REPORT OF THE CONTROLLER AND AUDITOR GENERAL

THE UNITED REPUBLIC OF TANZANIA

NATIONAL AUDIT OFFICE

ISO 9001:2015 Certified

INFORMATION AND COMMUNICATION TECHNOLOGIES COMMISSION (ICTC)

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/CG/TR262/ICTC/2024/25

About the National Audit Office

Mandate

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

NAOT Vision, Mission & Motto

Vision

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

mission

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

Motto

Modernizing External Audit for Stronger Public Confidence

Core Values

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

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

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

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

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

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

© This audit report is intended to be used by the Information and Communication Technologies Commission (ICTC) and may form part of the annual general report, which, once tabled in the National Assembly, becomes a public document; hence, its distribution may not be limited.

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Abbreviations

CAG	Controller and Auditor General
EDUNET	The National Learning Centre in the Republic of Korea
ICTC	Information and Communication Technologies Commission
IPSAS	International Public Sector Accounting Standards
ISSAIs	International Standard of Supreme Audit Institutions
ITU	International Telecommunication Union
MICT	Ministry of Information and Communication Technology
MTEF	Medium Term Expenditure Framework
NICTBB	National ICT Broadband Backbone
PAA	Public Audit Act
PAC	Public Accounts Committee
PAR	Public Audit Regulation
PFA	Public Finance Regulations
PPA	Public Procurement Act
PPR	Public Procurement Regulations
SIDO	Small Industries Development Organization
SMEs	Small and Medium Enterprises
TFRSs	Tanzania Reporting Statements Standard
UNESCO	The United Nations Educational Science and Cultural Organization

1.0 INDEPENDENT REPORT OF THE CONTROLLER AND AUDITOR GENERAL

Director General and Accounting Officer,
Information and Communication Technologies Commission,
P.O. Box 70479,
DAR ES SALAAM, TANZANIA.

1.1 REPORT ON THE AUDIT OF FINANCIAL STATEMENTS

Unqualified Opinion

I have audited the financial statements of the Information and Communication Technologies Commission (ICTC), 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 Information and Communication Technologies Commission (ICTC) as at 30 June 2025, and its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (IPSAS) Accrual basis of accounting, as issued by the International Public Sector Accounting Standards Board (IPSASB) and in the manner required by the Public Finance Act, Cap. 348.

Basis for Opinion

I conducted my audit in accordance with the International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the section below entitled "Responsibilities of the Controller and Auditor General for the Audit of the Financial Statements". I am independent of the Information and Communication Technologies Commission (ICTC) 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 form the basis of 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 by the Honourable Minister, Statement by the Permanent Secretary, Statement by the Director General, statement of Management Responsibility, and Declaration by the Head of Finance but does not include the financial statements and my audit report thereon.

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

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

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

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

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

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

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

1.2 REPORT ON COMPLIANCE WITH LEGISLATIONS

1.2.1 Compliance with the Public Procurement laws

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

I conducted a compliance audit of the procurement of works, goods, and services at Information and Communication Technologies Commission (ICTC) 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 tenders, evaluating bids, awarding contracts, and managing contracts, to confirm that the entity issued competitive solicitations, applied approved evaluation criteria, secured authorisations before award, and maintained complete transaction records.

Conclusion

Based on the audit procedures performed, I conclude that, except for the matter described below, the Information and Communication Technologies Commission (ICTC) generally complies, in all material respects, with the requirements of the Public Procurement laws in Tanzania.

Contract awarded above the approved budget TZS 106,413,865

Sections 74(1) and (2) of the Public Procurement Act, 2023 require Procuring Entities to procure goods, services, and works within approved price caps and hold public officers accountable for procuring at unreasonably inflated prices.

My review of the NeST system found that the ICT Commission had approved a price cap of TZS 253,500,000 for two tenders; however, the contracts were awarded at a total value of TZS 359,913,865, exceeding the approved price cap by TZS 106,413,865. This situation was due to the omission of Value Added Tax (VAT) from the determination of contract award amounts, leading to contracts being awarded at amounts exceeding approved price caps.

1.2.2 Compliance with the Budget Act and other Budget Guidelines

Subject matter: Budget formulation and execution

I conducted a compliance audit of budget formulation and execution at the Information and Communication Technologies Commission (ICTC) for the year ended 30 June 2025, in accordance with 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 authorisations before incurring obligations, recorded transactions accurately, and reported variances as required.

Conclusion

Based on the audit procedures performed, I conclude that the Information and Communication Technologies Commission (ICTC) 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 FINANCIAL STATEMENTS

2.1 STATEMENT BY THE HONOURABLE MINISTER FOR THE YEAR ENDED 30 JUNE 2025



The Government of the United Republic of Tanzania recognises that the effective use of Communication and Information Technology (ICT) is critical to achieving digital transformation. This commitment is echoed in the CCM Election Manifesto (2020-2025) and the National Development Vision 2025, which envision a globally competitive and prosperous nation with a high quality of life by the year 2025. The vision emphasises the creation of a platform for the broader use of ICT to increase productivity and efficiency across all economic sectors, especially as the nation aims to become an industrialised economy.

It also aims to create a favourable environment for information sharing. The Communication and Information Technology sector is guided by the National Telecommunication Policy (NTP) 1997, National ICT Policy (2016) and the National Postal Policy (2003), all of which are currently under review to accommodate technological advancements. These efforts are aligned with the theme of the Third Phase of the Five-Year Development Plan, "Realising Competitiveness and Industrialisation for Human Development," which recognises digital technologies as some of the most significant forces of modernisation over the past two decades.

The Ministry is focused on accelerating digital transformation to strengthen the digital economy and attract investors. By integrating all sectors through digital technologies, the Ministry aims to support sustainable socio-economic growth and transform Tanzania into an industrialised nation with an improved standard of living.

Tanzania has developed the National ICT Broadband Backbone (NICTBB) to support ICT advancement by laying 13,820 kilometres of optical fibre cable covering 109 districts. In the 2025/26 financial year, the Ministry plans to complete an additional 4,442 kilometres, connecting 30 more districts and linking the Democratic Republic of Congo (DRC) to the NICTBB.

The NICTBB is currently connected to three submarine cables, namely EASSY, SEACOM, and 2Africa, which significantly strengthen internet availability nationwide. At the border posts of neighbouring countries, the backbone connects to Kenya, Uganda, Rwanda, Malawi, Burundi, Mozambique, and Zambia. Feasibility studies for connecting the DRC through Lake Tanganyika have been completed, with construction expected to commence in the 2024/25 financial year. This initiative will complete connectivity with all eight of Tanzania's neighbouring countries.

The Government acknowledges that ICT is a key enabler of the Fourth Industrial Revolution. Over the past decades, the ICT sector has not only contributed to the growth of the economy but also has enhanced access to information, facilitated mobile banking, and enabled banks to establish agents across the country. In 2024, while the overall economy grew at an average rate of 5.5%, the ICT sector experienced a significant growth rate of approximately 14.3%.

The Postal sector has played an important role in enhancing government efficiency over the past five decades. However, technological advancements, particularly in ICT, have introduced new challenges that require updated policy responses. The Government has modernized postal services by adopting advanced technologies and offering new ICT-enabled services to meet changing customer needs.

To address these developments, the Government is reviewing the National Postal Policy (2003), the National ICT Policy (2016), and relevant sectoral laws. These updates aim to build capacity in the growing area of e-commerce and improve service delivery to increase the overall contribution of the sector in the national development. One of the key initiatives is the establishment of e-commerce infrastructure and a comprehensive addressing and postcode system to ensure that every citizen has a physical address and can fully participate in digitized socio-economic activities. These ongoing efforts will enable the transformation of postal services by adopting new technologies and ICT-enabled new services.

Despite these achievements, the sector faces challenges related to a limited number of human resources and inadequate financial resources from investors. The Government is committed to addressing these issues by allocating adequate funding and seeking support from other sources. The Ministry remains optimistic about fulfilling its goal of enhancing the sector's contribution to national development.

Notwithstanding these obstacles, the Ministry is hopeful about achieving the objective of increasing the sector's contribution to national development to reach a higher middle-income status by National Development Vision 2050.

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Hon. Angellah Jasmine Mbelwa Kairuki (MP)

MINISTER FOR COMMUNICATION AND INFORMATION TECHNOLOGY (MCIT)

27.02.2026

.....

DATE

2.2 STATEMENT BY PERMANENT SECRETARY FOR THE YEAR ENDED 30 JUNE 2025



The Presidential Decree Government Notice (GN) No.532, which was published in the Government Gazette No. 4 Vol. 96 on November 20, 2015, created the Information and Communication Technologies Commission (ICTC). The president's decree, which was gazetted by GN No. 532, serves as the basis for the main ICTC mandates. The ICTC's duties include promoting investment and growth in the ICT sector, advising and working with other interested parties on ICT research and trends, and enhancing Tanzanian ICT professionals' capabilities.

As a result, the Governing Board, which consists of six members and a chairperson, was mandated to run the ICTC. Paragraph nine (9) of the Board Charter outlines the functions and authority of the ICT Commission Board. In the absence of the ICTC Board, the Permanent Secretary for a Parent Ministry is in charge of, among other things, carrying out the duties and managing the affairs of the ICT Commission; preserving the integrity of the ICT financial operations; keeping an eye on the ICT's financial and annual reports; adhering to the principles of good governance of the Commission, which include: accountability, responsibility, fairness, transparency, and dynamism; directing and making strategic decisions with innovation and collaboration; approving the ICTC budget and strategic plan; and hiring and ensuring the well-being of its employees.

The Tanzania Development Vision 2025 clearly states that ICT will be essential to Tanzania's transition to a middle-income economy by 2025. The government recognizes this. The Commission was established as an implementing arm with the responsibility of promoting ICT investment for Tanzania's socioeconomic development to expedite and effectively realize the National ICT Policy. The objectives, targets, and activities of this financial year's MTEF were developed with the opportunities and difficulties brought about by significant changes in the external operating environment of ICT in mind.

Information and communication technologies (ICTs) and associated services have grown steadily in the ICT subsector in recent years. Human relations have been profoundly impacted by the explosive rise of ICTs, making societies increasingly interconnected as a global village. Traditional transactions, which were typified by manual paper-based procedures, have gradually given way to a rapidly changing ICT environment, which includes mobile banking and has deeply impacted the range of transactions.

On behalf of the ICT Commission's Board, the Permanent Secretary of MCIT will continue to provide direction to the Commission under its charter and establishment document to efficiently and promptly produce outcomes. Despite significant accomplishments during the fiscal year 2023-2024, the Commission faced the following difficulties: (i) insufficient funding for development projects; (ii) the lack of domestic manufacturing

capability for ICT equipment in the nation, with just a small number of local businesses creating computer application packages; and (iii) insufficient supplementary actions required to measure the sector's impact.

The Permanent Secretary, as per the law, will ensure that the concentration on directing funds toward strategic initiatives and sectors that would increase economic investment participation in the Financial Year 2025-2026 is enhanced. These goals include implementing the Ruling Party Manifesto 2020-2025, the National ICT Policy, 2016, and the Third National Five-Year Development Plan (FYDP III) 2021/22 - 2025/26. The ICTC is dedicated to continuing to assist the government in making sure that the digital economy becomes everyone's song as Vision 2025 draws to a close and the new Vision 2050, which has recently been launched by H.E. Dr Samia Suluhu Hassan, the President of the United Republic of Tanzania, comes into action.

Promoting ICT investment, research, and innovation; increasing institutional capacity through hiring; and cultivating digital skills and ICT professionals would be given top priority.



Mohammed Khamis Abdulla
PERMANENT SECRETARY, MINISTRY OF COMMUNICATION AND INFORMATION TECHNOLOGY

27.02.2026
Date

2.3 STATEMENT BY THE DIRECTOR GENERAL FOR THE YEAR ENDED 30 JUNE 2025



As stipulated in the Tanzania Development Vision 2025, the Government acknowledges that ICT has a crucial role in transforming and sustaining Tanzania as a middle-income economy by the year 2025. This is complemented by the National ICT Policy. To facilitate a timely and effective realisation of the National ICT Policy, the role of ICTC is to coordinate and promote investment in the ICT sector for the socio-economic development of Tanzania. In achieving this vision, the ICTC developed the MTEF for the year ended 30 June 2025.

This MTEF and Budget cutters for resources to address the challenges and opportunities arising from major changes in ICT. The ICT external operating environment has been considered in formulating the Objectives, Targets, and Activities, which have been part of the development of the F/Y 2024/25 budget and MTEF that have contributed to the operationalisation of the ICTC activities for the year then ended.

It was foreseen that in the Financial Year 2024/25, the Commission would concentrate on allocating resources into strategic areas and projects that will leverage participation in investment in the economy. These priorities focus on implementing the 3rd National Five-Year Development Plan (FYDP III) 2021/22-2025/26, National ICT Policy, 2016, and the Ruling Party Manifesto 2020-2025.

Priorities were given to promote ICT investment, research, and innovation; institutional capacity building through recruitment; and developing digital skills and ICT Professionals. The ICT sub-sector has recently witnessed steady growth in Information and Communication Technologies (ICTs) and related services. The rapid growth of ICTs has greatly shaped human relations, where societies are more connected as a global village.

The Information and Communication Technologies (ICT Commission, in implementing its strategic objectives, faced a challenging year but continued to deliver its promises with notable achievements. Commission's targets for 2024/25 were to coordinate the implementation of ICT policy and ICT promotion to attain registration of professionals and capacitate them in various areas of ICT knowledge, establish the pilot software business acceleration/promotion centre, namely Soft Centre, implement the ICT innovation enhancement program and coordinate capacity building programs to ICT professionals through conferences, seminars, workshops and training.

During the financial year 2024/25, the ICTC managed to achieve the following: Participated in the National ICT Policy 2016 review and preparation of the proposed new ICT Policy 2024; Participated in the 36th National Technical Committee for Financial

Inclusion meeting organized by BoT; Conducted a Stakeholders meeting to develop the Digital Innovation Regulatory Sandbox and funding framework; Attended a workshop on the development of the design document for the ITU Innovation Centre which facilitated the development of the design document; attended the Ministerial panel discussion on the "State of Smartphone Penetration in Africa and why Local Manufacturing is important"; ; managed to configure, install and train of e-office system application to its staff and implement it; reviewed and approved 115 ICT Professionals applications, which led to an increment in the registered database to 1,625; Participated in the development of the National Digital Education Guideline for Basic Education, organized by the Ministry of Education, Science and Technology; participated in the Workshop on Capacity Development and Consultation on National Data Governance Framework at Dodoma organized by PO-PSMGG.

In addition, during the financial year 2024/25, the ICTC hosted a Lecture Series on Metaverse Lab and Its potential impact for growth to 25 ICT practitioners; participated in the development of the Tanzania EDUNET Guideline in Morogoro, organized by the Ministry of Information, Communication and Information Technology; conducted training to enhance the Girls and Youth in the development of Digital systems and ICT programs called Python Tanzania to more than 500 youth from 7 colleges (the University of Dar es Salaam (UDSM), the University of Zanzibar (SUZA), the University of Science and Technology in Mbeya (MUST), Sokoine University (SUA), the Nelson Mandela Institute of Science and Technology (NM-AIST) and the Institute of Accountancy Arusha); reviewed and recommended for endorsement of sixteen (16) university ICT curricula that were noted to align with the market demands for ICT professionals.

Further, in the financial year 2024/25, the ICTC continued to finalise the renovation of the Dar es Salaam Soft Centre and Office building, which is in the final stage. The ICTC in promoting startups identified areas for hosting soft centres in Arusha, Mwanza, Lindi, Dodoma, Mbeya, Dar es Salaam, Tanga, and Zanzibar. Other achievements marked by ICTC in 2024/25 were to hand over sites for Dar es Salaam phase II, Dodoma, Tanga, Lindi, and Zanzibar soft centers to contractors for execution, where it is expected the job will be completed by November 2025.

Signing of two MoUs between ICTC and the Belinda & Melinda Gates Foundation to implement a program for Women in ICT innovation and SMEs; and ICTC and SIDO for establishing Centers for promoting ICT Innovations in Tanzania; Entering and signing of Memorandum of Understanding with ALMAWAVE SPA of Italy to collaborate in the initialization, development and implementation of the Kiswahili Large Language Model to foster digital transformation, and the Higher School of Economics in Russia are on negotiations to establish training on ICT skills in various areas. Entered into a Memorandum of Understanding (MoU) between the ICT Commission and the National Information Society Agency (NIA) of South Korea on the establishment of the Information Access Centre for improving ICT literacy in the country.

Furthermore, in 2024/25, the ICTC launched the ICT Classroom at Manushi Secondary School in Moshi, Kilimanjaro region, and reviewed and recommended for endorsement sixteen (16) university ICT curricula that were noted to align with market demands for ICT professionals. Thus, enabling ICT graduates to be equipped with relevant ICT skills and preparing them to meet the evolving requirements of the ICT sector; attended a workshop on the development of the design document for the ITU Innovation Centre which facilitated the development of the design document and the Ministerial panel discussion on the "State of Smartphone Penetration in Africa and why Local Manufacturing is important".

In the financial year 2025/26 the ICTC is planning to continue with the accomplishment of ICT Soft centers in five zones and six districts start-up innovation hubs; establishment of two refurbishment and assembly centers; conduct two studies on the development of ICT in Tanzania; prepare digital standards; conducting a feasibility study on Kiswahili Large Language Model and initiation of the processes for the establishment of metaverse studio. Further, the ICTC will dwell on the evaluation and monitoring of ICT investment in Tanzania in collaboration with the private sector in a public-private partnership.

During the financial year ending 30th June 2025, the overall achievements attained by ICTC include:

a) Engaged in discussions and entered into agreements with various companies as follows:

i. **ALMAWAVE SPA (Italy)** - An Italian company specializing in the development of the Kiswahili language to enable Artificial Intelligence (AI) systems to communicate like humans. ALMAWAVE SPA will collaborate with the ICT Commission and various institutions in the country to establish a **Swahili Large Language Model (LLM)**. This model will facilitate the growth of the Kiswahili language in the global AI industry. It will create opportunities for Tanzanian citizens to use Kiswahili in developing innovations across different sectors of the economy in Tanzania, Africa, and globally, thereby strengthening Tanzania's digital economy.
ii. **Enabel (Belgium)** - Engaged in discussions to establish an ICT innovation center in Kigoma Region in collaboration with SIDO. This includes plans to establish an electronic waste management center, which will allow such waste to be used in creating various ICT innovations in Mwanza, Dar es Salaam, and Tanga regions.
iii. **JICA (Japan)** - Agreed with the Japan International Cooperation Agency to collaborate in strengthening and enhancing the ICT innovation value chain in Tanzania. This partnership aims to improve enabling legal frameworks and establish a center for fostering ICT innovations.
iv. NIA (South Korea) - Signed an agreement with the National Information Society Agency of South Korea to establish an Information Access Centre. The center will provide youth with opportunities to develop their innovations and create various ICT

devices. It will also include a Mobile ICT Centre. The center will be established in the Dodoma Region.

v. ITU (International Telecommunication Union) - Signed an agreement with ITU to establish an ITU ICT Acceleration Center. This will be one of only 17 such centres globally and will be located in Dar es Salaam. It will support ICT companies by offering access to international programs delivered by both local and global experts in ICT entrepreneurship.

vi. The Commission is in discussions with the Higher School of Economics (Russia) to build capacity in various ICT skill areas through training and educational collaboration.

vii. The Commission visited the company Quad Gen Wireless Solutions Pvt. Ltd in Bangalore, India, to assess its capabilities. The company is interested in investing in a factory to manufacture laptops and smart board systems for use in schools. Discussions are ongoing to facilitate a Public-Private Partnership (PPP) investment for SKD (Semi Knocked Down) and CKD (Completely Knocked Down) level manufacturing plants in Tanzania. This aligns with the African Union's vision for Africa to establish ICT product manufacturing industries on the continent.

viii. In collaboration with UNESCO, the Commission is working to build the capacity of government employees and assess Tanzania's readiness for AI technologies. This project is in its final stage before implementation. The goal is to strengthen government staff skills and conduct research on the country's readiness to adopt AI.

ix. ICTC provided support in the establishment and launch of the ICT Classroom at Manushi Secondary School in Moshi, Kilimanjaro region. The classroom is an instrument that empowers students and teachers to access online resources for all subjects that are taught at the school, and enhances ICT literacy in the area.

b) Commencement of renovation of ICT zonal innovation hubs in Tanga, Arusha, Mwanza, Lindi, Mbeya, Dar es Salaam, and Zanzibar for providing youth and entrepreneurship opportunities for innovating various digital solutions and products.

c) Successfully conducted the Annual ICT Conference for the 8th time (TAIC 2024), which attracted over 1,200 participants from both within the country and abroad. Cyber Security forum in Arusha, which was held alongside the ICT Awards.

To continue having sound financial accounts is a testament to good governance of any institution, including ICTC. The ICTC is committed to improving the books of Accounts every year, which I am very confident will be reflected in this and the Financial Statements to come.

I submit,

.....

Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

25/02/2026
.....
Date

ICTC information of Principal Place of Business

PRINCIPAL PLACE OF BUSINESS

ICT COMMISSION
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SOLICITOR GENERAL

OFFICE OF THE SOLICITOR GENERAL,
P.O.BOX 1733,
DODOMA -TANZANIA.

2.4 REPORT BY THOSE CHARGED WITH GOVERNANCE

INTRODUCTION

The ICTC Governing Board is humbled to produce and furnish its annual report that reflects the state of affairs of the Commission for the year ended 30 June 2025. The report is addressed to all primary users, secondary users, and other interested stakeholders, as well as the public at large. This report sets out an analysis of the ICTC's operations and financial review, with a forward-looking orientation and sustainability issues. The report is supposed to provide the status of operations of ICTC for the related year to assist primary users and other stakeholders in assessing the strategies and achievements made by the Office and the potential for those strategies to succeed in creating value over the short-term, medium-term, and long-term periods.

The Governing Board's Report has been prepared following the Tanzania Financial Reporting Standards (TFRS) No. 1 - The Report by Those Charged with Governance. In this regard, those charged with governance are hereby submitting their report that complies with the laid-down principles, namely Fair Presentation and Adherence to TFRS: The entity's financial status, performance, and cash flows must be shown genuinely and fairly in the financial statements. They ought to abide by TFRS; Going Concern: Unless management plans to liquidate the company or stop trading, the financial statements are prepared as a going concern i.e. to say for the year ended there was no symptoms that ICTC will curtail its operations in the near future; Accrual Basis of Accounting: Regardless of the timing of cash flow, transactions are recorded when they happen; Consistency: Accounting policies ought to be applied uniformly by entities throughout different periods.

In that respect, the commissioners are hereby honored to present its report for the period ended 30 June 2025 to all stakeholders, the report is accompanied by the financial statements which include a statement of Financial Position, Statement of Financial Performance, Cash flow statements, Statement of Changes in Net Assets/Equity and the related notes which offers the results of ICTC operations, performance and its state of affairs.

Further, the report abided with the principle of Materiality: Information that is important to users should be disclosed in financial statements; Offsetting: Unless specifically permitted by TFRS, assets and liabilities should not be offset; and Comparative Data: Organizations are required to submit data that is comparable to earlier times. Additionally, those charged with governance submit the financial statements for the financial year that ended, which disclose the state of affairs of the ICT Commission for the period ending 30 June 2025.

Composition of the ICT Commission Governing Board

In the financial year ended 30 June 2025, the ICT Commission Governing Board was composed of 8 members, including the Chairperson and the Director General, who serves as a Secretary to the Board. On 5 February 2025, the ICTC Governing Board expired due to the lapse of its tenure. The management evaluated the Board's performance using an independent institution for the appointment of the new Board, and the report has been submitted to the appointing Authority.

The ICT Commission is committed to having a great 'mix' of qualified individuals appointed to the Board through its appointments. Diversity is not only a strength but also provides a great competitive edge. Diversity is observed through differentiation in the age of Directors, their gender, and their professional qualifications.

The Governing Board, which held office during the year under audit, was appointed effective February 2022 for three years. This is the third year for the ICTC governing board since it resumed the task which expired on 5 February 2025.

Composition of the Governing Board

Board Chairperson	**Prof. Leonard J. Mselle, Chairperson.** Male, Tanzanian. Prof. Leonard holds a PhD (Computer Programming).

Prof Leonard is a Lecturer at the University of Dodoma - UDOM. Prof. Mselle is a well-known world researcher in the areas of computer programming, program visualization, programming languages, e-learning, and cybersecurity. He has published six books in the areas of computer programming and program visualization. Prof. is the inventor of the Memory Transfer Language (MTL), an artificial language used for learning and teaching programming in both low- and high-level languages. He has presented and published more than 44 scientific papers in various conferences and international journals. His tenure has expired on 29 January 2025.

Board Member	**CPA. Amina Ramadhani Haighai,** Board Member, Female, Tanzanian. She holds a degree in Accounting, and she is a certified public Accountant -CPA (T) and a Diploma in International Public Sector Accounting (IPSAS)

Ms. Amina is currently working with TCRA-CCC as a Finance Manager. Her tenure has expired on 5 February 2025.

Board Member	**Prof. George S. Oreku,** Member, Male, Tanzanian. Prof. George Oreku is a Full Professor of Cyber Security and Forensics at the Open University of Tanzania

Currently, he is a Deputy Chancellor- Planning, Finance and Administration (DVC-PFA). *His tenure has expired on* 5February 2025.

Board Member	**Eng. Anzuruni R. Kiroboto,** Member, Male, Tanzanian. Holds a degree in Computer Engineering and Information Technology

He continued to be the Managing Director of NST Solutions Company Ltd. His tenure expired on 5 February 2025.

Board Member — **Eng. Albert R. Dohoyi,** Member, Male, Tanzanian. He holds a Computer Engineering and Information Technology degree

Albert continued to be the Director of Operations, Research, and Development at the Universal Communication Access Fund (UCSAF). His tenure expired on 5February 2025.

Board Member — **Prof. Faisal H. Issa,** Member, Male, Tanzanian. Prof. Faisal holds a PhD in Public Management, Administration and Practice

He is currently working with Mzumbe University as a Senior Lecturer in Public Management and Administration. His tenure expired on 5 February 2025.

Board Member — **Dr. Amos M. Nungu,** Member, Male, Tanzanian. Dr. Nungu holds a PhD in Telecommunication Systems and an MSc in Information Technology. He has a BSc. in Computer Science.

He continued to hold the position of the Director General of COSTECH Tanzania. His tenure expired on 5 February 2025.

Board Secretary — **Dr. Nkundwe M. Mwasaga,** Secretary, Male, Tanzanian. He holds a PhD in Super Computing.

He is the Director General of the ICT Commission and serves as Secretary of the Board of the Commission

Appointment of Board Members and the Chair

No.	Name	Position	Organization	Qualification	Date of appointment	Date of expiration
1.	Prof. Leonard J. Mselle	Chairperson	UDOM	PhD (Computer Programming)	January 2022	29 Jan 2025
2.	Ms. Amina R. Haighai	Member	TCRA-CCC	Degree in Accounting and CPA (T)	February2022	5 Feb 2025
3.	Prof. George S. Oreku	Member	OUT	Professor of Cyber security and Forensics	February 2022	5 Feb 2025
4.	Mr. Anzuruni R. Kiroboto	Member	NST Solution Co Ltd	Degree in Computer Engineering and Information Technology	February 2022	5 Feb 2025
5.	Eng. Albert R. Dohoyi	Member	UCSAF	Degree in Computer Engineering and Information Technology	February 2022	5 Feb 2025
6.	Prof. Faisal H. Issa	Member	Mzumbe University	PhD in Public Management, Administration and Practice	February 2022	5 Feb 2025

No.	Name	Position	Organization	Qualification	Date of appointment	Date of expiration
7.	Dr. Amos M. Nungu	Member	COSTECH	PhD in Telecommunication Systems	February 2022	5 Feb 2025
8.	Dr. Nkundwe M. Mwasaga	Secretary to the Board	ICTC	PhD in Supercomputing	February 2022	Continues

Attendance of Governing Board Meetings

During the year, the Governing Board held four meetings, of which three were normal and one was an extraordinary meeting.

No.	Name	Meeting Attendance	Position
1.	Prof. Leonard J. Mselle	4/4	Chairperson
2.	Ms. Amina R. Haghai	4/4	Member
3.	Prof. George S. Oreku	4/4	Member
4.	Mr. Anzuruni R. Kiroboto	4/4	Member
5.	Eng. Albert R. Dohoyi	4/4	Member
6.	Prof. Faisal H. Issa	4/4	Member
7.	Dr. Amos M. Nungu	4/4	Member
8.	Dr. Nkundwe M. Mwasaga	4/4	Secretary to the Board

i. Committees of the ICT Commission Governing Board

Based on the Board charter, which was approved by the Board, the function of the Board was facilitated by the Committees. In ensuring that its functions are executed accordingly, the ICTC governing Board has three Committees which are to perform its duties, namely.

i. Audit and Risk Management Committee;
ii. Corporate Affairs Committee; and
iii. Tender Board Committee

ii. Audit and Risk Management Committee Composition

The four members of the ICTC's Audit Committee are listed below. The Committee is in charge of reviewing the financial statements, quarterly and annual reports, internal audit reports on investment and revenue collection management, and other matters. According to Regulation 116 of the Public Finance Regulations 2009, audit committees must be formed in public sector organizations and have a minimum of five members, three of whom must be external to the organization. February 2025 saw the expiration of the ICTC audit committee, which is awaiting the selection of a new board.

Through routine meetings and discussions, the Audit Committee carried out its responsibilities as outlined in the Audit Charter throughout the reviewed financial period. It is commonly recognized that the Audit Committee's role is to advise on important operational and functional procedures of the ICTC. The Audit Committee now consists of the chairperson and three members.

No.	Name	Position	Organization	Qualification	Date of appointment	Date of expiration
1.	CPA. Amina R. Haighai	Chairperson	TCRA-CCC	Degree in Accounting and CPA (T)	06.12.2022	5 Feb 2025
2.	Dr. Amos M. Nungu	Member	COSTECH	PhD in Public Management, Administration and Practice	06.12.2022	5 Feb 2025
3.	Prof. Faisal H. Issa	Member	MZUMBE	PhD in Public Management, Administration and Practice	06.12.2022	5 Feb 2025
4.	Ms. Flora J Salakana	Secretary	ICTC	Master's in Business Administration (HRM)	06.12.2022	5 Feb 2025

iii. Corporate Affairs Committee

It is commonly recognized that the Corporate Affairs Committee's role is to advise on important operational, good governance, and functional procedures of the ICTC. The Committee now consists of the chairperson and three members. This was before the committee expired on 5 February 2025.

No.	Name	Position	Organization	Qualification	Date of appointment	Date of expiration
1.	Prof. George S. Oreku	Chairperson	OUT	Professor of Cyber Security and Forensics.	06.12.2022	5 Feb 2025
2.	Eng. Albert R. Dohoyi	Member	UCSAF	Computer Engineering and Information Technology.	06.12.2022	5 Feb 2025
3.	Mr. Anzuruni R. Kiroboto	Member	NST Solution Co Ltd	Computer Engineering and Information Technology.	06.12.2022	5 Feb 2025

No.	Name	Position	Organization	Qualification	Date of appointment	Date of expiration
4.	Mary Memba Mwatujobe	Secretary	ICTC	MSc (HRM), BPA (HRM)	06.12.2022	5 Feb 2025

Meetings of the Audit and Risk Management and Corporate Affairs Committees.

The audit committee is expected to convene at least once every quarter per its criteria. Three meetings mandated by law and per the ICTC timetable and ALMANAC were convened by AC and CAC during the financial year ending 30 June 2025. Amongst, the ICTC's committees held the fourth quarter of FY 2023/24 which was conducted on August 2024, first quarter of 2024/25 and Second Quarter of the fiscal year 2024/25was discussed, deliberated, and approved at the meeting on 15 August 2024; 7 November 2024; 12 November 2024; 14 January 2025; and 21 January 2025 for AC and CAC respectively.

Additionally, the Audit and Risk Management Committee discussed and approved the submission of ICTC's financial accounts for the year ending 30 June 2025 to the Controller and Auditor General per the law during the ICTC Conference on 15 August 2025. The table below details the meetings that the AC and CAC convened.

Audit and Risk Management meetings and deliberations

No	Date	Meeting	Purpose	Attendance
1	15 August 2024	Ordinary Meeting	• Deliberation of the ICTC Financial Statement for the year ended 30th June 2024 and Approval of the presented agenda; and • Deliberation of ICTC risk-related matters.	A quorum was noted and achieved
2	7November 2024	Ordinary Meeting	Deliberation of CAG audit queries issued recommendations, and Approval of the presented agenda.	A quorum was noted and achieved
3	14January 2025	Ordinary Meeting	Implementation of CAG audit recommendations and Management responses on issued recommendations for ML 2024.	A quorum was noted and achieved

Corporate Affairs Committee meetings and deliberations

No	Date	Meeting	Purpose	Attendance
1	15 August 2024	Ordinary Meeting	Deliberation of ICTC Almanac, Incentive Scheme, Budget proposal for 2024-25, Guidelines for professional registration, ICT professional training, ICT product and service Guideline issued recommendations and Approval of the presented agenda.	A quorum was noted and achieved
2	12 November 2024	Ordinary Meeting	• Deliberation, note and approval by the Board of the implementation of the first Quarter performance report for the financial year 2024/25. Further, the committee NOTED that unimplemented issues have to be given priority in its implementation. • Deliberation on the importance of having a Regulatory sandbox. Having discussed this, the Committee DIRECTED that the Sandbox Regulations be submitted to the Board for APPROVAL.	A quorum was noted and achieved
3	21January 2025	Ordinary Meeting	• Deliberation, note and approval of the Board of the ICTC revised budget. • Deliberate and approve the request to implement some of the items in the ICTC incentive scheme.	A quorum was noted and achieved

iv. Tender Board Committee

All public bodies are required to have tender boards under Section 31 of the Public Procurement Act, often known as CAP 411. As indicated below, the ICTC has a Tender Board committee with five (5) members. The Committee's responsibilities include reviewing and approving all circular resolutions related to the procurement of goods, works, consultancy, and non-consultancy services, as well as reviewing and approving all Tender Board minutes about these matters. It is also in charge of reviewing and approving all tendering procedures before contract signing.

No.	Name	Position	Organization	Qualification	Date of appointment
1.	CPA. Williard Y Kalulu	Chairperson	ICTC	MSc A&F, PGDA, FCPA, Diploma in IPSAS, ADA	09 October 2023
2.	Jasson Ndanguzi	Member	ICTC	MSc TELECOM, BSC in Telecommunication	09 October 2023
3.	Haji Lunga	Member	ICTC	BCs Ed	09 October 2023
4.	Rosemary Panga	Member	ICTC	Cert in CCNA & ICDL, Sc Computer Science, MS ISNS	09 October 2023
5.	Mary Mwatujobe	Member	ICTC	MSc (HRM), BPA (HRM)	09 October 2023

As the Ag. Head of Procurement Unit since 2025, Tumaini Philip Mbembela, who holds a Certificate in National Store Keeping (NSC), Advanced Diploma in Accountancy (ADA) from TIA, Registered with PSPTB under Approved Category with No. AP00-01328. She has been the Secretary to the Tender Board per the Public Procurement Act, CAP 411, since March 2025. In addition, the Tender Board conducted all its statutory meetings under PPA during the 2024/25 fiscal year.

v. ICT COMMISSION PROFILE AND CORPORATE CULTURE

The Ministry of Communication and Information Technology oversees the Information and Communication Technologies Commission (ICTC), a central agency. The Presidential Decree in Government Notice (GN) No.532, which was issued on November 20, 2015, in Government Gazette No. 4 Vol. 96, created the ICTC. Its foundation was in reaction to the implementation of the National ICT Policy 2003, which necessitated the development of a body in the institutional framework of the ICT sector to coordinate, promote, and lead the implementation of ICT initiatives in the Country.

VISION STATEMENT

"To be a dynamic world-class digital model in promoting the ICT industry that contributes effectively to national economic growth and knowledge economy".

MISSION STATEMENT

To promote, facilitate and participate in strategic ICT investment for national economic growth; provide proper technical and policy advice for sector development, and promote secure ICT deployment and the ICT workforce.

CORE VALUES

Values that care about stakeholders' expectations and satisfaction must always be embraced and institutionalized by the Commission. To fulfil the vision and objectives of ICTC, all staff must be dedicated, capable, and able to uphold the following ideals. The established basic values are:

i. **Integrity:** staff shall provide quality services without inducements and personal gains, as well as devote their time exclusively to high-quality public service delivery;
ii. **Innovativeness:** Staff shall translate their new ideas and innovations into action;
iii. **Professionalism:** Staff shall demonstrate a high level of competence and efficiency guided by ethical behaviour and professionalism;
iv. **Transparency:** Staff shall provide services openly and fairly to promote participation and accountability;
v. **Customer-focused:** staff shall strive to provide quality services to meet customers' expectations; and
vi. **Teamwork:** Staff believe in working collaboratively to achieve intended objectives.
vii. **Accountability:** We take liability for our actions and the outcome of our decisions.
viii. **Collaboration:** We cooperate with our stakeholders to deliver our services.

NATURE OF THE OPERATIONS

The Presidential Decree Government Notice (GN) No.532, which was published in the Government Gazette No. 4 Vol. 96 on November 20, 2015, outlines the main duties of the ICTC.

The legislative and regulatory environment in which the Commission operates

According to the President's Decree No.532 published in the Government Gazette No. 4 Vol. 96 dated 20 November 2015 that established the ICTC, the main functions are as shown here.

Key Functions of the ICTC

i. Provide advice, strategic planning, implementation, and investment in ICT.
ii. Monitor and coordinate National ICT initiatives, and
iii. Provide foresight on trends and opportunities for ICT uptake for the nation's socio-economic development

Other functions

i. Build Capacity, certify and regulate ICT professionals;
ii. Promote and foster investment and development of the ICT industry; and
iii. Advise and collaborate with other stakeholders on ICT research, setting of standards, and foresight.

Macro and microeconomic conditions (such as economic stability, globalization, and industry trends)

An acronym for information technology (IT) that emphasizes the role of unified communications and the integration of computers, telecommunications (phone lines and wireless signals), enterprise software, middleware, storage, and audio-visual components that allow users to access, store, transmit, understand, and manipulate information is information and communications technology (ICT).

Nevertheless, looking ahead, the industry's growth is expected to stabilize as the rapid evolution of the digital landscape persists. We're barely a few weeks into the year, but 2024 is already shaping up to be a bumper year for digital milestones. The biggest headline in this year's Digital 2024 reports is that global social media users have passed the 5 billion marks, with annual user growth still comfortably above 5 per cent. However, this is just one of the many impressive numbers and trends in this year's data. Overall, digital growth has slowed over recent years, but this is to be expected as internet users reach "supermajority" status. However, while almost two-thirds of the world's total population is now online, 2.7 billion people remain "unconnected" at the start of 2024, and adoption rates across Sub-Saharan Africa remain well below 50 per cent.

User growth isn't the only indicator of digital progress, and our extensive collection of behavioral data also reveals important findings. In particular, it's interesting to see that the amount of time that people spend online has increased again this year, following the declines that we reported in 2024. It's a different story for TV, though, with the latest data suggesting that global viewing times have been declining steadily over recent months.

The world has also seen some intriguing changes in the world's social media behaviors. TikTok continues its rapid ascent, with the platform's reach and average time per user seeing impressive gains over the past year. Meanwhile, Instagram has overtaken WhatsApp to become the world's "favorite" social platform, and Facebook continues to grow, in stark contrast to clickbait headlines.

The top platforms aren't the only ones enjoying strong growth, though, and our newly expanded social media dataset reveals some valuable insights into LinkedIn, Snapchat, Weibo, Kuai Shou, and Discord. Similarly, an exploration of the use of hashtags across platforms reveals some fascinating insights into the interests and motivations of the world's social media users.

Meanwhile, despite ongoing economic challenges, data suggests that online marketing continued to thrive in 2023, with digital ad spend enjoying some impressive gains. However, the behavioral data suggest that people's connected behaviors are evolving, so while search remains the top destination for digital spend, marketers may want to broaden their definition of "search" to include social platforms and AI tools.

Looking ahead, the global community may see the center of online gravity shift in 2024. In particular, the growth of India's connected population will have an even greater influence on global digital trends this year, with the country's behaviors, interests, and passions already shaping many of the cultural datasets in this year's findings. But the year ahead will likely see its share of challenges too. A series of high-stakes elections and rising geopolitical tension may create the ideal conditions for misinformation, while advances in generative AI mean that it's never been easier to create engaging and persuasive content, including "fakes".

However, better connectivity also brings hope and opportunity. It's never been easier for people everywhere to access information, education, and community, while connected tech also empowers us with a wealth of tools and services that can actively improve lives.

i. Affordable devices and ICT services are essential for enabling people to go online. Affordability is a relative concept that depends on people's social and economic conditions.

Access to an Internet-enabled device is required to go online. This can be a mobile phone or a desktop computer; a basic-model phone is cheaper, while a computer allows for a richer experience. For mobile phones, it is important to distinguish between use and ownership: merely having access to a device that one does not own imposes.

Market forces

With the authority granted by President's Decree No.532, which was published in Government Gazette No. 4 Vol. 96 on November 20, 2015, ICTC functions as a participant in the information and communication technology sector. ICTC's outstanding performance in the fields of information and communication technology, innovation, and digitization is essential to the nation's economic growth in order to compete both internally and abroad and guarantee the achievement of the digital economy agenda.

The speed and effect of technological change.

Technology can fundamentally change the world in ways that are unthinkable until they occur. Activating an electric light would have been unimaginable to our medieval forebears. It would have been difficult for our grandparents to envision a period when smartphones and the Internet were ubiquitous. Similarly, we struggle to imagine the arrival of all those technologies that will fundamentally change the world we live in. Given how swiftly technology has changed our surroundings in the past, ICTC may serve as a reminder that things may appear considerably different in the future than they do now.

The industry in which the Commission operates

The United Republic of Tanzania's Ministry of Communication and Information Technology (MCIT) oversees the Commission's operations. The ICTC, in alliance with all independent departments and the private sector, it collaborates with other ministries, including the Ministry of Defense, the Ministry of Industry and Investment, the Ministry of Finance, the Ministry of Planning and Investment, the Planning Commission, and the National Environmental and Management Council.

Main products, services, stakeholders, business processes, and distribution methods

i. Products and services

The Commission services fall under three (03) categories, that is: Information services, Communication services, and Technology on Information services.

ii. Stakeholders

The key stakeholders include the Employees, Suppliers, government line ministries, independent departments, agencies, the private sector, donor community, professional organizations, academia, and research institutions.

iii. Business processes and distribution methods

To ensure that the national anti-corruption plan is implemented and maintained effectively, as well as to promote standards, digital literacy, and ICT, these primary procedures and distribution methods are designed to improve health services and reduce HIV/AIDS infections. The human capital environment aims to improve ICT research, coordination, and promotion while bolstering organizational capability, operational efficiency, and human resources.

EXTERNAL ENVIRONMENT

Analysis of the Industry's External Environment

The Information and Communication Technologies Commission (ICTC) is a Body empowered by the President's decree to undertake and promote ICT-related activities to promote an ICT-enabled knowledge society. In the financial year ended 30June 2025,

the Governing Board managed to perform its activities as planned, except for a few activities which were not completed due to the nature of the activity.

Every organization is impacted by the surrounding environment in which it operates. The following is a summary of the analysis of external environmental issues that could have an impact on the operations of the Commission:

(a) Market and Competitive Position

The Commission is an independent entity operating under the information, communication, and ICT sector and has an exclusive mandate to undertake this business.

(b) Legislative and Regulatory Environment

The legal environment contributes a potential impact on the Commission as it embraces legislative change in the external atmosphere in which the Commission operates.

(c) The legitimate needs and interests of key stakeholders

The Commission embraces the needs and interests of key stakeholders in its decision-making. In this regard, the Commission, as per the establishment President decree GN No. 532, has identified categories of stakeholders: Government, ICT investors, development partners, ICT innovators, and the public at large. The needs and interests of each stakeholder have been identified in the Report by TCWG.

(d) Macro and Microeconomic Conditions

Macro and microeconomic conditions determine an economy's performance, impacting the Commission's operational capabilities as well as its sustainability. These comprise: interest rate, exchange rate, and a single-digit rate of inflation, which influence the corporation to perform its mandated function. Despite of aforementioned opportunities, the commission took into consideration the following challenges; rise in global oil demand as a result of the impact of the war between Russia and Ukraine which resulted in increased operational cost in terms of forex exchange which resulted in increased purchasing power and affect our budget, war between in the Middle East (Israel and Hamas) also impacted in the purchasing power hence high operation costs.

(e) Market Forces

ICTC operates as a player in the information and communication technology business with a given exclusive mandate on items as stated in establishing President's decree GN No. 532. There is no competition with internal players in the industry, but our performance in the area of information and communication technologies business is key to the Nation in ensuring business sustainability and digital economic growth.

(f) The speed and effect of technological Change

In a globalized world, two key issues play vital roles: development in information technology and improvements in technology related to the industry. The Commission continues to cooperate with various entities to ensure compliance with applicable requirements in the implementation of technological initiatives to enhance service delivery to customers and stakeholders through the utilization of digital transformation and innovation strategies. ICTC is continuing with the efforts to build capacity for ICT staff to cope with technological changes.

The Commission continues to adopt new technologies such as advanced data analytics, the Internet of Things, cybersecurity and artificial intelligence in conducting its processes. On the other hand, the availability of new technologies and technological changes comes with the challenges of cyberattacks on digital platforms. This has made the commission closely monitor its systems and enhance its cybersecurity capacity on its critical systems to ensure continued services to customers.

(g) Societal Issues

The commission works in places where the population has a common culture and sets of attitudes. The Commission has been involved in and supportive of corporate social responsibility initiatives in this area. Nevertheless, societal expectations exceed authorized annual resources, even with ongoing participation and assistance. In the future, the Commission will think about expanding its funding and concentrating its contribution on societal well-being.

(h) Environmental Challenges: Pollution of the environment has been a major challenge in the industry.

ICTs and the environment have a complicated and multidimensional interaction because they can have both beneficial and detrimental effects. Dematerialization and online distribution, transportation and trip substitution, a variety of monitoring and management apps, increased production and usage energy efficiency, product stewardship and recycling, and more can all have positive effects.

Energy consumption and materials used in the production and distribution of ICT equipment, direct and indirect energy use for cooling, short product life cycles, e-waste, and exploitative applications such as remote sensing for unsustainable over-fishing can all have negative effects. To strengthen its ability to carry out its mandated functions, the Tanzania Meteorological Authority (TMA) is working with other public institutions. The Commission convened multiple stakeholder meetings during monitoring visits and persisted in its efforts to inform and raise public awareness in this area.

(i) Political Environment

The nation's political climate is stable, and the Commission can carry out its duties without facing political obstacles. The Commission prepares and implements its plans and budgets while adhering to the platform of the dominant political party, currently Chama cha Mapinduzi, or CCM. ICTC did not face any political interference while carrying out its mandate.

STRATEGIC OBJECTIVES

Based on the current operating environment and identified critical issues, the ICT Commission has set forth the six (6) objectives to be achieved. In preserving the value over a long-term period, the ICT Commission will continue to implement strategic objectives stipulated in its Strategic Plan 2023/24-2025/26 as mentioned below:

a) HIV/AIDS infections and non-communicable diseases were reduced and supportive services improved;
b) The effective implementation of the National Anti-Corruption Strategy was enhanced and sustained;
c) Access to ICT services enhanced;
d) ICT Innovation enhanced;
e) ICT competency improved. and
f) Institutional capacity improved.

In realizing the objectives set forth, the ICT Commission has come out with the following strategies:

i. Strengthen HIV/AIDS and NCDs preventive and supportive initiatives
ii. Strengthen Anti-corruption initiatives to combat and prevent the related practices;
iii. Promoting Investments and enhancing green in ICT;
iv. Promoting ICT innovation and enhancing research in ICT;
v. Strengthen the capability of ICT professionals and improve ICT literacy at all levels; and
vi. Strengthening resource management and improving the working environment

Key performance indicators used in assessing the progress of the Board's strategic objectives are:

i. Number of cases of HIV/AIDS infections at ICT Commission;
ii. Number of stigmatization cases;
iii. Number of corruption incidents;
iv. Number of corruption complaints;
v. Percentage of compliance with ICT regulatory frameworks;
vi. Percentage of compliance with laws and regulations;
vii. Level of stakeholders' and customers' satisfaction with service delivery;

viii. Meetings of the Governing Board and Management are done as per the schedules and charters;

ix. Increase of the ICT Commission's new students and members;

x. Number of visitors to the ICT Commission portal;

xi. Percentage increase in revenue;

xii. Audit opinion; and

xiii. Rate of Compliance with the Public Procurement Act and its Regulations.

The financing of this Strategic Plan shall be accomplished through the Medium-Term Expenditure Frameworks (MTEF) for the years 2024/25-2025/26, budget prepared and approved in an annual basis. The estimated cost of implementing this Plan will cover two years.

KEY STRENGTHS AND RESOURCES

The following are the key strengths and resources that assist the Board in pursuit of its objective:

i. Presence of Presidential Decree Government Notice (GN) No.532 published in the Government Gazette No. 4 Vol. 96 dated 20 November 2015;

ii. Trust within Public confidence and trust in the administration of the ICT Commission's activities;

iii. Existence of competent hard-working staff recruited, hired and transferred based on the qualifications enshrined in schemes of service; and

iv. Availability of support, morally and financially, to execute all the planned activities

RELATIONSHIP WITH STAKEHOLDERS

The Governing Board collaborates with various government agencies and interested parties in the course of its work. The government, ICT investors, development partners, ICT innovators, and the general public are the primary stakeholders who collaborated with the Board in carrying out its accountability for ICT-related knowledge and empowerment.

STATEMENT OF SERVICE PERFORMANCE INFORMATION

To help Those Charged with Governance understand what the ICTC had set out to achieve (target) and what it had achieved (results), the ICTC's Service Performance Information helps by providing pertinent information required for ICT-based knowledge and registration for the ICT cadre, accountability, and decision-making purposes. Typically, a combination of qualitative and quantitative reporting is used to provide information on service performance. Two components serve as the foundation for the reporting of service performance data:

i. **Outcomes:** what the ICTC seeks to achieve in terms of its impact on society; and
ii. **Outputs:** the goods or services that the ICTC delivers during the financial year 2024-2025.

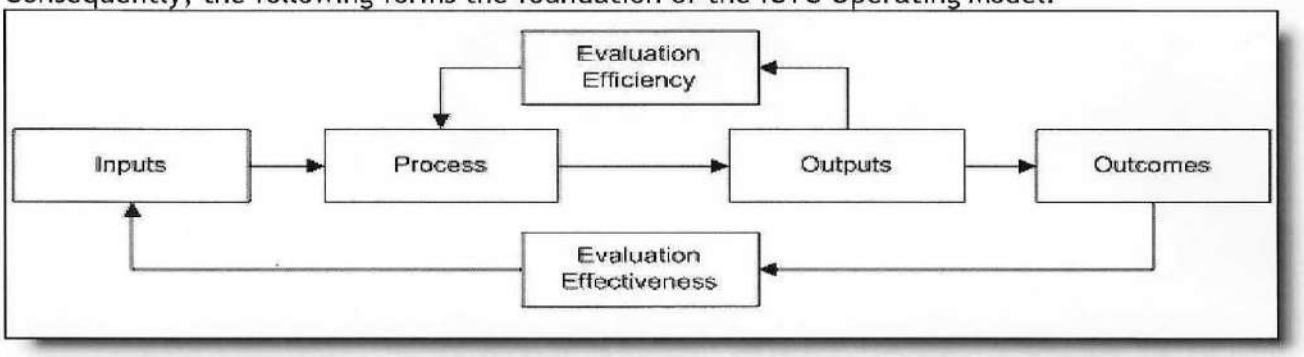
ICTC OPERATING MODEL

The ICT Commission (ICTC) is a government organization committed to driving digital transformation and fostering an ICT-enabled knowledge society. We strive to build a robust digital infrastructure, empower local talents, and create a conducive environment for technological advancements. Through strategic partnerships, policy formulation, and capacity-building initiatives, ICTC aims to bridge the digital divide, enhance digital literacy, and position our nation as a leader in the global digital economy.

The ICTC continues to operate per the operating model, which offers the framework for converting inputs into outputs and results through its operational activities to achieve its strategic goals and generate value in the short, medium, and long term. An operating model serves as a link between operations and strategy. The ICTC operational paradigm is illustrated in the diagram below.

Strategy	Operating Model	Operations
Why are we doing this?	**What are we doing?**	**How do we do things?**
Leaders now have a better understanding of how strategic choices affect daily operations and initiatives, as well as the trade-offs involved.	Strategic intent is converted into operational capability through the use of an operating model. It acts as the cornerstone for implementation and offers the ICT leadership team, line managers, and operational teams a clear roadmap.	By giving them a better understanding of how strategy impacts their responsibilities, processes, teams, and supporting technologies, it enables employees to become more involved in the process.

Consequently, the following forms the foundation of the ICTC Operating Model:



A. Inputs

a) **Human Capital:** The ICTC has employed staff with adequate skills and competence in different cadres to ensure the delivery of quality services. Employees are well-motivated and perform their duties responsibly and ethically. ICTC engages in

capacity building for its Staff on short and long courses, intending to improve their performance to meet expected targets. In building capacity for its staff, the ICTC utilized TZS 55.200 million on 30 June 2025 (30 June 2024: TZS 15.150 million) to enhance 16 staff capabilities via short and long courses. ICTC had 17 staff, out of which 9 were men and 8 were women (30 June 2024: 16, i.e., 10 men and 6 women).

b) Financial Capital: Financial capital is composed of financial resources for recurrent activities, special funds and development activities received through subvention issued from the Government via the Ministry of Information, Communication and Information Technology TZS 3.349 billion out of it TZS 1.257 billion for Other Charges, 307.695 million for PE and TZS 993.568 million for Development activities (30 June 2024: TZS 3.286 billion), Own sources collection from registration fees and other contributions TZS 789.128 million (30 June 2024: TZS 1.705 billion).

c) Social and Relationship Capital: In executing its functions, ICTC has established an ethical, moral, and transparent relationship with its members and with various stakeholders such as government institutions, customers, suppliers, policymakers, the ruling party, and society in general. In doing this, ICTC has established a platform to engage with various stakeholders, mainly the ICT cadre, at annual conferences where issues are debated and goals set for further achievement.

B. Outputs

In providing advice, strategic planning, implementation, and investment in ICT, monitor and coordinate National ICT initiatives, and provide foresight on trends and opportunities for ICT uptake for the nation's socio-economic development. The ICTC in the financial year ending 30 June 2025, successfully;

i. Care and support services to ICTC staff living with HIV/AIDS and NCD are provided accordingly;
ii. Conducted two awareness meetings and promoted voluntary counselling and testing;
iii. Conducted one meeting on Anti-corruption initiatives to combat and prevent the related practices and good governance;
iv. Conducted TAIC 2024, Cybersecurity forums and ICT award event successfully with a turn-up of over 1,100 participants;
v. Entered into a Memorandum of Understanding with ALMAWAVE for the development of Kiswahili larger language Model and other engagements;
vi. Enhanced capacity of staff and acquisition of working tools;
vii. Developed six frameworks for ICT professionals and companies' management; and
viii. Internal control framework developed and operationalized

C. Outcomes

The following were noted outcomes:

- Increased awareness in ICT-related and digital transformation issues;
- Increased customer satisfaction;

- Increased timely production of required reports;
- Increased service delivery to its customers and all stakeholders; and
- Enhancement of accessibility of ICT-related devices.

SERVICE PERFORMANCE INFORMATION

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)	2024/25 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mio)	Actual (TZS 'Mio)
A. To improve health services and minimize HIV/AIDS Infections and Non-Communicable Diseases, reduce and support Services.	Loss and weakening of manpower	The unwillingness of staff to undertake voluntary testing and share their HIV/AIDS status.	• Provide sensitization on voluntary counseling and testing of HIV/AIDS. • Continue providing care and support to people living with HIV. • Review of HIV/AIDS policy. • Provision of HIV combating gear, such as condoms, in a workplace.	To engage staff in various activities as well as sports and games in order to reduce idle time.	Number of staffs living with HIV/AIDS provided support.	• Support Services provided to number of staffs identified with HIV/AIDS • HIV workplace guidelines are reviewed after every three years. • One (1) HIV/AIDS awarenes s seminar report.	• Competent staff • Competent Health consultancy • Sufficient fund	• Conduct sensitization on voluntary counselling and testing of HIV/AIDS • providing care and support to people living with HIV • Review of HIV/AIDS policy	• Care and support provided monthly to all people living with HIV on monthly basis • Improved knowledge among staff • HIV/AIDS policy reviewed	Minimizing of HIV/AIDS Infections at workplace.	• Awareness meeting conducted and enhancement of voluntary testing to ICTC staff • Provision of protective gears and installation of safe boxes at ICTC.	26.38	15.82
B. The effective implementation of the national anti-corruption strategy was enhanced and sustained.	Reputational Risk	The unwillingness of customers and employees to report corruption incidents.	Enhance anti-corruption awareness campaigns to customers and employees.	Workshop intervention programs on preventing and combating corruption were developed and implemented	• Number of staff trained on corruption. • Level of Public perception on corruption to ICT Commission's services.	• Two (2) integrity committee meetings • One (1) Corruption and Ethics seminar	• Competent staff • Sufficient fund	Conducting seminars to the Commission's staff on Corruption issues	One seminar and meeting conducted	Reduction of unethical behaviour incidents.	Sensitization meetings and seminars to staff on Corruption issues conducted	18.98	17.80
C. Access to ICT services enhanced	Lack of ICT literacy	Failure to engage in the digital economy	Strengthening the accessibility of ICT services	• Promoting Investments in ICT. • Promoting green ICT	• Six (6) ICT infrastructure and application frameworks developed by June 2026 • National ICT infrastructure hosting plan established by	• Three (3) Professional registration guidelines, platform and services produced. • One (1)	• Competent staff • Sufficient fund	Establishment of refabrication centres	ICT Literacy Society	• Affordability of ICT equipment	Feasibility studies continuing, establishment of collaborations with other stakeholders.	532.38	316.59

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)	2024/25 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mio)	Actual (TZS 'Mio)
					June 2025 • Ten (10) ICT investments established by June 2026	Digital skills development programs implemented. • Two (2) ICT Standards guidelines developed and implemented.							
D. ICT Innovation enhanced	Lack of innovations in new ICT areas	Unstable and non-competitive industry	Conducting comprehensive license applicant evaluations and implementation of effective oversight activities	• Promoting ICT innovation. • Enhancing research for ICT	• Number of ICT research undertaken. • Number of digital promotion forums organized • Number of coordinated initiatives for the security of National ICT resources	• ICT Research activities implemented. • ICT investment facilitated. • ICT Innovation and Promotion activities implemented.	• Competent and skilled staff • Sufficient fund	• Build a vibrant ICT business industry by strengthening collaboration within the industry. • Promote Tanzania to the global digital stage.	spark growth in digital innovation and enhance digital entrepreneurial skills.	Sustainable future business potentials in digital space and policy advice which will position Tanzania as a digital destination.	• Identification of potential stakeholders and areas of establishing innovation hubs. • Drawings for innovation hubs and entering into MoU with stakeholders.	630.8	622.4
E. ICT competency improved	Lack of a skilled society	Failure to engage in the digital economy.	Enhancement of professional management and competencies	• Strengthen the capability of ICT professionals • Improving ICT literacy at all levels	• Three (3) ICT skills framework developed by June 2025. • Four (4) ICT skills tools established by June 2025.	25% of the ICT capacity development program at all levels will be implemented by June 2025	• Competent and skilled staff • Sufficient funds	Hosting stakeholder meetings to collect their views for frameworks to be established.	ICT frameworks.	% Change in ICT professional unethical practices	• Three frameworks have been developed and approved by the board for execution	207.23	113.38

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)	2024/25 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mio)	Actual (TZS 'Mio)
											• Sensitization meeting preparation to stakeholders.		
F. Institutional capacity improved	Inadequate Resource provision	Compromising the sustainability of the Commission's operations	Developing and implementing Human, Financial, and other resources mobilization	• Strengthening resource management • Strengthening the working environment	• Percentage of audit recommendations issued. • Level of institution performance rating. • Level of staff satisfaction. • Level of stakeholders' satisfaction.	100%	• Competent and skilled staff. • Sufficient resources	Provision of Human, financial, and other resources	Sustainable, efficient and effective operations	• Level of stakeholder satisfaction • Audit opinion obtained • Level of stakeholder awareness on ICT services	Human, financial, and other resources are provided.	567.42	554.3

SUSTAINABILITY DISCLOSURES

General Sustainability-related Financial Information Disclosure

ICTC promotes aligning the timing of sustainability reports with financial statements, improving connectivity and ensuring decision-useful information for users of general-purpose financial reports.

Climate-Related Disclosures and Other Uncertainties of the Financial Statements

As climate-related impacts grow increasingly uncertain, scenario analysis is an effective tool to help an entity assess alternatives that may significantly alter the basis for "business as usual" and to communicate its plans for responding to the potential risks and opportunities to investors. The climate related disclosures are governed under IFRS S2 which requires an entity to disclose information about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or cost of capital over the short, medium or long term (collectively referred to as 'climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects'). IFRS S2 applies to:

a) climate-related risks to which the entity is exposed, which are:
   i. climate-related physical risks;
   ii. climate-related transition risks.
b) climate-related opportunities available to the entity.

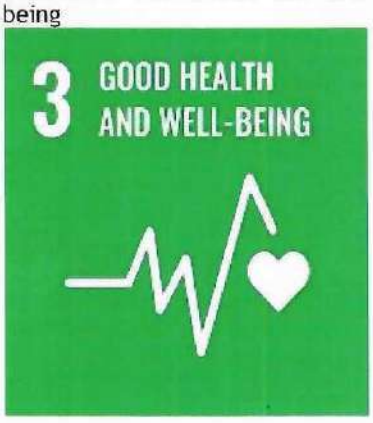
IFRS S2 sets out the requirements for disclosing information about an entity's climate-related risks and opportunities. In particular, IFRS S2 requires an entity to disclose information that enables users of general-purpose financial reports to understand:

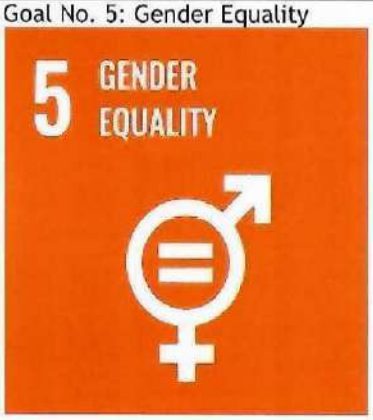
a. the governance processes, controls and procedures the entity uses to monitor, manage and oversee climate-related risks and opportunities;
b. the entity's strategy for managing climate-related risks and opportunities;
c. the processes the entity uses to identify, assess, prioritize and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process; and
d. the entity's performance with its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.

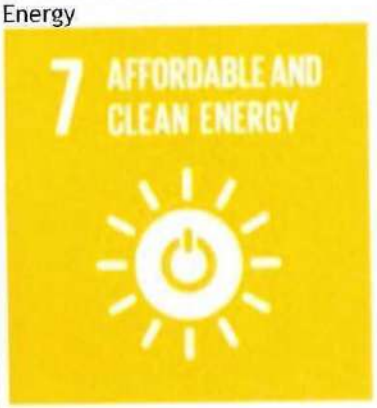
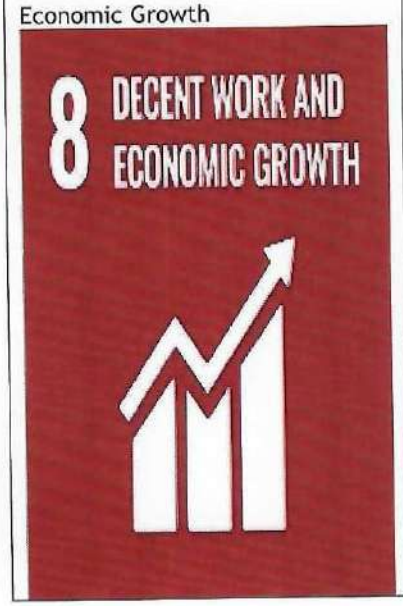
Societal issues

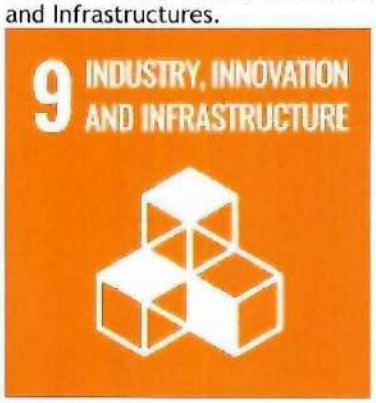
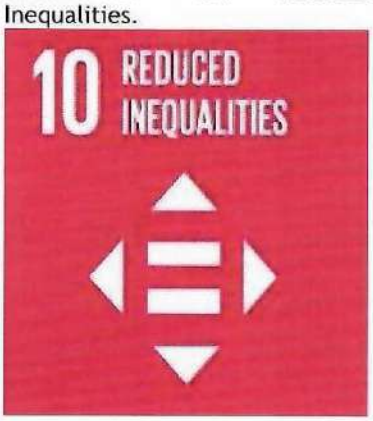
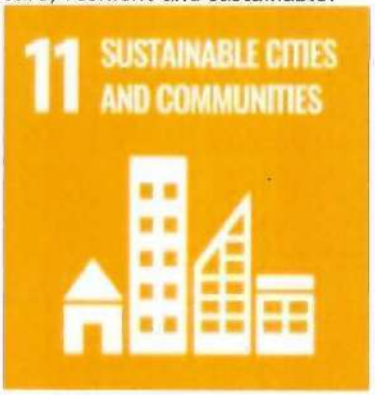
The areas in which the ICTC operates entail shared cultural norms and attitudes among the populace. In this sense, as shown in the Table below, the ICTC has been taking part in and supporting society programs under corporate social responsibility initiatives that align with most of the global sustainable development goals.

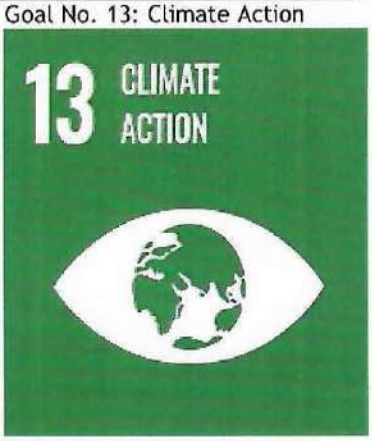
Table: Global Sustainable Development Goals (SDGs)

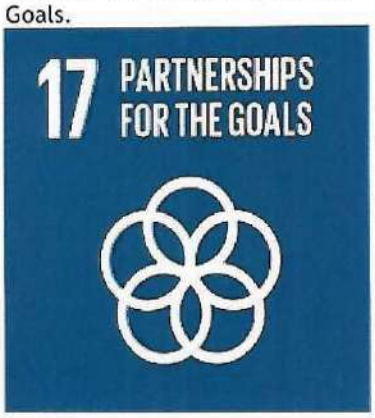
Sustainable Development Goal	The Commission's Strategic Approach	Our quantified achievement
Goal No.1: No Poverty 	• Entering into contracts and initiating the construction of Innovation Hubs. • Commencement of the Innovation and soft centers projects in Tanga, Arusha, Mwanza, Dodoma, Mbeya, Lindi, Dar es Salaam and Zanzibar for youth and women development catalyst and participation in economic growth.	• Women participated in TAIC and forums for technology transfer • In the financial year 2023/2024, the Commission paid TZS 155.5 million for start-up companies to attend international conferences in Algeria, Zanzibar, and Arusha to showcase their products.
Goal No. 2: Zero hunger 	• Involving youth and women in ICT innovation meetings, such as Cybersecurity, ICT awards and TAIC to assist them in getting funds and technology that will equip them to sell their products.	• In the financial year 2024/2025, the ICTC has paid TZS 206 million for participation fees and up keeping of youth and women in ICT to attend various workshops. • Connected youth and women with financial institutions for assessment and acquisition of loans for their ICT companies and businesses e.g., Imbeju initiatives
Goal No. 3: Good Health and Well-being 	• Contributions and sponsorship to the medical field. • Offering health benefits to its employees. • Availability of protective equipment in the workplace to shield employees from HIV infection	For staff health, ICTC spent TZS 63.5 million in the fiscal year 2024-2025 to cover for medical and insurance.

Sustainable Development Goal	The Commission's Strategic Approach	Our quantified achievement
Goal No. 4: Quality Education 	Donations and sponsorships to different industries Increasing the effectiveness of the services it provides to stakeholders and consumers	• During the year, the Commission donated to youth and women in ICT Forum TZS 3 million, Pycon TZS 5 million, Tanzania Women Editors Forum TZS 5 million, Saving women in ICT at calamity in Manyara 10 million and Women Forum in Economy TZS 5 million. • Contributed to the University of Dar es Salaam (Co-ICT women), TZS 15 million. • MUST university ICT women TZS 3 million • Women's education forum conducted by EGav TZS 3 million.
Goal No. 5: Gender Equality 	Granting men and women equal work chances. Currently, the number of ICTC employees is almost 50:50.	• By providing equitable job opportunities, the Commission has contributed to the advancement of gender equality. Of the 17 employees of the Commission in the fiscal year 2024-2025, 10 (62.5%) were men and 6 (37.5%) were women. • Sponsorship of ICT technologies for women and young people to encourage their involvement in the digital economy.
Goal No. 6: Clean Water and Sanitation 	• Sponsorship and donation to promote Clean Water and Sanitation.	By making sure that every employee understands the significance of preserving water sources for future generations, the ICTC encourages the use of clean water and the avoidance of water waste.

Sustainable Development Goal	The Commission's Strategic Approach	Our quantified achievement
Goal No. 7: Clean and Affordable Energy 	• The use of renewable sources of power. • Continue the support for Samia Clean Cooking energy motion.	• To avoid needless electricity waste, the ICTC uses inexpensive, clean energy sources and turns off electric devices when not in use.
Sustainable Development Goal (SDGs)	The Commission's Strategic Approach	Our quantified achievement
Goal No. 8: Decent Work and Economic Growth 	• Gift and sponsorship to advance sanitation and clean water. • involvement in purchasing corporate bonds, government securities, fixed deposits, and long-term loans (including staff loans and loans to SME members). • In partnership with CRDB Bank PLC, assure the younger generation of ICT innovators that they will be able to obtain funding from financial institutions such as Imbeju Strategy.	To encourage the younger generation to contribute to economic growth, the ICTC signed agreements with ALMAWAVE, an Italian company, in the fiscal year 2024-2025 to develop the Kiswahili Language Model to promote Artificial Intelligence usage in Tanzania.

Sustainable Development Goal	The Commission's Strategic Approach	Our quantified achievement
Goal No. 9: Industries, Innovation and Infrastructures. 	• To encourage ICT innovation, infrastructure, startup businesses, and sustainable industrialization. • Providing a guarantee to start-up companies to qualify to access loans from financial institutions.	By helping young ICT businesses obtain financing through the Imbeju program, the ICTC, in partnership with CRDB Bank, NMB Bank and other financial Institutions, fosters their expansion.
Goal No. 10: Reduced Inequalities. 	• Sponsorship granted to formal and informal ICT generation.	• To gain knowledge and promote their goods in foreign markets, the ICTC funded private and public ICT enterprises and individuals to attend a forum in Zanzibar, Algeria, and Arusha during the fiscal year 2024-2025.
Sustainable Development Goal (SDGs)	The Commission's Strategic Approach	Our quantified achievement
Goal No. 11: Make cities and Human settlements inclusive, safe, resilient and sustainable. 	• To improve ICT accessibility, ICTC intends to participate in smart city initiatives by eliminating ICT waste and renovating it at a reasonable cost. To facilitate this, ICTC has started the Fab lab and E-waste treatment projects.	• To encourage involvement in the digital economy and smart city, the Commission is establishing a Refurbishment Lab where discarded ICT equipment can be revitalized and made available at a reduced cost.

Sustainable Development Goal	The Commission's Strategic Approach	Our quantified achievement
Goal No. 13: Climate Action 	• Sponsorship and donation to promote efforts to reduce greenhouse gas emissions and green ICT.	• The Commission is establishing a Refurbishment Lab to revitalize and make affordable used ICT equipment available to encourage participation in the smart city and digital economy.
Sustainable Development Goal (SDGs)	The Commission's Strategic Approach	Our quantified achievement
Goal No. 15: Life on Land 	• Sponsorship and donation to promote life on land.	• To give the Earth life, the ICT participates in the TBC joint initiative by planting trees. Currently, 1,500 trees have been planted in various areas of our country.
Goal No. 16: Peace, Justice and Strong Institutions. 	• Sponsorship and donation to support and strong institution. • Legal measures against non-compliant employers.	To enforce employers' adherence to the Fund, the ICTC continues to work with government authorities and agencies during the period under review by exchanging experiences and creating strategic initiatives. The Office of National Prosecutions Services, the Department of Criminal Investigation, the Prevention and Combating of Corruption Bureau, the Prime Minister's Office, the Labour Commissioner, the Tanzanian Police, the Tanzanian Prisons, and the Workers' Compensation Fund are some examples of these institutions.

Sustainable Development Goal	The Commission's Strategic Approach	Our quantified achievement
Sustainable Development Goal (SDGs)	Fund's Strategic Approach	Our quantified achievement
Goal No. 17: Partnership for the Goals. 	• Investing with the government • Construction and development of ICT industries • Providing sponsorship and donations to various entities.	The government uses the money that the ICTC invests to fund a range of social amenities aimed at reducing hunger and poverty as well as promoting digital economic growth.

STAKEHOLDERS' RELATIONSHIP

Services provided, customer satisfaction, time spent on customer service and supplied products, ICT staff registration, expectations for communication with ICTC, and rating of these expectations to prioritize activities are all included in the analysis. The ICTC Board and Management take into account the interests of all parties involved before making decisions. They also make sure that communication is always clear and efficient and that stakeholder participation is intentional and planned. The following describes these stakeholders and how they relate to ICTC:

a) Employees

Employees are key to whom the ICTC is supposed to make feel pleased and honoured working at the ICTC. They should find working for ICTC 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 ICTC.

Key concerns

Workers desire a welcoming, secure, and comfortable workplace; clear career advancement; increased pay and benefits; incentives and acknowledgment; chances to make a positive impact on society; and an adequate supply of modern tools.

Source: To get input on this, the ICTC Staff and the Workers Council hold two meetings throughout the fiscal year 2024/25.

Value we create

Establishing gender equality and employment equity to create an inclusive society, ICTC prioritizes employee development by providing focused training programs and skill enhancements to help employees advance their careers and enhance our services.

- Employees' contributions are rewarded;
- Our staff are inspired and motivated;
- Employees' capacity is built through participation in both short- and long-term courses per the training plan; and
- Employees' entitlements are paid on time.

b) Suppliers

The suppliers, who provide a range of goods and services that allow the ICTC to carry out its daily operations per its Strategic Plan and budget, are crucial players in the organization's operations.

Key concerns

The suppliers want to ensure that the business environment is friendly, safe, and conducive to doing business, and that their matured bills are paid on time. The procedures are carried out openly to ensure that everyone is treated equitably as a result of the services rendered.

Source: Feedback on this is gathered through ICTC offices' suggestion boxes and stakeholder participation. Throughout each fiscal year, the stakeholders' engagement meeting must occur at least once.

Value we create

Transforming into an inclusive and participatory corporate partnership that enhances public service delivery. It reduces business turbulence between ICTC and suppliers and improves communication in the event of issues.

c) Debtors

The debtors are significant ICTC stakeholders because some of the payments are made through imprest that must be retired or else there may be a surcharge to unretire.

Key concerns

Debtors require a detailed reconciliation of their outstanding balances in order to keep accurate records once all outstanding debts have been paid off or retired in full.

Source: Stakeholder engagement sessions are held at least once a year throughout each fiscal year by ICTC to get feedback on this, and suggestion boxes are placed at ICTC offices. Distributing circulars to unretired pension recipients, warning them of the repercussions of either not retiring or retiring too late.

Value we create

Transforming into a participatory and inclusive business partnership that improves the delivery of services to the public. It increases communication in the event of problems and lessens business turbulence between ICTC and suppliers.

d) business partners

Business partners are crucial stakeholders in the operations of the ICTC. These include other government agencies, departments, ministries, and public sector entities that support and ensure that the ICTC's daily operations are carried out per its budget and strategic plan.

Key concerns

To guarantee that ICTC operationalization is carried out appropriately, business partners desire a welcoming, secure, and comfortable working atmosphere as well as cooperation and assistance from one another.

Source: Meetings of the Workers Council and ICTC Staff, which are held twice during the fiscal year 2024-2025, are used to gather input on this.

The value we create:
To improve working conditions and revenue collection, it is evolving into inclusive service delivery and promoting improved adherence to laws, rules, and regulations.

e) Politicians
Politicians are important stakeholders in ICTC operations; they have the authority to approve laws and budgets that affect ICTC's operations. The ICTC requires political will and support to effectively carry out its responsibilities and ensure that its daily operations are carried out in accordance with its Strategic Plan and budget.

Key concerns
Politicians desire a welcoming, secure, and comfortable workplace; a thorough awareness of the ICTC's operations; adherence to laws and regulations; defined career advancement; encouragement and acknowledgment; chances to make a positive impact on society; and a favorable setting for government operations.

Source: Feedback on this is gathered by ICTC through participation in Standing Committee oversight meetings and periodic parliamentary proceedings during the fiscal year 2024-2025.
Value we create.
ICTC focuses on creating a seamless environment for government investments to improve tax collections, and it turns this plan into reality through the budget that is presented and approved by the Parliamentary sessions during the fiscal year.

f) Co-shareholders
The ICTC makes investments in several companies, and co-shareholders are among the key players in the ICTC's operations. Co-shareholders connect ICT investors with the government in some ways to guarantee that strategic plans are carried out per the allocated budget.

Key concerns.
CO-Shareholders desire a welcoming, secure, and comfortable workplace; clear career advancement; improved policies and benefits; incentives and acknowledgment; chances to make a positive impact on society; and an adequate supply of modern instruments for work.

Source: ICTC shareholders' meetings and annual general meetings, which are held once for all PSEs in the fiscal year 2024-2025, are used to gather input on this.

Value we create
By evolving into a complete and inclusive revenue-collecting organization and contributing to the consolidated fund, the ICTC creates favorable contributions through focused training initiatives and skill enhancements to advance employees' careers and enhance our offer.

g) Members of Parliamentary Oversight Committees
The Public Investment Committee, Public Accounts Committee, Infrastructure Development Committee, and Budget Committee are among the Parliamentary Oversight Committees with whom the ICTC collaborates closely. The effectiveness of ICTC operations in overseeing government investment through PSE is largely dependent on these committees.

Key concerns
Delays in responding to Committee directions ultimately make it more difficult to advise on the right course of action for PSE reporting and investment.

Source: To get input on this, ICTC participates in the Committee's meetings with the relevant PSEs and occasionally attends parliamentary sessions that follow the National Assembly's timetable.

Value we create
Encouraging adherence to the law, improving government investment, and providing information for decision-making to public sector organizations under the ICTC's oversight role.

h) Member of the Media
Members of the media are crucial stakeholders in ICTC operations; in a variety of ways, they assist ICTC management in sharing information about ICTC operations.

Key concerns
Freedom of expression and the right to obtain any information that does not interfere with the ICTC's ability to carry out its duties are the media group's top priorities.

Source: ICTC conference meetings and press interviews, which were conducted four times throughout the fiscal year 2024-2025, are used to gather input on this.

Value we create
Transforming into an inclusive society through ICTC-issued journals, press releases, and meetings to enhance our services.

i) The Office of the Controller and General Auditor.
According to Article 143, the CAG is the ICTC's constitutional auditor and is tasked with ensuring that users of the financial information issued and published by the Board, in

cooperation with the Management of ICTC. This includes auditing and providing information on the various goods and services used and other payments made on behalf of multiple suppliers and stakeholders, ensuring that the ICTC's daily operations are carried out per its Strategic Plan and budget. The NAOT is one of the key stakeholders in the organization's operations.

Key concerns
Availability of data backed up by pertinent attachments to verify the legitimacy of the payment made and guarantee the papers' applicability in approving payment for the correct budget execution of the subvention released from the consolidated fund. Financial statements meet the appropriate framework's standards.

Source: Meetings of the Workers Council and ICTC Staff, which are held twice during the fiscal year 2024-2025, are used to gather input on this.

Value we create
Transforming into an inclusive society via gender equality and employment fairness, ICTC prioritizes staff development through focused training programs and skill enhancements to advance our services and our employees' careers.

j) Public at large
The general public is a significant stakeholder in the ICTC's operations, which include providing goods and services that enable the organization to carry out its daily operations according to its budget and strategic plan.

Key concerns.
Workers want a welcoming, secure, and comfortable workplace; clear career advancement; higher pay and benefits; opportunities to make a positive impact on society; and an adequate supply of modern tools.

Source: Meetings of the Workers Council and ICTC Staff, which are held twice during the fiscal year 2024/25, are used to gather input on this.

Value we create
As part of its efforts to create an inclusive society through gender equality and employment equity, ICTC prioritizes the professional growth of its staff members by providing them with specialized training and skill enhancements that will advance their careers and enhance our offerings.

SIGNIFICANT ASPECTS OF THE FINANCIAL PERFORMANCE

a) Revenue

The ICTC recorded a total revenue of TZS 3.349 billion for the fiscal period that ended on 30 June 2025 (30 June 2024: TZS 5.820 billion). This is a 2.472 billion decrease compared to 2024. The reason for the decrease is the non-release of development fund as budgeted, non-materialization of own sources collection due to the lack of an ICT law to enforce compliance. The effort made with the Office and the cooperation gained from other stakeholders were largely responsible for the growth. This significant decrease is resulting in the receipt of substantial sums for development operations.

i. For the year ending 30 June 2025, fees, fines, penalties, and forfeitures totalled 40 million TZS (30 June 2024: 1.238 billion). This is a decrease of 1.19 billion TZS, or 96.75%, compared to the previous year.

ii. Compared to the previous year, Other Revenue increased by TZS 0.281 billion, or 38%, to TZS 0.748 billion for the year that ended 30 June 2025 (30 June 2024: TZS 0.467 billion).

iii. Reversal in Expected Credit Loss of TZS 1.059 million for the year ended 30 June 2025.

iv. The government's subsidy for the year ended 30 June 2025 was TZS 2.559 billion (30 June 2024: TZS 4.114 billion). This is a TZS 1.555 billion decrease compared to the previous year's performance.

b) Expenses

The ICTC spent TZS 3.460 billion during the fiscal year that concluded on 30 June 2025 (30 June 2024: TZS 3.838 billion). More Commission actions, such as overseeing the construction of ICT centers in various locations, led to an increase in activities undertaken but less resources used, TZS 0.387 billion, compared to the previous fiscal year.

The expense figure includes.

i. TZS 1.008 billion was spent for wages, salaries, and employee benefits (30 June 2024: TZS 0.404 billion), an increase of TZS 0.604 billion compared to the fiscal year that concluded on 30 June 2024, due to TR 262 becoming operational almost in full capacity;

ii. For uses of goods and production of services, TZS 2.138 billion were consumed (30 June 2024: TZS 2.554 billion). The commission's increased efforts on the monitoring and assessment of soft center development, with the cut of expenses by TZS 0.416 billion compared to the previous year.

iii. Up to TZS 76.732 million were consumed compared to the previous year; maintenance costs rose by TZS 51.763 million (30 June 2024: TZS 24.969 million).

The cost of replacement parts for computers, air conditioners, and other equipment that frequently need maintenance has increased for several reasons. Additionally, the foreign currency, which is primarily utilized to import spare components, fluctuates. The cost for maintenance of four cars compared to one is the reason for the rise in expenditure.

iv. Since ICTC has been discontinuing its daily ICT-based activities, other expenses have declined to a total of TZS 94.060 million (30 June 2024: 771.057 million), which is a decrease of TZS 676.997 million due to the enhancement of compliance with the GFS code, which led expenses to be executed in proper codes.

v. Asset depreciation brought on by wear and tear from operating operations and revenue creation as a result of the use of the corresponding assets. The depreciation and amortization for 2024/25 are TZS 133.489 million (30 June 2024: TZS 83.400 million), which is a TZS 50.089 million increase due to additional assets such as computers, furniture, and cars, which have been used for Office operations to offer service potential. Impairment for Hardware Computers and Printers was TZS 10,685,700 during the year under review.

SIGNIFICANT ASPECTS OF THE FINANCIAL POSITION

a) Cash and Cash Equivalents

As of 30 June 2025, the ICTC had TZS 183.675 million in cash and cash equivalents (30 June 2024: TZS 704.110 million). This represents a decrease of TZS 520.435 million. Calculated using the assumptions and credit rating from Moody's report from 2024, the ECL for 2024/25 was TZS 165,643, resulting in a reversal of TZS 1,059,157 for the recorded provision of ECL for the previous year, 2024

MANAGEMENT RESPONSIBILITY STATEMENT FOR THE PERIOD ENDING 30 JUNE 2025

Every fiscal year, the management is in charge of creating financial statements under Public Finance Act Sections 30(2) and (4), Cap. 348. The reporting entity's receipts and payments as of the end of the fiscal year should be accurately and fairly depicted in the statements. Additionally, management must make sure the reporting entity maintains accurate accounting records that reveal the reporting company's financial status at all times with a reasonable level of accuracy. They are also in charge of protecting the reporting entity's assets.

Following the accrual Basis of the International Public Sector Accounting Standard (IPSAS), the management assumes responsibility for the annual financial statements, which were prepared using appropriate accounting policies backed by reasonable and prudent judgments and estimates. Additionally, financial reporting was prepared under the requirements of sections 30 (2) and (4) of the Public Finance Act Cap 348.

The management takes ownership of maintaining appropriate internal financial control systems and accounting records that can be used to prepare financial statements. Management must take reasonable measures to prevent and detect fraud, errors, and other anomalies to protect the reporting entity's assets. To the best of the management's knowledge, the internal control system has functioned effectively during the reporting period under review, and the underlying accounts and records offer a sound foundation for the financial statements that were prepared for the period ending 30 June 2025.

The integrity of the financial statement, the information it contains, and its adherence to Treasury directives and sections 30(2) and (4) of the Public Finance Act, Cap. 348 are all under the management's responsibility. To the degree that they are shown in these financial accounts, the procurement of commodities, works, consulting, and non-consulting services was carried out per the Public Procurement Act of 2023 and its regulation of 2024.

The Management is responsible for establishing and maintaining a system of internal control designed to provide reasonable assurance that the transactions recorded are within statutory authority and properly record the use of all public financial resources by the Government Reporting Entity.

As of the date of this statement, the Management has not discovered any evidence that the ICT Commission will not continue as a going concern for at least the upcoming year.

In our opinion, the financial statements fairly reflect the financial position of the ICTC as at 30 June 2025, and its operations for the year ended on that date.

DIRECTOR GENERAL

25/02/2026
DATE

A DECLARATION FROM THE HEAD OF FINANCE/ACCOUNTING

Heads of Accounts are required by the Auditors and Accountants (Registration) Act (CAP 286) to attest to the accuracy of the accounts that are being presented. As a result, I, CPA Williard Y. Kalulu FCPA 2562, Director of Business Support Services at the Information and Communication Technologies Commission (ICTC), hereby certify that these financial statements for ICTC give a true and fair picture of the Commission's current state of affairs under the International Public Sector Accounting Standards (IPSAS) and any other laws that may occasionally be required to be followed. According to best practices, the Head of Finance/Accounting, who is registered under this Act as an active member, must declare in the Financial Statements that they are responsible for their preparation.

As an active registered professional accountant, it is my responsibility to support the accounting officer in carrying out their duty of creating and providing financial statements of an organization that accurately depict its position, performance, and cash flows while adhering to applicable International Public Sector Accounting Standards and other legal financial reporting requirements. As stated in the Accounting Officer's statement on a previous page, the Accounting Officer bears full legal responsibility for the preparation of financial statements.

As a result, I now accept that I must make sure that the Financial Statements and related notes for the fiscal year that concluded on 30 June 2025, were prepared under International Public Sector Accounting Standards and other legal requirements of the relevant jurisdiction.

Therefore, I certify that the Financial Statements were compiled using properly maintained financial records and that they present an accurate and fair picture of the ICT Commission's situation as of the end of 30 June 2025.

I, the undersigned: _____

Position: DIRECTOR OF BUSINESS SUPPORT SERVICES

Registration No. FACP 2562

Date: 25/02/2026

COMMENTS ON THE REPORT OF THOSE IN CHARGE OF THE FINANCIAL STATEMENTS AND GOVERNANCE FOR THE YEAR ENDING 30 June 2025

INTRODUCTION

The Medium-Term Expenditure Framework and the Ministry of Finance and Planning's rolling Medium-Term Strategic Plan, which is updated annually, served as the foundation for the ICTC's annual budget. A statement of financial position, a statement of financial performance, a statement of change in net assets and equity, a cash flow statement, a statement of comparison between the budget and actual amounts, and notes to the ICTC's financial statements for the period ending 30 June 2025, are all included in these financial statements.

FINANCIAL AND OPERATIONAL OVERVIEW

ICTC's year-end financial statements were prepared using the accrual method per the International Public Sector Accounting Standard (IPSAS). Additionally, by the law, other laws, guidelines, circulars, and statements made by pertinent authorities have been followed to give pertinent, comprehensive, prudent, and superior financial information for decision-making.

REVENUE

Fees, other money, and subsidies from other government agencies are also considered forms of revenue. Fee revenue comes from the Ministry of Information, Communication, and Technologies' registration and professional fees, application fees, training fees, and subsidies, as well as grants from the UNDP and other partners. TZS 3,348,288,912was the total revenue for the year ending 30 June 2025.

REVENUE

Revenue consists of government subsidies as well as income from professional and registration fees. TZS 3,349,348,069 is the total revenue for the year ending 30 June 2025, which includes TZS 40,300,000 from professional fees, training costs, and registration fees (30th June 2024: TZS 5,820,264,816). In addition to TZS 748,828,412 in other revenue (30 June 2024: TZS 467,404,470), TZS 2,559,160,500 in subsidies from other government agencies included TZS 1,257,897,000 other charges, TZS 307,695,000Personnel Emoluments, and TZS 993,568,500 for development (30 June 2024: TZS 3,286,454,516.19). There was a decrease in the receipt of the Development fund from the consolidated fund due to under-release by TZS 2,292,886,016.19, equal to 70 per cent.

Breakdown of Revenue

S/N	FINANCIAL YEAR	2024/2025 (TZS '000')	2023/2024 (TZS '000')	2022/2023 (TZS '000')
1.	Revenue Fees	40,300	1,238,451	1,005,798
2.	Other revenue	748,828	467,404	369,545
3.	Subvention	2,559,161	4,114,410	924,029
4.	ECL reversal on Balance	1,059,157	0.00	0.00
TOTAL		**3,349,348,069**	**5,820,265**	**2,299,372**

EXPENSES AND TRANSFERS

Among the costs and transfers are: TZS 1,007,796,618 for wages, salaries, and employee benefits; TZS 2,137,740,230 for the use of goods and services; TZS 76,732,332 for routine maintenance and repairs; TZS 94,059,500 for other expenses; and TZS 133,489,291 and TZS 699,576 for depreciation and amortization, respectively. TZS 3,461,037,603 was spent on transfers in total during the year that concluded on 30 June 30 2025.

WAGES, SALARIES, EMPLOYEE BENEFITS EXPENSES

TZS 1,007,797,618 was recorded for leave allowances, honoraria, internship allowances, extra duty, etc., in the fiscal year that concluded on 30 June 2025, compared to TZS 403,865,200 for the fiscal year that ended on 30 June 2024.

ROUTINE MAINTENANCE AND REPAIR

For the year ending 30 June 2025, the total cost of routine maintenance and repairs was TZS 76,732,332 for outsourced maintenance contractual services (30 June 2024: TZS 24,969,530).

USE OF GOODS AND SERVICES

For the fiscal year that concluded on 30 June 2025, the total expenditure for the use of goods and services was TZS 2,137,740,230 (30 June 2024: TZS 2,553,800,293).

DEPRECIATION AND AMORTIZATION EXPENSES

Regardless of the assets, the depreciable amount of an asset is a systematic allocation of cost over its expected useful life. For the year ending 30 June 2025, the ICTC recorded the depreciation and amortization of TZS 133,489,291. This is an increase over the previous year because of extra assets that were purchased (30 June 2024: TZS 83,400,433.69).

OTHER EXPENSES

The total amount spent on consulting fees during the reviewed year was TZS 94,059,500 for the fiscal year that concluded on 30 June 2025, compared to TZS 771,057,844.70 for the fiscal year that concluded on 30 June 2024

ASSETS

The total assets for the year under review are as follows: TZS 195,136,609 in current assets, which includes TZS 183,674,590 in cash and cash equivalents; TZS 8,634,054 in inventory; TZS 2,827,965 in prepayments to GPSA; The Carrying Amount for Assets TZS 859,908,376 in non-current assets (property, plant, and equipment); and TZS 1,115,952,412 in work-in-progress. The ICTC had Intangible Assets (Computer software) worth TZS 13,991,522. As of 30 June 2025, total assets were TZS 2,184,289,343(30 June 2024: TZS 2,326,830,000).

Assets

S/N	FINANCIAL YEAR	2024/25	2023/24
1.	Current Assets	195,136,609	719,378,000
2.	Non-Current Assets	1,989,152,734	1,607,452,000
	TOTAL	**2,184,289,343**	**2,326,830,000**

CASH AND CASH EQUIVALENT

When the financial asset has remained for 30 days, the IPSAS 41 Stage assumes that there has not been any major deterioration in credit risk since origination; beyond 31 to 90 days, it assumes that there has been a considerable deterioration in credit risk since origination. Additionally, nonperforming assets (those that have remained in the market for longer than ninety days). We have utilized the credit rating below Tanzania's national rate for the unrated banks.

For instance, if Tanzania receives the rating of a B1, we will utilize the grade that is lower than Tanzania's, which is B2. We have utilized the parent company's rating where the bank has its headquarters for banks with parent or sister firms. As of June 30, 2025, there was TZS 183,674,590 in cash and cash equivalents (30 June 2024: TZS 704,109,449). On 30 June 2025, the ICTC had an ECL of TZS 165,643 (30 June 2024: TZS 1,224,800) as the ECL for cash and cash equivalents, which leads to a reversal of the previous ECL for the amount of TZS 1,059,157 to the provision for F/Y 2023/24.

THE RESULT OF THE APPLICATION OF IPSAS 41 IS A CHANGE IN ACCOUNTING POLICY

By using a principles-based classification model and a forward-looking projected credit loss model to categorize financial assets and liabilities, ICTC implemented IPSAS 41, which significantly alters IPSAS 29. To determine the amount lost, account for it in the financial statement, and set provisions on the other side for anticipated losses in the future, an expected credit loss model was created.

THE IMPACT OF CHANGE IN ACCOUNTING POLICY

By reporting different Cash and Cash Equivalent figures in the Statement of Financial Position and the Statement of Cash flows with Exposure at Default (EAD) (Balance) at the end of the fiscal year, the ICTC acknowledged the impact of implementing IPSAS 41

with the emergence of Expected Credit Loss/Gain in the Financial Statements during the year under review.

Additionally, the ICTC worked with the Bank of Tanzania (BOT), CRDB Bank Plc, and NMB Bank Plc in the fiscal year 2024-2025. These companies have global ratings of B+ from Fitch, B2, and B1 from Moody's, and B+ from S&P, respectively, resulting in a Probability of Default (PD) of 0.0104 and 0.0285.

Expected Credit Loss

FINANCIAL YEAR 2024/25	CASH AND BANK BALANCE	REVESAL IN PROVISION FOR ECL PREVIOUS YEAR	REASON
EXPECTED CREDIT LOSS	165,643	1,059,157	The current ECL is lower than the recorded value and is to be reversed.
CASH BALANCE AFTER ECL	184,733,718	1,059,157	The current ECL is lower than the recorded value and is to be reversed.

PROPERTY, PLANT AND EQUIPMENT (PPE)

Property, Plant, and Equipment (PPE) comprises computer equipment, Office Equipment, furniture, and Fittings TZS 2,184,289,343 with the depreciation of TZS. 133,489,291 and impairment of TZS 10,685,700. The ICTC has a building transferred to it by the Tanzania Communications Regulatory Authority (TCRA), according to the entered MOU on 8April 2022. The determination of the maximum risk and reward, as well as the value to be recognized, is still a subject for discussion; therefore, the building is still recorded in the books of TCRA. Currently, ICTC records the renovation amount under work in progress (WIP) of TZS 1,115,952,412

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Note	2024/25 TZS	2023/24 TZS
ASSETS			
Current Asset			
Cash and Cash Equivalents	22	184,733,718	702,884,798
Inventories	29	8,634,054	13,340,653
Prepayments & Receivables	28	2,827,965	1,928,161
Total Current Assets		**196,195,737**	**718,153,612**
Non-Current Asset			
Property, Plant and Equipment	23	859,908,376	994,097,000
Work in Progress (WIP)	23	1,115,952,412	599,363,000
Intangible	24	13,291,946	13,991,522
Total Non-Current Asset		**1,989,152,734**	**1,607,451,522**
TOTAL ASSETS		**2,185,348,471**	**2,325,605,134**
LIABILITIES			
Current Liabilities			
Payables and Accruals	26	20,562,205	107,212,419
TOTAL LIABILITIES		**20,562,205**	**107,212,419**
Net Assets		**2,164,786,296**	**2,218,392,715**
NET ASSETS			
Capital Contributed by:			
Taxpayers Funds	31	185,746,000	185,746,000
Accumulated surplus/(deficit)		1,979,040,296	2,032,646,715
TOTAL NET ASSETS		**2,164,786,296**	**2,218,392,715**

Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

25/02/2026
Date

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2025

	Note	2024/25 TZS	2023/24 TZS
REVENUE			
Fees, fines, penalties, & Forfeits	14	40,300,000	1,238,450,750
Other Revenues	15	748,828,412	467,404,470
Subvention from the Government	16	2,559,160,500	4,114,409,991
ECL reversal on Bank Balance	32	1,059,157	0.00
TOTAL REVENUE		**3,349,348,069**	**5,820,265,211**
EXPENSES AND TRANSFERS			
Wages, Salaries and Employee Benefits	17	(1,007,796,618)	(403,865,200)
Use of Goods and Services	18	(2,137,740,230)	(2,553,800,293)
Routine Repairs & Maintenance Expenses	19	(76,732,332)	(24,969,530)
Depreciation of Property, Plant and Equipment	20	(133,489,291)	(83,400,433.69)
Amortization of Intangible Assets	25	(699,576)	(0.00)
Other Expenses	21	(94,059,500)	(771,057,844.70)
Expected Credit Loss on Bank balances	32	(0.00)	(1,034,061)
Impairment of Assets	34	(9,460,899)	(0.00)
Total Expenses		**(3,459,978,446)**	**(3,838,127,362)**
Transfer			
Transfer Payments		-	-
TOTAL EXPENSES AND TRANSFERS		**(3,459,978,446)**	**(3,838,127,362)**
Surplus/(Deficit) for the year		**(110,630,377)**	**1,982,137,454**

Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

25/02/2026
Date

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

	Taxpayer's Fund	Accumulated Surplus	Total
	TZS	TZS	TZS
Opening Balance as at 01 Jul 2024	185,746,000	2,032,646,715	2,218,392,715
Capital Fund	-	0	0
Adjustment	-	57,023,958	57,023,958
Surplus for the Year	-	(110,630,377)	(110,630,377)
Closing Balance as at 30 Jun 2025	**185,746,000**	**1,979,040,296**	**2,164,786,296**
Opening Balance as at 01 Jul 2023	185,746,000	50,509,261	236,255,261
Capital Fund	-	-	-
Surplus for the Year	-	1,982,137,454	1,982,137,454
Closing Balance as at 30 Jun 2024	**185,746,000**	**2,032,646,715**	**2,218,392,715**

Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

26/02/2026
Date

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2025

	2024/25 TZS	2023/24 TZS
CASH FLOW FROM OPERATING ACTIVITIES		
RECEIPTS		
Fees, fines, penalties, and Forfeits	40,300,000	1,238,450,750
Other Revenues	748,828,412	467,404,075
Subvention from the Government	2,559,160,500	4,114,409,991
Total Receipts	**3,348,288,912**	**5,820,264,816**
PAYMENTS		
Wages, Salaries and Employee Benefits	(1,007,796,618)	(403,865,200)
Use of Goods and Services	(2,173,545,908)	(2,553,800,293)
Other Expenses	(94,059,500)	(771,057,844.70)
Routine and Maintenance Expenses	(76,732,332)	(24,969,530)
Total Payments	**(3,352,134,358)**	**(3,753,692,867.70)**
NET CASH FLOW (USED IN) OPERATING ACTIVITIES	**(3,845,446)**	**2,066,571,948.30**
CASH FLOW FROM INVESTING ACTIVITIES:		
Building renovation - WIP	(516,589,412)	599,362,851)
Acquisition of Intangibles	0	(13,991,522)
Acquisition of Property, Plant and Equipment	0	(969,298,978)
NET CASH FLOW USED IN INVESTING ACTIVITIES	**(516,589,412)**	**(1,582,653,351)**
Net cash Increase/(decrease)	**(520,434.859)**	**483,918,597.30**
Cash and cash equivalents at the beginning of the period	704,109,449	220,191,000
Cash and cash equivalents at the end of the period	**183,674,590**	**704,109,449**

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Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

25/02/2026
Date

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

	Original Budget	Budgeted Amount Reallocations/ Adjustments	Final Budget (B)	Actual Amount on Comparison Basis (A)	Different Final Budget & Actual (B-A)
	TZS	TZS	TZS	TZS	TZS
RECEIPTS					
Government Subvention OC	1,122,897,000.00	135,000,000.00	1,257,897,000.00	1,257,897,000.00	0.00
Government Subvention PE	738,360,000.00	0.00	738,360,000.00	307,695,000.00	430,665,000.00
Government Subvention DEV	2,100,000,000.00	0.00	2,100,000,000.00	993,568,500.00	1,106,431,500.00
Own Source Revenue	2,467,450,300.00	0.00	2,467,450,300.00	789,128,412.00	1,678,321,888.00
Total Receipts	**6,428,707,300.00**	**135,000,000.00**	**6,563,707,300.00**	**3,348,288,912.00**	**3,215,418,388.00**
PAYMENTS					
Wages, Salaries and Employee Benefits	1,231,112,440.00	0.00	1,231,112,440.00	1,007,796,617.89	223,315,822.11
Use of Goods and Services	2,380,441,660.00	135,000,000.00	2,515,441,660.00	2,173,545,908.35	341,895,751.65
Other Expenses	800,000,000.00	0.00	800,000,000.00	94,059,500.47	705,940,499.53
Maintenance Expenses	88,903,200.00	0.00	88,903,200.00	76,732,332.30	12,170,867.70
Acquisition of Property, Plant and Equipment	1,928,250,000.00	0.00	1,928,250,000.00	516,589,412.00	1,411,660,588.00
Total Payment	**6,428,707,300.00**	**135,000,000.00**	**6,563,707,300.00**	**3,868,723,771.01**	**2,694,983,528.99**
Net Receipts/(Payments)	-	-	-	**(520,434,859.01)**	**520,434,859.01**

Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

25/02/2026
Date

RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS

	2025 TZS	2024 TZS
Surplus for the Period	(110,630,377)	1,982,137,454
Add/ (Less) Non-Cash Item		
Depreciation of Property, Plant and Equipment	133,489,291.00	83,400,433.69
Impairment of Assets	9,460,898.82	0.00
ECL reversal for the year	(1,059,157)	0.00
ECL for the year	0.00	1,034,061
Prior year Adjustment(payables)	57,023,958	
Add/ (Less) Change in Working Capital		
Payables and Accruals	(86,649,776)	12,039,419
Inventories	4,706,599	(13,340,653)
Prepayments	(899,804)	1,267,839
Net Cash Flow from Operating Activities	**(3,845,446)**	**2,066,538,554**

Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

25/02/2026
Date

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025 (Continued)

Reconciliation of Budget vs Actual Amounts

Item	Final Budget	Actual	Difference	Explanation for the differences
Subvention from the Consolidated Fund	4,096,257,000.00	2,559,160,500.00	1,537,096,500.00	Under release due to financial Constraints.
Fine, Fee, Subscription and Penalties	751,000,000.00	40,300,000.00	710,700,000.00	Lack of enforcement due to the ICT Law not being completed for implementation
Other Revenue	1,716,450,300.00	748,828,412.00	967,621,888.00	More effort needs to be made by the Office
Wages, salaries, and Employee benefits	1,231,112,440.00	1,007,796,617.89	223,315,822.11	The approved salary budget differs from the ICTC projection and financial Constraints.
Supplies and consumables goods	2,515,441,660.00	2,173,545,908.35	341,895,751.65	Financial Constraints.
Maintenance expenses	88,903,200.00	76,732,332.30	12,170,867.70	An increase in the number of motor vehicles has caused maintenance costs to rise.
Other Expenses	800,000,000.00	94,059,500.47	705,940,499.53	Use of specific codes for expenses has reduced other expenses
Purchase/Construction of Non-Current Assets	1,928,250,000.00	516,589,412.00	1,411,260,588	Financial Constraints.

STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

1.1 Basis for preparing financial statements:

These financial statements were prepared by Those Charged with Governance per International Public Sector Accounting Standards (IPSAS), the Public Finance Act, CAP 348 Section 30 (2) and (4) (a-b), Generally Accepted Accounting Practice, and Presidential Decree Government Notice (GN) No.532, which was published in the Government Gazette No. 4 Vol. 96 on November 20, 2015. All figures are rounded to the closest two decimal places, and the financial accounts are displayed in TZS, the government's functional and reporting currency.

1.2 Going Concern concept:

The underlying assumption of the financial statements is that the ICTC will continue to operate for the next 12 months and that there is no reason to think the company will close down very soon. Over time, the Accounting Policies have been applied consistently.

2. AUTHORISATION DATE

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

Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

3. REPORTING ENTITY

The financial statements provided by ICTC show the Information and Communication Technology Commission's current situation as of 30 June 2025.

4. Summary of Significant Accounting Policies

The following lists the adopted accounting policies, which are in line with those from prior years.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

4.1 Expenses

Currently, no IPSAS standard provides recognition and measurement of expenses. IPSASB developed a specific standard, IPSAS 48 that standardizes how public sector entities report expenses from transfers. The effective date for IPSAS 48 is 1January 2026. ICTC is continuing with preliminary preparation for implementation. In general, expenditures are recognized when incurred.

4.2 Property, Plant and Equipment

The entity's tangible assets, which are anticipated to be utilized throughout many reporting periods, are retained for use in the manufacturing or provision of goods or services, for rental purposes, or administrative purposes. An item of PPE has to meet criteria for recognition, which is that Future economic benefits or service potential associated with the asset will probably flow to the entity, and the cost or fair value of the asset to the entity can be reliably measured. For ICTC, the Property, Plant and Equipment is stated at cost, excluding the cost of day-to-day servicing, less accumulated depreciation and accumulated impairment in value. Such costs include the cost of any replacement parts per the related recognition criteria. Depreciation is calculated on a straight-line basis over the asset's useful life.

A property, plant, and equipment item whose current value can be accurately determined after it has been recognized as an asset must be revalued at a revalued amount, which is equal to its current operational value or fair value on the date of the asset's recognition, less any subsequent cumulative depreciation and cumulative impairment losses. The use of current value measurement is determined by the main purpose for which an entity possesses a piece of personal protective equipment. An item of PPE should be valued at its current operating level if it is being held for its operational capacity, which is the main goal for service delivery. A piece of PPE should be valued fairly if it is being held for its financial potential (financial return).

Once an item of property, plant, and equipment has been recognized as an asset, its current operational value or fair value at the date of the revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses, must be determined. The current value measurement that should be used depends on the main purpose for which an entity owns a piece of personal protective equipment. A PPE item's operational capacity, which is the main goal for providing services, should be evaluated at its current operational value. A PPE item's financial capacity, or financial return, should be assessed at fair value if it is held for that reason.

4.3 Intangible Assets

In the case of intangible assets, internally generated assets are estimated to have finite useful lifetimes, ranging from 15 to 20 years. Every year, and whenever there is a sign that an asset may be impaired, intangible assets having a limited lifespan are evaluated for impairment and amortized over their useful economic life. Every year, the amortization time is examined, and every reporting year, the amortization method for an intangible asset is examined. Modifications to the amortization term or method, as appropriate, are recognized as adjustments to accounting estimates and account for changes in the projected useful life or the expected pattern of consumption of future economic benefits inherent in the asset. On intangible assets, the amortization expense is recorded.

4.4 Useful life

The useful life of an asset is an accounting estimate of the number of years it is likely to remain in service for cost-effective revenue generation or service potential. The Internal Revenue Service (IRS) employs useful life estimates to determine the amount of time during which an asset can be depreciated.

During the financial year, ICTC revisited useful life for all property, plant, and equipment after assessing for internal and external indicators. According to the Treasury Circular issued by PST through the Directorate of Government Assets Management and Regulations of PFA, CAP 248. The result is an uplift of assets' useful lives by two years, and computed depreciation accordingly.

4.5 Non-Current Assets

ICTC recognizes the costs of an asset in its statement of financial position only when it meets the following criteria:

- It is probable that future economic benefit flows to ICTC or the service potential associated with the use of these items; and
- The cost or fair value of the items can be measured reliably.

4.6 Related Party Disclosure

Parties are considered to be related if one party can control the other party or exercise significant influence over the other party in making financial and operating decisions. These include connections with the Chair, Board Members, Heads of Units, Directors, Assistant Directors, and the Information and Communication Technologies Commission's top management staff. These financial statements show the impact of certain of the department's agreements and transactions with linked parties on the terms agreed upon by the parties.

4.7 Taxpayers Funds

ICTC's taxpayer funds are made of monies invested by the department to satisfy individual or collective needs or to create future benefits. It includes all monies invested in capital expenditure. For the year ended 30 June 2025, the taxpayer stood at TZS 185,746,000.00

5. FUTURE CHANGES IN ACCOUNTING POLICIES

The following list includes standards that have been issued but have not yet gone into effect, as well as some revisions that may influence the entity's financial statements. When implemented at a later time, the standards listed here are those that the entity reasonably anticipates would affect disclosures, financial situation, or performance. When these standards take effect, the organization plans to implement them.

- IPSAS 43 on leases with an effective date of January 1, 2025, this standard sets out a comprehensive model for the identification of lease arrangements and the treatment in the financial statements of both lessees and lessors. In this standard, the lessee and lessor accounting models are asymmetrical. The ICTC is preparing to adopt the standard.

- IPSAS 44, Non-Current Assets Held for Sale and Discontinued Operations an effective date of January 1, 2025, this standard specifies the accounting for assets held for sale and the presentation and disclosures of discontinued operations. It requires assets that meet criteria to be classified as held for sale to be: Measured at the lower of the carrying amount and fair value less cost to sell and depreciation on such assets to cease. ICTC is preparing for the adoption of the standard.

  IPSAS 45, Property, Plant and Equipment, is introduced to replace IPSAS 17 with an effective date of January 1, 2025, with earlier application permitted. and IPSAS 46 is January 1, 2025, with earlier application permitted. The Objective of this standard is to prescribe the accounting treatment. ICTC will be expected to adopt and comply with it as it reports on an accrual basis. There is no impact on the presentation of ICTC PPE currently, as we don't have Heritage assets and Infrastructures assets.

  Changes brought by IPSAS 45 on subsequent measurement
  After recognition as an asset, an item of property, plant and equipment whose current value can be measured reliably shall be revalued at a revalued amount, being its current operational value or fair value at the date of the less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The primary objective for which an entity holds an item of PPE determines the use of current value measurement to be applied. If an item of PPE is held for its operational capacity (primary objective for service delivery) should be measured at the current operational value. If an item of PPE is held for its financial capacity (financial return) should be measured at fair value.

- IPSAS 46, Measurement, is introduced to consolidate in one standard all issues related to measurement, except for very specific and unique issues, which will be placed under the relevant standard. This standard's effective date is January 1, 2025, with earlier applications permitted. This standard has brought in the concept that the Current operational value is the amount the entity would pay for the remaining service potential of an asset at the measurement date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

- IPSAS 47, Revenue, its effective date is 01.01.2026, when it comes to its effect, will replace IPSAS 9 and 23. The objective is to establish principles that an entity shall apply to report useful information to users of financial statements about the nature, amount and uncertainty of revenue and cash flows arising from revenue transactions. IPSAS 47 will remove the categories of revenues into exchange and non-exchange.

- Revenue under IPSAS 47 is classified into three main categories:
  a) Revenue from Binding Arrangements with Performance Obligations
     i. Recognized over time or at a point in time as the entity satisfies its obligation.
     ii. Mirrors the revenue recognition model of IFRS 15.
     iii. Example: A government provides services to a donor agency under a performance-based grant.

  b) Revenue from Binding Arrangements without Performance Obligations
     i. Recognized when the entity obtains control of the resource and can direct its use.
     ii. Example: The Government receives a conditional grant for education, but without any service obligation.

  c) Revenue from Non-binding Arrangements
     i. Recognized when the transfer occurs (e.g., donation, voluntary pledge without enforceability).
     ii. Example: A Private individual donates supplies with no binding contract.

- IPSAS 48, Transfer Expenses, its effective date is 01.01.2026, will come into effect upon issue and will prescribe the principles for recording expenses accordingly.

- IPSAS 49, Retirement Benefit Plans, drawn from IAS 26, is effective as of 01.01.2026.

- IPSAS 50, Exploration for and Evaluation of Mineral Resources, this standard shall apply to the financial statements for the period beginning 01.01.2027

6. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

These financial statements reflect the financial position (service potential and financial capacity) as of 30 June 2025, and the financial results of operations and cash flows for the year ended on that date. Underpinning these financial statements are several judgments, estimations and assumptions. These include assumptions and judgments about the future, in particular, the service benefits and future cash flows of existing assets and liabilities. The preparation of the ICTC's financial statements requires management to make judgments, estimates and assumptions that affect the disclosed amounts of assets and liabilities, and the disclosure of contingent liabilities, at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

Estimates and assumptions

Key assumptions

The estimations in these financial statements are based on the best information available at the time of their preparation. Given the inherent uncertainty of predicting the future, actual events are likely to differ from these assumptions, which may have a material impact on the results reported in these financial statements. Some of the key assumptions are discussed below

The valuation of many assets and liabilities is based on assumptions using market information. The most significant of these are:

Key Assumptions	Methodology
Foreign exchange rates	Foreign currency-denominated financial assets and liabilities are translated into Tanzanian Shillings (TZS) at the reporting date.
Share prices	Listed share investments, which consist of approximately 95% of the Government's total share investments, are based on quoted market prices at the balance date.
Interest rates	The majority of marketable securities and borrowings are valued using current market yield curves.
Property prices	Where possible, property owned by the Government is/will be valued using market evidence. Property prices concerning land and buildings can therefore impact the value of the Government's assets.

Estimating future cash flows and then discounting them to present value is a common method used to value long-term assets and liabilities. Certain cash flows, especially those associated with long-term liabilities (the commitments of the government), require assumptions to forecast cash flows for more than 20 years in the future. Therefore, the financial situation and performance of the government may be significantly impacted by changes in several economic assumptions.

Liabilities of utilities like telephone, water, and electricity are among the other important future assumptions and other sources of estimation uncertainty at the reporting date that carry a considerable risk of resulting in a material adjustment to the disclosed amounts of assets and liabilities within the upcoming fiscal year.

- Except for those assets that have been valued, the values given to assets are mere estimates based on the initial price or in line with their assumed wear and tear. Proper valuation is still going on.
- Verification of fixed assets (Property, Plant and Equipment) to complete the fixed assets registers for the migration to accruals.

ECL computation

IPSAS 41, Financial Instruments, requires entities to compute expected loss well in advance and recognize it in the books of accounts. The Objective of this standard is to establish principles for the financial reporting of financial assets and liabilities that will present relevant and useful information to users. ICTC in the financial year ending 30th June 2025 has computed the expected credit loss (ECL) on bank balances using the established model. The established model based on Moody's credit rating is comparable to the Standard and Poor's (S&P) in correlation with the Fitch rating.

Estimates and assumptions

Provision for expected credit losses of trade receivables and contract assets, IPSAS 41. The ICTC uses a provision matrix to calculate ECLs for revenue receivables, trade receivables, and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, product type, customer type and rating, and coverage by letters of credit and other forms of credit insurance). The provision matrix is initially based on the ICTC's historically observed default rates.

The ICTC will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if financial sector economic conditions are expected to deteriorate over the next year, which can lead to an increased number of defaults in the finance sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed. The assessment of the correlation between historical observed default rates, forecast economic conditions, and ECLs is a significant estimate.

INFORMATION AND COMMUNICATION TECHNOLOGIES COMMISSION
Assumptions Applied

1	IPSAS 41 Stage		
	Description	Stage	
	No significant deterioration in credit risk since origination (when the financial asset has stayed for 30 days)	1	
	Significant deterioration in credit risk since origination (when the financial asset has stayed between 31-90 days)	2	
	Non performing (when the financial asset has stayed for more than 90 days)	3	
2	For the banks which are not rated we have used the credit rating below the rate of the country ie Tanzania. Example: If the rating of Tanzania is B2, hence we will use the rating below country, so it will be B3. For banks which have parent/sister company, we have used the rating of the parent company where the bank has its head quarters.		Ratings
3	We have used the Standard and Poor (S&P) Global Recovery rates to determine the Loss given default (LGD)		LGD
4	We have used the Standard and poor (S&P) Marginal Corporate Probability of default to determine the PD for the corporates		PD
5	The entity assumed the day to maturity of 365 days		
6	We have used Moody's as the source of ratings		

7. PROPERTY, PLANT AND EQUIPMENT

Property, Plant and Equipment are stated at the lower of net realizable value and values at which they were transferred from the former Ministry of MICIT, Less Accumulated depreciation. Depreciation was provided on fixed assets to write off their costs on the straight-line method at the following annual rates.

Asset Category	Useful Life/Years
Land	N/A
Building	50
Plant and Machinery	15
Furniture and Equipment	10
Computers (Desktops, Laptops, and Tablets)	8
Motor Vehicle	10

Assets Useful Life

ICTC assets' useful life is tested on an annual basis to cover all changes for the remaining useful life of these assets that might be affected by economic situations of assets controlled by the Office to reflect a fair presentation of financial statements. For an internally generated intangible asset, the useful life is estimated to be 20 years.

The useful life of an asset is an accounting estimate of the number of years it is likely to remain in service for cost-effective revenue generation or service potential. The ICTC employs useful life estimates to determine the amount of time during which an asset can be depreciated. The mandate for these useful lives is drawn from the Public Finance Act, Cap. 348 (Management of Public Property) regulations 2024.

8. EXCHANGE RATES

In terms of financial assets and liabilities, the ICTC transacted with various clients in currencies specified by the foreign exchange market, such as the US dollar, the British pound, the euro, the Japanese yen, and the Chinese yuan. Additionally, all monetary values in the financial statements are reported in Tanzanian Shillings (TZS), which is the legal tender. For all financial transactions, the exchange rates for selling TZS concerning other currencies as of 30 June 2025, were used.

Table: Foreign Exchange Rates as at 30 June 2025

Currency	30 June 2025	30 June 2024	Interpretations of differences
United States Dollar (USD)	2,631.35	2,640.00	TZS strengthen
British Pound	3,617.05	3,341.71	TZS weaken
Euro	3,089.20	2,831.14	TZS weaken
Swedish Kronor	277.58	248.00	TZS weaken
Japanese Yen	18.22	16.46	TZS weaken
Chinese Yuan	366.98	377.24	TZS strengthen

In average TZS weakened over the forex currencies by 5% as of June 30, 2025, it is projected that the pre-tax surplus for the year was impacted due to the FX rise or rose by 5% versus TZS while all other factors remained constant.

9. RISK MANAGEMENT

In addition to being exposed to a number of operational, financial, and strategic risks, the office is also in charge of making sure that suitable risk management plans and procedures are in place in accordance with any legal requirements.

The Office uses the Risk Management Framework to handle all kinds of risks related to ICTC operations.

a. **Interest Rate Risk:** Interest Rate Risk refers to the risk of loss due to adverse movement in interest rates. In General, Interest Rate risk is managed strategically by issuing a mix of fixed and floating-rate debt.

b. **Foreign Exchange risk:** Foreign Exchange risk refers to the risk of loss due to adverse movement in foreign exchange rates. A range of instruments is currently being used to minimize the Government's Exposure to Foreign Exchange Risk, which includes currency. ICTC during the year ending June 30, 2025, was exposed to foreign exchange risk.

c. **Liquidity Risk:** The loss resulting from a shortage of liquidity that hinders the prompt or economical liquidation of goods, positions, or portfolios is known as liquidity risk. Since liquidity risk is handled on an individual entity basis, entities must typically maintain assets of a suitable amount and caliber to pay all of their debts when they become due.

d. Credit Risk: This is the risk of suffering a loss as a result of counterparties failing to fulfil their obligations. Bank accounts and receivables, advances, and investments are examples of financial instruments that expose the government to credit risk. The Government reporting entity's entities control their credit risk exposure by:

i. Maintaining credit exposure only with highly rated institutions, for which the probability of default is low. The creditworthiness of counterparties is continuously monitored.
ii. Ensuring diversification of credit exposure by limiting the exposure to one financial institution.
iii. In some instances, requiring collateral from counterparties to safeguard ICTC from defaulters.

Outstanding Liabilities: Ageing Analysis

No	CATEGORY	TOTAL TZS	0<365 DAYS TZS	ABOVE 365 DAYS TZS
1	Supplies (goods & services)	6,382,261.37		6,382,261.37
2	Utilities	7,763,744.00	7,763,744.00	-
3	Staff claim	6,416,200.00		6,416,200.00
	TOTAL:	**20,562,205**	**7,763,744.00**	**12,798,461.37**

10. Liabilities

Deposits, accumulated costs, and payables are examples of current obligations. The total liabilities for the year ending June 30, 2025, were TZS 20,562,205, which is an 88% decrease by TZS 86,650,214 from TZS 107,212,419.00 recorded in the financial year ended 30 June 2025.

The opening balance was	TZS 107,212,419.00
Less: Paid Outstanding	TZS (29,626,205)
Less: Adjusted liabilities	TZS (57,023,957.63)
Outstanding 30.6.2025	**TZS 20,562,205**

11. Net Asset

The Accumulated Surplus/Deficit and the Taxpayers' Fund are included in the Net Asset. The Taxpayers' Fund is the public fund that comprises all resources gathered and used by the government for different infrastructure projects, according to Accounting Circular No. 2 of 2018/19. Regarding the initial residual value, the government selected the title Taxpayers Fund. As a result, it is anticipated that the taxpayers' fund will remain unchanged following the expiration of the IPSAS implementation. As of 30 June 2025, the ICT Commission's net asset was TZS 2,163,561,495 (30 June 2024: TZS 2,218,392,715). Therefore, as of 30 June 2025, the accumulated surplus decreased by TZS 54,831,220to the total TZS 1,977,815,495 (30 June 2024: TZS 2,032,646,715)

12. Cash Flow Statement

IPSAS 2 paragraphs 18 & 19 describe the category of cash flows presentation when an entity uses the direct method. Cash Flow Statement comprises Cash flow from operating activities, Cash flow from financing activities, and Cash flow from investing activities.

12.1 Cash from Receipts

In the period ending 30 June 2025, ICTC had actual Cash flows from Government subvention worth TZS 2,559,160,500 (30 June 2024: TZS 4,114,409,991). Other sources of revenue are TZS 748,828,412 (30 June 2024: TZS 467,404,075), and application fee, registration fee, and training fee are TZS 40,300,000 (30 June 2024: TZS 1,238,450,750)

12.2 Payments

Payments for the period ending 30 June 2025 include wages, salaries, and employee benefits TZS 1,007,796,618 (30 June 2024: TZS 403,865,200). Use of goods and Services TZS 2,173,545,908 (30 June 2024: TZS 2,539,808,771), routine and repair TZS 76,732,332 (30 June 2024: TZS 24,969,530), and other expenses TZS 94,059,500 (30 June 2024: TZS 771,057,844.70).

13. ORIGINAL AND FINAL APPROVED BUDGET AND COMPARISON OF ACTUAL AND BUDGET AMOUNTS

The ICTC operates on a cash basis budget, which is always established following the Budget Act CAP 410, because the government's budget is still based on cash. The Parliament created and passed the ICTC budget for 2024-2025 to cover the same time frame (July 1, 2024-June 30, 2025). On May 16, 2025, the MCIT budget was approved, followed by June 11, 2024, when the Legislature authorized and APPROVED the Government Budget. Furthermore, IPSAS 24 requires a declaration explaining the reasons for any differences between the original and final budgets, including whether they are due to reallocations of funds or other factors like policy changes, natural disasters, or other unforeseen events. During the reviewed year, ICTC made some reallocations to meet the Office's actual needs.

Details	Operating	Financing	Investing	Total
Net cash flows from the actual amount on a Comparable basis as presented in the Budget and Actual Comparative Statement	(3,845,447)	0	(516,589,412)	(516,589,412)
Timing Differences	704,109,449	-	-	704,109,449
Entity Differences	-	-	-	0
Basis Differences	-	-	-	-
Actual Amount in the Statement of Cash Flows	700,264,002	0	(516,589,412)	183,674,590

	2025	2024
	TZS	TZS
14. FEES, FINES, PENALTIES & FORFEITS		
Registration Fees	11,370,000.00	185,500,000.00
Receipt from Annual Fees	22,880,000.00	228,500,000.00
Application	4,850,000.00	299,450,750.00
Training Fees	1,200,000.00	525,000,000.00
	40,300,000.00	**1,238,450,750.00**
15. OTHER REVENUE		
Miscellaneous Receipts	748,828,412.00	467,404,075.00
	748,828,412.00	**467,404,075.00**
16. SUBVENTION FROM THE GOVERNMENT		
Government Subvention - Other Charges (OC)	1,257,897,000.00	827,955,475.00
Government Subvention - Personnel Emoluments (PE)	307,695,000.00	-
Government Subvention - Development (DEV)	993,568,500.00	3,286,454,516.00
	2,559,160,500.00	**4,114,409,991.00**
17. WAGES, SALARIES, AND EMPLOYEE BENEFITS		
Civil Servants, permanent and pensionable	307,695,000.00	-
Civil Servants, Contract	19,026,540.00	-
Electricity Allowance	6,660,000.00	-
Extra-Duty	230,079,500.00	94,060,000.00
Public holiday expenses	83,553,777.89	52,910,000.00
Honoraria	274,767,000.00	95,165,000.00
Housing Allowance	16,800,000.00	49,540,000.00
Hospitality and entertainment	19,500,000.00	-
Leave Travel	3,844,800.00	12,202,200.00
Professional Fees (CPD)	10,850,000.00	8,300,000.00

Medical and Dental Refunds	140,000.00	-
Internship Allowances	18,370,000.00	16,750,000.00
Sitting Allowance	-	68,088,000.00
Special Allowance	-	6,850,000.00
Subsistence Allowance	7,225,000.00	-
Telephone	6,180,000.00	-
Transport Allowances	3,105,000.00	-
	1,007,796,617.89	**403,865,200.00**

18. USE OF GOODS AND SERVICES

Accommodation expenses	5,833,079.00	6,814,827.90
Advertising and Publication	17,010,000.00	76,314,953.76
Administrative expenses	-	144,310,000.00
Air Travel Tickets - In Country	32,689,750.00	39,205,700.00
Air Travel Tickets - Outside of the Country	26,776,639.00	68,487,080.00
Board of Directors' Membership Fee	49,500,000.00	66,000,000.00
Branding expenses	338,888,007.16	309,464,060.00
Catering Services	78,817,500.00	199,083,008.50
Ceremonies and religious festivals	59,125,000.00	-
Communication Network Services	720,000.00	14,238,346.66
Computer Software - Software license fee - IPRs	14,134,152.59	-
Conference Facilities	172,128,448.30	188,722,213.30
Consultancy expenses board evaluation	7,400,000.00	-
Contingency Expenses	-	6,500,000.00
Current transfers not elsewhere classified (contribution to various institutions)	34,500,000.00	-
Courier and postage expenses	400,000.00	275,000.00
Diesel	72,408,000.00	34,199,310.00
Donations to Other Government/Private Entities	-	79,000,000.00

Electricity	13,760,227.75	-
Electricity - Utilities, Supplies, and Services	-	12,641,527.16
Exhibition, Festivals, and Celebrations	18,552,322.03	-
Food and Refreshments	34,306,900.00	7,856,800.00
Ground Transport (Bus, Train, Water)	-	65,156,000.00
Ground travel (bus, railway, taxi, etc.) Travel - In - Country	37,556,800.00	-
Ground travel (bus, railway, taxi, etc.) Travel Out of Country	2,739,000.00	-
Honoraria for CMT	334,128,800.00	161,960,000.00
Incidental Costs	36,698,346.52	17,806,015.00
Internet and Email connections	-	22,507,427.69
Office Consumables (papers, pencils, pens, and stationery)	18,114,408.00	-
Outfit Allowances	1,000,000.00	552,186.60
Outsourcing Costs (includes cleaning and security services)	9,598,923.74	9,891,822.04
Outsourcing Costs (includes Security services)	3,823,355.94	5,240,135.62
Per Diem - Domestic	356,579,650.00	417,912,700.00
Per Diem - Foreign	-	87,160,662.00
Printing and Photocopying	36,898,192.67	26,718,567.60
publicity and communications, radios, and television airtime	31,487,288.14	-
Research expenses	-	25,200,000.00
Sporting Supplies and entertainment	3,000,000.00	-
Sitting and Other Allowances	138,650,000.00	460,193,000.00
Subsistence Allowances Outside the Country	48,946,312.00	-
Subscription fees	8,060,000.00	-
Wire, Wireless, Telephone, Telex Services, and Facsimile	19,153,626.67	-
Training Allowances	55,200,000.00	-
Tuition Fees Training - Domestic	14,247,000.00	-
Visa Application Fees	1,008,000.00	-
Water and Waste Disposal (Garbage)	909,000.00	-

Water Charges	2,991,500.88	388,949.38
	2,137,740,230.39	**2,553,800,293.21**

19. ROUTINE AND MAINTENANCE EXPENSES

Motor Vehicles and Watercraft	67,819,925.52	12,626,264.00
Outsource maintenance contract services - Buildings	-	4,906,200.00
Outsourcing repairs and maintenance contract services	8,912,406.78	7,437,066.00
	76,732,332.30	**24,969,530.00**

20. DEPRECIATION EXPENSES

Office furniture and fittings	25,182,300.00	44,846,000.00
Hardware: Computers and ICT Equipment	39,147,750.00	27,943,700.98
Motor vehicles	69,159,241.19	10,610,732.71
	133,489,291.19	**83,400,433.69**

21. OTHER EXPENSES

Consultancy fees	-	153,087,187.20
Bank Charges and Commissions	6,326,206.41	34,041,483.55
Annual ICT conference expenses	-	188,349,924.74
Sundry expenses	37,586,000.00	-
Withholding Tax	50,147,294.06	90,539,418.21
Papu and retreat costs	-	305,039,830.00
	94,059,500.47	**771,057,843.70**

22. CASH AND CASH EQUIVALENT

Bank of Tanzania (BoT)	60,301,725.00	79,556,025.00
Operation CRDB Bank	123,372,865.38	624,553,573.17
	183,674,590.38	**704,109,449.17**

23. PROPERTY, PLANT AND EQUIPMENT

Office Furniture & Fittings	251,823,000.00	216,207,000.00
Hardware: Computer electronic equipment	313,182,000.00	96,909,000.00
Motor Vehicles	691,592,399.79	680,981,000.00
Building WIP	1,115,952,411.90	599,363,000.00
	2,372,549,811.69	**1,593,460,000.00**

24. INTANGIBLE ASSETS

Computer Software firewall	13,991,521.80	13,991,521.80
Amortization	(699,576.09)	
	13,291,946	**13,991,521.80**

25. ARMOTISATION FOR INTANGIBLE ASSETS

Computer Software firewall	699,576.09	-
	699,576.09	-

26. PAYABLES AND ACCRUALS

Supplies of goods and services	6,382,261.00	78,419,719.00
Staff Claim	6,416,200.00	28,792,700.00
Accrued expenses (Utilities & Security)	7,763,744.00	-
	20,562,205.00	**107,212,419.00**

SETTLEMENT OF OUTSTANDING LIABILITIES(CASH)

UNIQUE ACADEMY LIMITED	26,420,932.20	-
EAST AFRICA TELEVISION LIMITED	9,384,745.76	-
	35,805,677.96	-

27. ACCUMULATED DEPRECIATION

Acc. Depreciation Office Furniture & Fittings	60,798,300.00	35,616,000.00

Acc. Depreciation Hardware: Computer electronic equipment	256,120,750.00	216,973,000.00
Acc. Depreciation Motor Vehicles	79,769,973.90	10,610,732.71
Acc. Amortization of intangible assets	699,576.09	-
	397,388,599.99	**263,199,732.71**

28. PREPAYMENT AND ACCRUALS

Purchase of fuel for GPSA	2,827,965.00	1,928,161.00
	2,827,965.00	**1,928,161.00**

29. INVENTORY

Consumables	8,634,054.00	13,340,652.71
	8,634,054.00	**13,340,652.71**

30. DEFERRED INCOME

Deferred Income Revenue	-	-
	-	-

31. Taxpayer Fund

Taxpayer fund	185,746,000.00	185,746,000.00
	185,746,000.00	**185,746,000.00**

32. Expected Credit Loss on bank balances

ECL for bank balances	165,643.00	1,224,800.00
	165,643.00	**1,224,800.00**

33. Provision for expected credit loss on the bank

ECL for the year for bank balances	165,643.00	1,224,800.00
	165,643.00	**1,224,800.00**

34. Impairment of Assets

Hardware: Computers and Printers	10,685,700	0.00
	10,685,700	**0.00**

35. Acc. Impairment of Assets

Hardware: Computers and Printers	10,685,700	0.00
	10,685,700	**0.00**

36. COMMITMENTS

No obligations, such as unpaid pay deductions or supplier claims, were made by the ICTC on 30 June 2025.

37. RELATED PARTY TRANSACTIONS

In the fiscal year 2024-2025, the ICTC had 14 key management people. This comprises the Director General, the Chairperson and Board Members, and the other Directors who make up the Management team. IPSAS 20 para. 16. All members of those in charge of governance completed disclosure forms that were available on the NBAA website.

Compensations to Key Management Personnel:

No.	Title	Basic Salary	Housing Allowance	Electricity Allowance	Telephone Allowance
1.	Chairperson	30,000,000	0.00	0.00	0.00
2	Board Members	144,000,000	0.00	0.00	0.00
3	Director General	102,000,000	9,600,000	3,540,000	3,420,000
4	Management team	172,800,000	7,200,000	2,760,000	3,120,000
	Total	**448,800,000**	**16,800,000**	**6,300,000**	**6,540,000**

38. NUMBER OF EMPLOYEES.

Ten men and six women made up the ICTC's 17 permanent and pensionable staff as of the end of 30 June 2025 (30 June 2024: 16: 10 men,6 women). To guarantee that a 50:50 ratio is reached, the ICTC keeps working with PO-PSMGG to make sure that its staffing level is completely equitably formed by the establishment.

39. SEGMENT REPORTING

The nature of the entity's services does not have separate reporting segments currently, except for ICTC HQ.

40. EXPLANATION OF THE VARIANCES IN THE STATEMENT OF BUDGET AND ACTUAL AMOUNT

The ICT did not receive the whole budgeted amount during the year under review, and thus, the unreleased part makes the variance.

41. EVENTS AFTER REPORTING DATE.

ICTC had no noteworthy events to constitute restatement of the accounts during the fiscal year that concluded on 30 June 2025. During the year under review, the ICTC Board of Directors' tenure expired on 5 February 2025.

42. ENTER GOVERNMENT ENTITY TRANSACTIONS

In the financial year ended 30 June 2025, the ICTC has been transacting with other Government entities and institutions that provide various services such as security, electricity, water, telecommunications, etc., which lead to transfers of resources to meet required expenses.

Below is the list of institutions and the value of transactions made with the Information and Communication Technologies Commission (ICTC) during the financial year 2024/25 operations.

Table: LIST OF ENTITIES TRANSACTED WITH ICTC DURING F/Y 2024/25

NO.	NAME OF ENTITY	DESCRIPTION OF THE SERVICE RENDERED	AMOUNT (TZS)
1	GOVERNMENT PROCUREMENT SERVICES AGENCY	Fuel and stationery services	55,000,000.00
2	ARUSHA INSTITUTE OF ACCOUNTANCY	Training and school fees	5,947,000.00
3	AIR TANZANIA COMPANY LIMITED	Air Ticket Services	32,089,750.00
4	UONGOZI INSTITUTE	Fee	2,000,000.00
5	COMMISSIONER FOR DOMESTIC REVENUE	Tax expenditure	50,147,294.06
6	TANZANIA RECORDS AND ARCHIEVES MANAGEMENT ASSOCIATION	Training Services	900,000.00
7	DAWASA	Water bills	2,991,501.38
8	TANZANIA ELECTRIC SUPPLY COMPANY LIMITED	Electricity services	13,760,227.75
9	SUMAJKT GUARD LTD	Security services	3,823,355.94
10	TANZANIA PUBLIC SERVICE COLLEGE	Staff training	4,550,000.00

11	TANZANIA PERSONAL SECRETARIES' ASSOCIATION	Training Services	950,000.00
12	TANZANIA POSTS CORPORATION	Postage services	400,000.00
13	PROCUREMENT AND SUPPLIES PROFESSIONAL AND TECHNICIANS BOARD	Training Services and annual fee	620,000.00
14	TANZANIA TELECOMMUNICATION CORPORATION	Communication services	8,303,626.67
15	PUBLIC PROCUREMENT REGULATORY AUTHORITY	Procurement Services	10,700,000.00
16	OCEAN ROAD MEDICAL HOSPITAL	Liver vaccination	140,000.00
17	GOVERNMENT PROCUREMENT SERVICES AGENCY	Printing of books	178,500.00
18	National Board of Accountants and Auditors (NBAA)	Continuous professional developments	2,450,000.00
19	SUMAJKT CONSTRUCTION COMPANY LTD	Rehabilitation of the soft center Upanga	516,589,560.90
20	TAPAHR	Participation Fees	1,500,000.00
21	INSTITUTE OF RURAL DEVELOPMENT PLANNING	Training fee	2,000,000.00
22	Personal data protection	Registration fee	1,000,000.00
23	Prevention of Gender Based Violence	Participation fee	3,000,000.00
24	ARUSHA INTERNATIONAL CONFERENCE CENTRE	Conference	99,281,800.00
25	e-GA	Participation fee	800,000.00
26	Engineer Registration Board	Participation fee	1,200,000.00
	TOTAL AMOUNT PAID		**820,322,616.70**

	2025	2024
CASH FLOW FROM OPERATING ACTIVITIES - Recurrent	**TZS**	**TZS**
RECEIPTS		
Fees, fines, penalties, and Forfeits	40,300,000.00	1,238,450,750.00
Other Revenues	748,828,412.00	467,404,075.00
Subvention from the Government	1,565,292,000.00	827,955,475.00
Total Receipts	**2,354,420,412.00**	**2,533,810,300.00**
PAYMENTS		
Wages, Salaries and Employee Benefits	(1,007,796,617.89)	(403,865,200.00)
Supplies and Consumables Used	(1,156,819,461.82)	(1,399,446,635.78)
Other Expenses	(94,059,500.47)	(771,057,844.70)
Maintenance Expenses	(76,732,332.30)	(14,969,530.00)
Total Payments	**(2,335,407,912.48)**	**(2,589,339,210.48)**
NET CASH FLOW FROM OPERATING ACTIVITIES	**19,012,499.52**	**(55,528,910.48)**
CASH FLOW FROM INVESTING ACTIVITIES		
NET CASH FLOW FROM INVESTING ACTIVITIES	-	-
Net Increase (Decrease) in cash	**19,012,499.52**	**(55,528,910.48**
Cash and cash equivalents at the beginning of the period	164,662,090.48	220,191,000.00
Cash and cash equivalents at the end of the period	**183,674,590**	**164,662,090.48**

Director General

Date 25/02/2026

	2025 TZS	2024 TZS
CASH FLOW FROM OPERATING ACTIVITIES - Development		
RECEIPTS		
Funds Received	993,568,500.00	3,286,454,516.19
Total Receipts	**993,568,500.00**	**3,286,454,516.19**
PAYMENTS		
Supplies and Consumables Used	1,016,426,596.17	1,140,362,135.22
Maintenance Expenses	0.00	10,000,000.00
Total Payments	**1,016,426,596.17**	**1,150,362,135.22**
NET CASH FLOW FROM OPERATING ACTIVITIES	**(22,858,096.17)**	**2,136,092,380.97**
CASH FLOW FROM INVESTING ACTIVITIES		
Investing Activities		
Acquisition of Property, Plant and Equipment	(516,589,411.90)	(1,582,653,350.90)
Acquisition of Intangible Assets	(0.00)	(13,991,522.00)
Total Investing Activities	**(516,589,411.90)**	**(1,596,644,872.90)**
NET CASH FLOW FROM INVESTING ACTIVITIES	**(516,589,411.90)**	**(55,837,702.43)**
CASH FLOW FROM FINANCING ACTIVITIES		
Financing Activities		
Grants refunded/ transferred	-	-
Total Financing Activities	-	-
NET CASH FLOW FROM FINANCING ACTIVITIES	-	-
Net Increase (Decrease) in cash	**(539,447,508.07)**	**539,447,508.07**
Cash and cash equivalents at the beginning of the period	539,447,508.07	-
Cash and cash equivalents at the end of the period	**0.00**	**539,447,508.07**

Director General

25/02/2026
Date

43. Budget- Recurrent

	Budgeted Amount				
	Original Budget TZS	Reallocations/ Adjustments TZS	Final Budget (B) TZS	Actual Amount on Comparison Basis (A) TZS	Different Final Budget & Actual (B-A) TZS
RECEIPTS					
Govt Subvention Recurrent	1,861,257,000.00	135,000,000.00	1,996,257,000.00	1,565,592,000.00	430,665,000.00
Non-tax Revenue	2,467,450,300.00	0.00	2,467,450,300.00	789,128,412.00	1,678,321,888.00
Total Receipts	**4,328,707,300.00**	**135,000,000.00**	**4,463,707,300.00**	**2,354,720,412.00**	**2,108,986,888.00**
PAYMENTS					
Wages, Salaries and Employee Benefits	1,231,112,440.00	0.00	1,231,112,440.00	1,007,796,617.89	223,315,822.11
Use of Goods and Services	1,364,015,063.93	135,000,000.00	1,499,015,063.93	1,157,119,312.28	341,895,751.65
Other Expenses	800,000,000.00	0.00	800,000,000.00	94,059,500.47	705,940,499.53
Maintenance Expenses	88,903,200.00	0.00	88,903,200.00	76,732,332.30	12,170,867.70
Acquisition of Property, Plant and Equipment	844,676,596.07	0.00	844,676,596.07	0.00	844,676,596.07
Total Payment	**4,328,707,300.00**	**135,000,000.00**	**4,463,707,300.00**	**2,335,707,762.94**	**2,127,999,537.06**
Net Receipts/Payments	**-**	**-**	**-**	**19,012,649.06**	**(19,012,649.06)**

Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

25/02/2026
Date

44. Budget - Development

	Original Budget TZS	Budgeted Amount Reallocations/ Adjustments TZS	Final Budget (B) TZS	Actual Amount on Comparison Basis (A) TZS	Different Final Budget & Actual (B-A) TZS
RECEIPTS:					
Revenue Grants	2,100,000,000.00	-	2,100,000,000.00	993,568,500.00	1,106,431,500.00
Total Receipts	**2,100,000,000.00**	**-**	**2,100,000,000.00**	**993,568,500.00**	**1,106,431,500.00**
PAYMENTS:					
Wages, Salaries and Employee Benefits	0.00	-	0.00	0.00	0.00
Use of Goods and Services	464,750,000.00	551,676,596.07	1,016,426,596.07	1,016,426,596.07	0.00
Other Expenses	0.00	-	0.00	0.00	0.00
Maintenance Expenses	0.00	-	0.00	0.00	0.00
Acquisition of Property, Plant and Equipment	1,635,250,000.00	(551,676,596.07)	1,083,573,403.93	516,589,411.90	566,983,992.03
Total Payment	**2,100,000,000.00**	**-**	**2,100,000,000.00**	**1,533,016,007.97**	**566,983,992.03**
Net Receipts/Payments	**-**	**-**	**-**	**(539,447,507.97)**	**539,447,507.97**

Dr. Nkundwe M. Mwasaga
DIRECTOR GENERAL

25/02/2026
Date

45. PROPERTY, PLANT AND EQUIPMENT FOR THE YEAR ENDED 30 JUNE 2025

	Furniture & Fittings TZS (000)	Computer electronic equipment TZS (000)	Building WIP TZS (000)	Motor Vehicles TZS (000)	TOTAL TZS (000)
Cost Values:					
Opening Balance 1 July 2024	251,823	313,182	599,363	691,592	1,856,660
Disposal during the Year					
Additions During the Year	0.00	0.00	516,589	0.00	516,500
Total Cost as at 30 June 2025	251,823	313,182	1,115,952	691,592	2,372,549
Depreciation					
As at 1 July 2024	35,616	216,973	0	10,611	263,200
Charged during the year	25,182	39,148	0	69,159	133,489
Accumulated depreciation + Disposed Asset	60,798	256,121	0	79,770	396,689
Carrying value as at 30 June 2025	191,025	57,061	1,115,952	611,822	1,975,860

	Furniture & Fittings TZS (000)	Computer electronic equipment TZS (000)	Building WIP TZS (000)	Motor Vehicles TZS (000)	TOTAL TZS (000)
Cost Values:					
Opening Balance 1 July 2023	46,122	241,176	-	-	287,998
Disposal during the Year	0.00	0.00	-	-	0.00
Additions During the Year	205,701	72,006	599,363	691,592	1,568,662
Total Cost As at 30 June 2024	251,823	313,182	599,363	691,592	1,856,660
Depreciation					
As of 1 July 2023,	18,448	161,318	-	-	179,766
Charged during the year	17,168	55,655	-	10,611	83,434
Accumulated depreciation	35,616	216,973	-	10,611	263,200
Carrying Value as at 30 June 2024	216,207	96,209	599,363	680,981	1,593,460

SUMMARY OF THE STOCKTAKING REPORT UNDERTAKEN PHYSICALLY AS AT 30th JUNE 2025

S/No.	Item	Unit	Quantity	Unit Cost	Cost	Folio	Remarks
1	Photocopy Paper	Ea	40	15,340	613,600.00	93	
2	Staple Pad Ink	Btl	5	4,720	23,600.00	52	
3	Manila paper	Ea	17	16,600	282,200.00	30	
4	Separator	Rm	20	9,440	188,800.00	16	
5	Transparent	Ea	10	13,400	134,000.00	31	
6	Short Hand Notebook	PC	154	1,416	218,064.00	64	
7	Envelope A4	Pkt	8	8,400	67,200.00	20	
8	Ball pen	Ea	140	472	66,080.00	109	
9	Envelope A3	Pkt	9	15,400	138,600.00	71	
10	Box File	Ea	50	5,664	283,200.00	109	
11	Fuel Register	PC	1	14,000	14,000.00	32	
12	Legal Paper	RM	4	9,800	39,200.00	86	
13	Log book	PC	10	11,800	118,000.00	127	
14	Minute Sheets	RM	65	17,700	1,150,500.00	94	
15	File Cover General@25	Pkt	13	80,000	1,040,000.00	70	
16	Heavy Duty Punch Machine	PC	1	25,000	25,000.00	97	
17	Counter Book Q3	PC	2	5,000	10,000.00	122	
18	Green Tag	Pkt	5	800	4,000.00	69	
19	Highlighter	Ea	12	826	9,912.00	117	
20	Toner Catridge 26A	Ea	3	375,766	1,127,298.00	7	
21	Toner Catridge 415A -Black	Ea	2	377,600	755,200.00	104	
22	Toner Catridge 415A-Magenta	Ea	2	377,600	755,200.00	104	
23	Toner Catridge 415A -Cyan	Ea	2	377,600	755,200.00	104	
24	Toner Catridge 415A -Cyan	Ea	2	377,600	755,200.00	104	
25	Marker Pen	Ea	64	500	32,000.00	35	
26	Receipt Voucher	PC	1	14,000	14,000.00	90	
27	Issue Voucher	PC	1	14,000	14,000.00	89	
	Total				**8,634,054.00**		