities will affect overall corporate value and influence decisions.

Generally, the Institute remains committed to supporting national and international efforts toward sustainable public sector governance and will continue aligning its practices with the NBAA's sustainability reporting framework.

3.0 KEY ACCOUNTING POLICIES, JUDGEMENTS, AND ESTIMATES

The accounting policies applied in the preparation and presentation of the Financial Statements of the Institute of Finance Management are based on, and fully comply with, the International Public Sector Accounting Standards (IPSAS), as issued by the International Public Sector Accounting Standards Board (IPSASB). These policies have been consistently applied to all reporting periods presented, ensuring comparability and reliability of financial information across the years. In addition to the IPSAS-based framework, other accounting policies and significant estimates used by the Institute have also been applied consistently throughout the reporting periods. Management confirms that there were no changes in accounting policies or significant revisions to accounting estimates during the financial year ended 30 June 2025.

3.1 Foreign Currency Translation

Transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. They are translated into Tanzanian Shillings at the exchange rate ruling on the dates of the transactions. Trade creditors or debtors denominated in foreign currency are reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the settlement of creditors, or from the reporting of creditors at rates different from those at which they were initially recorded during the period, are recognised as income or expenses in the period in which they arise.

a) Functional Currency and Presentation

Items included in the financial statements of the Institute are measured using the currency of the primary economic environment in which the Institute operates ("the functional currency"). The financial statements are presented in Tanzanian Shillings (TZS), which is the Institute's functional and presentation currency.

b) Transaction and balance

Foreign currency transactions are translated into functional currency using the exchange rates prevailing at the date of the transactions. Monetary assets and liabilities at the year-end, expressed in foreign currencies, are translated into functional currency using the exchange rates prevailing at the end of the financial year. Translation losses/ (gains) on loans used to finance capital construction projects are capitalized as part of construction work in progress.

All other exchange rate gains and losses are reflected in the Statement of Financial Performance.

3.2 Revenue

The Institute classifies its revenue streams in accordance with the principles of Exchange and Non-Exchange transactions, as defined under the International Public Sector Accounting Standards (IPSAS). This classification is based on the nature of the underlying activities, whether core or subsidiary, undertaken by the Institute. Exchange transactions refer to those in which the Institute provides goods or services in return for consideration of approximately equal value, such as tuition fees and consultancy services. In contrast, non-exchange transactions involve the receipt of resources without directly providing equivalent value in return, such as government grants, donations, or transfers. This approach ensures accurate recognition, measurement, and disclosure of revenue in line with IPSAS requirements, thereby enhancing transparency and accountability in the Institute's financial reporting.

i. Exchange Transactions

These are transactions in which the Institute receives assets or services, or it has liabilities extinguished, and they directly give approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange. The tuition fee is the main revenue exchange transaction that qualifies to be part of the revenue exchange transactions in accordance with IPSAS-9.

ii. Non-Exchange Transactions

In a non-exchange transaction, the Institute either receives value from another entity without directly receiving approximately equal value in exchange. Grants from the government are the main revenue from non-exchange transactions in accordance with IPSAS-23.

iii. Revenue Recognition

Revenue is recognised to the extent that the economic benefits will probably flow to the Institute and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received, excluding discounts, rebates, and Value Added Tax or duty. The Institute assesses its revenue arrangements against specific criteria to determine if it is acting as principal or agent. The Institute has concluded that it is acting as a principal in all of its revenue arrangements. The following Specific recognition criteria must also be met before revenue is recognised: -

a) Government Grants

Subventions and assistance received from the government and other donors are recognised by the Institute upon receipt. Such funds are accounted for as income in the period they are received, reflecting the Institute's policy to recognise contributions when control over the resources is obtained. This treatment ensures that financial support is accurately reflected in

the Financial Statements, providing a clear and transparent view of the Institute's funding sources during the reporting period.

b) Tuition Fees and Other Incomes

Tuition and other fees from students and short course participants are recognised in the accounting period in which the courses are offered/ conducted. Fees paid in advance are carried forward under the trade payables.

c) Interest and Dividend Income

Interest income is mainly from banks, especially on fixed deposits and is recognised on a time proportion basis, net of withholding tax. Dividend income is from the investment in shares at various listed companies, and it is recognised when the right to receive payment is established.

d) Rental Income

Rental income is mainly from rented properties to third parties, such as office accommodation and residential properties. Rental income is recognised on a time proportion basis when earned and accounted for in the respective accounting period.

e) Donations

Donation income is recognised when received. Non-monetary donations, i.e., assets donated, are measured at the fair value of the non-monetary item received, which is determined by reference to observable market values or by independent appraisal by a member of the valuation profession. Receivable is recognised when a binding transfer agreement is in place, but cash or another asset has not been received. When a donation is subject to a condition that, if unfulfilled, requires the return of the transferred resources, the Institute recognises it as a liability until the condition is fulfilled.

3.3 Property and Equipment

Property and equipment are recognised in the Financial Statements at historical cost, less accumulated depreciation and any accumulated impairment losses, where applicable. The initial cost includes all expenditures directly attributable to bringing the asset to its intended working condition for its intended use. This may include the cost of replacing components of the asset, as well as borrowing costs incurred on long-term construction projects, provided the relevant recognition criteria under the applicable accounting standards are met.

Where significant components of property, plant, and equipment require replacement at regular intervals, the Institute accounts for such components as separate assets. These components are assigned specific useful lives and are depreciated accordingly. Similarly, the cost of major inspections or overhauls is capitalised and added to the carrying amount of the asset, provided that the recognition criteria are satisfied. This capitalisation reflects the benefit derived from the inspection over a future period.

Routine repair and maintenance costs that do not meet the capitalisation criteria are expensed as incurred and recognised in the Statement of Financial Performance. In cases where an obligation exists to dismantle, remove, or restore an asset at the end of its useful life, the present value of the estimated future decommissioning or restoration costs is included in the initial cost of the asset. Such obligations are recognised as provisions in accordance with the relevant accounting standards when the recognition criteria are met.

Buildings are measured at fair value, less any subsequent accumulated depreciation and impairment losses recognised after the date of revaluation. Revaluations are carried out with sufficient regularity to ensure that the carrying amount of the buildings does not differ materially from their fair value as at the reporting date. When a revaluation occurs, the fair value is determined by independent professional valuers or by reference to market-based evidence, as appropriate. To reflect the impact of the revaluation on depreciation, an annual transfer is made from the revaluation surplus (within equity) to retained earnings. This transfer represents the difference between depreciation calculated on the revalued carrying amount of the asset and the depreciation that would have been charged based on the asset's original historical cost.

At the date of revaluation, any accumulated depreciation on the asset is eliminated against the gross carrying amount of the asset. The net carrying amount is then restated to reflect the asset's revalued amount. This approach ensures that the revalued amount presented in the Financial Statements accurately represents the asset's fair value. Upon disposal or retirement of a revalued building, any remaining balance in the revaluation surplus related to that asset is transferred directly to retained earnings. This treatment ensures that gains from revaluation, which were previously unrealised, are appropriately recognised in equity once the asset is no longer in use.

3.3.1 Depreciation

Depreciation is charged on a straight-line basis over the estimated useful lives of the assets to allocate their cost, less residual value, systematically over their expected periods of use. This method reflects a consistent and rational approach to depreciation across all depreciable asset categories. However, in accordance with accounting standards and established practice, land is not depreciated, as it typically has an indefinite useful life.

Nonetheless, the valuation and treatment of land in the Institute's financial reporting consider relevant legal and policy frameworks. Specifically, one of the guiding principles embedded in the National Land Policy and the Land Act, 1999, is that the market value of land or real property must be considered when determining compensation or valuation. This principle has been particularly relevant in the assessment of land holdings owned by the Institute in the regions of Dodoma, Simiyu, Coast region, Mwanza, and Geita. Accordingly, while land is not subject to depreciation, its fair value has been carefully considered and reflected where appropriate, ensuring that the Financial Statements present a true and fair view of the Institute's land assets in line with legal and valuation best practices.

During the financial year, the Institute adopted the revised depreciation rates as stipulated in the Government Property Management Regulations, 2024 (Regulations for Financial Management of Government Assets, 2024). This change reflects the Institute's commitment to aligning its asset management and financial reporting practices with current government directives and regulatory requirements.

Depreciation is now charged using the updated rates, which are designed to systematically allocate the cost of each asset net of any estimated residual value over its remaining useful life. This approach ensures a more accurate representation of asset consumption and supports improved planning for asset replacement and maintenance. The revised depreciation rates have been applied consistently across relevant asset categories, and their impact is reflected in the Financial Statements for the year. Details of these rates and corresponding asset classes are presented in Table 21 for reference and transparency.

Table 21: Depreciation Rates and Useful Life

Asset Class	Depreciation Rate %	Useful Life (Yrs.)
IFM Office buildings, houses and flats	2	50
Furniture, fixtures and fittings	10	10
Office Equipment	10	10
Library Books	10	10
Motor Vehicles	10	10
Computers and IT consoles	12.5	8
Graduation Gowns	10	10
Earth Roads and surroundings	25	4

An item of property, plant, and equipment, including any significant component that was initially recognised separately, is derecognised from the Institute's books either upon disposal or when it is no longer expected to generate future economic benefits through its use or eventual disposal. Derecognition occurs at the point when the asset is permanently removed from service, whether due to sale, scrapping, obsolescence, or any other reason that renders the asset non-operational. Any gain or loss resulting from the derecognition of an asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the asset at the time of derecognition. Such gains or losses are recognised in the Statement of Financial Performance in the period in which the asset is derecognised, ensuring accurate reflection of financial results.

The Institute routinely reviews the residual values, useful lives, and depreciation methods of all property, plant, and equipment at the end of each financial year. Where changes in these estimates are identified—due to operational, technological, or market developments appropriate adjustments are made retrospectively in accordance with the relevant accounting standards. Furthermore, depreciation of an asset ceases when the asset's carrying amount equals its estimated residual value. This ensures that no further depreciation is charged once the asset has been fully depreciated, in compliance with the principles of systematic and rational allocation of asset costs.

3.4 Intangible Assets

Intangible assets acquired by the Institute are initially recognised at cost, which includes all expenditures directly attributable to bringing the asset to its intended use. After initial recognition, intangible assets are measured at cost less any accumulated amortization and any accumulated impairment losses, where applicable. Internally generated intangible assets are generally not capitalised, except for those development costs that meet the strict recognition criteria outlined in the relevant accounting standards. All other research and development expenditures, including those related to feasibility studies and preliminary evaluations, are expensed in the period in which they are incurred and recognised in the Statement of Financial Performance. At the Institute, intangible assets primarily consist of computer application software used to support administrative and academic functions.

The useful life of each intangible asset is assessed as either finite or indefinite. Intangible assets with a finite useful life are amortized on a systematic basis over their estimated useful life, reflecting the pattern in which the asset's economic benefits are consumed. These assets are also reviewed for impairment whenever there is an indication that the asset may be impaired, such as technological obsolescence or a significant change in the way the software is used. Assets assessed to have an indefinite useful life are not amortized but are subject to annual impairment testing, or more frequently if events or changes in circumstances indicate that the asset may be impaired. This assessment ensures that the carrying amount of intangible assets does not exceed their recoverable amount, maintaining the reliability and integrity of the Institute's financial reporting.

3.4.1 Amortisation

The intangible asset with a finite life is amortised over its useful life as follows:

Description of Intangible Asset Category	Amortisation Rate %	Useful Life (Years)
Application Software's	10	10

Amortisation expense related to intangible assets is recognized systematically in the Statement of Financial Performance over the estimated useful life of each asset. This allocation reflects the pattern in which the asset's economic benefits are expected to be consumed by the Institute. The amortisation process begins when the asset is available for use and continues until it is either fully amortised or derecognised.

When an intangible asset is derecognised either through disposal or when no future economic benefits are expected from its use or disposal, a gain or loss is determined. This is calculated as the difference between the net disposal proceeds, if any, and the carrying amount of the asset at the date of derecognition. The resulting gain or loss is recognised in the Statement of Financial Performance in the period in which the derecognition occurs. This approach ensures that the financial impact of both the consumption and disposal of intangible assets is

appropriately reflected in the Institute's financial results, in line with the applicable accounting standards.

3.5 Impairment of Non-financial Assets

a) Impairment of Cash-Generating Assets

At each reporting date, the Institute assesses whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Institute estimates the asset's recoverable amount. An asset's recoverable amount is higher than the asset's or cash-generating unit's fair value less costs to sell and its value in use, and is determined for an individual asset unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets.

In assessing value in use, the estimated future cash flow is discounted to its present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are considered, if available. If no such transaction can be identified, an appropriate valuation model is used.

Impairment losses of continuing operation, including impairment on inventories, are recognized in the Statement of Financial Performance in those expense categories consistent with the nature of the impaired asset.

The Institute also assesses at each reporting date whether or not there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated.

b) Impairment of Non-Cash-Generating Assets

The Institute assesses at each reporting date whether there is an indication that non-cash generating assets may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Institute estimates the asset's recoverable services amount.

An asset recoverable services amount is the highest of the non-cash generating assets' fair value, less costs to sell and its value in use.

Where the carrying amount of an asset exceeds its recoverable service amount, the asset is considered impaired and it is written down to its recoverable service amount.

In assessing value in use, the Institute has adopted the depreciation replacement costs approach. Under this approach, the present value of the remaining service potential of an asset is determined as the depreciated replacement cost of the asset. The depreciated replacement costs are measured as the reproduction or replacement cost of the asset, whichever is lower, less accumulated depreciation calculated based on such cost, to reflect the already consumed or expired service potential of the asset.

In determining fair value less costs to sell, the price of the asset in a binding agreement in an arm's length transaction, adjusted for incremental costs that would be directly attributed to the disposal of the asset, is used. If there is no binding agreement, but the asset is traded on an active market, fair value less cost to sell is the asset's market price less the cost of disposal. If there is no binding sale agreement or active market for an asset, the Institute determines fair value less cost to sell based on the best available information.

c) Impairment Losses

At each reporting date, the Institute conducts a thorough assessment for each asset to determine whether any indications previously recognised impairment losses may have reversed or decreased. When such indications are identified, the Institute undertakes a detailed estimation of the recoverable amount of the asset to reassess the impairment loss. This process ensures that the carrying amount of assets reflects their current value accurately, thereby maintaining the integrity and reliability of the Financial Statements.

Recoverable service amount: A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable service amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable service amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such a reversal is recognized in the Statement of Financial Performance.

3.6 Investment in Shares

The Institute has invested in equity shares of a company listed on the Dar es Salaam Stock Exchange (DSE). These quoted shares are held primarily for speculative purposes, including potential capital gains from future sales, as well as for generating dividend income. In accordance with applicable financial reporting standards, these investments are classified as financial assets held for trading and are measured at fair value through profit or loss. As such, the investment in shares is reported in the Financial Statements at their fair market value as of the reporting date. Any changes in the market value, whether appreciation or diminution, are recognised in the Statement of Financial Performance in the period in which they occur. This fair value approach ensures that the carrying amount of the investment reflects current market conditions, providing transparent and timely information to users of the financial statements.

During the financial year ended 30 June 2025, the Institute decided to allocate the amount previously held as an investment in Twiga Bancorp to the Office of the Treasury Registrar (OTR) and therefore forms part of the transfers to them. This decision followed the takeover of Twiga Bancorp by the OTR, which rendered the Institute's investment unrecoverable. The transfer has been recognised in the Statement of Financial Performance under Other Transfers.

3.7 Financial Instruments and Risk Management

3.7.1 Financial Instruments (Excluding Derivatives)

The Institute has developed a control framework with respect to the measurement of financial instruments. This includes the management team that monitors the needs for valuation and sources for experts who will perform the valuation of financial instruments from time to time.

When measuring the fair value of financial assets or liabilities, the Institute uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the input used in the valuation techniques as follows;

Level 1: Quoted prices (unadjusted) in active markets for identical assets and liabilities.

Level 2: Inputs other than quoted prices included in Level 1 that are observed for the assets or liabilities, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: Inputs for the asset or liability that are not based on observable market data (unobserved inputs).

If the input used to measure the fair values of financial assets or liabilities falls into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety at the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

3.8 Financial instruments

IPSAS 41, Financial Instruments: Recognition and Measurement, establishes the comprehensive framework and requirements for recognising, measuring, presenting, and disclosing financial assets and financial liabilities within the public sector. This standard provides guidance on when financial instruments should be recognised on the Statement of Financial Position, how they should be initially measured, and the subsequent measurement bases to be applied—whether at amortised cost, fair value through surplus or deficit, or fair value through other comprehensive income.

Additionally, IPSAS 41 addresses the derecognition of financial assets and liabilities, impairment requirements, and hedge accounting. Its objective is to enhance the consistency, comparability, and transparency of financial reporting relating to financial instruments across public sector entities, thereby improving the usefulness of financial information for decision-making and accountability purposes.

a) Date of Recognition

The Institute recognises financial instruments in the Statement of Financial Position on the settlement date, which is the date that the Institute purchases or sells the asset. Such

purchases or sales of financial assets would require delivery within the time frame generally established by regulation or convention in the marketplace.

b)Initial Recognition and Subsequent Measurement

All financial instruments under IPSAS 41 are initially measured at their fair value plus, in the case of financial assets and financial liabilities not at fair value through profit or loss, any directly attributable incremental cost of acquisition or issue.

c)Classification of Financial Instruments

The IPSAS 41 classification is based on two aspects:

- (i) Cash flow: the characteristic of the assets' cash flow; and
- (ii) Objective: the objectives for which the asset is held.

3.8.1 Classification of Financial Assets

Under IPSAS 41, there are three principal classification categories for financial assets: measured at Amortised Cost, Fair Value through Net Assets/Equity and Fair Value through Surplus or Deficit.

(a) Amortised Cost

Debt instruments that meet the following conditions are subsequently measured at amortised cost less impairment loss (except for debt investments that are designated as at fair value through profit or loss on initial recognition);

The asset is held whose objective is to hold assets in order to collect contractual cash flows; and the contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

(b) Financial Liabilities

This represents issued financial liabilities or their components, which are not held at fair value through profit or loss, financial liabilities that arise when a transfer of financial asset does not qualify for derecognition or when the continuing involvement approach applies, commitments to provide a loan at below market interest rate and hedged items are classified at amortised cost. All the institute's financial liabilities are classified as measured at amortised cost using the effective interest rate method.

(c) De-recognition of Financial Assets and Financial Liabilities

(i) Financial Assets

A financial asset (or, where applicable, a part of a financial asset or part of an institute of similar financial assets) is derecognised where:

- (a) the rights to receive cash flows from the asset have expired; or
- (b) The institute has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a pass-through arrangement; and either:
 - i. The institute has transferred substantially all the risks and rewards of the asset, or
 - ii. the B has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Institute has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognised to the extent of the Institute's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Institute could be required to repay. Where continuing involvement takes the form of a written and/or purchased option (including a cash-settled option or similar provision) on the transferred asset, the extent of the Institute's continuing involvement is the amount of the transferred asset that the Institute may repurchase, except that in the case of a written put option (including a cash-settled option or similar provision) on an asset measured at fair value, the extent of the Institute's continuing involvement is limited to the lower of the fair value of the transferred asset and the option exercise price.

(ii) Financial Liabilities

Financial liabilities are derecognised when the obligation to pay cash flows relating to the financial liabilities has expired. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

(iii) Determination of Fair Value

The fair value for financial instruments traded in active markets at the reporting date is based on their quoted market price or dealer price quotations without any deduction for transaction costs.

For all other financial instruments not listed in an active market, the fair value is determined by using appropriate valuation techniques. Valuation techniques include net present value techniques, comparison to similar instruments for which market observable prices exist, options pricing models and other relevant valuation models.

(iv) Impairment of Financial Assets

The impairment of financial assets is based on Expected Credit Losses (ECL). The Institute recognises loss allowances for Expected Credit Losses on all financial assets except those that are measured at FVTNA/E and FVTS/D.

The Institute uses the general approach in determining the impairment of financial assets. A loss allowance is always recognised for expected credit losses and is re-measured at each reporting date for changes in those expected credit losses. The term 'expected credit loss' does not imply that losses are anticipated, but rather that there is recognition of the potential risk of loss.

Determining whether an expected credit loss should be based on 12-month expected credit losses or lifetime expected credit losses depends on whether there has been a significant increase in the credit risk of the financial asset since initial recognition.

The Institute measures loss allowances at an amount equal to lifetime ECL, except for the following, for which they are measured as 12-month ECL:

Cash and cash equivalents that are determined to have low credit risk at the reporting date, and other financial instruments on which credit risk has not increased significantly since their initial recognition. The Institute considers a debt security to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade.'

(v) Measurement of Expected Credit Loss

Expected Credit Losses (ECL) represent a probability-weighted estimate of potential credit losses that an entity may incur over the life of a financial asset. This approach incorporates a range of possible outcomes, considering the likelihood of default and the potential severity of losses, rather than relying solely on historical loss experience. By using ECL, the Institute aims to provide a more forward-looking and accurate measurement of credit risk, thereby enhancing the reliability of its financial reporting. CL are a probability-weighted estimate of credit losses. They are measured as follows:

Stage 1: Assets that are performing. If credit risk is low as of the reporting date or the credit risk has not increased significantly since initial recognition, the Institute recognises a loss allowance at an amount equal to 12-month expected credit losses. This amount of credit losses is intended to represent lifetime expected credit losses that will result if a default occurs in the 12 months after the reporting date, weighted by the probability of that default occurring.

Stage 2: Assets that have significant increases in credit risk. In instances where credit risk has increased significantly since initial recognition, the Institute measures a loss allowance at an amount equal to full lifetime expected credit losses. That is, the expected credit losses that result from all possible default events over the life of the financial instrument. For these debt instruments, interest income recognition will be based on the Effective Interest Rate (EIR) multiplied by the gross carrying amount.

Stage 3: Credit impaired. For debt instruments that have both a significant increase in credit risk plus observable evidence of impairment.

(vi) Significant Increase in Credit Risk (SICR)

The Institute's decision on whether expected credit losses are based on 12-month expected credit losses or lifetime expected credit losses depends on whether there has been a significant increase in credit risk since initial recognition. An assessment of whether credit risk has increased significantly is made at each reporting date. When making the assessment, the Institute uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. This forms the basis of stage 1, 2 and 3 classification and subsequent migration.

For all financial instruments the Institute considers that financial instruments for which default patterns are not concentrated at a specific point during the expected life of the financial instrument, changes in the risk of a default occurring over the next 12 months may be a reasonable approximation of the changes in the lifetime risk of a default occurring and could be used to determine whether credit risk has increased significantly since initial recognition.

The appropriateness of using changes in the risk of a default occurring over the next 12 months to determine whether lifetime expected credit losses should be recognised depends on the facts and circumstances.

The Institute applies qualitative and quantitative criteria for stage classification and for its forward and backward migration.

(vii) Quantitative Criteria

The quantitative criteria are based on relative and not absolute changes in credit quality by ratings and days past due, depending on the types of instruments as detailed below:

Cash and cash equivalents. The SICR indicator is determined by comparing the movement in credit rating at the origination date and credit rating at the reporting date by using Moody's Investors Service.

Staff loans: staff who are still in employment with the Institute; there is no increase in credit risk at any point in time, as the cash flow for staff loan is deducted from the payroll directly, hence no increase in credit risk.

For staff who are no longer employees of the Institute, the increase in credit risk is determined by using the backstop indicator of 30 days past due of instalments (as prescribed in the IPSAS 41 is used to determine a significant increase in credit risk.

Investment in Government securities: The Institute considered all government securities to be low credit risk assets.

(viii) Historical Data on Defaults

Historical Data on Loan Defaults: Analysing historical data on receivables defaults of both tuition fees and other related services, this information is important and can provide insights into the frequency and severity of credit risk events. This data can include information on the number of defaults, the amount of outstanding receivables at default, and the recovery rates achieved.

(ix) Qualitative Criteria

Other factors are considered by the Institute's policies in the determination of a significant increase in credit risk. They include, but are not limited to, the following:

- (a) Significant changes in the terms of the same instrument if it were issued at the reporting date that indicate a change in credit risk since initial recognition, e.g., an increase in credit spread; more stringent covenants; increased amounts of collateral or guarantees; or higher income coverage;
- (b) Significant changes in external market indicators of credit risk for the same financial instrument (or similar instrument of the borrower), e.g.: credit spread; credit default swap prices; length of time or the extent to which the fair value of a financial asset has been less than its amortized cost; other market information related to the borrower, such as changes in the price of a borrower's debt and equity instruments; or external credit rating (actual or expected);
- (c) Changes in the Institute's credit management approach in relation to the financial instrument (e.g. based on emerging indicators of changes in the credit risk of the financial instrument, the institute's credit risk management practice is expected to become more active or focused on managing the instrument, including the instrument becoming more closely monitored or controlled, or the institute specifically intervening with the borrower;
- (d) Actual or expected adverse changes in business, financial or economic conditions significantly affecting borrower's ability to meet its debt obligations (e.g. increase in interest rates or unemployment rates); operating results of the borrower e.g. declining revenues or margins, increasing operating risks, working capital deficiencies, decreasing asset quality, increased balance sheet leverage, liquidity, management problems or changes in the scope of business or organizational structure (such as the discontinuance of a segment of the business) that results in a significant change in the borrower's ability to meet its debt obligations; or regulatory, economic, or technological environment of the borrower that results in a significant change in the borrower's ability to meet its debt

obligations (e.g. a decline in the demand for the borrower's sales product because of a shift in technology);

- (e) Expected changes in the loan documentation (e.g. breach of contract leading to covenant waivers or amendments, interest payment holidays, interest rate step-ups, requiring additional collateral or guarantees);
- (f) Significant decrease in the expected performance and behaviour of the borrower, including changes in the payment status of borrowers in the group;
- (g) Regulatory Environment: The Institute of Finance Management is an autonomous institution with full accreditation of the National Council for Technical and Vocational Education and Training (NACTVET), providing training, research and consultancy services in banking, insurance, financial management and other related disciplines. The regulatory framework governing the IFM can impact its ability to manage credit risk effectively. Therefore, qualitative information on regulatory changes or enforcement actions related to financial practices can provide insights into potential risks; and
- (h) Political Stability: Political stability plays a significant role in determining credit risk as it affects investor confidence and government policies related to debt management. Qualitative assessments conducted by the Institute noted that there is political stability that can help measure the overall risk environment for the Institute in conducting its core activities as stipulated in the IFM Act No.3 of 1972.

(x) General Approach to Collective or Individual Assessment

The Institute's measurement of expected credit losses is based on the weighted average credit loss. As a result, the measurement of the loss allowance should be the same regardless of whether it is measured on an individual basis or a collective basis, although measurement on a collective basis is accepted by the Institute if more practical for large portfolios of items.

The assessment of whether there has been a significant increase in credit risk may be on a collective basis where the Institute is not able to identify significant changes in credit risk on individual financial instruments before the financial instrument becomes past due.

a) 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 Institute expects to be owed at the time of default, over the next 12 months (12M EAD) or over the remaining lifetime (Lifetime EAD). For example, for a revolving commitment, the Institute includes the current drawn balance plus any further amount that is expected to be drawn up to the current contractual limit by the time of default, should it occur;

- Loss Given Default (LGD) represents the Institute'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 each individual exposure or collective segment. 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, and
- 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.

3.9 The Impact of Change in Accounting Policy for Financial Instruments

The adoption of IPSAS 41 has introduced significant changes to the Institute's Financial Statements, notably through the recognition of Expected Credit Losses (ECL). This new approach affects the reported figures for Cash and Cash Equivalents, resulting in differences between the amounts presented on the Statement of Financial Position and those disclosed in the Statement of Cash Flows. Specifically, the recognition of Exposure at Default (EAD) representing the estimated balance at risk of credit loss as of the reporting date, has become an important component in assessing the credit quality of the Institute's financial assets.

To effectively manage and disclose credit risk under IPSAS 41, the Institute evaluates its banking relationships by considering the global credit ratings of its counterparties, alongside the Probability of Default (PD) for each institution. These risk indicators provide a basis for calculating ECL and inform prudent financial management decisions. The Institute maintains accounts with several banks, each assigned a global credit rating and associated PD, as detailed in Table 22 below. This structured assessment enables the Institute to measure expected losses accurately and ensures that the Financial Statements reflect a realistic valuation of cash holdings, thus enhancing transparency and accountability.

Table 22: Banks maintained by the Institute

No	Name of the Bank	Rating Agency	Score	Probability of Default (PD)
1	CRDB	Moody's	2.16%	0.0216
2	NMB	Moody's	2.16%	0.0216
3	NBC	Moody's	2.16%	0.004
4	BOT	N/A	0	0
5	EXIM BANK	Un rated	0.61%	0.0061

3.10 Financial Risk Management

The Institute operates under a comprehensive and integrated risk management framework that has been formally approved by senior management. This framework encompasses a robust governance structure, detailed management policies, and clearly articulated guidance standards. It emphasises a systematic approach to risk assessment, development of treatment plans, ongoing monitoring, and regular reporting. These processes are aligned with the Guidelines for Developing and Implementing Institutional Risk Management in Public Sector Entities (2023), ensuring adherence to best practices and regulatory expectations.

Financial risk management, as defined by IPSAS 30 - Financial Instruments: Disclosures, is embedded within this overarching framework. The Institute's governance ensures that risk management responsibilities are appropriately delegated, with the Governing Council assigning oversight of risk to the Audit Committee. The Audit Committee, in turn, receives comprehensive risk assessment reports and treatment plans on a quarterly basis, facilitating informed oversight and strategic decision-making.

Operationally, day-to-day risk management activities are the responsibility of the Department of Risk Management and Statistics under the Directorate of Planning and Development (DPD), which operates within the specific areas where risks are identified. This decentralised approach allows for timely identification, evaluation, and mitigation of risks at their source, while ensuring consistent communication and reporting back to the Audit Committee.

The Institute's exposure to various types of risk, including credit risk, liquidity risk, market risk, foreign exchange risk, currency risk, and interest rate risk, is managed through well-defined objectives, policies, and processes. These elements are designed to identify, measure, and control risks effectively. The methodologies used for risk measurement and monitoring have been applied consistently across the reporting periods presented, providing transparency and comparability in the Financial Statements.

3.11 Risk Management Framework

The Governing Council holds ultimate responsibility for the establishment, oversight, and strategic direction of the Institute's risk management framework. To support this mandate, the Council has constituted an Audit Committee tasked with developing, reviewing, and monitoring the implementation of risk management policies and procedures. The Audit Committee reports

regularly to the Governing Council, providing updates on risk oversight activities and key developments.

The Institute's risk management policies are designed to identify and analyse the full spectrum of risks to which the Institute is exposed, establish appropriate risk thresholds and internal controls, and ensure continuous monitoring and compliance. These policies are dynamic in nature and are reviewed periodically to ensure they remain effective and responsive to evolving market conditions, operational challenges, and changes in the Institute's services and strategic priorities.

Operational risk management is embedded within the Institute's organisation structure. The Directorate of Planning and Development (DPD) and the Directorate of Human Resources Management and Administration (DHRMA) play key roles in fostering a disciplined and constructive control environment. These Directorates promote a culture of accountability and risk awareness, ensuring that employees at all levels clearly understand their roles, responsibilities, and obligations in maintaining institutional integrity.

The Audit Committee further oversees the extent to which management adheres to the Institute's risk management framework. It also assesses the framework's adequacy in addressing the various financial and operational risks that the Institute faces. In fulfilling this oversight function, the Audit Committee is supported by two specialised units: The Internal Audit Unit and the Department of Risk Management and Statistics.

These units conduct both scheduled and adhoc evaluations of the effectiveness of internal controls, risk mitigation strategies, and compliance with established policies. The findings of these reviews are submitted to the Audit Committee for deliberation and, where necessary, escalated to the Governing Council for strategic direction and policy refinement.

Throughout the reporting periods presented, the Institute has consistently applied its risk management objectives, policies, and processes, unless otherwise disclosed. This section of the financial statements outlines the Institute's exposure to key categories of risk, including credit, liquidity, market, and operational risks. It also details the methods used to measure and manage these risks, as well as the Institute's approach to the efficient allocation and management of its resources. Additional quantitative disclosures related to these risks are provided in the relevant notes throughout these Financial Statements.

(i) Credit risk

Credit risk refers to the potential financial loss that the Institute may incur if a counterparty or customer fails to fulfil their contractual obligations. This type of risk primarily arises from the Institute's financial assets, including investments, staff loans, trade and other receivables, and cash and cash equivalents held with financial institutions. To manage and mitigate credit risk effectively, the Institute has implemented a comprehensive set of credit control measures, particularly concerning its trade receivables. These measures are designed to ensure that exposure to credit risk remains within acceptable limits and to safeguard the Institute's

financial resources. The key components of the Institute's credit risk mitigation strategy include:

- Taking legal measures against defaulters;
- Use of debt collectors; and
- Negotiation of mutually acceptable payment arrangements

The Institute has policies in place to ensure that debts are recoverable within 60 days after the invoice is issued to students and other debtors. Credit risk arising from cash at the Bank is managed by having deposits with more than one bank, including the Central Bank of Tanzania, with a good reputation. The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risks as at 30 June 2025 was:

Details	2024/25 (TZS' 000')	2023/24 (TZS' 000')
Receivables-Note 8	7,233,968	2,815,753
Cash and cash equivalent-Note 4	1,489,679	3,974,570
Total	<u>8,723,647</u>	<u>6,790,323</u>

No collateral is held for any of the above assets. Receivables were subjected to the computation of ECL following the implementation of IPSAS 41.

a)Credit Quality

Credit quality is the assessed risk of default attached to counterparties to which the Institute extends credit and also those parties with whom the Institute invests. As such, the credit quality assessed extends to the students, investments and banks of the Institute. For financial statement purposes, the investments and balances with banks are limited to the investments, trade receivable and cash equivalents line items in the Statement of Financial Position.

The Institute determines the credit quality of investments and banks using information obtained from external ratings. The Institute does not have a financial management risk policy which describes how the Institute internally rates the entities to invest with. The Institute is required, by legislation, to extend services and extended payment terms to all customers irrespective of their financial standing. To determine the quality of customers, the Institute applies its experience with the customers in determining the risk of default posed by the customers.

b) Cash and Cash Equivalents

The Institute limits its exposure to credit risk by investing cash and cash equivalents with only reputable financial institutions that have a sound credit rating and have not received bad publicity. Consequently, the Institute does not consider there to be any significant exposure to credit risk.

c) Investment in Equity

The Institute limits its exposure to credit risk by investing with only reputable financial institutions and companies listed on a stock exchange. Consequently, the Institute does not consider there to be any significant exposure to credit risk.

d) Receivables

Receivables are amounts owed mainly by students, and they are presented net of impairment losses. The Institute does not have a credit risk policy in place, and therefore, exposure to credit risk is not monitored on an ongoing basis. The Institute's maximum exposure to credit risk is represented by the carrying value of each financial asset in the statement of financial position.

The Institute establishes an allowance for impairment that represents its estimate of anticipated losses for receivables. The Institute provided a significant percentage for all receivables outstanding over 365 days by considering both qualitative and quantitative factors, but less percentage for those receivables outstanding for less than 730 days where there was no evidence of expected recovery. It provides full coverage for all receivables outstanding over 730 days.

(ii)Liquidity Risk

Liquidity risk is the risk that the Institute will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Institute's approach to managing liquidity risk is to ensure that sufficient liquidity is available to meet its liabilities when due, without incurring unacceptable losses or risking damage to the Institute's reputation. The Institute ensures that it maintains sufficient cash-on-demand balances to meet expected operating expenses through the use of cash flow forecasts. The sources of funds include tuition fees from students, government subsidies, investment income, fees on short courses and consultancy, rental income and other miscellaneous income.

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities.

The table below analyses the Institute's financial liabilities that will be settled based on the remaining period at the reporting date. The amounts disclosed in the table are the contractual un-discounted cash flows. Balance due within 12 months equals their carrying amounts.

Table 23: Financial Liabilities

Financial Liabilities	Carrying Amount (TZS 000)	Contractual Cash Flows (TZS 000)	Less than 1 Year (TZS 000)	Between 1-2 Years (TZS 000)	Between 2-4 Years (TZS 000)	Over 4 Years (TZS 000)
As at 30 June 2025						
Trade and other Payables	10,970,352	10,970,352	-	10,752,580	200,123	17,649
Total	10,970,352	10,970,352		10,752,580	200,123	17,649

(iii) Market Risk

Market risk is the risk of changes in market prices, such as foreign exchange rates and interest rates, affecting the Institute's income or the value of its financial instrument holdings. In other words, it is the risk of changes in the value of the net asset of the Institute as a result of adverse price investments and financial assets and liabilities held by the Institute. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimising the return on the risk.

(iv) Foreign Exchange risk

The foreign exchange risk arises from changes in the value of foreign currencies. The Institute generates foreign currency from tuition fees paid by the students. The foreign currency generated is deposited and maintained in the bank account denominated in foreign currency to hedge against the continuous weakening of the Tanzanian shilling. The Institute had no liabilities denominated in foreign currency during the year under review.

(v) Price Risk

The Institute is exposed to the equity security price risk because of investments in quoted shares classified as available for sale. To manage its price risk arising from equity investments, the Institute diversifies its portfolio. All quoted shares held by the Institute are traded at the Dar es Salaam Stock Exchange (DSE). However, during the financial year 2024/25, the Institute managed to dispose of all investments categorised as available for sale, and no risk will be associated with those investments.

3.12 Leases

(i) Institute as a Lessee

Operating leases are leases that do not transfer substantially all the risks and the benefits incidental to ownership of the leased item to the Institute. Operating lease payments are recognised as an operating expense in the Statement of Financial Performance on a straight-line basis over the lease term.

(ii) Institute as Lessor

Leases in which the Institute does not transfer substantially all the risks and benefits of ownership of an asset are classified as operating leases. Initially, direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term. Rent received from an operating lease is recognised as income on a straight-line basis over the lease term. Contingent rents are recognised as revenue in the period in which they are earned.

3.13 Inventories

Inventories consist of stationery and materials for construction. They are measured at cost upon initial recognition. To the extent that inventories were received through non-exchange transactions (for no cost or a nominal cost), the cost of the inventories is at their fair value at the date of acquisition.

After initial recognition, inventory is measured at a lower cost and net realizable value. The Value is determined on a first-in-first-out (FIFO) basis as stipulated in the Financial Regulations (2016). However, to the extent that a class of inventory is distributed or deployed at no charge or for a nominal charge, that class of inventory is measured at the lower of cost and current replacement cost.

Net realizable value is the estimated selling price in the ordinary course of operations, less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Inventories are recognised as an expense when deployed for utilization or consumption in the ordinary course of operations of the Institute. When there is objective evidence that the value of inventories is impaired either through damage or obsolescence, provision for impairment is made to that effect through the Statement of Financial Performance.

3.14 Deposits, Prepayments and Receivables

Deposits, prepayments, and receivables are initially recognised at fair value at the time the underlying transaction occurs. After initial recognition, these financial assets are subsequently measured at amortized cost, using the effective interest method, and presented net of any provision for impairment. In accordance with the requirements of IPSAS 41 - Financial Instruments, the Institute assesses at each reporting date whether there is objective evidence that a receivable or group of receivables is impaired. Where such evidence exists, a provision for impairment is recognised to reflect expected credit losses (ECL) over the life of the financial asset, taking into account both historical loss experience and forward-looking information, including macroeconomic factors. The impairment loss, if any, is recorded in the Statement of Financial Performance and reduces the carrying amount of the affected asset. This approach ensures that the reported value of receivables and other financial assets reflects their expected

recoverable amounts, providing a more realistic and prudent view of the Institute's financial position.

3.15 Provisions

Provisions are recognised when the Institute has a present obligation (legal or constructive) as a result of a past event, and an outflow of resources embodying economic benefits or service potential will probably be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Where the Institute expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Statement of Financial Performance net of any reimbursement.

3.16 Contingent Liabilities

The Institute does not recognise contingent liabilities in the Financial Statements. However, it discloses relevant information regarding such contingencies in the Notes to the Financial Statements, in accordance with applicable accounting standards. This disclosure is made unless the likelihood of an outflow of resources embodying economic benefits or service potential is considered to be remote. This approach ensures transparency and provides users of the Financial Statements with a comprehensive understanding of potential obligations that may arise from uncertain future events.

3.17 Contingent Assets

The Institute does not recognise a contingent asset but discloses details of a possible asset whose existence is contingent on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Institute in the Notes to the Financial Statements. Contingent assets are assessed continually to ensure that developments are appropriately reflected in the financial statements. If it has become virtually certain that an inflow of economic benefits or service potential will arise and the asset's value can be measured reliably, the asset and the related revenue are recognised in the financial statements of the period in which the change occurs.

3.18 Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and cash at bank, deposits on call and highly liquid investments with an original maturity of three (3) months or less, which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value. For Statement of Cash Flows, cash is comprised of cash on hand and deposits held at call with banks. Cash equivalents, are short-term deposits with original maturities of three (3) months or less.

3.19 Related Party Transactions

The Institute defines a related party as any individual or entity that has the ability to exercise control, either individually or jointly, or to exert significant influence over the Institute's decision-making processes, financial operations, or strategic direction. Conversely, the Institute may also be considered a related party to another entity if it can exert similar influence or control. In accordance with relevant financial reporting standards, related parties include individuals such as members of the Governing Council and key members of management who are involved in the planning, directing, and controlling of the Institute's activities. Specifically, this includes the Rector, Deputy Rectors, Deans of Faculties, and Directors.

These individuals are deemed related parties due to their authority and responsibilities within the governance and operational framework of the Institute. Any transactions with these parties—whether financial or non-financial in nature are disclosed transparently to ensure accountability and compliance with applicable disclosure requirements. Further details on related party relationships, transactions, and balances are provided under Note 34 of these Financial Statements.

3.20 Trade and Other Payables

Accounts payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortized cost using the effective interest method.

3.21 Taxation

The Institute of Finance Management (IFM) operates as a government agency and, as such, is exempt from the payment of income tax. This exemption is granted under the provisions of the Second Schedule of the Income Tax Act, 2004 (CAP. 332 R.E. 2019), which outlines entities that are not subject to income taxation due to their public sector status and non-commercial objectives. As a publicly funded institution mandated to provide education, training, research, consultancy services and related disciplines, the Institute does not engage in profit-making activities as its principal objective. Therefore, in line with the applicable legal framework, no provision for income tax is recognised in these Financial Statements. This exemption status remains valid as long as the Institute continues to operate within the scope of its statutory functions and public service obligations, as prescribed by the relevant legislation.

3.22 Capital Work in Progress

Capital Work in Progress (WIP) represents an asset category within Property, Plant, and Equipment (PPE) that includes costs incurred on assets under construction or development as of the reporting date. These assets are recorded at cost and are not subject to depreciation

until they are completed and available for their intended use. The carrying amount of Capital WIP is presented under Note 12 - Work In Progress in the Financial Statements. Once construction or acquisition is finalised and the asset is ready for operational deployment, the related costs are reclassified from Capital WIP to the appropriate asset category within PPE, and depreciation commences from that date, in accordance with the Institute's depreciation policy.

Furthermore, any outstanding portion of the contractual cost that has not yet been incurred or recognised in the financial records, i.e., the difference between the total contract value and the amount capitalised as WIP, is disclosed separately as a Capital Commitment. This disclosure provides transparency regarding the Institute's future financial obligations relating to ongoing capital projects. This accounting treatment ensures an accurate reflection of the Institute's investment in infrastructure and long-term assets, while also complying with the recognition and measurement principles outlined in the applicable International Public Sector Accounting Standards (IPSAS).

3.23 Contribution to the Government Consolidated Fund

The contribution to the Government Consolidated Fund is made in compliance with the Public Finance Act, No. 6 of 2001, as amended by the Finance Act, No. 16 of 2015. The Act requires an executive agency, public corporation, public authority or public institution which charges or imposes and collects fees for services rendered, at the end of every quarter of a financial year, to remit fifteen per cent (15%) of the gross revenue to the Government Consolidated Fund. In addition, Permanent Secretary of the then Ministry of Finance and Planning, who is also the Paymaster General (PST), is empowered under Section 12 (7) of the Budget Act, No. 11 of 2015, to conduct a periodic review of revenue and expenditure of public entities. The PST exercised her powers under the Budget Act and applied Section 42 of the Act to direct, through the Office of Treasury Registrar, remittance of revenue collected in excess of the approved budget to the Government Consolidated Fund. During the financial year ended 30 June 2025, the Institute contributed to the consolidated fund as prescribed under the Public Finance Act, No. 6 of 2001, as amended by the Finance Act, No. 16 of 2015.

3.24 Employees Benefits

i. Short-term Benefits

These comprise salaries, wages, annual leave entitlements, and other short-term employee benefits. In accordance with applicable accounting standards, liabilities for unused annual leave are accrued in the financial statements at the end of the financial year, reflecting the obligation to settle these benefits in future periods. This ensures accurate reporting of employee-related expenses and the Institute's financial position.

ii. Defined Contribution Plan

All employees of the Institute are enrolled in the Public Service Social Security Fund (PSSSF), a state-owned statutory pension scheme established to provide retirement and related benefits to public servants in Tanzania. In line with statutory requirements, contributions to the fund are made by both the employer and the employees. The Institute (on behalf of the government) contributes 15% of each employee's gross salary, while the employee contributes 5%, making a total monthly contribution of 20% of the gross salary per employee. These contributions are remitted regularly per legal provisions governing social security in the public sector.

The Institute's portion of the contributions is recognised as an expense in the Statement of Financial Performance for the financial year in which the employee services are rendered. This treatment is consistent with the accrual basis of accounting and ensures that employee benefit costs are accurately reflected in the Institute's financial statements.

iii. Gratuity

Employees engaged on fixed-term or specified-term contracts are entitled to a gratuity payment upon the successful completion of their contract period. The gratuity is calculated at 25% of the total emoluments earned during the duration of the contract, which includes basic salary and other contractual earnings. This benefit is provided in lieu of long-term pension contributions and serves as a form of end-of-contract compensation. It is disbursed as a lump sum and is intended to acknowledge the employee's service during the specified term. The gratuity liability is recognised in the financial statements based on the period of service completed, in accordance with the accrual accounting principle and relevant employment regulations.

iv. Workman's Compensation Scheme and Group Personal Accident

To ensure that employees' welfare is safeguarded, the Institute complies fully with the Workman's Compensation Act, which requires compensation to employees injured in the course of their employment. Also, the Institute contributes to the Workers' Compensation Fund (WCF) and ensures that staff and management employees injured at work are compensated.

v. Termination Benefits

Termination benefits are provided to employees who leave the Institute before reaching the official retirement age, either through involuntary termination or voluntary redundancy. These benefits, which may include severance pay, gratuity, and accrued entitlements, are offered in accordance with the Institute's Staff Regulations and relevant labour laws. They ensure a fair and respectful transition for affected employees while maintaining compliance with institutional and legal standards. During the year under review, there were no termination benefits.

vi. Retirement Benefits

The Institute provides retirement benefits to its employees upon reaching retirement, in full accordance with the entitlements outlined in its Staff Regulations, which are formally approved by the Governing Council. These benefits are part of the Institute's commitment to ensuring the welfare and dignity of its staff, both during and after their service. The retirement package is structured to reflect years of service, salary scale, and other qualifying criteria as stipulated in the governing regulations. The administration of these benefits is carried out in a transparent and timely manner, ensuring that retiring employees receive what they are entitled to without unnecessary delays. By upholding these provisions, the Institute not only fulfils its legal and institutional obligations but also promotes a positive working environment and reinforces staff morale, motivation, and loyalty throughout their careers.

3.25 Presentation of the Budget Information

IPSAS 24 requires the management of a public sector entity to show a comparison of budget amounts arising from the execution of the approved budget to be included in the financial statements of the entity. The Institute prepares its financial statements, indicating the actual expenditure in comparison with the approved budgetary provisions, and in so doing fully complies with this standard. The Statement of Comparison of Budgeted and Actual Amounts has been presented using the accrual basis of accounting.

NOTE 4: CASH AND CASH EQUIVALENTS

	2024/25	2023/24
	TZS ('000)	TZS ('000)
BOT Own source Collection Account	77,255	1,338,867
Commercial Bank balances	505,864	505,864
Deposit Cash Account	0	22,500
Development Expenditure Cash Account	603,780	901,926
HESLB Funds Account	30,013	31,031
Loan Cash Account	200	900
Own source Collection Account - NBC	0	(890)
Own source Collection Account - NMB	59	(1,010)
Own source Collection Account -CRDB	6,811	(105,114)
Own source Development Expenditure	7,693	596,867
Own source Recurrent Expenditure GF	36,472	11,697
Provision for ECL (Cash)	(25,156)	(46,871)
Recurrent Expenditure Cash Account	2,450	3,495
Redemption Cash Account	79,054	186,818
Unapplied Cash Account	76,791	99,512
USD BOT Collection Account	<u>88,393</u>	<u>428,978</u>
TOTAL	<u>1,489,679</u>	<u>3,974,570</u>

As at 30 June 2025, the balance of cash and cash equivalents stood at TZS 1,489.6 million, representing a decrease of TZS 2,484.9 million from the TZS 3,974.5 million reported in the 2023/24 financial year. This decline was primarily attributed to expenditures related to construction projects at Kiseke and Geita campuses, as well as funding for various academic activities. Additionally, in accordance with IPSAS 41, the valuation of year-end bank balances was adjusted to account for Expected Credit Losses (ECL). The credit balances noted in the collection accounts during the reporting period were due to the timing of transactions—certain transactions reflected in the bank accounts as at the financial year-end were recorded in the cash book in the subsequent month.

Table 24: Calculation of ECL for the year 2024/25 and 2023/24

Account identifier	Bank Name	Rating Agency	Cash Balance (EAD)	PD as per Bank Rating (%)	LGD (%)	ECL	Carrying Amount (TZS)
Various accounts							
Commercial Bank balances							
(a) CRDB Payment Account	CRDB	Moody's	40,712.00	2.16%	100%	879.38	39,832.62
(b) CRDB HELSB Account	CRDB	Moody's	324,176.00	2.16%	100%	7,002.20	317,173.80
(c) NBC NHIF Account	NBC	Moody's	140,267.00	0.0040	100%	561.07	139,705.93
(d) EXIM Mwanza Account	EXIM	Not rated	708.97	0.0061	100%	4.32	704.64
CRDB Expenditure Account	CRDB	Moody's	321,684.67	2.16%	100%	6,948.39	314,736.28
Development Expenditure HEET Account	CRDB	Moody's	405,701.40	2.16%	100%	8,763.15	396,938.25
Own source Collection Account - CRDB	CRDB	Moody's	100.00	2.16%	100%	2.16	97.84
Own source Collection Account - NMB	NMB	Moody's	58.70	2.16%	100%	1.27	57.43
BOT Own source Collection Account	BOT		77,255.59	0.00%	100%	-	77,255.59
USD BOT Collection Account	BOT		88,393.36	0.00%	100%	-	88,393.36
HESLB Funds Account	CRDB	Moody's	30,013.06	2.16%	100%	648.28	29,364.78
Redemption Cash Account- NBC USD	NBC	Moody's	79,054.00	0.0040	100%	316.22	78,737.78
Imprest Cash Account	CRDB	Moody's	1,350.00 0	2.16%	100%	29.16 0	1,320.84
Total			1,509,474.75			25,126.44	1,484,319.14

Calculation of ECL for the year 2023/24

Account identifier	Bank Name	Rating Agency	Balance (EAD)	PD as per Bank Rating (%)	LGD (%)	ECL	Carrying Amount (TZS)
			TZS'000'			TZS'000'	TZS'000'
Commercial Bank balances							
(a) CRDB Payment Account	CRDB	Moody's	40,712	2.16%	81.58%	717	39,995
(b) CRDB HELSB Account	CRDB	Moody's	324,176	2.16%	97.69%	6,840	317,336
(c) NBC NHIF Account	NBC	Moody's	140,267	0.0040	94.65%	531	139,736
(d) EXIM Mwanza Account	EXIM	Not rated	709	0.0061	0.00%	-	709
CRDB Expenditure Account	CRDB	Moody's	1,344,644	2.16%	99.44%	28,140	1,316,505
Development Expenditure HEET Account	CRDB	Moody's	297,712	2.16%	97.48%	6,269	291,444
Own source Collection Account -CRDB	CRDB	Moody's	(105,114)	2.16%	0.00%	-	(105,114)
Own source Collection Account -NBC	NBC	Moody's	(540)	0.0040	0.00%	-	(540)
Own source Collection Account - NMB	NMB	Moody's	(1,010)	2.16%	0.00%	-	(1,010)
BOT Own source Collection Account	BOT		1,338,867	0.00%	99.44%	-	1,338,867
USD BOT Collection Account	BOT		428,978	0.00%	98.25%	-	428,978
HESLB Funds Account	CRDB	Moody's	31,031	2.16%	75.83%	508	30,523
Redemption Cash Account-NBC USD Acc	NBC	Moody's	186,468	2.16%	95.98%	3,866	182,602
Total			4,026,901			46,871	3,980,030

NOTE 5: INVENTORIES

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Building Addition	341,144	529,863
Consumables	<u>37,779</u>	<u>14,013</u>
Total	<u>378,923</u>	<u>543,876</u>

- a. The inventory for buildings relates to construction materials and work-in-progress for ongoing infrastructure development at the Geita campus. As at 30 June 2025, the balance declined by 35.6%, from TZS 529.8 million as at 30 June 2024 to TZS 341.1 million as at 30 June 2025. This decrease reflects the continued utilisation of previously procured construction materials as the building works progressed during the year.
- b. On the other hand, inventory for consumables such as office supplies, maintenance materials increased by 169.5% from TZS 14.0 million the balance as at 30 June 2024 to TZS

37.7 million as at 30 June 2025. The significant increase was attributed to improved procurement planning, increased academic and administrative activities, and efforts to ensure the availability of essential supplies to support the Institute's operations more effectively.

NOTE 6: STAFF LOANS RECEIVABLES

	2024/25 TZS ('000)	2023/24 TZS ('000)
Staff loans	<u>95,133</u>	<u>67,842</u>
Total	<u>95,133</u>	<u>67,842</u>

Staff loans consist of advance payments for transport and housing allowances, as well as rental charges for staff quarters. The total increased from TZS 67.8 million as at 30 June 2024 to TZS 95.1 million as at 30 June 2025. This rise was driven by increased staff demand for this facility.

NOTE 7: PREPAYMENTS

	2024/25 TZS ('000)	2023/24 TZS ('000)
Prepayment Consumables		9,934
Prepayments Assets - Monetary	<u>801,900</u>	<u>264,794</u>
Total	<u>801,900</u>	<u>274,728</u>

Prepayments increased to TZS 801.9 million as at 30 June 2025, from TZS 274.7 million as at 30 June 2024. The increase was mainly attributed to the purchase of two motor vehicles to support Institute activities.

NOTE 8: RECEIVABLES

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Receivable from tuition fees (Trade debtors)	9,031,354	3,698,067
Other Receivables	555,915	292,671
Provision for Expected Credit Loss - Short Term	<u>(2,353,301)</u>	<u>(1,174,986)</u>
Total	<u>7,233,968</u>	<u>2,815,753</u>

Receivables comprise of uncollected tuition fees from students and other receivables (unpaid rental from tenants of the Institute's restaurant and dispensary and consultancy). During the period under review, the total receivables increased significantly by 140.2%, rising from TZS 3,990.7 million in 2023/24 to TZS 9,587.3 million. This was mainly on account of tuition fee from HESLB not received as at 30th June, 2025. A provision for Expected Credit Loss of TZS 2,353.3 million has been provided when compared with TZS 1,174.9 million for 2023/24.

INSTITUTE OF FINANCE MANAGEMENT (IFM)

NOTE 9: INTANGIBLE ASSETS

A. INTANGIBLE ASSETS 2024/25

Particulars	Cost At 1 July 2024	Additions:	Cost At 30 June 2025	Amortization At 1 July 2024	Adjustments (Disposal/Review useful life)	Charge for the period	ACC Amortization At 30 June 2025	Net Book Value As 30 June 2025	Net Book Value As 30 June 2024
DETAILS	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'
SYSTEM SOFTWARE	426,824	153,007	579,831	161,842	-	57,983	219,825	360,006	264,982
SOFTWARE DEVELOPMENT COST	264,586	354,440	619,026	-	-	-	-	619,026	264,586
TOTAL	691,410	507,447	1,198,857	161,842	-	57,983	219,825	979,032	529,568

B. INTANGIBLE ASSETS 2023/24

Particulars	Cost At 1 July 2023	Additions:	Cost At 30 June 2024	Amortization n At 1 July 2023	Adjustments (Disposal/Review useful life)	Charge for the period	ACC Amortizati on At 30 June 2024	Net Book Value As 30 June 2024	Net Book Value As 30 June 2023
DETAILS	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'
SYSTEM SOFTWARE	252,698	174,126	426,824	127,866	-	33,976	161,842	264,982	124,832
SOFTWARE DEVELOPMENT COST	-	264,586	264,586	-	-	-	-	264,586	-
TOTAL	252,698	438,712	691,410	161,842	-	33,976	161,842	529,568	124,832

NOTE 10: INVESTMENT IN CONTROLLED ENTITIES (SUBSIDIARIES)

	2024/25	2023/24
	TZS ('000')	TZS ('000')
Tanzania Portland Cement Co. Limited (Twiga)	<u>0</u>	<u>262,240</u>
Total	<u>0</u>	<u>262,240</u>

The Institute's investment in controlled entities was held in the form of shares, with a value of TZS 262.2 million. These shares were transferred to the Office of Treasury Registrar (OTR) as part of the government's funds consolidation initiative and which is in line with national policy on the centralization of public investments.

NOTE 11: PPE SCHEDULE FOR FINANCIAL YEAR 2024/25

A. PROPERTY AND EQUIPMENT 2024/25

PROPERTY AND EQUIPMENT 2024/25											
PARTICULARS	LAND PROPERTY	IFM BUILDING, HOUSES FLATS	*FURNITURE, FIXTURES AND FITTINGS	*LIBRARY BOOKS	*COMPUTER & CONSOLES	EARTH ROADS & SURROUNDINGS	OFFICE EQUIPMENT	MOTOR VEHICLES	*GRADUATION GOWNS	TOTAL	
Details	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	
Cost as at 1 July 2024	41,020,273	22,237,026	5,864,562	2,105,589	4,150,610	142,355	3,177,850	2,039,871	468,660	81,206,796	
Additions:											
Monetary											
Non-Monetary			119,821		172,977		190,607		-	483,405	
Cost At 30 June 2025	41,020,273	22,237,026	5,984,383	2,105,589	4,323,587	142,355	3,368,457	2,039,871	468,660	81,690,200	
Depreciation											
Accumulated as at 1 July 2024	-	4,360,338	4,740,677	1,665,227	2,419,405	142,307	2,673,495	1,473,612	181,672	17,656,732	
Charge for the Period	-	444,741	593,685	195,559	1,409,030	48	335,368	203,987	46,866	3,229,285	
Impairment Loss							6,727			6,727	
Accumulated as at 30 June 2025	-	4,805,079	5,334,362	1,860,786	3,828,435	142,355	3,015,590	1,677,599	228,538	20,892,744	
CARRYING VALUE:											
At 30 JUNE 2025	41,020,273	17,431,947	650,021	244,803	495,152	0	352,867	362,272	240,122	60,797,456	
At 30 JUNE 2024	41,020,273	17,876,688	1,123,885	440,363	1,731,205	48	504,355	566,259	286,987	63,550,062	

INSTITUTE OF FINANCE MANAGEMENT (IFM)

B: PROPERTY PLANT AND EQUIPMENT 2023/24

PROPERTY AND EQUIPMENT 2023/24										
PARTICULARS	LAND PROPERTY	IFM BUILDING, HOUSES AND FLATS	FURNITURE, FIXTURES AND FITTINGS	LIBRARY BOOKS	COMPUTER AND IT CONSOLES	EARTH ROADS & SURROUND- INGS	OFFICE EQUIPMENT	MOTOR VEHICLES	GRADUATI ON GOWNS	TOTAL
Details	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'
Cost At 1 July 2023	41,020,273	22,237,026	5,274,650	1,660,786	3,131,331	142,355	2,768,649	2,039,871	376,660	78,651,601
Additions:										
Monetary			589,912	444,803	1,019,279		409,201		92,000	2,555,195
Non-Monetary										
Cost At 30 June 2024	41,020,273	22,237,026	5,864,562	2,105,589	4,150,610	142,355	3,177,850	2,039,871	468,660	81,206,796
Depreciation										
Accumulated as at 1 July 2023	-	3,915,597	3,354,476	1,567,930	1,714,539	94,903	1,314,191	963,644	126,297	13,051,577
Charge for the Period	-	444,741	1,386,201	97,297	704,866	47,404	1,359,304	509,968	55,376	4,605,157
Accumulated as at 30 June 2024	-	4,360,338	4,740,677	1,665,227	2,419,405	142,307	2,673,495	1,473,612	181,673	17,656,734
CARRYING VALUE:										
At 30 JUNE 2024	41,020,273	17,876,688	1,123,885	440,363	1,731,205	48	504,355	566,259	286,987	63,550,062
At 30 JUNE 2023	41,020,273	18,321,429	1,920,174	38,997	1,416,792	47,452	1,454,458	1,076,227	250,364	65,546,166

* Cost balances for library books, computers and accessories and furniture and fittings as at 1 July 2024 have been re-stated. Further, accumulated depreciation for Library books have also been restated. Details of the re-stated amounts have been provided at Note No.36

NOTE 12: WORK IN PROGRESS

	2024/25 TZS ('000)	2023/24 TZS ('000)
Opening Balance (b/f)	15,761,098	8,304,906
Additions: Buildings other than dwellings - WIP	<u>9,302,450</u>	<u>7,456,192</u>
Total	<u>25,063,548</u>	<u>15,761,098</u>

As at the end of the 2024/25 financial year, the cost of work in progress (WIP) stood at TZS 25,063.5 million. This represents the cumulative cost of ongoing construction projects across the Institute's campuses. Specifically, the WIP included TZS 13,960.1 million for the Geita campus, TZS 5,910.3 million for the Kiseke campus, TZS 5,040.5 million for the Simiyu campus and TZS 152.6 million for developments at the Main campus.

NOTE 13: DEFERRED INCOME

	Opening balance 1 st July 2024	Movement during the year	Closing Balance 30 st June 2025
	TZS ('000)	TZS ('000)	TZS ('000)
Development Deferred Income Addition	283,372	479,201	762,573
Recurrent Deferred Income Addition	<u>54,183</u>	62,774	<u>116,957</u>
Total	<u>337,555</u>	<u>541,975</u>	<u>879,530</u>

Deferred income increased by TZS 541.9 million, representing a growth of 160.5%, from TZS 337.5 million of 2023/24 to TZS 879.5 million in 2024/25. This significant increase is primarily attributed to unutilised funds received for the implementation of activities under the Higher Education for Economic Transformation (HEET) Project. Since these funds had not yet been fully expended as at the reporting date, they were recognised as deferred income in accordance with accrual-based accounting principles. The increase reflects the scale and timing of HEET project funding, which is expected to be utilised in subsequent periods as planned project activities progress.

NOTE 14: DEPOSITS

	Opening balance 1 July 2024	Movement during the year	Closing Balance 30 June 2025
	TZS ('000)	TZS ('000)	TZS ('000)
Tuition Fee Deposits- Registered Students	161,629	56,171	217,800
Tuition Fee Deposits- Unregistered Students	147,459	(115,225)	32,234
Unapplied Deposit Account Addition	92,468	(34,330)	58,138
Total	401,556	(93,384)	308,172

Funds held as deposits decreased by 23.2%, falling from TZS 401.5 million in 2023/24 to TZS 308.1 million in 2024/25. The decline was on account of unregistered students who fulfilled registration process and unapplied deposits for payees whose bank particulars unmatched with payment particulars.

NOTE 15: PAYABLES AND ACCRUALS

	2024/25 TZS ('000')	2023/24 TZS ('000')
Caution Money Payable	743,514	373,464
Development Deferred Income Opening	17,649	17,649
Meals, Accommodation and Stationery	200,123	201,143
NACTE Fee Payable	429,273	292,477
Other Payable	178,193	459,789
Social security and NHIF contributions	3,100	1,550
Staff Claims Payable	1,024,289	0
Students' Organisation Deposits	50,494	0
Supplies of goods and services	8,233,545	3,080,172
Withholding tax Payable	90,172	46,500
Total	10,970,352	4,472,744

Payables and accruals increased significantly by TZS 6,512.6 million, rising from TZS 4,472.7 million in 2023/24 to TZS 10,970.4 million in 2024/25. This increase is primarily attributed to outstanding obligations related to the procurement of various goods and services. The growth in liabilities reflects the Institute's expanded operational and development activities during the year, including construction projects, academic program support, and administrative services. The timing of payments and the volume of contractual commitments contributed to the accumulation of these payables at year-end.

NOTE 16: PROVISIONS

	2024/25 TZS ('000)	2023/24 TZS ('000)
Provision for Retirement Benefits	160,000	192,000
Untaken Leave	<u>33,401</u>	<u>22,868</u>
Total	<u>193,401</u>	<u>214,868</u>

- a) The provision for retirement benefits decreased by 16.6% in the 2024/25 financial year. The decline was attributed to the number of staff expected to retire in 2025/26 period.
- b) Conversely, the provision for untaken leave increased by 46.1%, rising from TZS 22.8 million in 2023/24 to TZS 33.4 million in 2024/25. This increase was primarily due to a higher number of employees qualifying for leave compensation, coupled with enhancements introduced under the new incentive scheme. The revised scheme has improved employee benefits, making leave entitlements more attractive and financially significant, thereby increasing the Institute's liability in this area.

NOTE 17: PAYABLE AND ACCRUAL (LONG TERM)

	2024/25 TZS ('000')	2023/24 TZS ('000')
Welfare Fund	<u>40,769</u>	<u>41,869</u>
Total	<u>40,769</u>	<u>41,869</u>

The Welfare Fund covers amounts payable to staff from consultancy and short course fees in line with the IFM Consultancy Policy. The decrease represents amounts expected from consultancy services rendered but not yet collected within the reporting period.

NOTE 18: (i) FAIR VALUE GAINS ON ASSETS AND LIABILITIES

	2024/25 TZS ('000)	2023/24 TZS ('000)
Gain on Financial Assets	<u>0</u>	<u>454</u>
Total (i)	<u>0</u>	<u>454</u>

Fair value gains decreased by TZS 0.4 million in 2024/25 compared to the previous year. The decline was mainly due to the disposal of TPCC shares during the 2023/24 financial year, which resulted in the recognition of realised gains at that time. With the shares no longer held, the Institute experienced reduced unrealised fair value gains in the current year. This reflects the impact of asset reallocation on investment income and highlights the importance of portfolio management in influencing financial performance.

NOTE 18: (ii) PROVISION FOR IMPAIRMENT OF RECEIVABLES

	2024/25 TZS ('000)	2023/24 TZS ('000)
Reversal of provision for impairment of Receivables (ECL)	<u>24,210</u>	<u>50,510</u>
Total (ii)	<u>24,210</u>	<u>50,510</u>

Total (i) and (ii)	<u>24,210</u>	<u>50,964</u>
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The reversal of the provision for impairment of receivables amounted to TZS 24.2 million as at 30 June 2025, compared to TZS 50.5 million as at 30 June 2024. The decrease was attributable to an increase in the expected credit loss during the year, which necessitated a higher allowance for doubtful debts.

NOTE 19: FEES, FINES, PENALTIES AND FORFEITS

	2024/25 TZS ('000)	2023/24 TZS ('000)
Other Fines, Penalties, and Forfeitures	<u>37,578</u>	<u>18,596</u>
Total	<u>37,578</u>	<u>18,596</u>

The amount of TZS 37.7 million recorded in 2024/25 primarily relates to fines and penalties imposed on graduates for delays in returning graduation gowns, as well as other disciplinary charges. This represents a significant increase compared to TZS 18.5 million recorded in 2023/24. The rise in these collections reflects stricter enforcement of return policies and improved monitoring processes to ensure timely compliance by graduates, which helps safeguard the Institute's assets and uphold operational standards.

NOTE 20: OTHER REVENUE

	2024/25 TZS ('000)	2023/24 TZS ('000)
Academic transcript fees	84,201	19,411
Application fee	198,271	164,949
Graduation Gown hire	245,000	149,600
Miscellaneous Revenue	17,390	140,757
Rent Fees	59,490	121,100
Revenue from Full Registration	496,096	373,039
Revenue from Rent of Government Quarters	51,248	102,458
Revenue from Short Course	553,688	364,591
Revenue received from Conference Facilities	5,050	2,650
Student Accommodation Fee	392,100	340,450
Student ID	420,869	336,744
Supervision Fees	<u>1,181,859</u>	<u>1,020,621</u>
Total	<u>3,705,262</u>	<u>3,136,370</u>

Other revenue increased by TZS 319.1 million, rising from TZS 3,136.3 million earned in 2023/24 to TZS 3,455.4 million in 2024/25. This growth was primarily driven by higher income from short courses and the hiring of graduation gowns.

NOTE 21: REVENUE FROM EXCHANGE TRANSACTIONS

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Revenue from Consultancy Fees- Exchange	171,719	181,668
Revenue from Research Fees - Exchange	0	5,542
Revenue from Tuition Fees- Exchange	<u>25,888,596</u>	<u>24,391,669</u>
Total	<u>26,060,315</u>	<u>24,578,879</u>

Revenue from exchange transactions increased by TZS 1,481.4 million, rising from TZS 24,578.8 million of 2023/24 to TZS 26,060.3 million in 2024/25. This growth is primarily attributed to an increase in tuition fee collections, which resulted from increased student enrolment, improved billing systems, and enhanced revenue collection mechanisms

NOTE 22: REVENUE GRANTS

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Government Grant Development Local	<u>0</u>	<u>461,033</u>
Total	<u>0</u>	<u>461,033</u>

Revenue grants refer to funds allocated by the Government through the Treasury to support development projects undertaken by the Institute. During 2024/25 financial year, the Institute did not receive any such funding from the Treasury for development activities. As a result, the Institute had to rely on internally generated funds to sustain its development initiatives during the period under review.

NOTE 23: SUBVENTION FROM OTHER GOVERNMENT ENTITIES

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Government Grant Personal Emolument	10,672,178	10,266,438
Subvention Development Foreign	<u>4,498,428</u>	<u>2,010,608</u>
Total	<u>15,170,606</u>	<u>12,277,046</u>

Subvention from other government sources primarily consists of funds received from the Treasury to cover staff salaries and support development projects. Salary allocations increased from TZS 10,266.4 million of 2023/24 to TZS 10,672.1 million in 2024/25, driven by new staff recruitment and promotions during the year. Additionally, funding for the development of the Higher Education for Economic Transformation (HEET) project increased significantly from TZS 2,010 million of 2023/24 to TZS 4,498.4 million in 2024/25. This substantial increase reflects the government's continued commitment to strengthening higher education infrastructure and capacity-building initiatives under the HEET program.

NOTE 24: IMPAIRMENT OF PROPERTY AND EQUIPMENT

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Impairment expenses	<u>6,727</u>	<u>0</u>
Total	<u>6,727</u>	<u>0</u>

During the year impairment was conducted and an impairment loss of TZS 6.7 million recognised mainly on account of other office equipment.

NOTE 25: AMORTISATION OF INTANGIBLE ASSETS

	2024/25 TZS ('000)	2023/24 TZS ('000)
Amortization expenses	<u>57,983</u>	<u>33,976</u>
Total	<u>57,983</u>	<u>33,976</u>

Amortization of intangible assets increased by TZS 24.0 million in 2024/25. This increase was mainly attributed to ongoing investment in non-physical assets, which are being systematically expensed over their useful lives in accordance with accounting standards.

NOTE 26: DEPRECIATION EXPENSES

	2024/25 TZS ('000)	2023/24 TZS ('000)
Depreciation expenses	<u>3,229,285</u>	<u>4,605,156</u>
Total	<u>3,229,285</u>	<u>4,605,156</u>

Depreciation expense on property and equipment amounted to TZS 3,229.2 million in 2024/25, representing a decrease of TZS 1,375.9 million, or 29.9%, compared to TZS 4,605.2 million recorded in 2023/24. This decline is primarily due to fewer assets acquisitions during the year, resulting in a lower depreciation charge.

Detailed breakdown of the depreciation expense has been provided under Note 11 (A & B) of the financial report.

NOTE 27(i): EXPECTED CREDIT LOSS - MOVEMENT

	2024/25 TZS ('000)	2023/24 TZS ('000)	CHARGE FOR THE YEAR
Expected credit loss on receivables	2,353,301	1,174,986	1,178,315
Expected credit loss on cash	25,156	46,871	(21,715)
Total ECL	<u>2,378,457</u>	<u>1,221,857</u>	<u>1,156,600</u>
Add: Reversal of provision for impairment of ECL for 2024/25			<u>24,210</u>
Total			<u>1,180,810</u>

NOTE 27 (ii): EXPECTED CREDIT LOSS

	2024/25 TZS ('000)	2023/24 TZS ('000)
Expected Credit Loss	<u>1,180,810</u>	<u>362,042</u>
Total	<u>1,180,810</u>	<u>362,042</u>

Expected credit loss increased significantly by 226.1%, rising from TZS 362.0 million in 2023/24 to TZS 1,180.8 million in 2024/25. This sharp increase is primarily due to a higher exposure amount in both cash and cash equivalents, as well as outstanding receivables, following the implementation of IPSAS 41. The adoption of this standard requires a more rigorous assessment

of credit risk, leading to greater recognition of potential losses to ensure a more accurate reflection of the Institute's financial position and risk exposure.

NOTE 28: MAINTENANCE EXPENSES

	2024/25 TZS ('000)	2023/24 TZS ('000)
Air conditioners	63,061	78,639
Cement, Bricks and Building Materials	375,816	496,467
Computers, printers, scanners, and other computer-related equipment	41,095	539,496
Direct labour (contracted or casual hire) - Buildings	168,055	244,380
Electrical and Other Cabling Materials - Buildings	941	76,306
Fire Protection Equipment	13,519	13,807
Mechanical, electrical, and electronic spare parts	41,390	32,157
Outsource maintenance contract services - Machinery and Equipment	20,275	13,100
Outsource maintenance contract services - Vehicles and Transportation Equipment	126,518	83,833
Paint and Weather Protection Coatings	15,577	30,200
Photocopiers	11,188	52,819
Plumbing Supplies and Fixtures	42,210	114,778
Small Car Mechanics Tools	81,483	45,458
Tires and Batteries	29,268	20,789
Water Pumps	2,370	5,900
Wood and Timber Supplies Expenses	<u>17,541</u>	<u>35,426</u>
Total	<u>1,050,307</u>	<u>1,883,555</u>

Maintenance expenses decreased by TZS 833.2 million, from TZS 1,883.5 million in 2023/24 to TZS 1,050.3 million in 2024/25. This significant reduction was largely due to lower costs associated with plumbing supplies and fixtures.

NOTE 29: OTHER EXPENSES

	2024/25 TZS ('000)	2023/24 TZS ('000)
Audit fees Expenses	190,414	151,300
Audit supervision expenses	19,965	82,815
Bank Charges and Commissions	6,545	3,149
Burial Expenses	40,910	15,726
Consultancy fees	54,803	86,376
Insurance Expenses	61,726	75,000
Sundry Expenses	157,812	454,084
Taxes Levied by another Level of Government	<u>0</u>	<u>79,016</u>
Total	<u>532,175</u>	<u>947,466</u>

Other expenses decreased by TZS 415.2 million, from TZS 947.4 million in 2023/24 to TZS 532.1 million of 2024/25. This reduction was largely due to account reclassification.

NOTE 30: SOCIAL BENEFITS

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Assistant to Person with Disability	13,717	29,652
Retirement benefits -Social	<u>226,426</u>	<u>268,007</u>
Total	<u>240,143</u>	<u>297,659</u>

Social benefits, which include payments to persons with disabilities and retirement benefits, decreased by 19.3%, falling from TZS 297.6 million in 2023/24 to TZS 240.1 million in 2024/25. This reduction may be attributed to a lower number of qualifying beneficiaries during the year.

NOTE 31: USE OF GOODS AND SERVICES

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Advertising and publication	57,319	469,976
Air Travel Tickets Travel	679,649	754,398
Catering Services	550,520	723,756
Computer Supplies and Accessories	158,580	97,509
Conference Facilities	265,660	531,316
Diesel	306,635	357,803
Electricity - Utilities Supplies and Services	533,466	578,317
Hospitality Supplies and Services	0	234,048
Examination Expenses	2,125,522	1,522,772
Exhibition, Festivals and Celebrations	186,605	240,040
Food and Refreshments	336,435	333,663
Fumigation Expenses	30,000	35,284
Gifts and Prizes	203,688	56,797
Ground Transport (Bus, Train, Water)	48,046	34,225
Ground travel (bus, railway taxi, etc.) Travel - In - Country	570,747	669,641
Internet and Email connections	247,057	326,297
Library Books Educational Materials, Services and Supplies	22,677	45,852
Newspapers and Magazines	20,190	24,865
Office Consumables (papers, pencils, pens and stationaries)	694,392	1,568,960
Outsourcing Costs (includes cleaning and security services)	888,042	770,976
Per Diem	3,304,101	4,473,214
Petrol	195,018	165,291
Posts and Telegraphs	16,651	18,703
Printing & Material	750,310	1,459,753
Production and Printing of Training Materials	1,255	320
Remuneration of Instructors	62,425	69,664
Rent - Office Accommodation	466,100	476,691
Research and Dissertation Training	53,542	100,829
Sewage Charges - Utilities Supplies and Services	1,390	360
Software License Fees	230,200	116,077

Special Needs material and supplies	50	550
Sporting Supplies	102,461	144,043
Subscription Fees	54,463	54,561
Telephone Charges (Land Lines)	21,888	38,176
Training Allowances	160,480	198,463
Training Materials	0	3,709
Tuition Fees Training - Domestic	214,587	224,906
Tuition Fees Training - Foreign	78,413	74,731
Uniforms -Clothing, Bedding, Footwear and Services	6,530	4,234
Upkeep Allowances	99,630	152,975
Visa Application Fees	6,056	11,546
Water Charges	<u>142,342</u>	<u>192,128</u>
Total	<u>13,893,122</u>	<u>17,357,419</u>

Use of goods and services decreased by TZS 3,464.3 million, falling from TZS 17,357.4 million of 2023/24 to TZS 13,893.1 million in 2024/25. This reduction was primarily due to lower spending on per diems and other travel-related expenses, as several planned activities were delayed because of cash flow constraints. The delays may impact project timelines and operational efficiency, necessitating careful monitoring and timely resumption of activities in the following period.

Details of the HEET project recurrent expenses incurred in 2024/25 is as submitted below:

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Air Travel Tickets Travel - In - Country	5,505	0
Air Travel Tickets Travel Out of Country	3,180	69,489
Conference Facilities	56,839	183,251
Diesel	0	5,070
Food and Refreshments	65,890	54,173
Ground travel (bus, railway taxi, etc.) Travel - In - Country	97,415	195,399
Office Consumables (papers, pencils, pens and stationaries)	6,500	3,945
Per Diem - Domestic	676,138	1,055,165
Per Diem - Foreign	78,837	297,367
Tuition Fees Training - Foreign	<u>9,000</u>	<u>15,960</u>
Total	<u>999,304</u>	<u>1,879,819</u>

NOTE 32: WAGES, SALARIES AND EMPLOYEES' BENEFITS

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Accommodation in Lieu of Staff Quarters	74,400	0
Acting Allowance	38,160	30,955
Casual Labour Expenses	568,967	237,960
Civil Servants	10,672,178	10,266,438
Councillors Allowance	232,937	166,704

Court Attire Allowance	4,000	4,000
Electricity Allowance	54,440	14,340
Extra-Duty	1,158,475	1,352,652
Facilitation Allowance Expenses -employee	1,225	0
Food and Refreshment	12,778	0
Furniture Expenses	97,370	67,600
Heavy Teaching Load Allowance	2,727,169	2,080,563
Honoraria	457,284	1,030,179
Housing allowance Expenses	1,279,725	208,641
Invigilators Allowances	1,249,605	981,133
Leave Travel	139,215	105,396
Medical and Dental Refunds	93,197	130,994
Moving Expenses	102,000	88,984
Outfit Allowance	2,700	3,000
Professional Allowances	426,726	369,070
Responsibility Allowance	343,573	270,000
Sitting Allowance	209,382	195,431
Special Allowance	642,647	822,086
Subsistence Allowance	54,387	146,137
Telephone Allowance	90,445	66,341
Transport Allowance	<u>1,166,614</u>	<u>992,909</u>
Total	<u>21,899,599</u>	<u>19,631,513</u>

- a) Salaries and wages and allowances totaled TZS 21,899.6 million in 2024/25, compared TZS 19.6 million in 2023/24. The increase of TZS 2,268.1 is mainly due to the recruitment of new staff members and the implementation of the new incentive scheme and promotions during the financial year, reflecting the Institute's efforts to expand its workforce and reward employee performance in line with the Institute's growth and service delivery demands.
- b) Allowances also saw notable increases in 2024/25: heavy teaching allowances increased by TZS 646.6 million, invigilator allowances increased by TZS 268.4 million, and housing allowances grew by TZS 1,071.1 million. Meanwhile, the increases in teaching and invigilation allowances correspond to expanded academic activities and examinations conducted throughout the year.

NOTE 33: OTHER TRANSFERS

	2024/25	2023/24
	TZS ('000)	TZS ('000)
Contribution to the consolidated Fund	500,000	1,000,000
Transfer of IFM Twiga Bankcorp shares to OTR	262,240	0
Corporate Social Responsibilities Expenses	<u>9,310</u>	<u>0</u>
Total	<u>771,550</u>	<u>1,000,000</u>

Other transfers during 2024/25 included a contribution of TZS 500.0 million to the consolidated fund, down from TZS 1,000 million of 2023/24. In addition, a total of TZS 262.2 million was transferred to the OTR as part of the government's funds consolidation initiative which is in line with National Policy on the centralization of public investments.

Further, the Institute incurred Corporate Social Responsibility (CSR) expenses amounting to TZS 9.3 million in 2024/25, reflecting its ongoing commitment to social and community development initiatives. The reduction in contributions to consolidated funds was due to adjustments in financial priorities and cash flow considerations, while the CSR expenditure demonstrates the Institute's dedication to fulfilling its social obligations.

NOTE 34: RELATED PARTY TRANSACTIONS

Related party transactions refer to financial dealings between the Institute and its council members, as well as senior management. These transactions, which are disclosed in the Statement of Financial Performance, encompass various payments and receipts that occur in the normal course of business. Transparent reporting of such transactions is essential to ensure accountability, prevent conflicts of interest, and maintain the integrity of the Institute's financial statements. The key related party transactions for the period under review are detailed as follows:

a) Key Management Personnel

Key management personnel, as defined by IPSAS 20 - Related Party Disclosures, include members of the Governing Council and senior management of the Institute. The total remuneration paid to these individuals during the 2024/25 financial year, along with the number of personnel in each category, is detailed below. This disclosure ensures transparency and accountability regarding compensation of those who hold significant influence over the Institute's financial and operational decisions:

	2024/25 TZS ('000)	2023/24 TZS ('000)
Councillors' fees	88,075	69,613
Sitting and other allowances	<u>144,862</u>	<u>98,241</u>
Total	<u>232,937</u>	<u>167,854</u>
Number of Council Members	11	11

b) Senior Management

Senior management comprised of the Rector, Deputy Rectors, Deans, and Directors. The total aggregate remuneration for these senior management members, along with the number of individuals calculated on a full-time equivalent basis, is presented below. This information provides insight into the compensation structure of the Institute's leadership team, reflecting their roles and responsibilities in steering the Institute's strategic and operational activities:

	2024/25 TZS ('000)	2023/24 TZS ('000)
Basic salary	1,118,332	989,513
Allowances	<u>714,164</u>	<u>442,510</u>
Total	<u>1,832,496</u>	<u>1,432,023</u>

NOTE 35: EVENTS AFTER THE REPORTING DATE

i. Appointment of Deputy Rectors

The Governing Council appointed Prof. Henry S. Z. Chalu from the University of Dar es Salaam (UDSM) as Deputy Rector for Academic, Research and Consultancy (DR-ARC), and Prof. Jeremiah R. Makindara from Sokoine University of Agriculture (SUA) as Deputy Rector for Planning, Finance and Administration (DR-PFA). These appointments were subsequently approved by the President's Office of Public Service Management and Good Governance (PO-PSMGG) on 20 May 2025, in accordance with established procedures for senior leadership roles within public institutions.

Both Deputy Rectors officially assumed their duties on Tuesday, 8 July 2025. Their appointments mark a significant step in strengthening the institution's academic leadership and operational management, and they are expected to play a key role in driving the strategic agenda of the Institute through their respective portfolios.

ii. Appointment of Acting Director of Finance and Accounts (DFA)

Mr. Alfaksa Boniface, Principal Accountant-I, has been appointed by the President's Office of Public Service Management and Good Governance (PO-PSMGG) to serve as Acting Director of Finance and Accounts (DFA), effective on Friday, 1 August 2025.

iii. Appointment of the Members of the IFM Governing Council

The Minister of Finance has on 22 August 2025 appointed members of the IFM Governing Council by virtue of his powers vested to him by Section 2(b) of the First Schedule of the IFM Act, 1972. The appointment is for three years from 18 July 2025 to 17 July 2028. Members of the IFM Governing Council appointed are:

SN	Name	Age	Tenure	Qualification
1	Prof. Zacharia Mabubu Mganilwa	61 years	3 years	PhD (Machine Design) MSc (Machine Design) BSc (Machine Engineering)
2	Ms. Agnes Amedeus Kessy	59 years	3 years	Masters in Management LLB

3	Mr. Henry Bwogi	59 years	3years	MBA (Marketing) Post Graduate Diploma-Financial Management
4	Dr. Charles Ambele Mwamwaja	56 years	3 years	PhD Finance MBA (Finance and Banking) Post Graduate Diploma in Finance and Banking) Advanced Diploma in Accountancy
5	Prof. Jehovaness Aikael	56 years	3 years	PhD economics MA in Economics BA in Economics
6	Dr. Magambo Fortunatus Makore	55 years	3 years	Dutch Doctoral Program Doctorandus
7	Dr. Gladness Ladslaus Salema	48 years	3 years	PhD in Logistics Master's in Business Administration BSc in Food Science and Technology
8	Prof. William Amos Pallangyo	56 years	3 years	PhD in Development Policy and Management Masters in Governance and Development Advanced Diploma in Public Administration
9	Dr. George Mwaisondola	47 years	3 years	PhD Law LLM in Human Rights LLB

NOTE 36: CONTINGENT LIABILITY

Tax Assessment: TZS 6,894,120,338.69

The Institute of Finance Management (IFM) is currently subjected to a tax assessment by the Tanzania Revenue Authority (TRA) relating to year of income 2022 and 2023. The total amount of tax, penalties and interests is TZS 6,894,120,338.69 mainly relating to Pay as You Earn (PAYE), Withholding Tax (WHT), Value Added Tax (VAT). This sum has not yet been paid and remains under discussion or dispute resolution with the relevant tax authority.

Management has assessed the likelihood of this assessment and based on legal and tax advice:

- (i) There is a possibility, but not probable, outflow of economic resources may occur.
- (ii) Some elements in the assessment may eventually be waived or reduced upon submission of evidences which may lead to resolution.

Accordingly, management did not make any provision in the 2024/25 financial statements except this full disclosure to ensure compliance and transparency.

NOTE 37: RESTATEMENT OF 2023/24 FINANCIAL STATEMENTS BALANCES

The 2023/24 financial statements and balances in respect of PPE have been restated. During the financial year 2023/24 depreciation rate of graduation gown was 33.3%, which was the old rate, instead of 10%. Further, there were additional assets in respect of furniture and fittings, computers and accessories and equipment which were not captured by the accrued mode. We have restated the assets balances as at 1 July 2024 to ensure they reconcile with GAMIS and MUSE. Also, we were unable to pay suppliers by using the accrued mode of payments. Instead, we used journals to increase the value of supplies of goods and services for the financial year 2023/24 and which also affects the values of some expenses.

S/N	Line Item	Balance As At 30 June 2024 (TZS'000')	Balance After Adjustments (TZS '000')	Adjusted Amount (TZS '000')	Reasons
1.	Graduation gown depreciation charge	143,138	55,375	87,763	Use of wrong depreciation rate.
2.	Furniture, Fixtures and fittings	588,949	589,912	963	To capture assets acquired in 2023/24
3.	Library books	294,803	444,803	150,000	To capture assets acquired in 2023/24
4.	Computer and IT Consoles	810,696	1,019,279	208,583	To capture assets acquired in 2023/24
5.	Supplies of goods and services	2,571,149	3,080,172	509,023	To record the value of supplies (goods and services) inadvertently not captured in 2023/24.
6	Accumulated surplus	79,004,555	78,872,063	132,492	Adjustment made in asset and payables in 2023/24.

The Net Impact of the Restated Balances led to:

1. The decrease in depreciation of graduation gown will lead to the increase in net book value of the asset and also accumulated surplus.
2. An increase in the value of furniture, fixtures and fittings, library books, computer and IT consoles will lead to an increase in net book value of those assets as at 1 July 2024, increase in depreciation expenses for 2023/24 and a decrease in the opening balance of accumulated surplus as at 1 July 2024.
3. An increase in Supplies of goods and services will lead to a decrease in the opening balance of accumulated surplus as at 1 July 2024 and increase in the value of current liabilities as at 1 July 2024.

NOTE 38: (ELIMINATION) INTER- GOVERNMENTAL INSTITUTIONS PAYMENTS MADE IN 2024/25

ELIMINATION DISCLOSURE				
S/No.	GFS CODE	INSTITUTION	2024/25	2023/24
1	22007109	AICC	45,713.20	57,667.07
2	22019101	ILALA MUNICIPAL COUNCIL	33,300.00	71,100.00
3	22002102	DAWASA	117,085.96	151,172.89
4	22002102	DUWASA	2,497.19	1,631.82
5	22002102	MAJI CHATO	20,493.27	-
6	22012101	TTCL	61,496.38	48,704.95
7	22002101	TANESCO	405,625.93	352,237.87
8	22016103	TANZANIA STANDARD NEWSPAPER	1,628.40	6,608.00
9	22016103	TANZANIA LIBRARY SERVICE	-	130,267.19
10		FIRE	-	3,115.00
11	22021107	TEMESA	112,793.94	105,451.60
12		TRA	-	688,894.08
13		SUMA JKT	-	3,900.00
14	22012113	NBAA	3,906.50	897.50
	22008102		3,900.00	-
15	22012101	E-GOVERNMENT AUTHORITY	18,100.02	-
16	22007109	NATIONAL COLLEGE OF TOURISM	5,500.00	-
17	22007109	NATIONAL MUSEUM OF TANZANIA	2,000.00	-
18	22007109	MWANZA CITY COMMERCIAL COMPLEX	3,500.00	-
19	22007109	INSTITUTE OF ADULT EDUCATION	10,000.00	-
20	22007109	UDSM	600.00	-
	22008102		38,415.00	-
	22009102		10,341.25	-
21	22012113	PPRA	10,000.00	-
	22008102		3,000.00	-
22	22012113	NATIONAL KISWAHILI COUNCIL	200.00	-
	22008102	NATIONAL KISWAHILI COUNCIL	418.00	-
23	22012113	TUME YA ULINZI WA TAARIFA BINAFSI	500.00	-
24	22012113	TPSC	1,920.00	-
	22008102	TPSC	3,450.00	-
25	22012113	NATIONAL INSTITUTE OF PRODUCTIVITY	975.00	-
26	22008102	NATIONAL INSTITUTE OF TRANSPORT	420.00	-
27	22008102	COLLEGE OF BUSSINESS EDUCATION	3,412.00	-
28	22008102	MZUMBE UNIVERSITY	10,700.00	-
29	22008102	INSTITUTE OF ACCOUNTANCY ARUSHA	4,395.00	-
30	22008102	UNIVERSITY OF IRINGA	650.00	-
31	22008102	DAR ES SALAAM INSTITUTE OF TECHNOLOGY	1,000.00	-

32	22009102	ARDHI UNIVERSITY	5,400.00	-
33	22009102	NM AIST	11,460.00	-
34	22010101	AIR TANZANIA	200,870.90	-
TOTAL			1,155,667.94	1,621,647.97

INSTITUTE OF FINANCE MANAGEMENT (IFM)

NOTE39: STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS AS AT 30 JUNE 2025

S/ No	Description	Final Budget for 2024/25	Adjusted Actual Amounts (Cash Basis)	Variance	Reasons/ Remarks
		TZS '000'	TZS '000'	CHANCE IN %	
		A	B	D = C/A*100	
	RECEIPTS				
1	Fees, Fines, Penalties and Forfeits	-	37,578	100	The variance was caused by an increase in income from charges for delays in return of graduation gowns during the period under review.
2	Other Revenue	3,933,419	3,705,262	(5.8)	The variance was mainly on account of decrease in supervision fees and other miscellaneous revenue during the period under review.
3	Revenue from Exchange Transactions	28,167,600	20,463,786	(27.3)	The variance was attributed to the decrease in the number of students who dropped out of studies due to various reasons like postponement, secondment, discontinuation etc.
4	Revenue Grants	-	541,975	100	The variance was due to amount of HEET Funds for development budget, which were not fully remitted during the period under review.
5	Subvention from other Government entities	18,984,583	15,170,606	(20)	The negative variance was caused by the delay in filling new vacancies, promotions of staff, which were budgeted during the year
6	Carry Over Funds	3,000,901	3,000,901		Carry over funds from 2023/24 which were fully utilised for development activities in 2024/25.
	Total Receipts	54,086,503	42,920,108	(20.6)	

INSTITUTE OF FINANCE MANAGEMENT (IFM)

	PAYMENTS	1,681,500	1,050,307	631,193		
1	Maintenance Expenses				37.5	The under expenditure was on account of other activities related to maintenance of the building not carried out due to financial constraints.
2	Other Expenses	660,440	855,875	(195,435)	(29.6)	The negative variance was due to carry-over funds for activities relating to year 2023/24 whose payments were not affected until in 2024/25.
3	Other Transfers	546,000	771,550	(225,550)	(41.3)	The negative variance was mainly contributed by transfer of IFM share previously with Twiga Bancorp to the Office of Treasury Registrar
4	Social Benefits	382,250	240,143	142,107	37%	The positive variance was attributed to the change in the calculation of retirement benefits, which differ from the one used while preparing the 2024/25 budget.
5	Use of Goods and Services	15,670,087	8,711,479	6,958,608	44.4	The under expenditure was on account of failure to undertake some planned activities due to financial constraints
6	Wages, Salaries and Employee Benefits	23,350,841	20,875,310	2,475,531	10.6	Under expenditure was caused by delays in filling new vacancies and promotion of staff, which were budgeted.
7	Acquisition of Intangibles	640,600	507,447	133,153	21%	The positive variance was caused by market prices, which were favorable to the budget.
8	Acquisition of Property and Equipment	11,154,785	9,779,128	1,375,657	12.3%	Most of the cost are related to WIP in respect of construction activities at Kiseke-Mwanza and Simiyu. The two projects are financed through the HEET funds.
	Total Payment	54,086,503	42,791,239	11,295,264	20.9	

NOTE 40: RECONCILIATION OF CASHFLOW

RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT) FOR THE PERIOD ENDED 30 JUNE 2025

		2024/25	2023/24
	Note	TZS ('000)	TZS ('000)
Surplus/ Deficit for the Period		2,136,270	(5,595,898)
Add/ (Less) Non-Cash Item			
Impairment of Property and Equipment	24	6,727	-
Amortization of Intangible Asset	25	57,983	33,976
Depreciation of Property and Equipment	11	3,229,285	4,605,156
Expected Credit Loss	27	1,180,810	362,042
Fair value Gains on Assets and Liabilities	18	(24,210)	(50,964)
Add/ (Less) Change in Working Capital			
Deferred Income		541,975	(499,501)
Inventories	5	(23,766)	158,890
Other Receipt (Deposits)	14	(93,384)	(1,407,522)
Payables and Accruals	15	5,896,066	446,861
Prepayments	7	9,934	459
Receivables		(5,596,531)	(1,146,944)
Net Cash Flow from Operating Activities		7,321,159	(3,093,445)

NOTE 41 NOTES ON THE CASH FLOW STATEMENT

	2024/25	2023/24
	TZS ('000')	TZS ('000')
(i) Subvention from other Government Entities for		
HEET Project	4,498,428	2,010,608
IFM Staff Salaries	10,672,178	10,266,438
TOTAL	15,170,606	12,277,046
(ii) Revenue Grant		
Development Deferred income addition	479,201	(553,684)
Recurrent Deferred Income Addition	62,774	515,216
TOTAL	541,975	(38,468)
(iii) Revenue from Exchange Transaction (Tuition fees)		
Total receipts from tuition fees	20,463,786	23,431,935
(iv) Increase in Deposit		
Tuition Fee Deposits - Registered Students	56,171	-
Tuition fees from unregistered students	-	12,055
Unapplied Deposit	-	47,059
Cash Deposit	-	45,579
Supply of goods and services	-	548,741

TOTAL	56,171	653,434
(v) Use of goods and services		
Balance as per Note 31	13,893,122	17,357,419
Adjusted for accruals	(5,181,643)	(1,842,153)
Total paid for use of Goods and Services	8,711,479	15,515,266
(vi) Wages, Salary and Employees' Benefits as per Note 32	21,899,599	19,631,513
Adjusted for Accrual (Note 15)	(1,024,289)	-
Total paid for wages, salaries and employee Benefits	20,875,310	19,631,513
(vii) Cash paid for Work in Progress (Note 12)	9,302,450	7,456,192
(viii) Advance payment of Property and Equipment	(465,537)	768,477
(ix) Cash paid for acquisition of PPE (Note 11)	(483,405)	(2,555,194)
(x) Decrease in Deposit		
Tuition Fee Deposit - Unregistered Students	115,225	-
Unapplied Deposit Account Addition	34,330	-
Tuition fee for registered students (Refunds)	-	1,466,635
Other Payable	-	594,321
TOTAL	149,554	2,060,956
(xi) Other expenses		
Balance as per note 29	532,175	947,466
Carry over expenses	323,700	1,235,943
Balance as per cash flow	855,875	2,183,409