



THE UNITED REPUBLIC OF TANZANIA
NATIONAL AUDIT OFFICE



NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS
(NBAA)

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

Controller and Auditor General
National Audit Office
Ukaguzi House
Mahakama Road, Tambukarelli
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March 2026

AR/PA/NBAA/2024/25



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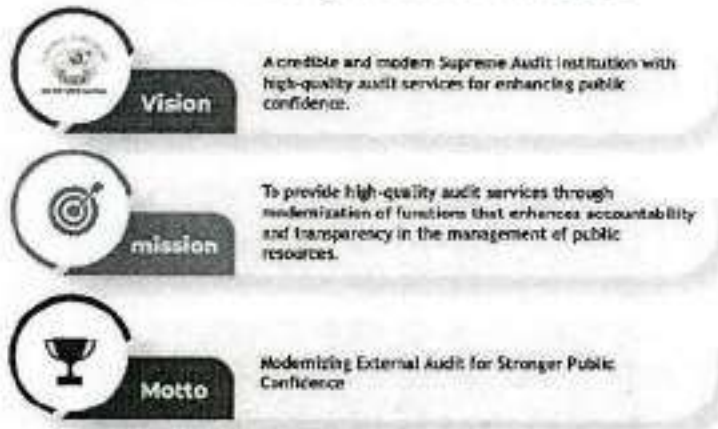
AR/PA/NBAA/2024/25

About the National Audit Office

Mandate

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

NAOT Vision, Mission & Motto



Core Values



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

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Abbreviations

AAAB	Accountants and Auditors Appeal Board
APC	Accountancy Professional Centre
AQR	Audit Quality Review
ARC	Academics, Research and Consultancy
BOA	Bank of Africa
CAG	Controller and Auditor General
CAP	Chapter
CiDir	Certificate in Directorship
CP	Consultation Paper
CPA	Certified Public Accountant
CPD	Continuing Professional Development
CPE	Continuing Professional Education
DSE	Dar es Salaam Stock Exchange
DSE	Dar es Salaam Stock Exchange
ERMS	Enterprise Resource Management System
ESG	Environmental, Social and Governance
FCPA	Forensic Certified Public Accountant
ICT	Information Computer Technology
IDM	Institute of Development Management
IESBA	International Ethics Standards Board for Accountants
IFAC	International Federation of Accountants
IFM	Institute of Finance Management
IoDT	Institute of Directors in Tanzania
IPSAS	International Public Sector Accounting Standards
IPSASB	International Public Sector Accounting Standards Board
ISSAIs	International Standard of Supreme Audit Institutions
IT	Information Technology
LLB	Bachelor of Law
MBA	Master's in Business Administration
MEMS	Members and Examinations Management System
Msc.	Masters of Science
NBAA	National Board of Accountants and Auditors
NSSF	National Social Security Fund
PAYE	Pay As You Earn
PhD	Doctor of Philosophy
PLC	Public Limited Company
PSSSF	Public Service Social Security Fund
PwC	PricewaterhouseCoopers
R.E	Revised Edition



SUZA State University of Zanzibar
TANESCO Tanzania Electric Supply Company Limited
TRA Tanzania Revenue Authority
TZS Tanzanian Shillings
UDSM University of Dar es Salaam
UK United Kingdom

BOARD INFORMATION FOR THE YEAR ENDED 30 JUNE 2025

PRINCIPAL PLACE OF BUSINESS:

DODOMA OFFICE

The National Audit Office,
Ukaguzi House,
8th Floor,
Mahakama Road,
P O Box 1271,
41104 Tambukareli,
Dodoma, Tanzania.

DAR ES SALAAM OFFICE

Plot No 3,4 & 5,
Mhasibu House,
Bibi Titi Mohamed Street,
P O Box 5128,
Dar es Salaam, Tanzania.

ULTIMATE CONTROLLING ENTITY

United Republic of Tanzania,
Ministry of Finance,
Treasury Square Building,
18 Jakaya Kikwete Road,
P O Box 2802,
40468 Dodoma, Tanzania.

BANKERS

Bank of Tanzania,
2 Mirambo Street 11884,
P O Box 2939,
Dar es Salaam, Tanzania.

CRDB Bank Plc,
Ali Hassan Mwinyi Road,
P O Box 268,
Dar es Salaam, Tanzania.

1.0 INDEPENDENT REPORT OF THE CONTROLLER AND AUDITOR GENERAL

Chairman of the Governing Board,
National Board of Accountants and Auditors (NBAA),
Audit House, Mahakama Road,
P.O. Box 1271,
Dodoma, Tanzania.

1.1 REPORT ON THE AUDIT OF FINANCIAL STATEMENTS

Unqualified Opinion

I have audited the financial statements of the National Board of Accountants and Auditors (NBAA), 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 National Board of Accountants and Auditors (NBAA) 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 National Board of Accountants and Auditors in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the National Board of Accountants and Auditors (NBAA) Code of Ethics, and I have fulfilled my other ethical responsibilities in accordance with these requirements.

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

Key Audit Matters

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



Other Information

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

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

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

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

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


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

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

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

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

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



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

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

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

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

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are, therefore, 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 performed a compliance audit on the procurement of works, goods, and services in the National Board of Accountants and Auditors (NBAA) for the year ended 30 June 2025 as per the Public Procurement Act, 2023 the Public Procurement Regulations, 2024, and related directives. I examined each phase of the procurement life cycle, including advertising of tenders, evaluation of bids, award of contracts and contract management, to confirm that the entity issued competitive solicitations, applied approved evaluation criteria, secured authorizations before award and maintained complete transaction records.

Conclusion

Based on the audit procedures performed, I conclude that the National Board of Accountants and Auditors (NBAA) complies, in all material respects, with the requirements of the Public Procurement laws in Tanzania.


1.2.2 Compliance with the Budget Act and other Budget Guidelines

Subject matter: Budget formulation and execution

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

Conclusion

Based on the audit procedures performed, I conclude that the National Board of Accountants and Auditors (NBAA) 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





NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

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

2.1 INTRODUCTION

The Governing Board submits their report together with the financial statements for the financial year ended 30 June 2025, which disclose the state of financial affairs of the NBAA. The Governing Board's report has been prepared in accordance with the Tanzania Financial Reporting Standards No 1(TFRS 1), The Report by Those Charged with Governance.

2.2 NBAA PROFILE

The National Board of Accountants and Auditors (NBAA) is an independent regulatory body for the accountancy profession established under Section 3 of the Accountants and Auditors (Registration) Act, CAP 286, and operating under the Ministry of Finance. The NBAA was established in 1972 and started carrying out its activities from 15 January 1973.

2.3 NBAA'S VISION

"To become a world-class professional accountancy body in Tanzania that serves the interests of stakeholders and protects the public interest".

2.4 NBAA'S MISSION

To protect the public interest and provide exemplary services to stakeholders through setting high-quality standards for the accountancy profession; registering members and practicing firms; regulating accountancy syllabi and conduct of members and practicing firms; developing the accountancy profession; advocating for good governance and building capacity of its human resource". This will be accomplished through:

- Setting high-quality standards for the profession;
- Regulating registration of members and students;
- Monitoring accountancy training and conducting professional examinations;
- Regulating the conduct of members and students; and
- Providing continuing professional development programmes to enhance member's professional knowledge and skills.

2.5 NBAA'S CORE VALUES

NBAA has six (6) basic corporate core values considered to be specific and related to the core business of the Board which can be memorized through the acronym PITICA. These core values outlined below state how the employees of the Board are expected to behave while serving members and other stakeholders of the accountancy profession in Tanzania.



NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

- Professionalism - The Board shall act professionally while delivering its services and discharging its mandatory functions;
- Integrity - The Board shall endeavour to act in honest and ethical manner in delivering services to its stakeholders;
- Teamwork - The Board shall continue promoting cooperation and participatory management in developing the accountancy profession;
- Innovation - The Board shall proactively promote organizational culture that addresses changing in technology, environment and encourage creativity and continuous improvements in service delivery channels and processes;
- Customer focus - The Board shall treat customers and colleagues with courtesy and be responsive, timely and proactive to meet their needs (check customer focused from the preamble in marketing policy); and
- Accountability - Taking ownership and responsibility for all actions and results of implementing the plan/decisions.

2.6 PRINCIPAL ACTIVITIES

The principal activities of NBAA according to Section 4 of the Accountants and Auditors (Registration) Act, CAP 286 are:

- To promote and provide opportunities and facilities for the study of, and for the training in, accountancy, auditing and allied subjects;
- To conduct examinations and to grant diplomas, certificates and other awards of the Board in accountancy, auditing and allied subjects;
- To sponsor, arrange and provide facilities for conferences, seminars, discussions and consultations on matters relating to accountancy and allied subjects;
- To arrange for the publication and general dissemination of materials produced in connection with the work and activities of the Board;
- To stipulate accountancy or auditing standards and guidelines as appropriate and to ensure the compliance of the standards and guidelines by the subjects;
- To maintain a register of Certified Public Accountants in Public Practice, Certified Public Accountants, Graduate Accountants, Accounting Technicians and practising firms;
- To consider and decide upon applications for registration and to effect registration of practising accountants, accountants, Accounting Technicians and practising firms;
- To regulate the activities and conduct of Certified Public Accountants in Public Practice, Certified Public Accountants, Graduate Accountants, Accounting Technicians and practising firms and to evaluate foreign accountancy qualifications for exemption from parts of the Board's examinations; and
- To formulate the appropriate National Accountancy Scheme and syllabi and oversee that Accountancy syllabi in training institutions throughout the country are in accordance with the National Accountancy Scheme and syllabi and to evaluate internal institutional accountancy qualifications for exemption from part of the Board's examination; and to carry out such other functions after consultation with the Minister.

2.7 EXTERNAL ENVIRONMENT ANALYSIS

The National Board of Accountants and Auditors (NBAA) is a professional accountancy organization operating under the Accountants and Auditors (Registration) Act, CAP 286. The board made analysis on the external environment factor that may affect the achieving its mandated function and strategic plan annually during preparation of the annual plan and budgeting by addressing challenges and opportunities. The analysis focused on the political, social, technological, environmental and legal. By conducting annually analysis made the Board to be proactive by addressing the impacts before it affects its performance. For the year under review, no major impact was noted and the Board managed to perform its activities as planned except for a few activities which were not completed due to the nature of the activity. The detailed analysis was as follows;

Political factors

The Board conducted assessment of the political environment and noted that no risks was identified as the Board operated under the stable politically environment of Tanzania. Also, no political contribution was done by the Board and no political influences was noted.

Economic factors

The Board conducted the economic factors especially market factors that may affect the operation of the Board such as inflation rate, exchange rate, interest rate and nothing has been come into the attention of the Board that need special attention.

Social factors

The Board conducted an assessment of demographic changes in candidate registration and membership and noted areas requiring attention such as increase in enrolment of young candidates, shifting of learning mode to young candidates, gender disparities and graduate accountants registration requirements challenges on gender.

Technological factors

The Board have made substantial achievements in technological advancement to improve our services to customer/stakeholders. The main focus is to ensure that the systems developed by the Board are upgraded to improve efficiency in provision of the services. The main system upgraded during the year are MEMS, ERMS and development of NBAA Verification Number which will be used in collecting financial statements and verification of the authenticity.

Environmental factors

The Board will adopt measures to meet standards for emissions, waste reduction, and sustainable sourcing, and will further advance the sustainability agenda through training and the adoption of sustainability reporting standards.

Legal factors

The Board conducted assessment of the legal environment and noted that no risks was identified as the Board operated under the stable legal environment of Tanzania. Also, no legal changes that may affect the operations of the Board.

2.8 STRATEGIC OBJECTIVES

To preserve value over long term period, The Board is currently implementing its strategic plan for the period covering 2021/22 - 2025/26. This is a rolling plan which at every year-end is reviewed and updated to ensure that it is still appropriate and valid for the NBAA to achieve its mission.

NBAA's strategic plan focuses on achieving five objectives as follows:

- a) HIV/AIDS infections and non - communicable diseases reduced, and supportive services improved;
- b) Implementation of National Anti-Corruption Strategy enhanced, and corruption incidences reduced;
- c) Accountancy Profession improved and sustained;
- d) Governance and operations of the Board improved and sustained;
- e) Stakeholders' involvement and communication improved; and
- f) Financial management improved and sustained.

To realise these objectives NBAA developed the following strategies:

- Implementing HIV/AIDS Policy;
- Preventing and combating corruption practices;
- Ensuring availability of relevant learning resources;
- Ensuring availability of comprehensive regulatory frameworks;
- Building capacity of accountancy trainers and other resource persons;
- Promoting accountancy profession and compliance with regulatory frameworks;
- Improving examination processes and administration;
- Improving business processes and service delivery;
- Building human resource capacity;
- Ensuring compliance with good governance practices;
- Improving ICT ability to support business processes and service delivery;
- Strengthening marketing of accountancy qualifications and functions of the Board;
- Improving corporate social responsibilities;
- Identifying new sources of revenue to enhance financial resources;
- Strengthening internal controls and risk management; and
- Improving procurement management and compliance.

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

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

- Number of cases of HIV/AIDS infections at NBAA;
- Number of stigmatization cases;
- Number of staffs living with HIV/AIDS supported;
- Number of corruptions incidences;
- Number of corruption complaints;
- Percentage of compliance with accounting standards;
- Percentage of compliance with auditing standards;
- Percentage of compliance with laws and regulations;
- Candidates' pass rate;
- Level of stakeholders' satisfaction on services delivery;
- Meetings of the Governing Board and Management are done as per the schedules and charters;
- Level of customers' satisfaction;
- Increase of NBAA new students and members;
- Number of visitors to the NBAA portal;
- Percentage increase in revenue;
- Audit opinion; and
- Rate of Compliance with the Public Procurement Act and its Regulations.

2.9 KEY STRENGTH

The following are the key strengths which assist the Board in pursuit its objective:

- Existence of the Accountants and Auditors (Registration) Act, CAP 286 requires any person employed as accountant or auditor to register with the Board;
- Public confidence and trust on the administration of NBAA's examinations; and
- Existence of competent staff recruited based on the qualifications enshrined in schemes of service.

2.10 KEY ACHIEVEMENTS DURING THE YEAR

The Board set annual plan from the strategic plan to fostering achieving of the strategic goals. The Board ensure that the planned activities are conducted as planned for the year ended June 2025. The achievement of the annual plan is stipulated in table 1.

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

Table 1 Achievements of the NBAA for the year ended 30 June 2025

No.	Performance Indicator	Target Plan		Actual Achievement	
		2025	2024	2025	2024
1.	Administer two examinations per annum: NBAA successfully administered two examination sessions in November 2024 and May 2025.	2	2	2	2
2.	Administer two mid-session examinations for accountants who possess foreign qualifications: NBAA successfully administered two examinations in August 2024 and February 2025.	2	2	2	2
3.	Conduct IPSASs Diploma Course: NBAA managed to conduct two IPSASs Diploma course sessions during the year. One session was completed on August 2024 and the another in February 2025.	2	2	2	2
4.	Conduct training quality assurance regulatory visit to 15 Tuition Providers: The Board managed to visit 15 tuition providers.	15	15	15	15
5.	Issue 2 Publications of the Accountants Magazine: NBAA issued two Accountants Magazine during the year.	2	2	2	2
6.	Review Ant-Money Laundering (AML)/ Counter Financing of Terrorism (CFT) framework and conducted risk assessment for the Accountancy professional sector: The Board managed to review Ant-Money Laundering (AML) /Counter Financing of Terrorism (CFT) framework and Conducted risk assessment for the Accountancy professional sector.	-	1	-	1
7.	Conduct 25 Seminars per annum: NBAA conducted 25 seminars/webinar during the year of which some were conducted jointly with other institutions such as Bank of Tanzania, and Tanzania Revenue Authority (TRA).	25	25	25	25
8.	Implement IFAC's 7 Statement of Membership Obligations: NBAA geared itself towards implementation of the IFAC's 7 Statement of Membership Obligations during the year.	1	1	1	1
9.	Conduct Audit Quality Review (AQR) workshop for all small and medium auditing firms: NBAA conducted two workshops on Audit quality Review for small and medium audit firms in the country.	2	2	2	2

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

No.	Performance Indicator	Target / Plan		Actual Achievement	
		2025	2024	2025	2024
10.	Conduct Audit Quality Review (AQR) for all auditing firms under the circle of three years: NBAA planned to conduct Audit Quality Review for 52 firms within a year under the circle of three years and 52 firms visited.	52	52	52	52
11.	Conduct 5 workshops per annum: NBAA conducted 5 workshops during the year.	5	5	5	5
12.	Conduct 10 Accountancy professional Advisory programmes for various stakeholders as per the demand: NBAA conducted 10 Accountancy professional Advisory programmes for various stakeholders as per the demand.	10	10	10	10
13.	Organize and submit a pre-budget proposal to the Government through the Minister for Finance: NBAA through its Public-Sector committee continued to contribute to the national budget by submitting its pre-budget proposals to the Minister for Finance as an input to the country's fiscal and monetary plans. The proposal for the year 2025/26 had recommendations on withholding taxes, value added tax, flaws in the Income Tax Act 2004, multiplicity of taxes, and other non-taxes issues.	1	1	1	1
14.	Service NSSF loan by paying TZS 1,737,188,000: NBAA managed to service NSSF loan by paying TZS 1,737,188,000.	1	1	1	1
15.	Redeem PSSF equity by paying TZS 677,625,000: NBAA managed to redeem PSSF equity by paying TZS 677,625,000.	1	1	1	1
16.	Improve and integrate MEMS, ERMS, e-office systems, Government Electronic Payment Gateway (GePG) and corporate website to facilitate smoothly operation. NBAA managed to improve and integrate MEMS, ERMS, e-office corporate website and Government Electronic Payment Gateway (GePG) to facilitate smoothly operation.	99%	97%	99%	97%
17.	The Board continued with the review of the Accountant and Auditors (Registration) Act CAP 286 by laws.	100%	100%	100%	100%
18.	The Board managed to register members in different categories.	300	300	348	2,477

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

No.	Performance Indicator	Target / Plan		Actual Achievement	
		2025	2024	2025	2024
19.	The Board managed to facilitate establishment of the Accountant and Auditors Appeal Board.	100%	100%	100%	100%
20.	The Board managed to review the strategic plan.	-	100%	-	100%
21.	To Develop NBAA Verification Number System for collection of Financial Statements	100%	-	100%	-

Source: NBAA performance contract with the Treasury Register for the year ended June 2025

2.11 RELATIONSHIP WITH STAKEHOLDERS

The NBAA continued to maintain its relations with the general public, local and international organizations and remained a member of the International Federation of Accountants (IFAC) from 1986. The NBAA also maintained close working relationships with all other IFAC member bodies, including accountancy associations throughout the world. The NBAA is among the 37 founding members of the Pan African Federation of Accountants (PAFA) established in May 2011 in Dakar, Senegal. In addition, NBAA is among 11 founding Members of the African Forum of Independent Accounting and Auditing Regulators established in March 2018. The relations have enhanced the NBAA's current professional developments and technological changes taking place in other parts of the world.

NBAA has continued to maintain its associate membership with the Dar es Salaam Stock Exchange (DSE) until when DSE was demutualized to become DSE Plc, and NBAA remains to be one of the DSE Plc founding members.

For the purpose of discharging its duties the Board cooperate with other government and other stake holders. Main stakeholders who integrated with the Board in executing its responsibility of regulating accountancy profession are:

a) Ministry of Finance

In the matter of major economic policies and finance, the Ministry of Finance is issuing guidelines to the Board. The Ministry is also responsible for allocating fund from national budget and releasing fund to the Board as per approved budget.

Key concerns

They were concerned about entity growth prospects in a challenging operating environment, including management's decision to allocate financial capital in different priorities. The Ministry is also interested in how NBAA is embedding sustainability considerations into our business practices.



NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

Value we create

Continuous engagement to ensure full disclosure and open communication so as to inform the Ministry on their investment decisions to the Board.

b) Regional and International Accountancy Professional Bodies

The Board collaborates with regional and international Professional Boards such as International Federation of Accountants (IFAC), Pan African Federation of Accountants (PAFA), African Organization of Supreme Audit Institutions (AFROSAI) and the Mutual Recognition Agreement signed among East Africa Community Institutes of Accountants in 2011 to ensure compliance to various Standards, regulations and requirements as well as sharing of knowledge, experience and benchmarking.

Key concerns

Their key concern is to improve and increase supervision and ensure accountants and auditors adhere to the compliance to standards.

Value we create

Continuous NBAA seminar, training and workshop to the auditors and accountants for capacity building and knowledge sharing.

c) Regulators

The Board collaborates with other regulators to ensure compliance with various standards, regulations and requirements, harmonization of rules, guidelines, procedures, and standards on issues relating to financial reporting.

Key concerns

The key concern is to improve and increase supervision and ensure accountants and auditors adhere to the compliance standards.

Value we create

NBAA has been taking measures against accountants and auditors who do not comply with the ethics of auditing and accounting. NBAA has been conducting workshops and seminar training for capacity building and knowledge sharing.

d) General public

The public continued to be the main partner in helping the board to pursue its objectives. This was done through their various contributions to the Board activities.

Key concerns

They desire NBAA to be more intuitive and time efficient. Providing excellent customer service.

Value we create

Developing innovative solutions that meet our customers' specific needs.

e) Employees

Our staff are key to making NBAA a great place to work. Motivated and skilled staff, together with efficient and value-creating solutions, services and operations offer value to our customers. Staff as part of society, contribute materially to the communities in which they live and work.

Key concerns

They want to grow as the entity grows, open doors for career progression, opportunities to contribute to society and a work environment that is friendly, safe and conducive to work-life balance.

Value we create

- Rewarding staff for the value they add to the Board;
- Developing our staff to further their careers and studies;
- Transforming into an inclusive society through gender equality; and,
- Motivating and energising our workforce.

f) Students/Members

These are important key stakeholders as they provide an assurance of how we NBAA fulfil the requirements of the enabling Act.

Key concerns

- Conducting examinations that are within the syllabus requirements;
- Enhancement of their professional competences;
- Personal and technical support, query resolution and advocacy;
- Sustainability of the accountancy profession within the country; and,
- Value of NBAA examinations and membership.

Value we create

- Availability of continuous professional development through seminars and workshops;
- Provision of technical and non-technical training;
- Timely delivery of professional support;
- Enhanced self services accessed online through MEMS and NBAA website; and,

- Availability of comprehensive and quality control procedures for examination conducted.

2.12 RESOURCES

In executing its duties, NBAA has the following key resources/inputs which are tangibles and intangibles as explained further below:

a) Financial resources

The Board has two main sources of funds to finance its operations which are subvention from the Government and own source generated fund. The subvention from the Government accounted for TZS 3.18 billion and TZS 2.26 for both 2025 and 2024 respectively while the internal sources contributed TZS 22.02 billion for 2025 and TZS 17.25 billion for 2024 of the total funds required to finance Board's operations. The Board believes that the Government through the Ministry of Finance will continue to finance its various activities.


b) Manufactured resources

NBAA sees manufactured capital as material goods, infrastructure and technology, leased or wholly owned and whose value is realized in the delivery of products and services. NBAA controls and owns the following manufactured assets:- three (3) plots of land, five(5) motor vehicles, office household and furniture, office equipment, library books and graduation gowns. Assets are located at Dar es Salaam and Dodoma offices. NBAA strives to tap manufactured capital to drive the realization of financial capital.

NBAA's manufactured capital is key to sustainable business growth. NBAA's flexibility and resilience in the market is enabled by the efficient use of manufactured capital, allowing it to respond to societal needs, be innovative and efficiently deliver new products and services to the market. Furthermore, efficient deployment of manufactured capital reduces resource use and system downtime, thus enhancing both operational and cost efficiencies, ensuring sustainable growth. NBAA has continuously invested in technology platforms to make operations more efficient with less or without physical interactions with students and members.

c) Human resources

To deliver on our strategy we have a team of 66 (2024: 66) engaged employees serving our customers across the business, drawn from diverse backgrounds. NBAA is committed to developing an elaborate best-in-class employee value proposition to ensure our staff successfully delivers on the entity's strategies. NBAA wants to reinforce a culture of high performance underpinned by ethical conduct and personal responsibility for performance by continually investing in human resource development focusing on training, staff wellness, staff recognition, competitive remuneration and career growth.



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d) Social and relationship resources

This is composed of ethical and transparent relationships with our customers, shareholders, investors, suppliers, regulatory bodies, government and society. It also includes the skill of sharing value with our stakeholders to improve individual and collective welfare.

e) Natural resources

Natural capital consists of renewable and non-renewable environmental resources, consumed or affected by our business for the prosperity of the organization. Here we are mainly talking about water, soil, ores, forests and biodiversity. We understand that, even though we are a service business, our activities impact the environment in one way or another. NBAA controls and owns three (3) plots of land located at Dar es Salaam and Dodoma offices.

Our strategy to become a more digital institute has strongly contributed to a reduction in paper consumption. A large part of our internal processes no longer uses paper, which is replaced by electronic and digital means. Our operations are highly dependent on the availability of electricity, therefore, we seek to continually improve our energy efficiency through internal projects and consumption reduction targets.

f) Intellectual resources

The Board owns the Members and Examinations Management System (MEMS) which facilitates the registration and management of candidates, members and firms, as well as National Board of Accountants and Auditors Verification Number (NBAAVN) which is an online system for the submission of audited financial statements. Through these systems, the Board has made substantial progress in technological advancement, thereby enhancing service delivery to customers and stakeholders.

2.13 APPROPRIATION OF RESERVES/SURPLUS

The NBAA is a public institution that is not for profit and for that reason; there is no declaration of dividends. Surplus generated, if any, is used for financing its future activities according to Section 29 of the Budget Act of 2015.

2.14 CORPORATE GOVERNANCE STATEMENT

The Board is committed to the principles of effective corporate governance. The Directors also recognise the importance of integrity, transparency and accountability. Corporate Governance is the backbone of any organization's strategy and success.

It provides a framework within which corporate objectives are set and performance monitored, as well as providing assurance to stakeholders. Governance has proven from time immemorial to be paramount to the success of any institution.

Corporate governance continues to advance with the focus currently being on environmental, social and governance factors and the role of corporates in their attainment. The Code



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emphasizes the need for boards to adopt ESG lens in guiding performance thereby promoting sustainable practices.

NBAA has diversity in its board and hence it has ensured that the board is well equipped for the new advancement in Corporate Governance in respect to environmental, social and governance (ESG) by provide training on ESG and sustainability reporting. NBAA has ensured its service offerings are aligned with the global best practices on ESG through automation of the activities to reduce use of papers. Also the Board has developed sustainability reporting framework which will be used as the roadmap in implementation. The Board conducted two seminars to its members on the ESG and sustainability reporting.

a) Board operations and control

i. Principle on appointment of Board members

The Chairperson of the Governing Board is appointed by the President of the United Republic of Tanzania, for a term of three years. The appointment of the rest of the Governing Board members is done after every three years by the Minister for Finance after consultation with the NBAA as stipulated in the Accountants and Auditors (Registration) Act CAP 286 under clause 1-9 of the schedule.

The Chairperson of the Governing Board may, unless he/she resigns or his/her membership is otherwise terminated, hold office for a maximum of two consecutive terms of three years each.

ii. Responsibilities of the Board

NBAA is committed to the principles of effective corporate governance. The Board recognize the importance of integrity, transparency, and accountability. The Board has the overall responsibility for the activity, including responsibility for identifying key risk areas, considering and monitoring investment decisions, significant financial matters and reviewing the performance of management business plans and budgets.

The Board is also responsible for ensuring that a comprehensive system of internal control policies and procedures is operative and is compliance with sound corporate governance principles.

iii. Structure of the Board

To ensure effectiveness and value addition to the entity, the Board has a maximum of 13 members including the Chairman. In addition, the Board had established six Committees. The Board and its Committees have Charters which provide terms of reference and guidance on undertaking their oversight role. Thus, the Board ensures that its committees are appropriately constituted with members who have the necessary skills and expertise to handle the responsibilities allocated to them.

iv. The Board instruments

NBAA has developed the Board's Code of Ethics and Conduct in accordance with the Treasury Registrar's Board of Directors Code of Ethics and Conduct Guidelines, 2022. The Code has been cascaded down to all employees, as well as to the established Charters of the Board and its Committees so as to guide the Board in undertaking its oversight role and planned activities. The Code and the Charters are reviewed where needs arise to cope with changes. Further, the Board develops a work plan and an evaluation toolkit annually to ensure effectiveness.

v. Independence of Board members

The Board assesses the Independence of Board members on an annual basis to ensure that the Board always benefits from independent and objective judgment.

vi. Principle on age limit for the Board members

The Government has prescribed 70 years as the age limit for Board members.

vii. Governance and audit

The Board continues to oversee the management on the implementation of the Controller and Auditor General's recommendations made during the statutory audit of the financial year 2023/24. In addition to that, the Board continues to oversee the implementation of recommendations made by the Office of the Treasury Registrar following the Management/Governance audit conducted in the financial year 2020/21.

viii. Rights of the Government and other stakeholders

NBAA recognizes, respects and protects the rights of the Government and other stakeholders through:

- Availing information on the NBAA's performance by publishing annual reports together with audited financial statements; and
- Ensuring equitable treatment of all members in discharging the NBAA's functions, and engaging the media on dissemination of important NBAA's information.

ix. Stakeholder relations

The Board has identified categories of stakeholders which are the Government, employees, regulators, Regional and International Accountancy Professional Bodies, members and the general community.

Before making its decisions, the Board takes the interests of all stakeholders into account to ensure that engagement with stakeholders is deliberate and planned. Furthermore, the Board wishes to ensure that communication with stakeholders is always transparent and effective.

x. Ethics and social responsibility

The Board has identified the following four ethical values, which underpin good corporate governance, to guide all its deliberations, decisions and actions:

- **Responsibility:** The Board assumes responsibility for the assets and actions of the entity (NBAA) and is willing to take corrective actions to keep the entity on a strategic path that is ethical and sustainable;
- **Accountability:** The Board justifies its decisions and actions to the Government and other stakeholders;
- **Fairness:** The Board ensures that it considers the legitimate interests and expectations of all stakeholders; and,
- **Transparency:** The Board discloses information in a manner that enables stakeholders to make an informed analysis of the NBAA's performance and sustainability.

NBAA has developed the Board's Code of Ethics and Conduct, 2022 to ensure that its business is conducted according to the highest ethical standards and in compliance with all the applicable laws and regulations governing the regulation of the entity. The provision of the Code apply to all directors and the board ensures that all the directors, senior management and staffs adhere to it.

xi. Risk management and internal control

Risk management is about understanding the uncertainties facing the Board, and developing strategies to benefit from them, or minimise their impact on the achievement of the Corporation's targets and strategic objectives. The Board performs comprehensive examinations to assess the risks to which it is exposed and to determine the materiality of such risks. Thus, the risk-management strategy of the Corporation is designed to support the achievement of the Board's strategic objectives as a whole, while identifying and quantifying risks, establishing risk ownership, and maximizing business value, taking into consideration costs in terms of risk, by every responsible function at all levels of the Board.

b) Composition of the NBAA Governing Board

The NBAA Governing Board is ordinarily composed of 13 members, including the Chairperson and the Executive Director as an ex-officio member. During the reporting year, a transition in Board tenure resulted in an overlap between outgoing and incoming members and at certain points the Board had 17 members in attendance, including the Chairperson.

NBAA is committed to appointing a diverse mix of qualified individuals to the Board. Diversity is observed through differences in age, gender, and professional qualifications, which strengthens the Board's governance capacity and provides a competitive edge.

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The outgoing Governing Board held office from 9 November 2021 to 8 November 2024, while the new Board was appointed effective 9 November 2024 to 8 November 2027. The September 2024 Board meeting was attended by the 13 members of the outgoing Board, whereas the March and June 2025 meetings included 17 members, reflecting the overlap between outgoing and incoming Board members.

Table 2 Composition of the Governing Board during the year under audit

	<p>CPA Prof. Sylvia S. Temu</p> <p>Chairperson (Age: 67), Female, Tanzanian</p> <p>CPA Prof. Sylvia holds a PhD in Business Administration (University of Bremen, Germany), Master of Business Administration (Diploma Kauffrau) Technical University of Berlin, Germany, Certificate in Technology Management and Cooperation (Technical University of Berlin, Germany), Bachelor of Commerce (Honours), Specializing in Accounting First Class (UDSM) and Certified Public Accountant (CPA).</p> <p>CPA Prof. Sylvia is Associate Professor in Business Management University of Dar es Salaam Business School and A former Director of Higher Education, Ministry of Education, Science and Technology from 2013 to 2017.</p>
<p>She has worked as Deputy Director Centre for Continuing Education (CCE), Director University Consultancy Bureau, Director of Planning and Finance, and Deputy Vice Chancellor Research at University of Dar es Salaam, where she has worked for thirty-three years. Also, she has an extensive experience in scholarly as she is also an academician who lectured at different levels at University of Dar es Salaam.</p>	
<p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024 and reappointed from 9 November 2024 to 8 November 2027.</p>	
<p>CPA Prof. Ganka D. Nyamsogoro</p> <p>Director (Age: 53), Male, Tanzanian</p> <p>Doctor of Philosophy in Finance (UK), MSc. International Banking and Finance (UK), Advanced Diploma in Computer Applications (ADCA) (iDM-Mzumbe) and Certified Public Accountant (CPA (T)).</p> <p>Ganka has worked as the Acting Head, Department of Accounting and Finance (DAF), Associate Director - Directorate of Research and Postgraduate Studies (DRPS), Dean, School of Business, and the Principal, Mzumbe University Dar es Salaam Campus College before being appointed as the Deputy Vice Chancellor (Academic Affairs) of Mzumbe University from March 2017 to July 2021.</p>	

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He has worked as a visiting lecturer for Development Finance and Quantitative Methods courses offered at master's level by the University of Bradford (UK). He has also worked as a visiting lecturer in Microfinance for International Development, a Masters Course at the University of Greenwich in the UK.

He is also an adjunct professor and a moderator of examinations of several universities in Tanzania and Africa. He has supervised several Masters' dissertation in financial markets in Ghana, Nigeria, Bangladesh, India, and Sri-lanka. Currently, he supervises and examines PhD candidates registered in several universities in Africa. Ganka was the first chairman of the Mzumbe University Audit Committee.

He has been a trainer in Portfolio and Investment Analysis, Capital Markets, Current Issues in Accounting and Finance, Banking and in Financial Management, Financial Accounting and Cost and Management Accounting.

Duration

Appointed effective from 9 November 2021 to 8 November 2024



CPA Paul R. Bilabaye

Director (Age: 53), Male, Tanzanian

Post Graduate Diploma in Leadership (Alto University-Finland), Certified Procurement and Supplies Professional (CPSP), MBA-Corporate Management (Mzumbe University) and Certified Public Accountant (CPA (T)).

CPA(T) Paul is Accountant currently serves is the Assistant Registrar and Director of Finance and Administration at Engineers Registration Board (ERB). Previously, he served as the Capacity Development Specialist at Uongozi Institute.

He was working as the Head of Finance and Administration at Procurement and Supplies and Technician Board (PSPTB) before that he was acting as Director of Finance for Administration for four years (2009 - 2013).



He has been a Finance Manager at National Board of Material Management (NBMM) (2006 - 2008). He has also worked at Tanzania Education Authority (TEA) as Senior Accountant. He also worked as Accounts Assistant at National Board of Material Management (NBMM) (1998 - 2001).

He has been a trainer/facilitator in various occasions like Uongozi Institute Training Programme to National Council for Technical and Vocational Education and Training (NACTVET), TANESCO, Ministry of Minerals, Kibaha Town Council and Tanzania Rural and Urban Roads Agency (TARURA), Uongozi Institute Training Programme to over 180 District Executive Directors and District Commissioners between 2017 - 2018 and so many other trainings.



Duration

Appointed effective from 9 November 2021 to 8 November 2024 and reappointed from 9 November 2024 to 8 November 2027.

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<p>CPA John F. Ndetico</p> <p>Director (Age: 59), Male, Tanzanian</p> <p>Mr John holds a Master of Project Management (MPM) (Open University of Tanzania), Master of Business Administration (MBA) - Finance and Banking, Post Graduate Diploma (PGD)- Financial Management (Maastricht School of Management-Netheland) and Certified Procurement Supplies Professional, Advance Diploma in Certified Accountancy - Institute of Development Management (Mzumbe) in 1995 and Certified Public Accountant (CPA(T), Certificate of Directorship (CiDir) - IoDT. He is also a Member of Association of Certified Fraud Examination (ACFE) and a member of International Purchasing and Supply Education and Research Association (IPSERA).</p>	
<p>He is the Director of Customer Service of Arusha Urban Water Supply and Sanitation Authority (AUWSA).</p> <p>He was employed by Moshi Urban Water Supply and Sanitation Authority as Finance Officer from 1 July 1999 to 4 August 2013 and then he was appointed as Commercial Manager from 5 August 2013 up to 3 March 2020.</p> <p>He is a Member of the Pangani Water Basin Office Audit Committee and the chairman of the Tender Board at Arusha Urban Water Supply and Sanitation Authority from August 2014 until July 2019.</p> <p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024 and reappointed from 9 November 2024 to 8 November 2027.</p>	
	<p>CPA Witness M. Shilekirwa</p> <p>Director (Age: 56), Female, Tanzanian</p> <p>Ms Witness is a Chartered Accountant with Certified Public Accountant - FCPA (T). She holds master's in business administration (MBA) from East and Southern Africa Management Institute (ESAMI) and Advanced Diploma in Certified Accountancy from Mzumbe University (IDM) of Tanzania.</p> <p>She is a founder and Managing partner of Mazars Tanzania since 2016 with experience of over 20 years in professional firms.</p> <p>Witness began her career at Price water house Coopers Tanzania, (formerly Coopers and Lybrand) in November 1996 as an audit assistant where she worked for 3 years before joining Deloitte Tanzania in 2000.</p>



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<p>Witness was seconded to Deloitte Canada in October 2004 until March 2006 when she returned to establish Wiscon Associates. In 2014 she started work as a correspondent of Mazars for 3 years until 2017 when the firm integrated with Mazars Global.</p> <p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024.</p>	
<p>CPA Francis M. Mwakapalila</p> <p>Director (Age: 58), Male, Tanzanian</p> <p>Mr Francis holds a master's degree in Auditing Management and Consultancy from University of Central England, Birmingham, United Kingdom, Advanced Diploma in Accountancy from Institute of Finance Management (IFM) and Certified Public Accountants -CPA(T).</p>	
<p>He has been working with high -profile organisations and proven track record of developing and implementing financial management strategies as Director of Finance Tanzania Petroleum Development Corporations (TPDC) and Accountant General of The United republic of Tanzania.He has held various position in the United Government of Tanzania such Accountant General of the United Republic of Tanzania.</p> <p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024.</p>	
<p>CPA Adv. Fredrick B. Msumali</p> <p>Director (Age: 58), Male, Tanzanian.</p> <p>Mr Fredrick holds a B.com (hons) in Finance - UDSM, MBA(Marketing) - UDSM, LLB -Tumaini University, Postgraduate Diploma in Legal Practice - Law school of Tanzania, Advocate of the High Court of Tanzania.</p> <p>He is the founding and Managing Partner of an Audit Firm, Elite Finance Managers. He also worked with DHL Tanzania Limited and Group Five International (Pty) Ltd as a Finance Manager. His audit career started when he joined PricewaterhouseCoopers.</p> <p>He was also involved in several professional assignments in Tanzania, Kenya, Uganda, Zambia, and South Africa. He is also a practicing advocate of the High Court of Tanzania and has been providing several legal solutions to his clients in Tanzania.</p>	



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<p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024 and reappointed from 9 November 2024 to 8 November 2027.</p>	
	<p>CPA Rukia J. Adamu</p> <p>Director (Age: 69), Female, Tanzanian</p> <p>Ms Rukia holds a Master's degree in Business Administration (UDSM) Advance Diploma in Certified Accountancy from IDM Mzumbe and Certified Public Accountants -CPA(T).</p> <p>She worked as Deputy Director Accounting Operations, Deputy Director Management Accounting at Tanzania Revenue Authority</p>
<p>She worked as Group Management Accountant, National Credit manager, plant Accountant and fixed asset Accountant with Tanzania Breweries Ltd.</p> <p>She Worked as Chief Accountant, Finance and Administrative Manager with Dar Brew and Tanzania Distiller's Limited respectively both subsidiary companies of Tanzania Breweries Limited.</p>	
<p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024.</p>	
<p>CPA Aisha R. Kapande</p> <p>Director (Age: 46), Female, Tanzanian</p> <p>Ms Aisha holds a Master of Business Administration (MBA) - University of Dar es salaam, Postgraduate Diploma in Finance Management- Institute of Finance Management (IFM) and Certified Public Accountants - CPA(T).</p> <p>She is amongst women in the accounting profession who works very hard, she is working with the Institute of Social Work as Chief Accountant.</p> <p>She worked with Hashi Energy Tanzania ltd in the same position of Senior Accountant. She has also worked with Engen Marketing Tanzania and Chevron Tanzania (T) Ltd in different times under the position of Stock Accountant. On her way to Professional Accountant.</p> <p>She has also worked with Care International Tanzania under the position of Assistant Grant Officer (September 2003 to May 2004), Assistant Internal Auditor (June 2001 to October 2004) and under the position of Fund Accountant (March 2006 to February 2007).</p>	

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<p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024 and reappointed from 9 November 2024 to 8 November 2027.</p>	
	<p>CPA Issa I. Masoud</p> <p>Director (Age: 43), Male, Tanzanian</p> <p>Mr Issa holds a Master's degree (Msc: Finance and Accounting), Advanced Diploma in Accountancy (ADA) and Certified Public Accountants - CPA(T).</p> <p>He has been working with high -profile organization in the media arena thus Clouds Media Group who are owners of Clouds FM, Clouds TV, Times FM and other media forums as Finance Manager since 1 April 2014.</p> <p>He has also worked with BOA Bank Tanzania Ltd Morogoro Branch as a Senior Branch Manager.</p> <p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024 and reappointed from 9 November 2024 to 8 November 2027.</p>
<p>CPA Dyoya G. Dyoya</p> <p>Director (Age: 61), Male, Tanzanian</p> <p>Mr Dyoya is a Certified Public Accountant in Public Practice. He holds a Master's degree in international Trade Economics (UDSM).</p> <p>He has been working with high -profile organisations and proven track record of developing and implementing financial management strategies as follows Chief Internal Auditor Kilimanjaro Reginal Office, Chief Internal Auditor - Tanzania Airport Authority, Chief Internal Auditor at community Development , Gender and Children, Chief Internal Auditor Prime Minister office Chief Compliance Office at Judiciary and Ag. Chief Internal Auditors at Ministry of Energy and Minerals.</p> <p>Also he has an experiences on Trade and Business Negotiations, World Trade Organization (WTO)/Multilateral Trading Systems, Regional Integration, Audit and Investigations and Accounting, Public Finance and Investment.</p> <p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024 and reappointed from 9 November 2024 to 8 November 2027.</p>	

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<p>CPA Rukia H. Abdulla</p> <p>Director (Age: 58), Female, Tanzanian</p> <p>Mrs Rukia holds a Master of Science in finance from the University of Strathclyde (UK). Post Graduate Diploma in Financial Management (PGDFM) IFM, Advance Diploma in Certified Accountancy (ADCA) IDM Mzumbe, Certified Public Accountant (CPA (T)) and Diploma in International Public Sector Accounting Standards (IPSAS)-NBAA.</p>	
<p>She has been working with high -profile organizations and proven track record of developing and implementing financial management strategies as follows Manager - Finance and Administration at Zanzibar Roads Fund, Director of Finance at The State University of Zanzibar (SUZA), Acting Director of Finance at The State University of Zanzibar (SUZA), Head - Department of Finance at The State University of Zanzibar (SUZA), Bursar at The State University of Zanzibar (SUZA), Deputy Bursar at The State University of Zanzibar (SUZA), Financial Analyst at Zanzibar Investment Promotion Agency (ZIPA), Chief Accountant at Zanzibar Investment Promotion Agency (ZIPA).</p> <p>Currently she is working as Ag Director of Quality Assurance and Technical Services at Zanzibar Institute of Accountants, Auditors and Tax Consultants (ZIAAT).</p> <p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024.</p>	
	<p>CPA Dr . Mwamini Tulli</p> <p>Director (Age: 65), Female, Tanzanian</p> <p>CPA(T), Dr. Mwamini Tulli is a holder of PhD Degree in Accounting and a Certified Public Accountant. Dr. Tulli is a retired Senior Lecturer, worked for 40 years in public training Institutions at the College of Business Education (CBE) (10) and IFM (30) as a trainer, Researcher and consultant in Accounting and Finance.</p>
<p>Governance and related areas. Dr. Tulli also served as a committee member of the group of Experts in Finance and Administrative matters to the United Nations Educational, Scientific and Cultural Organization (UNESCO) representing Africa for four years, 2002 to 2005. She is currently a Chairperson of the Governing Council of Institute of Accountancy Arusha, Member of NBAA Governing Board and a member of Audit Committee in Fair Competition Commission (FCC). She also served as a member of the Board, in the following Institutes: Board member; Chairperson of audit committee and a member of academic committee at the Dar s salaam Maritime Institute (DMI) for 6 years, Board member and Chairperson of Audit Committee at Public Procurement Regulatory Authority (PPRA) for 6 years; Board Member and member of Audit Committee at PPF Pension Fund (PPF) for 3 years. Board Member and Member of education Committee at National Board of Accountants and Auditors (NBAA) for 3 years and Board Member at the former Tanzania Legal Corporation (TLC) for 13 years. She is a registered member of the National Board of Accountants and Auditors, a member of Tanzania</p>	

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<p>Association of Accountants (TAA) and a member of Tanzania Women Certified Accountants (TAWCA). She is also a member of Institute of Directors of Tanzania (IoDT)</p> <p>Duration</p> <p>Appointed effective from 9 November 2024 to 8 November 2027.</p>	
<p>CPA Zainab Salome Msimbe</p> <p>Director (Age: 46), Female, Tanzanian</p> <p>CPA Zainab is a Fellow Certified Public Accountant (FCPA-PP), Masters of Business Administration (Finance), Bachelor of Commerce Degree (Finance) and Registered Tax Consultant</p>	
<p>Zainab is the Country Senior Partner for PricewaterhouseCoopers (PwC) Tanzania, bringing over 20 years of experience to the role. Previously, she served as the Country Operations Partner, where she managed Operations and Finance matters for PwC Tanzania and led the Learning and Methodology Practice.</p> <p>Zainab has extensive experience providing assurance services to clients across a wide range of industries, both within and outside Tanzania. Her expertise spans manufacturing, hospitality, banking, insurance, real estate, and pension funds. Additionally, she has significant experience working with Government and Public sector entities on financial audits and capacity building. Zainab's wealth of expertise and proven track record of success make her an invaluable asset to PwC Tanzania.</p> <p>Earlier in her career, Zainab worked as an internal auditor for African Banking Corporation and spent two years at PwC Uganda. She is a founding member and former member of the Governing Council of the Tanzania Association of Certified Women Accountants and a mentor to many young women. She also served as a Governing Council member of the Institute of Tax Administration for six years.</p> <p>Duration</p> <p>Appointed effective from 9 November 2024 to 8 November 2027.</p>	
<p>CPA Leonard Mkude</p> <p>Director (Age: 56), Male, Tanzanian.</p> <p>CPA Mkude is a Certified Public Accountant (FCPA-PP), Masters of Business Administration (Finance), Bachelor of Commerce Degree (Accounting).</p>	

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CPA Mkude is currently Accountant General of URT, Non-Executive Director at Kudu Graphite a subsidiary of Evolution Energy, Board Member of NBAA, Board Member of Mzingo Cooperation, Member of the Executive Committee of the African Association of Accountant Generals, Served as an Interim Exco of African Professionalisation Initiative (API), Worked previously as a Banker and Central Banker.

Throughout his career he has been extensively involved in internal Controls, Quality Assurance, Financial Reporting, Budgeting, Business Continuity Management, Projects Management, Strategic Planning, Risk Management, Project Design and Development. Has been involved in IFRS transition particularly on Financial Instruments for East African Community (EAC) Central Banks and public sector migration to IPSAS 41. Currently leading the Public Sector Transition to Sustainability Standards

Involved in various IT systems from research, project execution and post implementation review.

Awarded Best Public Sector Finance Transformation leader of the year in Africa by African Conference and Awards in 2024.

Prestigious Public Sector Finance Leader of the Year Award by Ghana African Conference and Awards in 2025.

Duration

Appointed effective from 9 November 2024 to 8 November 2027.



CPA Salhina Mkumba

Director (Age: 56), Male, Tanzanian

Mr. Salhina M. Mkumba has over 20 years of experience in Public Sector Auditing and is currently the Deputy Auditor General responsible for audits of Public Authorities and other Bodies at the National Audit Office of Tanzania.

Mr. Mkumba is a Certified Public Accountant and an active member of the National Board of Accountants and Auditors of Tanzania (NBAA). He was also a member of the African Union Board of External Auditors (2021-2024), an alternate member of the SADC Audit Committee, and the supervisor of the Tanzanian team in the audits of the East African Community, the International Conference of the Great Lakes Region, the African Civil Aviation Commission, and the Residual Special Court for Sierra Leone. Mr. Mkumba holds a Master of Business Administration degree from the University of Dar es Salaam (2007) and an Advanced Diploma in Certified Accountancy from the Institute of Development Management - Mzumbe (1999).

Mr. Mkumba joined the National Audit Office in 2001 and has been involved in the audits of Local Government Authorities, Ministries, and Public Corporations. Before his appointment as Deputy Auditor General, he served as Director of External Audit (Tanzania) on the Audit Operations Committee of the United Nations Board of Auditors (2015-2018), where he also chaired the Audit Operations Committee (2015-2016), was Chair/Convenor of the Technical Group of the Panel of

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External Auditors of the United Nations and the International Atomic Energy Agency (2016-2017), Deputy Director of External Audit (Tanzania) at the UN Board of Auditors (2012-2015), Resident Auditor responsible for supervising audits of the Ministry of Finance and affiliated bodies in Tanzania (2005-2012), Senior Auditor responsible for the audit of the Accountant General's Department (2004), and External Auditor at the Dar es Salaam City Council (2001-2002).

Mr. Mkumba was one of the champions at the National Audit Office of Tanzania (NAOT) in transforming NAOT's audit methodology. In this role, he facilitated training on Regularity Audit and the use of electronic documentation during audits for his peers. He also served as an external resource person on Regularity Audit for the African Organization of English-Speaking Supreme Audit Institutions (AFROSAI-E) and as a facilitator in the INTOSAI Development Initiative/AFROSAI-E courses on the Management Development Programme.

Duration

Appointed effective from 9 November 2024 to 8 November 2027.

CPA Dr Indiael Kaaya

Director (Age: 46), Male, Tanzanian

Indiael Daniel Kaaya is currently a Deputy Rector Academics, Research and Consultancy (DR - ARC) at the Eastern Africa Statistical Training Centre (EASTC). Indiael holds a PhD in Accounting (India), MSc. in Accounting and Finance from University of Birmingham (UK) and Bachelor of Accounting and Finance of Mzumbe University (Tanzania). Kaaya is a Certified Public Accountant - CPA (T), Certified trainer and consultant.



Kaaya's main expertise includes corporate reporting, international reporting standards, public financial management, auditing, governance and risk management, strategic planning and budgetary oversight, Integrated reporting.

Kaaya has over nine-teen years of experience in professional and academic training and capacity building and has consulted several organizations across countries, such as, Tanzania, Rwanda, Kenya, Zambia, Namibia, South Africa, Somalia, German and Uganda. His continuous working with private and public sector organizations at different capacity and levels has earned him phenomenal experiential experiences in fostering strategic governance and execution.

Duration

Appointed effective from 9 November 2024 to 8 November 2027.

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	<p>CPA Pius A. Maneno</p> <p>Executive Director and Secretary to the Board (Age: 59), Male, Tanzanian</p> <p>Mr. Maneno holds B.COM (UDSM), Masters in Accounting and International Finance (MAcc-UK), Post graduate Diploma in Management (Netherland). Certified Public Accountant (CPA (T)) and a Chartered Company Director certificate from the Institute of Directors in New Zealand. He is Executive Director of National Board of Accountants and Auditors, He has previously worked as Manager Corporate Services of the National Board of Accountants and Auditors, Manager Finance and Administration of the National Board of Accountants and Auditors.</p> <p>Duration</p> <p>Appointed effective from 9 November 2021 to 8 November 2024 and reappointed from 9 November 2024 to 8 March 2026.</p>
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c) Attendance of Governing Board meetings

In the year 2024/25, the Governing Board held three meetings.

Table 3 Governing Board meetings attendance

SN	Name	Position	Ordinary meetings
			196 27 September 2024
1	CPA Prof. Sylvia S. Temu	Chairperson	✓
2	CPA Prof. Ganka D. Nyamsogoro	Vice Chairperson	✓
3	CPA Paul R. Bilabay	Director	✓
4	CPA Issa M. Iddi	Director	✓
5	CPA Witness M. Shilekirwa	Director	X
6	CPA Francis M. Mwakapalila	Director	✓
7	CPA Rukia J. Adamu	Director	✓
8	CPA John F. Ndetico	Director	✓
9	CPA Adv Fredrick B. Msumali	Director	✓
10	CPA Alsha R. Kapande	Director	✓
11	CPA Dyoya G. Dyoya	Director	✓
12	CPA Rukia H. Abdulla	Director	✓
13	CPA Pius A. Maneno	Secretary	✓

Source: Governing board minutes for the year 2024/25

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

Key

- ✓ Attended
- X Not attended

New Governing Board which held office during the year was appointed effective from 9 November 2024 to 8 November 2027.

Table 4 Members of the New Governing Board - meetings attendance

SN	Name	Position	Ordinary meetings	
			197	198
			27 March 2025	26 June 2025
1	CPA Prof. Sylvia S. Temu	Chairperson	✓	✓
2	CPA Adv Fredrick B. Msumali	Vice Chairperson	✓	✓
3	CPA Paul R. Bilabaye	Director	✓	X
4	CPA Issa M. Iddi	Director	✓	✓
5	CPA Dr. Indialael Kaaya	Director	✓	✓
6	CPA Salhina Mkumba	Director	✓	✓
7	CPA Leonard Mkude	Director	X	✓
8	CPA Witness M. Shilekiwa	Director	✓	✓
9	CPA Francis M. Mwakapalila	Director	X	X
10	CPA Rukia J. Adamu	Director	✓	X
11	CPA John F. Ndetico	Director	✓	✓
12	CPA Dr. Mwamini Tulli	Director	✓	✓
13	CPA Aisha R. Kapande	Director	✓	✓
14	CPA Zainab Msimbe	Director	✓	X
15	CPA Dyoya G. Dyoya	Director	✓	X
16	CPA Rukia H. Abdulla	Director	✓	✓
17	CPA Pius A. Maneno	Secretary	✓	X

Source: Governing board minutes for the year 2024/25

Key

- ✓ Attended
- X Not attended

The Governing Board discussed and deliberated the following agendas;

- i. Quarterly staff matters reports for the 2024/25;
- ii. Quarterly procurement reports for the 2024/25;
- iii. Budget Implementation reports for 2023/24 and 2024/25;
- iv. Board of survey report for the year 2023/24;
- v. APC Business performance reports for the year 2024/25;

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

- vi. Proposal for writing off irrecoverable receivable of TZS 53,961,067 from Tanzania Revenue Authority (TRA);
- vii. Audit plan and engagement letter of the external Auditors for the year 2023/24;
- viii. Quarterly internal audit report for year 2024/25;
- ix. Progress report of implementation of management letter 2022/23;
- x. NBAA Internal Audit Manual 2024;
- xi. Quarterly discussion from the ICT steering committee for the 2024/25;
- xii. Institutional risk implementation report for the year 2024/25;
- xiii. Fraud risk implementation report for the year 2024/25;
- xiv. Draft Financial Statements for the year ended 2023/24;
- xv. Progress Report on the Preparation for the 46th Board's Graduation Ceremony;
- xvi. Brief Report on the Examination Candidates Workshop and Tuition Providers Forum held in August 2024;
- xvii. Examination booklets, examiners' report, review of examination results, overview of results for the 16th and 17th intake of the Diploma in IPSAS Examination;
- xviii. List of candidates qualifying for Certificate and Diploma in IPSAS;
- xix. Examination booklets, examiners' report, review of examination and overview of results from the 18th mid-session examinations;
- xx. List of candidates qualifying for CPA (T) and CPA (T) equivalent;
- xxi. List of candidates qualifying for the Accounting Technician
- xxii. Quarterly regulatory visit report for 2024/25;
- xxiii. Quarterly audit quality review report for 2024/25;
- xxiv. Proposed Theme for The Accountants' Annual Conference 2024;
- xxv. Quarterly discussion on new member registrations for 2024/25;
- xxvi. Registration of Honorary Members;
- xxvii. Proposed Memorandum of Understanding between NBAA and Zanzibar Institute of Accountants, Auditors and Tax Consultants (ZIAAT);
- xxviii. Quarterly updates on technical issues for 2024/25;
- xxix. Evaluation Team for Best Presented Financial Statements for the year 2022/23;
- xxx. Draft Technical Pronouncement no. 2 of 2024;
- xxxi. Draft report of the survey on the challenges facing accountants when preparing financial statements;
- xxxii. Treasury Registrar Performance Contract for the Year 2023/24;
- xxxiii. Revised Budget for the year 2024/25;
- xxxiv. NBAA Budget for the year 2025/26;
- xxxv. Reviewed Annual Procurement Plan for the year 2024/25 and Proposed Annual Procurement Plan for the year 2025/26;
- xxxvi. Revised NBAA Whistle Blowing Policy;
- xxxvii. Progress report on construction of NBAA Office in Dodoma;
- xxxviii. Draft Finance and Human Resources Committee (FHRC) Committee Charter;
- xxxix. Implementation of external auditors recommendations;
 - xl. Submission from management ICT Steering Committee draft Audit Committee charter;
 - xli. Examination results' booklet, examiners' report, review of examination results, overview of results for the 1st intake of the Diploma in Internal Auditing examination;
 - xlii. List of candidates qualifying for Diploma in Internal Auditing.

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- xl.iii. Examination results' booklet, examiners' report, review of examination and overview of results from the 19th mid-session examinations;
- xliv. Accountants Annual Conference 2024 report;
- xlv. Anti- Money Laundering Guidelines for Accountants and Auditors;
- xlvi. Continuing Professional Development (CPD) policy;
- xlvii. Member registration policy;
- xlviii. Regulatory visit policy;
- xliv. Draft Charter of the Membership, Compliance Ethics Committee;
 - L. Draft Charter for Public Policies and Technical Services Committee;
 - li. Accountancy Profession Pre Budget-Proposals for the Government Budget 2025/26;
 - lii. Concept Paper-Major Amendments on Tanzania Financial Reporting Standards No. 1 (TFRS 1);
 - liii. Accountant Journal Editorial Policy and Guide Adoption of International Professional Practices Framework (IPPF) 2024;
 - liv. Guideline for submission of audited financial statements to the Board;
 - lv. Draft NBAA Sustainability Framework;
 - lvi. Reviewed Risks Management Registers;
 - lvii. Management letter implementation status report for the fourth Quarter of the year 2024/25;
 - lviii. Internal Audit Plan for the year 2025/26;
 - lix. Risk Management Annual Plan;
 - lx. The report on Internal Quality Assessment for Internal Audit Function;
 - lxi. Proposed criteria for Assessing Institutional Accounting Programmes;
 - lxii. Proposed Revised NBAA Publications policy;
 - lxiii. An Overview of the Global Fund Project;
 - lxiv. Examination results' booklet, examiners' report, review of examination results, overview of results for the 101st Board's Examinations;
 - lxv. Candidates qualifying for Awards-May 2025;
 - lxvi. Proposed NBAA Career Day;
 - lxvii. Request to add one candidate on May 2025 CPA list;
 - lxviii. Regulatory visit programme for the year 2025/26;
 - lxix. AQR Programme for the Year 2025/26;
 - lxx. Proposed Theme for The Accountants' Annual Conference 2025;
 - lxxi. Draft Financial Reporting Guideline for extractive industry;
 - lxxii. Proposed Editorial Board Members for the Accountants' Journal;
 - lxxiii. Report on challenges facing accountants when preparing financial statements;
 - lxxiv. Proposed Professional Diploma in Sustainability Reporting (PDSR); and
 - lxxv. Proposed Professional Diploma in Risk Management (PDRM).

d) Committees of the NBAA Governing Board

The Governing Board functions through six committees namely:

- Finance and Human Resources Committee;
- The Technical Services Committee;

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- The Education and Publications Committee;
- The Membership, Ethics and Compliance Committee;
- The Public Sector Committee; and
- The Audit Committee

Committees of the NBAA Governing Board comprise of members and non-members of the NBAA Governing Board. Committee members of the NBAA Governing Board who served during the year were appointed by the Governing Board for a period of three years effective from 9 November 2021 to 8 November 2024.

i. Finance and Human Resources Committee

The Finance and Human Resources Committee is a policy-making committee of the Board. The Finance and Human Resources committee may act on behalf of the full Governing Board in matters of urgency, or when a meeting of the full Board is not feasible, the Finance and Human Resources Committee's actions are subject to full Board ratification.

The functions of the Finance and Human Resources Committee are to advise, consult with, and make recommendations to the Board concerning matters requested by the Board.

The Committee members were appointed on 9 November 2021. The Finance and Human Resources committee held three meetings as planned.

Table 5 Members of the Finance and Human Resources Committee as at 30 September 2024

SN	Committee Members	Position	Ordinary Meeting
			11
			05 September 2024
1	CPA Prof. Ganka D. Nyamsogoro	Chairperson	✓
2	CPA Rukia J. Adamu	Member	✓
3	CPA Francis M. Mwakapalila	Member	✓
4	CPA Witness M. Shilekirwa	Member	✓
5	CPA Issa I. Iddi	Member	✓
6	CPA Pius A. Maneno	Secretary	✓

Source: Minutes of meetings of finance and human resource committee for the year 2024/25

Key

- ✓ Attended
- X Not attended

New Committee Members were appointed on 9 November 2024 following the appointment of the Board.

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Table 6 New members of Finance and Human Resources Committee as at 30 June 2025

SN	Committee Members	Position	Ordinary Meeting	
			12	13
			05 March 2025	10 June 2025
1	CPA, Adv Frederick Msumali	Chairperson	✓	✓
2	CPA Salihina Mkumba	Member	✓	✓
3	CPA Leonard Mkude	Member	✓	✓
4	CPA Paul R. Bilabaye	Member	✓	✓
5	CPA Dr. Indial Kaaya	Member	✓	✓
6	CPA Pius A. Maneno	Secretary	✓	✓

Source: Minutes of meetings of finance and human resource committee for the year 2024/25

Key

- ✓ Attended
- X Not attended

The Finance and Human Resources Committee discussed and deliberated the following agendas.

- i. Quarterly updates on staff-related matters for 2024/25;
- ii. Progress reports on budget implementation for 2023/24 and 2024/25;
- iii. Procurement reports for the 4th quarter of 2023/24 and 1st, 2nd and 3rd quarters of 2024/25;
- iv. Board of Survey report for the year 2023/24;
- v. Revised budget for the year 2024/25;
- vi. NBAA Budget for the year 2025/26
- vii. Reviewed Annual Procurement Plan 2024/25 and Proposed Annual Procurement Plan 2025/26;
- viii. APC business performance reports 1st, 2nd and 3rd quarters of 2024/25;
- ix. Revised NBAA Whistle Blowing Policy;
- x. Progress Reports on Construction of NBAA Head Offices at Dodoma for 2024/25; and
- xi. Draft Finance and Human Resources Committee (FHRC) Committee Charter.

ii. Technical Services Committee

The Technical Services Committee deals with all matters pertaining to the following issues:

- i. Issuance of technical statements and standards for both the private as well as the public sectors in accounting, auditing and allied subjects;
- ii. Review of the impact of existing or proposed legislature and government directives on financial reporting and on the profession generally;
- iii. Reacting to the exposure drafts of International Accounting Standards Board (IASB), International Federation of Accountants (IFAC) and other related accounting and auditing bodies;
- iv. Assist the government in promoting greater transparency and improved governance by improving its financial reporting systems;

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- v. Liaise with other regulatory agencies with the view of establishing specific financial reporting requirements, if any;
- vi. Assist members with any professional technical issues including the correct interpretation of both the Board's and International accounting/auditing standards to facilitate the exercise of compliance;
- vii. Undertake studies and research on new technical issues relevant to the development of the profession in Tanzania;
- viii. Undertake studies on monitoring compliance with issued standards; and
- ix. Any other issues as may be directed by the Governing Board.

Technical Services Committee held three meetings as planned. The Committee Members were appointed on 9 November 2021, and include two co-opted members, Tanzanians, who are appointed by the Governing Board.

Table 7 Members of the Technical Services Committee as at 30 June 2025

SN	Committee Members	Position	Ordinary Meeting
			68
			06 September 2024
1	CPA Witness M. Shilekirwa	Chairperson	✓
2	CPA Paul R. Bilabaye	Member	✓
3	CPA Dr. Neema K. Mssusa	Member	✓
4	CPA Salhina M. Mkumba	Member	✓
5	CPA Wilson A. Ngao	Member	X
6	CPA Pius A. Maneno	Secretary	✓

Source: Minutes of meetings of Technical Services Committee for the year 2024/25

Key

- ✓ Attended
- X Not attended

iii. Public Policies and Technical Services Committee

The Public Policies and Technical Services Committee deals with all matters pertaining to the following issues:

- i. Issuance of technical statements and standards for both the private as well as the public sectors in accounting, auditing and allied subjects;
- ii. Review of the impact of existing or proposed legislature and government directives on financial reporting and on the profession generally;
- iii. Reacting to the exposure drafts of International Accounting Standards Board (IASB), International Federation of Accountants (IFAC) and other related accounting and auditing bodies;
- iv. Assist the government in promoting greater transparency and improved governance by improving its financial reporting systems;

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- v. Liaise with other regulatory agencies with the view of establishing specific financial reporting requirements, if any;
- vi. Assist members with any professional technical issues including the correct interpretation of both the Board's and International accounting/auditing standards to facilitate the exercise of compliance;
- vii. Undertake studies and research on new technical issues relevant to the development of the profession in Tanzania;
- viii. Undertake studies on monitoring compliance with issued standards; and
- ix. Any other issues as may be directed by the Governing Board.
- x. All legal and fiscal matters affecting the profession;
- xi. Review and submit the accountants' professional pre-budget proposals to the Government;
- xii. Review post-budget critiques and make appropriate recommendations to the Governing Board;
- xiii. Work closely with the Government (both central and local) in improving its financial reporting systems with the view of enhancing transparency, accountability, and integrity of government operations leading to improved governance;
- xiv. Work closely with the government on the issue of reviewing outdated legislation on financial reporting and streamlining the country's commercial laws;
- xv. Bring awareness of the public in regard to its right to access public financial reports and information; and
- xvi. Advise the government on issues relating to good governance in order to improve efficiency in public sector operations.

Public Policies and Technical Services Committee held two meetings as planned. The Committee Members were appointed on 9 November 2024, and include four co-opted members, Tanzanians, who are appointed by the Governing Board.

Table 8 Members of the Public Policies and Technical Services Committee as at 30 June 2025

SN	Committee Members	Position	Ordinary Meeting	
			73	74
			05 March 2025	13 June 2025
1	CPA Salhina M. Mkumba	Chairperson	✓	✓
2	CPA Salome Msimbe	Member	✓	X
3	CPA Dr. Neema K. Mssusa	Member	✓	✓
4	CPA Dr. Straton Makundi	Member	✓	✓
5	CPA Peter Mwambuja	Member	✓	✓
6	CPA Mussa Loyde Elias	Member	✓	✓
7	CPA Pius A. Maneno	Secretary	✓	✓

Source: Minutes of meetings of Technical Services Committee for the year 2024/25

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Key

- ✓ *Attended*
- X *Not attended*

The Technical Services Committee discussed and deliberated the following agenda;

- i. Updates on Technical Issues for 2024/25;
- ii. Evaluation team review for the Best Presented Financial Statements Awards (2023);
- iii. Draft report on the Survey on the challenges facing accountants when preparing financial statements;
- iv. Draft Charter for Public policies and technical services;
- v. Accountancy Pre-Budget Proposals for the Government Budget 2025/26;
- vi. Concept Paper-Major Amendments on Tanzania Financial Reporting Standards No.1 (TFRS 1);
- vii. Accountant Journal Editorial Policy and Guide;
- viii. Adoption of new International Professional Practices Framework (IPPF);
- ix. Guideline for submission of Audited Financial Statements to the Board;
- x. Inclusion of a disclosure paragraph in the auditor's engagement letter on submission of audited financial statements to NBAA;
- xi. Draft Financial Reporting Guideline for Extractive Industry;
- xii. Proposed Editorial Board Members for the Accountants' Journal;
- xiii. Proposed Professional Diploma in Sustainability Reporting (PDSR); and
- xiv. Proposed Professional Diploma in Risk Management (PDRM).

iv. Education and Publications Committee

The Committee deals with matters pertaining to the following:

- i. Candidacy registration and examination entry;
- ii. Stipulate minimum entry requirements to the NBAA's examinations;
- iii. Review fees related to examination activities, review honorarium fees relating to examination activities;
- iv. Review the examination by-laws and regulations, procedures and guidelines from time to time as appropriate; and
- v. Deal with disciplinary matters on issues relating with examination misconduct by candidates, invigilators or NBAA secretariat involved with examination issues.

Education and Publications Committee held three meetings. The Committee Members were appointed on 9 November 2021 and include two co-opted members, Tanzanians, who are appointed by the Governing Board.

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Table 9 Members of the Education and Publications Committee as at 30 September 2024

SN	Committee Members	Position	Ordinary Meeting	
			109	
			12 September 2024	
1	CPA Prof Ganka D. Nyamsogoro	Chairperson	✓	
2	CPA Rukia H. Abdulla	Member	✓	
3	CPA Issa M. Iddi	Member	✓	
4	Dr Marcelina A. Baitilwake	Member	✓	
5	Dr. Shufaa A. Albeity	Member	✓	
6	Dr. Obeid John Mahenya	Member	✓	
7	CPA Pius A. Maneno	Secretary	✓	

Source: Minutes of meetings of Education and Publications Committee for the year 2024/25

Key

- ✓ Attended
- X Not attended

New Committee Members were appointed on 9 November 2024, and include two co-opted members, Tanzanians, who are appointed by the Governing Board.

Table 10 Members of the Education and Publications Committee as at 30 June 2025

SN	Committee Members	Position	Ordinary Meeting	
			110	111
			18 March 2025	17 June 2025
1	CPA Dr Indiael Kaaya	Chairperson	✓	✓
2	CPA Dr. Ghanka D. Nyamsogoro	Member	✓	✓
3	CPA Issa M. Iddi	Member	✓	✓
4	Dr. Obeid John Mahenya	Member	✓	✓
5	CPA Dr Mwamini Tulli	Member	X	✓
6	CPA Pius A. Maneno	Secretary	X	✓

Source: Minutes of meetings of Education and Publications Committee for the year 2024/25

Key

- ✓ Attended
- X Not attended

The Education and Publications Committee discussed and deliberated the following agenda;

- i. Vetting of the examination results;
- ii. Highlights of the results of the 17th Intake Diploma in IPSA5;
- iii. Draft minutes of the 106th Education and Publications Committee meeting;
- iv. Regulatory visits report for year 2024/25;
- v. Proposed Criterial for Assessing Institutional Accounting Programmes;

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

- vi. Proposed revised NBAA Publications Policy;
- vii. An Overview of the Global Fund Project;
- viii. Examination irregularities;
- ix. Highlights of the results of the 101st Board's examinations; and
- x. Proposed NBAA Career day.

v. Membership, Ethics and Compliance Committee

The Membership, Ethics and Compliance Committee deals with all matters pertaining to the following issues:

- i. Receive, consider and decide upon applications for registration of Practicing Accountants, Accounting Technicians and Practicing Firms;
- ii. Determination of registration, subscription and practicing fees;
- iii. Critically review the relevance of CPD proposed by the Secretariat and recommends the same to the Governing Board for approval;
- iv. Evaluate the quality of CPD learning materials and learning resources for the NBAA's CPE Programme; keep a register of resource persons and participants, and follow-up compliance with CPD requirements as enshrined in the IFAC's Statement of Member's Obligations (SMOs);
- v. Responsible for the management and supervision of the Board's Audit Quality Review Scheme;
- vi. Monitor members and firms to ensure compliance with standards, professional Code of Conduct and ethics;
- vii. Critically review the regulatory reports and come up with recommendations on the way forward;
- viii. Set up the criteria for investigating process for noncompliance;
- ix. Oversee any investigation of activities which are within its terms of reference;
- x. Recommend sanctions and disciplinary actions against defaulters to the Governing Board as provided for in the NBAA establishing law;
- xi. Review from time to time the relevance and appropriateness of provisions of the NBAA Membership and Practicing By-Laws in response to developments in the profession and demands in the global markets;
- xii. Develop a set of high-quality, understandable and enforceable rules;
- xiii. Collaborate with all the regulatory bodies on the issues of compliance;
- xiv. Create linkages with other affiliate professional associations; and
- xv. Promote and organize member's social functions.

Membership, Ethics and Compliance Committee held three meetings. The Committee Members were appointed on 9 November 2021 and include two co-opted members, Tanzanians, who are appointed by the Governing Board.

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Table 11 Members of the Membership, Ethics and Compliance Committee as at 30 September 2024

SN	Committee Members	Position	Ordinary Meeting	
			126	
			09 September 2024	
1	CPA Rukia J. Adamu	Chairperson	✓	
2	CPA Adv Fredrick B. Msumali	Member	✓	
3	CPA Dyoya G. Dyoya	Member	✓	
4	CPA Oswald M Urassa	Member	✓	
5	CPA Leticia M. Nchwali	Member	✓	
6	CPA Pius A. Maneno	Secretary	✓	

Source: Minutes of meetings of Membership, Ethics and Compliance Committee for year 2024/25

Key

- ✓ Attended
- X Not attended

New Committee Members were appointed on 9 November 2024, and include two co-opted members, Tanzanians, who are appointed by the Governing Board.

Table 12 Members of the Membership, Ethics and Compliance Committee as at 30 June 2025

SN	Committee Members	Position	Ordinary Meeting	
			127	128
			12 March 2025	04 June 2025
1	CPA Adv. Frederick B. Msumali	Chairperson	✓	✓
2	CPA Paul R. Bilabaye	Member	✓	✓
3	CPA Williard Kalulu	Member	✓	✓
4	CPA Aisha R. Kapande	Member	✓	X
5	CPA Mukiza Richard	Member	X	✓
6	CPA Pius A. Maneno	Secretary	✓	✓

Source: Minutes of meetings of Membership, Ethics and Compliance Committee for year 2024/25

Key

- ✓ Attended
- X Not attended

The Membership, Ethics and Compliance Committee discussed and deliberated the following agendas;

- i. Quarterly reports on regulatory visits for 4th Quarters 2023/24 and 1st, 2nd and 3rd Quarters for 2024/25;
- ii. Quarterly audit quality review reports for 4th Quarters 2023/24 and 1st, 2nd and 3rd Quarters for 2024/25;

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- iii. Proposed Theme for The Accountants' Annual Conference 2024;
- iv. Accountants' Annual Conference 2024 report;
- v. Registration of new members and honorary members;
- vi. Proposed Memorandum of Understanding between NBAA and Zanzibar Institute of Accountants, Auditors and Tax Consultants (ZIAAT);
- vii. AQR Program for 2025/26;
- viii. Anti-Money Laundering Guidelines for Accountants and Auditors;
- ix. Continuing Professional Development (CPD) policy;
- x. Regulatory visit program for 2025/26;
- xi. Member Registration policy;
- xii. Regulatory visit policy;
- xiii. Draft Membership, Ethics and Compliance Committee Charter; and
- xiv. Proposed theme for the Accountants' Annual Conference 2025.

vi. Public Sector Committee

The Public Sector Committee deals with all matters pertaining to the following:

- i. All legal and fiscal matters affecting the profession;
- ii. Review and submit the accountants' professional pre-budget proposals to the Government;
- iii. Review post-budget critiques and make appropriate recommendations to the Governing Board;
- iv. Work closely with the Government (both central and local) in improving its financial reporting systems with the view of enhancing transparency, accountability, and integrity of government operations leading to improved governance;
- v. Work closely with the government on the issue of reviewing outdated legislation on financial reporting and streamlining the country's commercial laws;
- vi. Bring awareness of the public in regard to its right to access public financial reports and information; and
- vii. Advise the government on issues relating to good governance in order to improve efficiency in public sector operations.

The Public Sector Committee held one meeting as planned. The Committee Members were appointed on 9 November 2021 and include two co-opted members, Tanzanians, who are appointed by the Governing Board.

Table 13 Members of the Public Sector Committee as at 30 June 2025

SN	Committee Members	Position	Ordinary meeting 5 September 2024
1	CPA Francis M. Mwakapatila	Chairperson	✓
2	CPA John F. Ndeto	Member	✓
3	CPA Aisha R. Kapande	Member	X
4	CPA Adv Nicholas M.F Duhia	Member	✓
5	CPA Nicodemus D. Mkama	Member	X
6	CPA Pius A. Maneno	Secretary	✓

Source: Minutes of meetings of Public Sector Committee for year 2024/25

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

Key

- ✓ *Attended*
- X *Not attended*

The Public Sector Committee discussed and deliberated the following agenda;

- Proposed amendment to the Public Sector Committee Charter; and,
- The Accountancy Profession Pre-Budget Proposals for the year 2024/25 Government Budget.

vii. Audit Committee

The overall objective of the Board's Audit Committee is to ensure that the NBAA is creating and maintaining effective control systems within the Board and that management demonstrates and stimulates the necessary respect of the internal control structure amongst all parties.

The Committee is also to ensure that the Board's Audit Committee members, as well as the internal and external auditors work closely and have unlimited access to whatever information they require in performing their duties.

The Audit Committee is also responsible for ensuring that both the internal and external auditors are independent. During the year, the Audit Committee held three meetings as planned.

Table 14 Members of the Audit Committee as at 30 September 2024

SN	Committee Members	Position	Ordinary Meeting
			50
			18 September 2024
1	CPA Paul R Bilabayee	Chairman	✓
2	CPA Rukia H Abdulla	Member	✓
3	CPA John F Ndetico	Member	✓
4	CPA Adv Fredrick B Msumali	Member	✓
5	Mr Benjamin Mkwizu	Member	✓
6	Adv Agnes A. Kessy	Secretary	✓

Source: Minutes of meetings of the Audit Committee for the year 2024/25

Key

- ✓ *Attended*
- X *Not attended*

New Committee Members were appointed on 9 November 2024, and include two co-opted members, Tanzanians who are appointed by the Governing Board.

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Table 15 Members of the Audit Committee as at 30 June 2025

SN	Committee Members	Position	Ordinary Meeting	
			51	52
			04 March 2025	05 June 2025
1	CPA Paul R Bilabay	Chairman	✓	✓
2	CPA Dr Mwamini Tuli	Member	✓	✓
3	CPA John F Ndetico	Member	✓	✓
4	CPA Sako Mwakalobo	Member	✓	✓
5	Mr Benjamin Mkwizu	Member	✓	✓
6	Adv. Deodatus Soka	Ag. Secretary	✓	✓
7	Adv Agnes A. Kessy	Secretary	✓	X

Source: Minutes of meetings of the Audit Committee for the year 2024/25

Key

- ✓ Attended
- X Not attended

The Governing Board discussed and deliberated the following agenda;

- i. Audit plan and engagement letter of the external auditors for the year 2023/24;
- ii. Internal Audit Quarterly report for the 1st, 2nd, 3rd and 4th Quarter of the year 2024/25;
- iii. Implementation of external auditors recommendations;
- iv. Reviewed Internal Audit Manual;
- v. Risk Management performance report for the 3rd quarter of 2024/25;
- vi. Fraud Risk Management performance report for the 3rd quarter 2024/25;
- vii. Submission from management ICT Steering Committee;
- viii. Draft Audit Committee Charter;
- ix. Internal Audit Plan for the year 2025/26;
- x. Management letter implementation status report for the year 2024/25;
- xi. Reviewed Risks Management Registers;
- xii. Draft NBAA Sustainability Framework; and
- xiii. Risk Management Annual Plan.

2.15 MANAGEMENT

Management of the NBAA under the leadership of the Executive Director is organized in four-line Directorate as follows:

- The Corporate Services Directorate;
- The Professional Education and Training Services Directorate;
- The Members Services Directorate; and
- The Standard, Research and Technical Services Directorate.

There are seven units functioning under the Executive Director's Office as follows:

- Internal Audit Unit;

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- Legal Services Unit;
- Procurement Management Unit;
- Information and Communication Technology Unit;
- Public Relations and Communication Unit;
- Quality Assurance and Risk Management Unit; and
- APC Investment Centre.

Table 16 Composition of the management team

SN	Management team	Position
1	CPA Plus A Maneno	Executive Director
2	CPA Angyelife V Tende	Director Standard, Research and Technical Services
3	CPA Kulwa E Malendeja	Director Corporate Services
4	Mr Peter J Lyimo	Director Professional Education and Training Services
5	CPA Winnington G Makaka	Ag. Director Members Services
6	CPA Marco M Aidano	Head of Internal Audit Unit
7	Adv Deodatus P Soka	Ag. Head of Legal Services Unit
8	Ms Faiza M Mustafa	Head of Procurement Management Unit
9	Mr Juma S Mpuchali	Head of Information and Communication Technology Unit
10	Ms Magreth J Kageya	Head of Public Relations and Communication Unit
11	CPA Saimon S Kiondo	Head of Quality Assurance and Risk Management Unit
12	CPA Wencenslaus W M'kenganyi	Manager APC Investment Centre

Source: NBAA Organization Structure of February 2023

2.16 EVENTS AFTER THE REPORTING PERIOD

There were no material events, adjusting, or non-adjusting that had occurred after the reporting date and thus required adjustment or disclosure in the financial statements.

2.17 SOLVENCY

The Governing Board confirms that applicable accounting standards have been followed and that the financial statements have been prepared on a going concern basis. The Governing Board has a reasonable expectation that NBAA has adequate resources to continue in operational existence for the foreseeable future.

2.18 CAPITAL MAINTENANCE

The capital of the NBAA includes a development fund, revolving fund, reserves and retained surplus. NBAA complied with all requirements relating to the maintenance of capital. Capital is maintained through national budget allocation to the NBAA through the Ministry of Finance.

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	2024/25	2023/24
Description	TZS '000	TZS '000
Special reserve	2,073,145	1,942,601
Contribution from the Government	6,568,922	6,568,922
Accumulated surplus	17,561,201	16,072,051
	26,203,268	24,583,574

2.19 FINANCIAL RESULTS FOR THE YEAR

I. Financial performance

a) Revenue from exchange transactions

Revenue from exchange transactions has increased by 111% from TZS 0.80 billion in the year 2024 to TZS 1.69 billion in 2025. The increase was attributed to the increase in revenues generated from advisory services as the result of increase in values of advisory services obtained during the year.

b) Revenue from non-exchange transactions

Revenue from non-exchange transactions has increased by 26% from TZS 18.72 billion in 2024 to TZS 23.50 billion in 2025. The increase was caused by the increase in collections from examination fees and seminar/workshop participation fees caused by the increase in number of candidates and seminar/workshop participants and use of the new examination fees and annual fees. Furthermore, this increase was attributed to the increase in annual fees received from members due to membership upgrading campaign and CPD waiver provided by the Board. Also, The Board received TZS 0.52 billion to finance operation of AAAB.

c) Employment costs

Employment costs have increased by 13% from TZS 5.92 billion in 2024 to TZS 6.70 billion in 2025. This is primarily attributed by increase in salary, staff welfare costs and other incentives to staff during the year due to promotion of the staff.

d) Operating expenses

Operating expenses have increased by 24% from TZS 7.79 billion reported in 2024 to TZS 9.70 billion in 2025. The increase was attributed by the increase in hall hiring costs as the result of increase in number of seminar and workshop participants during the year. Also, increase in volume of the advisory services conducted during the year.

e) Administrative expenses

Administrative expenses have increased by 26% from TZS 5.03 billion in 2024 to TZS 6.34 billion in 2025. This has primarily been attributed by the increase in costs due to maintenance of the

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offices to be used by the AAAB and upgrading and integrations of the ICT systems particularly the exercise of data entry, cleaning to facilitate reporting production module preparations and provision of the training to staff on the use of the upgraded system, also the increase caused by promotion of a large number of staff.

Lastly the Board disbursed TZS 500 million (2023/24: 100 million) to Treasury Registrar as contribution to the consolidated fund and used 279 million to finance operations of the AAAB.

f) Finance costs

Finance costs have decreased by 6% to TZS 0.90 billion in 2025 from TZS 0.96 billion reported in 2024. The decrease is mainly attributed to use of the reducing balance interest computation with an interest rate of 5% for the period of 20 years of which interest tends to decrease over time.

g) Depreciation

Depreciation expenses have decreased by 1% from TZS 0.41 billion in 2024 to TZS 0.40 billion in 2025. The decrease is primary attributed by decrease of depreciation as the result of review of the useful life of the assets.

II. Financial position

a) Cash and cash equivalents

Cash and cash equivalents stood at TZS 0.31 billion in 2025 compared to a position of TZS 0.13 billion in 2024. This increase of 130% was attributed by carry over of the AAAB activities due to delay in obtaining the fund allocation.

b) Financial assets

Financial assets stood at TZS 0.073 billion compared to value of TZS 0.076 billion in year 2024, which is a decrease of 4%. The decrease in value was attributed by the decrease in share price.

c) Receivables from exchange transactions

Receivables from exchange transactions increased by 4% from TZS 2.83 billion in 2024 to TZS 2.95 billion in 2025. The increase is primarily attributed to increase in staff loan receivable as a result of increase in number of staff who borrow from the staff housing loan revolving fund and advisory receivables.

d) Loan receivable from APC Investment Centre

The value of the loan receivable balance from APC decreased by 4% from TZS 20.39 billion to TZS 19.55 billion in 2025 (the figures are derived from both current and non current loan receivable from APC as reported in the Statement of Financial Position). The decrease represents a net effect of loan repayment of TZS 1.10 billion made by the Centre during the



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year, partially offset by accrued interest and capital transfers recognised under the restructured loan terms.

e) Inventories

In 2025, the Board did not maintain any inventories as the Board encourages the use of electronic learning materials for candidates and the use of Just in Time in the purchase of office consumables.

f) Investment in joint venture

In 2025, net carrying amount of investment in joint venture stood at TZS 9.69 billion compared to TZS 8.83 billion reported in 2024. This increase of 10% is a result of the net impact of additional capital of TZS 0.637 billion as an excess amount over the received amount from APC Centre paid by the Board as NSSF loan repayment and share of loss from the joint venture amounting to TZS 0.453 billion.

g) Property and equipment

Property and equipment have increased by 1% from TZS 12.90 billion in 2024 to TZS 13.00 billion in the year 2025. The increase was attributed by the assets acquired during the year amounting to TZS 0.512 billion, compared to TZS 0.088 billion in the previous year.

h) Work in progress

Work in progress relating to the construction of the Dodoma Offices increased by 292% from TZS 0.091 billion in 2024 to TZS 0.360 billion in 2025, following additional capitalized construction costs of TZS 0.268 billion incurred during the year (2023/24: TZS 0.091 billion)

i) Borrowings









Borrowings represent loan from NSSF which stood at TZS 19.55 billion in 2025 compared to TZS 20.39 billion which was reported in 2024 (the figures are derived from both current and non-current borrowings as reported in the Statement of Financial Position). The decrease of 4% was attributed by repayment of loan as agreed in the loan restructuring contract which require the Board to pay a fixed amount of TZS 1.737 billion per annum.

j) Payables from exchange transactions

As at 30 June 2025, payables from exchange transactions stood at TZS 0.38 billion which is a result of decrease of 37% from TZS 0.60 billion which was reported in 2024. The Board paid the outstanding payments that across the year compared to the prior year specifically in administration, examination and other operational costs.

2.20 ENTITY OPERATING MODEL

Summarized below is the entity operating model

Value we create:	Our capital	Process	Output	Outcome
        	<p>Resources:</p> <p>a) Financial resources;</p> <p>b) Manufactured resources;</p> <p>c) Human resources;</p> <p>d) Social and relationship resources; and,</p> <p>e) Natural resources.</p>	<p>Principal activities:</p> <p>a) Conducting examinations and issuing publications;</p> <p>b) Registration of members and professional firms;</p> <p>c) Regulation of the Accountancy Profession;</p> <p>d) Conducting of Continuing Professional Education (CPE) Programmes; and</p> <p>e) Formulating the appropriate National Accountancy Scheme and Syllabi.</p>	<p>Key achievements during the year:</p> <p>a) Code of Ethics, Technical Issues and Professional Standards: These standards guide the behaviour and practice of members on the performance of their duties and reporting requirements;</p> <p>b) Members: Registered Accountants and Auditors; and Registered Audit/Accountancy Firms. Members are expected to offer approved services only;</p> <p>c) Professional Examinations: CPA and IPSAS examination offered to members;</p> <p>d) Accounting Advice to the Government: Advice on various issues on accounting, auditing, tax and related matters;</p> <p>e) Continuing Professional Education: Members are provided with updated impacting the accountancy profession;</p> <p>f) Training: Training to members and general public on accounting and related areas;</p> <p>g) Research and Advisory: NBAA provide a range of research and advisory services on applications of the standards, cash flow and wealth management. NBAA also offers Employment Bureau Services; and,</p> <p>h) Publications: NBAA Issues Journals and Accountant Magazine to inform the public about current issues from the accountancy profession.</p>	<p>Relationship with stakeholders:</p> <p>a) Ministry of Finance: Continuous engagement to ensure full disclosure and open communication so as to inform their investment decisions;</p> <p>b) Regional and International Accountancy: Continuous NBAA seminar, training and workshop to the auditors and accountants for capacity building and knowledge sharing;</p> <p>c) Regulators: The Board has been taking measure to the accountants and auditor who do not comply to the ethics of auditing and accounting; and conducting workshops and seminar training for capacity building and knowledge sharing;</p> <p>d) General public: Developing innovative solutions that meet our customers' specific needs;</p> <p>e) Employees: Rewarding staff for the value they add; developing our staff to further their careers and studies; Transforming into an inclusive society through gender equality; and motivating and energising our workforce; and,</p> <p>f) Students/Members: Availability of Continuous Professional Development; Provision of Technical and non-technical training; Timely delivery of professional support; Enhanced Information and Communication Technology; and Availability of comprehensive and quality control procedures for examination conducted.</p>

2.21 LEGAL AND REGULATORY REQUIREMENTS

NBAA is a regulatory body for the accountancy profession in Tanzania. NBAA reports to the Ministry of Finance and Planning and is required to comply with the Government procedures and laws of the land. The regulatory functions of the NBAA are guided by the establishing Act (The Accountants and Auditors (Registration) Act CAP 286 and its bylaws. During the year, NBAA complied with all the applicable laws.

2.22 ENVIRONMENTAL CONTROL PROGRAM

NBAA monitors the impact of its operations on the environment, which is mainly through the use of power, water and the generation of waste. NBAA minimizes its impact through the better use of its premises and inbuilt facilities to ensure that there is proper waste management.

The Board reduces the use of papers on its activities by automation of the functions of the Board including the Governing Board activities. The Board members and staff were using electronic devices in performing their activities as no papers will be used during the meetings. Students and members were required to submit applications and obtain learning materials and seminar material electronically through the Member and Examination Management System (MEMS).

The Board provide training to its members and staff on the use of the clean energy such as gas, solar power and reducing using the charcoals as national agenda of reducing the use of the clean energies.

2.23 PRINCIPAL RISKS AND UNCERTAINTIES

The Governing Board accepts final responsibility for the risk management and internal controls systems of the NBAA. It is the task of management, to ensure that adequate internal control systems are developed and maintained on an ongoing basis in order to provide reasonable assurance regarding:

- The effectiveness and efficiency of operations;
- The safeguarding of the NBAA's assets;
- Compliance with applicable laws and regulations;
- The reliability of accounting records;
- Business sustainability under normal as well as adverse conditions; and,
- Responsible behaviours towards all stakeholders.

The efficiency of any internal control system is dependent on the prescribed measures.

1. Strategic risks

These are risks to the Board's direction and existence. These risks can impact the attainment of the Board's long-term objectives or sustainability targets and threatens its existence.

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These include issues such as funding availability, political risks, legal and regulatory changes, reputation and changes in the physical environment.

Unethical, fraud and corruption incidences, examination leakage, registration of unqualified candidate(s) into examinations, registration of unqualified members, incorrect conclusion on performance of audit firm, irrelevant topic during Continuous Professional Development presentation, decrease of seminar participant, members breach professional code of ethics, presence of unqualified accountant/auditors providing accounting/auditing services, wrong research recommendations, possibility of natural/man-made calamities outbreak to NBAA Offices, ineffective security on data and information, failure to advise Management and Governing Board on different matters pertain to the achievement of Board objectives.

Mitigation measures

- Continue timely monitoring and evaluation of accountants and auditors on their practice;
- Continue to take disciplinary measures against unethical members;
- Ensure approval of the funds before project commencement;
- Conduct virtual meetings and provide awareness on legal issues, Real Time Offsite Backup;
- Installation of fire-rated doors at the server room;
- Undergo regular training on cyber security and provision of awareness on ICT Policy;
- Installing genuine software, updates/patches and strong antivirus software; and,
- Implementation of recommendations onto penetration test report, using a very strong firewall and providing awareness on Budget Act 2015 staff.

2. Legal and compliance risks

These concern issues of compliance with laws, regulations, guidelines, circulars and regulatory requirements applicable to daily conduct of the Board's operations. It also concerns inadequate legal frameworks and litigation issues.

Non-compliance to procurement legislations/processes, noncompliance with report requirements and other government directives.

Mitigation measures

Provide awareness on legal issues and capacity building to staff (training).

3. Operational risks

These concerns day-to-day issues that the Board could be confronted with as it strives to deliver its strategic objectives. Risks at this level relate to systems, resources and processes and include events such as power failures and competitive technology, system malfunction or loss of key staff, and exams leakage.

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Failure to develop and implement behaviour change towards non-communicable disease and HIV AIDS, possibility of having outdated materials in bookshop, errors in the examination papers, damage or loss of examination question paper or answer scripts, declaration of wrong examination results, errors in the examination papers, unregistered person attempting examination on behalf of a registered candidate, out dated books in library, data loss due to inefficient records management, failure to complete Audit Quality Review cycle, data loss of the Researched assignment, provision of misleading technical pronouncements and advices, employees perform less than expectation.

Mitigation measures

- Provide protective gears;
- provide awareness programs and other initiatives to all staff;
- Update examination control guideline regularly; and,
- Examination paper storage to be more secured;
- Vetting of all examiners;
- Board examination syllabus needs to be reviewed regularly;
- Capacity building to staff;
- Recruit additional staff; and
- Provide awareness on legal issues.

4. Financial and fraud

These concerns fraudulent practice such as possible misappropriation of assets, corruption and misconduct and financial viability and stability of the Board. The Board maintain its long-term and overall financial stability with zero tolerance on fraud. Decrease in demand of advisory services. Also, the Board prepared fraud risk framework and register to ensure that fraud risk is monitored at all time.

Mitigation measures

Develop and enforce Ethics and Code of conduct Policy and communicate, fraud risk registers and enforce whistle blowing policy.

2.24 FUTURE DEVELOPMENT PLANS

In the next financial year plans to perform the following activities;

- a) NBAA will continue to review 24 study kits and minor review on every year;
- b) The Board will continue to automate its activities including integrating its information system through networking and enhance its service delivery to its stakeholders. This includes improving the National Board of Accountants and Auditors Verification Number (NBAAVN) system, which supports the submission and verification of the Financial Statements. It is the intention of the NBAA to enhance the number of members on the

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- c) NBAA's register by bringing on board those accountancy professionals not yet registered and in particular encouraging more members of the disadvantaged groups to join the profession;
- d) The Board will continue to re-enforce the mandatory CPD scheme and offer specialized CPD programs to enhance quality of its members' skills. The Board will embark on continuous cost-cutting measures to make sure that value for money is achieved in all the NBAA's activities;
- e) The Board will continue to engage stakeholders, in order to get funding for strengthening capacity by restructuring its organization; working with Government in streamline legislations concerning financial reporting and auditing in the country; streamline the NBAA's operations and building the technical capacity of its staff;
- f) Board will continue to implement its five-year Strategic Plan for years 2021/22 to 2025/26 and review its operating students and membership Bylaws following the amendments of the Accountants and Auditors (Registration) Act expected to be finalized in 2024/25;
- g) The Board will continue to service NSRF loan used in the construction of Accountancy Professional Centre and Purchase of the PSSF equity invested at Accountancy Professional Centre as per agreements; and
- h) To build its new office in Dodoma before June 2026.

2.25 GENDER PARITY

NBAA is equal opportunity employer. It gives equal access to employment opportunities and ensures that the best available person is appointed to any given position free from discrimination of any kind and without regard to factors like gender, marital status, tribe, religion and disability which does not impair ability to discharge duties. The Board support gender development by supporting Association dealing with Accountant Women development in areas of training, financial support, office accommodation.

In 2025 and 2024 the NBAA had the following distribution of employees by gender:

Table 17 Gender Parity

Gender	2025		2024	
	No.	Percentage	No.	Percentage
Male	36	55%	36	55%
Female	30	45%	30	45%
Total	66	100%	66	100%

Source: Personnel record from the human resources unit

2.26 RELATED PARTY TRANSACTIONS AND BALANCES

All related party transactions and balances, including director's emoluments, have been disclosed in notes to the financial statements.

2.27 POLITICAL AND CHARITABLE DONATIONS

1. Political donation

NBAA did not make any political donation for either the 2024 or 2025 financial year.

2. Charitable Donations

The Board managed to support different activities related to gender equality by contributing TZS 9 million and provide offices to Tanzania Association of Women Certified Accountant in its activities to improve the activities in empowering women in Accountanting professional. Also, the Board contributed TZS 3 million through Treasure registrar office to support Prevention for Gender Based Violence during International Womens' day. Furthermore, the Board contributed TZS 25 million to support e learning International Conference, TZS 5 million to support AAG Conference and TZS 1 million to support Internal Auditors annual conference.

2.28 ACCOUNTING POLICIES

NBAA being a non-commercial public entity has prepared and presented its financial statements in compliance with IPSAS. The summary of key accounting policies is provided in the Notes to the financial statements. The policies have consistently been applied by the Board throughout the reporting period.

2.29 SUSTAINABILITY DISCLOSURES

The National Board of Accountants and Auditors (NBAA) is committed to advancing sustainable development by embedding Environmental, Social, and Governance (ESG) principles into its regulatory, professional, and institutional frameworks. As the statutory regulatory body mandated to oversee the accountancy profession in Tanzania, NBAA integrates sustainability considerations into standard-setting, capacity-building, professional development, monitoring, and governance processes. The Board aligns its practices with national development objectives and International standards to promote accountability, environmental stewardship, social inclusion, and governance excellence within the profession.

In fulfilling its public interest mandate, NBAA has initiated the integration of sustainability-related disclosures into its reporting and oversight functions. These disclosures reflect NBAA's efforts to reduce the institution's environmental footprint, strengthen inclusiveness in professional development, enhance governance systems, and reinforce ethical and transparent practices in the accountancy profession. This approach supports Tanzania's Sustainable Development Goals (SDGs) and reaffirms NBAA's commitment to ethical leadership, professional excellence, and sustainable growth of the accountancy sector.

Furthermore, NBAA is advancing alignment with international sustainability reporting frameworks, including IFRS S1 (General Requirements for Sustainability-related Disclosures) and IFRS S2 (Climate-related Disclosures), particularly in its regulatory guidance to professional

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accountants and entities. Through adoption and advocacy of these standards, NBAA seeks to enhance the quality, transparency, and comparability of sustainability-related disclosures within the Tanzanian financial reporting ecosystem. These initiatives demonstrate NBAA's strategic vision to build a resilient, accountable, and sustainability-conscious accountancy profession that contributes to Tanzania's socio-economic transformation and global climate resilience agenda.

Governance

As part of its commitment to transparency and accountability, NBAA has incorporated sustainability governance disclosures under Note 2.13 - Report by Those Charged with Governance. These disclosures highlight the frameworks, policies, and internal controls guiding NBAA's Environmental, Social, and Governance (ESG) responsibilities, particularly in the oversight of the accountancy profession.

The disclosures outline the roles and responsibilities of the NBAA Governing Board, Committees, and Management in advancing sustainability initiatives, including mechanisms for engaging key stakeholders such as the Ministry of Finance, accounting firms, professional accountants, learning institutions, and international standard-setting bodies. They also describe NBAA's strategies for identifying, assessing, and managing sustainability-related risks and opportunities within the professional and regulatory landscape.

Through these disclosures, stakeholders gain a clear understanding of NBAA's commitment to embedding sustainability in its governance structures, enhancing the resilience of the accountancy profession, and contributing to both national priorities and global sustainable development goals.

Strategy

NBAA's sustainability strategy is centered on integrating ESG principles into its regulatory oversight, professional development programs, and institutional operations. This strategy ensures long-term value for stakeholders while contributing to Tanzania's sustainable development agenda.

The strategy prioritizes:

- Integrating sustainability into accountancy education, training and certification;
- Promoting transparency and ethical conduct in financial reporting;
- Supporting climate- and sustainability-related disclosures by entities under NBAA's guidance;
- Ensuring inclusiveness in professional access and opportunities, with emphasis on gender equality and youth participation; and
- Strengthening the capacity of accountants and auditors to address ESG and climate-related challenges.

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NBAA's sustainability initiatives are aligned with the United Nations Sustainable Development Goals (SDGs) and guided by IFRS S1 and S2. Through structured disclosures in its governance and performance reports, NBAA reaffirms its role in driving responsible financial reporting, accountability, and sustainable economic growth.

Risk Management

NBAA recognizes the importance of identifying, assessing, and managing sustainability-related risks to safeguard the resilience, credibility, and accountability of the accountancy profession. Risk management processes are embedded in NBAA's enterprise risk management framework, incorporating ESG considerations and climate-related risks in line with IFRS S1 and S2.

Key risks include:

- Insufficient adoption of sustainability disclosure standards by reporting entities;
- Regulatory compliance challenges related to emerging ESG requirements;
- Limited awareness and capacity among professional accountants on sustainability reporting; and
- Operational and reputational risks related to climate and governance practices.

The NBAA Governing Board discloses its mitigation strategies, including development of sustainability reporting guidelines, continuous stakeholder training, collaboration with regulators and international bodies, and adaptive planning to respond to evolving ESG challenges.

Metrics and Targets

NBAA is committed to embedding measurable objectives and key performance indicators (KPIs) into its governance and oversight functions. These metrics track progress on sustainability priorities such as:

- Integration of sustainability topics into training and certification curricula;
- Uptake of IFRS S1 and S2 among reporting entities;
- Gender and youth participation in the profession;
- Reduction of NBAA's institutional environmental footprint; and
- Strengthened transparency, accountability, and governance systems.

NBAA provides comprehensive disclosures on its sustainability metrics and achievements against defined targets, giving stakeholders clear insights into the Board's progress and oversight responsibilities. By reporting on these benchmarks, NBAA reinforces its commitment to professional excellence, transparency, and its role in building a sustainable and accountable accountancy profession in Tanzania.

2.30 EMPLOYEES WELFARE

a) Management and employees' relationship

The relationship between the management and employees was good. There were no unresolved complaints received by management from the employees during the year.

b) Training facilities

During the year, two staff members for master's degrees, 60 employees were sponsored for short term training programs.

In addition, in house training sessions were conducted on information technology and public relations issues, including Board members' training. Training cost for above facilities amounted to TZS 0.454 billion (2024: TZS 0.371 billion), reported under staff training and other benefits.

c) Medical assistance

All Members of staff and their spouse together with a maximum number of four beneficiaries (dependents) for each employee, were availed with medical insurance where employer contributes three percent of employee's basic salary. Moreover, the NBAA subsidized all employees who have not been able to access green card. Currently, these services are provided by the National Health Insurance Fund (NHIF). Cost relating to medical assistance amounted to TZS 0.0699 billion (2024: TZS 0.0126 billion).

d) Financial assistance to staff

This is available to all confirmed employees depending on the assessment by management of the need and circumstance and ability to make payment in accordance with the existing Board's Staff Regulations of 2022. Management has established a Revolving Fund and has influenced staff to establish and join the NBAA Savings and Credit Co-Operative Society to assist in promoting the welfare of its employees. During the year under review management succeeded to issue loans amounting to TZS 0.552 billion to staff (2024: TZS 0.690 billion) through the established revolving fund.

2.31 PERSONS WITH DISABILITIES

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

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TZS 220,000 to Chama cha Viziwi Tanzania (CHAVITA) and TZS 400,000 to Tanzania Association of Blind with intention to support their operations.

2.32 RESPONSIBILITIES OF THE AUDITORS

The Controller and Auditor General (CAG) has a statutory responsibility to report to the stakeholders as to whether, in his opinion, the financial statements of the Corporation present fairly the financial position, financial performance and cash flows for the year that ended in accordance with the International Public Sector Accounting Standards (IPSASs), and in the manner required by the Auditors and Accountants (Registration) Act, CAP 286 and the Public Finance Act, Cap. 348. Furthermore, International Standards on Auditing requires auditors to report whether the report by Those Charged with Governance is consistent with the financial statements and that it contains no misstatement of facts.

Auditor's objectives are to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes an opinion. In addition, Sect. 10(2) of the Public Audit Act No. 11 of 2008 require auditors to satisfy themselves that, the financial statements have been prepared in accordance with the appropriate accounting standards. Furthermore, Sect. 48(3) of the Public Procurement Act No. 7 of 2011 (as amended 2016) require auditors to report whether the audited entity has complied with the provisions of the Law and its Regulations.

2.33 PREJUDICIAL ISSUES

The Board confirms that, upon review and assessment, no prejudicial issues were identified at the end of the reporting period that could have a material impact on the entity's financial performance, position, or compliance with applicable regulations.

2.34 CAPITAL COMMITMENT

As at the reporting date, NBAA had a capital commitment amounting to TZS 0.380 billion (2024: 0.673 billion). The commitment relates to conference costs and other administrative costs.

The Board also has a commitment to repurchase PSSSF equity at APC Investment Centre as result of the joint venture review which requires NBAA to repurchase PSSSF equity as per repayment schedule which show payment of TZS 0.677 billion each year and this amount includes principal equity amount and premium for twenty years. As at reporting date the Board has commitment amounting TZS 8.20 billion as shown on Joint venture Agreement Purchase schedule.

2.35 STATUTORY AUDITORS

The Controller and Auditor General is the statutory auditor of the National Board of Accountants and Auditors (NBAA) by the virtue of article 143 of the Constitution of the United Republic of

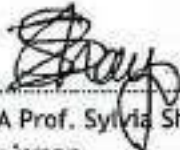
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Tanzania as amplified under Section 30 (1) of the Public Audit Act (PAA) Cap 418. Claritas International were authorized to carry audit of Board for the financial year ended 30 June 2025.

2.36 STATEMENT OF COMPLIANCE

The Report by Those Charged with Governance is prepared in compliance with the new Tanzania Financial Reporting Standard No. 1 (TFRS 1) as issued by the National Board of Accountants and Auditors (NBAA) and became effective from 1 January 2021.

This report was approved by the Governing Board and signed on behalf by:


.....
CPA Prof. Sylvia Shayo Temu
Chairman
Governing Board

Date: 3/3/2026


.....
CPA Paul R. Bilabaye
Chairman
Audit Committee

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS


3.0 STATEMENT OF RESPONSIBILITIES OF GOVERNING BOARD FOR THE YEAR ENDED 30 JUNE 2025

Section 36 of the Auditors and Accountants (Registration) Act, CAP 286 requires NBAA to keep proper records and books of account, which should lead to the preparation of financial statements. The governing board is required to prepare financial reports for each financial year that give a true and fair view of the state of affairs of the NBAA, its operations, and sources and applications of the funds obtained during the period.

The Governing Board accepts responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates in conformity with International Public Sector Accounting Standards (IPSASs) and in the manner required by applicable laws. The Governing Board is of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the NBAA and of its operating results. The Governing Board accepts responsibility for the maintenance of the accounting records, which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial controls.

Nothing has come to the attention of the Governing Board to indicate that the NBAA will not remain a going concern for a foreseeable future from the date of this statement.

This statement was approved by the Governing Board and signed on behalf by:


CPA Prof. Sylvia Hayo Temu
Chairman
Governing Board

Date: 3/3/2026


CPA Paul R. Bilabaye
Chairman
Audit Committee

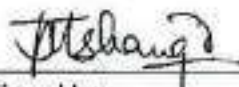
4.0 DECLARATION OF THE HEAD OF FINANCE

The National Board of Accountants and Auditor (NBAA) according to the power conferred under the Auditors and Accountants (Registration) Act CAP 286, requires financial statements to be accompanied with a declaration issued by the Head of Finance responsible for the preparation of financial statements of the entity concerned.

It is the duty of a Professional Accountant to assist those charged with governance to discharge the responsibility of preparing financial statements of an entity showing true and fair view of the entity position and performance in accordance with International Public Sector Accounting Standards (IPSAS) and statutory financial reporting requirements. Full legal responsibility for the preparation of the financial statements' rests with those charged as stated in their responsibilities on an earlier page.

I, Juma Antipas Mshanga being the Head of Finance of the National Board of Accountants and Auditors hereby acknowledge my responsibility of ensuring that financial statements for the year ended 30 June 2025 have been prepared in compliance with International Public Sector Accounting Standards (IPSAS) and statutory financial reporting requirements.

I thus confirm that the financial statements give a true and fair view position of the National Board of Accountants and Auditors as on that date and they have been prepared based on properly maintained financial records.



Signed by:

CPA Juma Antipas Mshanga - ACPA 3425,
Head of Finance and Accounts,
Dodoma, Tanzania.

Date: 3/3/2026

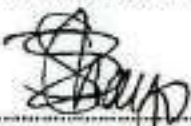
NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

5.0 FINANCIAL STATEMENTS

5.1 STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Notes	2024/25 TZS '000	Restated 2023/24 TZS '000
ASSETS			
Current assets			
Cash and cash equivalents	7	310,791	134,901
Receivables from exchange transactions	8	2,957,525	2,834,338
Financial assets	9	73,360	76,300
Loan receivables from APC Investment Centre	10	1,148,080	802,482
		4,489,756	3,848,021
Non-current assets			
Investment in joint venture	11	9,697,899	8,836,094
Property and equipment	12(a)	13,008,765	12,904,133
Work in progress	12(b)	360,176	91,951
Loan receivables from APC Investment Centre	10	18,409,328	19,588,001
Intangible assets	13	554,592	378,087
		42,030,760	41,798,266
TOTAL ASSETS		46,520,516	45,646,287
LIABILITIES			
Current liabilities			
Trade and other payables	14	380,961	600,554
Provision for liabilities and charges	15	378,879	71,676
Borrowings - NSSF loan	16	1,148,080	802,482
		1,907,920	1,474,712
Non-current liabilities			
Borrowings - NSSF loan	16	18,409,328	19,588,001
TOTAL LIABILITIES		20,317,248	21,062,713
NET ASSETS		26,203,268	24,583,574
NET ASSETS			
Special reserve	38	2,073,145	1,942,601
Contribution from the Government	37	6,568,922	6,568,922
Accumulated surplus		17,561,201	16,072,051
TOTAL NET ASSETS		26,203,268	24,583,574

The notes form an integral part of financial statements which were approved by Governing Board and authorized for issue and were signed on its behalf by:



CPA Prof. Sylvia Shayo Temu
Chairman
Governing Board

Date: 3/3/2026



CPA Paul R. Bilabay
Chairman
Audit Committee

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

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

	Notes	2024/25 TZS '000	Restated 2023/24 TZS '000
REVENUE			
Revenue from non-exchange transactions	17	23,506,560	18,722,607
Revenue from exchange transactions	18	1,697,221	804,210
Other income	19	983,580	1,050,668
		<u>26,187,361</u>	<u>20,577,485</u>
EXPENSES			
Operating expenses	20	9,703,594	7,796,319
Employment costs	21	6,709,674	5,927,773
Administrative expenses	22	6,341,502	5,037,808
Other expenses	23	46,798	94,752
Finance costs	10	904,113	961,517
Depreciation of property and equipment	12	407,674	412,275
Amortization	13	131,848	78,097
Share of loss in joint venture	11	453,008	832,124
		<u>24,698,211</u>	<u>21,140,665</u>
Surplus/(deficit)		<u>1,489,150</u>	<u>(563,180)</u>

The financial statements were approved by Governing Board and authorized for issue and were signed on its behalf by:



 CPA Prof. Sylvia Shayo Temu
 Chairman
 Governing Board

Date: 3/3/2026




 CPA Paul R. Bilabaye
 Chairman
 Audit Committee

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

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

	Special reserve funds TZS '000	Contribution from the Government TZS '000	Accumulated surplus TZS '000	Total TZS '000
Year ended 30 June 2024				
At the beginning of the year	1,831,198	6,568,922	16,635,231	25,035,351
Special reserve fund interest	111,403	-	-	111,403
Deficit for the year	-	-	(563,180)	(563,180)
At the end of year	<u>1,942,601</u>	<u>6,568,922</u>	<u>16,072,051</u>	<u>24,583,574</u>
Year ended 30 June 2025				
At the beginning of the year	1,942,601	6,568,922	16,072,051	24,583,574
Special reserve fund net interest	130,544	-	-	130,544
Surplus for the year	-	-	1,489,150	1,489,150
At the end of year	<u>2,073,145</u>	<u>6,568,922</u>	<u>17,561,201</u>	<u>26,203,268</u>

The notes form an integral part of financial statements.



 CPA Prof. Sylvia Shayo Temu
 Chairman
 Governing Board

Date: 3/3/2026




 CPA Paul R. Bilabaye
 Chairman
 Audit Committee

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

5.4 CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2025


	Notes	2024/25 TZS '000	2023/24 TZS '000
Operating activities			
Receipts			
Collections from non exchange transactions	24	21,008,540	16,515,926
Collection from exchange transactions	25	1,394,415	632,963
Collection from other income	26	3,571	3,759
Housing Loan	27	488,102	531,151
Total receipts		<u>22,894,628</u>	<u>17,683,799</u>
Payments			
Advisory expenses	28	(1,119,772)	(358,728)
Examination expenses	29	(4,755,182)	(3,553,717)
Seminar expenses	30	(4,099,135)	(3,707,230)
Employment costs	31	(4,392,544)	(4,286,918)
Administrative expenses	32	(5,782,118)	(4,760,229)
Housing loan	33	(552,218)	(690,000)
Bank charges	33	(11,477)	(21,011)
Total payments		<u>(20,712,446)</u>	<u>(17,377,833)</u>
Net cash generated from operating activities		<u>2,182,182</u>	<u>305,966</u>
Investing activities			
Purchase of PSSF equity interest	11	(677,625)	(677,625)
Purchase of property, plant, and equipment	12(a)	(242,636)	(88,781)
Additions work on progress	12(b)	(268,225)	(91,951)
Additions on intangible assets	13	(308,353)	(276,246)
Interest received	37	130,544	111,403
Net cash used in investing activities		<u>(1,366,295)</u>	<u>(1,023,201)</u>
Financing activities			
Repayment of NSSF loan	16	(1,737,188)	(1,737,188)
Repayment of loan by APC Investment	10	1,100,000	800,000
Net cash used in financing activities		<u>(637,188)</u>	<u>(937,188)</u>
Increase/(Decrease) in cash and cash equivalents		<u>178,699</u>	<u>(1,654,423)</u>
At the beginning of the year		<u>135,662</u>	<u>1,790,085</u>
At the end of year	7	<u>314,361</u>	<u>135,662</u>

The notes form an integral part of financial statements.



CPA Prof. Sylvia Chayo Temu
Chairman
Governing Board

Date: 3/3/2026



CPA Paul R. Bilabay
Chairman
Audit Committee

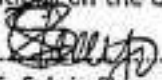
NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

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


	Approved budget TZS 000	Actual amount on comparable basis TZS 000	Deviation TZS 000	Percentage %
Receipts				
Non exchange transaction	22,046,555	23,325,670	(1,279,115)	(6)
Exchange transaction	1,680,354	1,394,414	285,940	17
Other Income	2,000	3,571	(1,571)	(79)
Housing Loan	702,000	618,646	83,354	12
Repayment of loan by APC Investment	1,100,000	1,100,000	-	-
	25,530,909	26,442,301	(911,392)	(4)
Payments				
Advisory expenses	(1,141,006)	(1,119,772)	(21,234)	2
Examination expenses	(4,281,113)	(4,755,182)	474,069	(11)
Seminar expenses	(3,794,744)	(4,099,135)	304,391	(8)
Employment costs	(6,493,593)	(6,709,674)	216,081	(3)
Administrative expenses	(6,001,176)	(5,782,117)	(219,059)	4
Other expenses	(12,500)	(11,477)	(1,023)	8
Repayment of NSSF Loan	(1,737,188)	(1,737,188)	-	-
Purchase of PSSF Equity interest	(677,625)	(677,625)	-	-
Housing Loan	(560,000)	(552,218)	(7,782)	1
Purchase of Assets	(831,964)	(819,214)	(12,750)	2
	(25,530,909)	(26,263,602)	732,693	(3)
Surplus	-	178,699	(178,699)	

*Budgets are prepared based on cash basis and financial statements are prepared on accrual basis. The statement of comparison of budget and actuals are prepared based on cash basis. Additional information about the budget and a reconciliation of amounts as per the above statement and the actual amounts are disclosed in note 53 to the financial statements.

*Explanations on the deviations is on Notes 56 of these financial statements

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 CPA Prof. Sylvia Shayo Temu
 Chairman
 Governing Board

Date: 3/3/2026

.....

 CPA Paul R. Bilabay
 Chairman
 Audit Committee

NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS

5.6 NOTE TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

1. GENERAL INFORMATION

The National Board of Accountants and Auditors (NBAA) is an independent regulatory body for the accountancy profession established under the Accountants and Auditors (Registration) Act, CAP 286 and operating under the Ministry of Finance. NBAA was established in 1972 and started carrying out its activities from 15 January 1973. The principal activities of the NBAA are disclosed in the Governing Board Report. The address of its registered office is:

The National Audit Office,
Ukaguzi House,
8th Floor,
Mahakama Road,
P O Box 1271,
411404 Tambukarelli,
Dodoma, Tanzania

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

The financial statements are prepared under the historical cost convention, as modified by the revaluation of certain financial instruments at fair value.

The Statement of budget and actual has been prepared using cash basis of accounting, further classification schemes adopted for presentation is similar to the formats adopted for the financial statements. The budget period is for 12 months which is similar to adopted reporting period of financial statements.

Statement of compliance

The financial statements of the NBAA have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) and comply with the Accountants and Auditors (Registration) Act, CAP 286 The financial statements are presented in Tanzania shillings (TZS) and all values are rounded to the nearest thousand shillings (TZS '000') unless otherwise stated.

Going concern

The financial statements have been prepared on going concern basis which assumes that the Board will continue in operational existence for the foreseeable future.

3. CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The accounting policies adopted by the NBAA are consistent with those of the previous financial year except where otherwise stated.

4. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of financial statements in conformity with IPSAS requires the use of estimates and assumptions that affect the reported amounts of assets, liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on the directors' best knowledge of current events and actions, actual results ultimately may differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods. The most significant use of judgement and estimates are as follows:

a. Fair value of financial instruments

Where the fair values of financial assets and financial liabilities recorded on the Statement of Financial Position cannot be derived from active markets, they are determined using a variety of valuation techniques that include the use of mathematical models. The input to these models is taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. The judgements include considerations of liquidity and model inputs such as correlation and volatility for longer dated derivatives and discount rates.

b. Impairment losses on trade receivables

The Board reviews its trade receivables at each reporting date to assess whether an impairment loss should be recognized in the Statement of Financial Performance. The Board reviews its trade receivables at each reporting date to assess whether an impairment loss should be recognized in the Statement of Financial Performance. In particular, judgement by the directors is required in the estimation of the amount and timing of future cash flows when determining the level of impairment loss required. Such estimates are based on the assumptions about a number of factors and actual results may differ, resulting in future changes in the impairment. The details of provision for impairment of trade receivables are disclosed in notes to the financial statements.

c. Held to maturity investments

The Board follows the guidance of IPSAS 29 on classifying non-derivative financial assets with fixed or determinable payments and fixed maturity as held-to-maturity. This classification requires significant judgement. In making this judgement, the Board evaluates its intention and ability to hold such investments to maturity. If the NBAA fails to keep these investments to maturity other than for the specific circumstances - for example, selling an insignificant amount close to maturity - it will be required to reclassify the entire class as available-for-sale. The investments would therefore be measured at fair value not amortized cost.

d. Useful lives of property and equipment and intangible assets

The NBAA makes accounting estimates of the useful lives of property, equipment, and intangible assets based on the expected pattern of consumption of future economic benefits, and reviews the related depreciation rates. The useful lives of property and equipment are assessed annually in line with the depreciation rates applied through the Government Asset Management System (GAMIS).

During the year, the Board reviewed the useful lives of its assets, resulting in an extension of five (5) years for certain assets within the categories of furniture, office equipment, and library books.

5. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these financial statements are set out below:

a) Revenue from non-exchange transactions

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the NBAA and the revenue can be reliably measured.

Subvention from Treasury: Subvention comprises of funds paid by Treasury to cater for employees' salaries. These are credited to the Statement of Financial Performance in the period which they are received.

Revenues from non-exchange transactions: Revenues from non-exchange transactions with other entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services and property) if the transfers are free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the Board and can be measured reliably.

Revenue from annual subscription fee is recognized to the extent that it is probable that the economic benefits or service potential will flow to the Board and fair value can be reliably measured.

Annual subscription fee for registered members is due on 1 July each year and is recognized as revenue over the 12-month period ending 30 June. However, since subscription fees are not legally enforceable in all cases, revenue is recognized based on the estimated probability of collectability. At the start of each period, an assessment is made to determine the likelihood of collecting the fees, and revenue is recognized accordingly. If no amount is received in the subsequent period, an adjustment is made retrospectively to reflect the change in estimate or actual collection results.

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This is to ensure that revenue is recognized in accordance with accrual accounting principles, reflecting both the timing of revenue recognition over the subscription period and the likelihood of collection.

Grants and development funds: Grants are recognized when there is past event that give rise to the control to the resources and future economic benefits to the Board.

When the Board receives grants attached with conditions to return the grants when conditions are not fulfilled, the Board recognizes a deferred revenue and releases the amount as revenue when conditions are met.

When the Board receives grants without conditions to return the grants when conditions are not fulfilled, the Board recognizes a revenue instantly.

Professional fees, examination fees and seminar fees: Revenue from professional, examination and seminar fees collected are recognized when received and earned by considering the provision of the services related to the revenue.

b) Revenue from exchange transactions

Dividend revenue: Revenue is recognized when the NBAA's right to receive the payment is established.

Consultancy fees: Revenue from consultancy fees is accounted for on accrual basis.

Rental revenue: Rental revenue is recognized when earned.

Other revenue: Other revenue is recognized in the period in which it is earned. This includes sale of publications and library services. Unconditional donation income is recognized when it is received.

c) Cash and cash equivalents

For the purposes of the Statement of Cash Flow, cash and cash equivalents comprise cash in hand, deposits held with banks and investments in money market instruments with an origin or maturity of three months or less that are readily convertible to known amount of cash and which are subject to insignificant risk of change in value.

d) Inventories

The Board held inventories for consumption, i.e., stationeries, are stated at the lower of cost and current replacement cost. The Board use JIT in inventory management of which the Board will purchase immediately before the activities to avoid idle capital.

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Cost is determined by the First-In-First-Out (FIFO) method. Current replacement cost is the cost the entity would incur to acquire the asset on the reporting date.

Provision for impairment is made for slow moving and obsolete stocks.

e) Provisions

Provisions are recognized when the NBAA has a present legal or constructive obligation as a result of past events, for which it is probable that an outflow of economic benefits or service potential will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

When the NBAA expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognized as a separate asset but only when the reimbursement is virtually certain.

The expense relating to any provision is presented in the Statement of Financial Performance net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

f) Foreign currency translation

i) Functional and presentation currency

Items included in the financial statements of the NBAA are measured using the currency of the primary economic environment in which the NBAA operates ("the functional currency"). The financial statements are presented in Tanzanian Shillings, which is the NBAA's functional and presentation currency and all values are rounded to the nearest thousand (TZS'000) except where otherwise indicated.

ii) Transactions and balances

Foreign currency transactions are translated into Tanzanian Shillings using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets (bid price) and liabilities (offer price) denominated in foreign currencies are recognized in the Statement of Financial Performance.

g) Related parties

Related parties comprise of Government of the United Republic of Tanzania, Ministry of Finance, APC Investment Centre, members of the Governing Board and Management Advisory Committee of the NBAA who have either significant influence or control over the NBAA's affairs.

h) Property and equipment

All property and equipment are initially recorded at cost and thereafter stated at historical cost less depreciation, less any cumulative assets impairment. Where an assets is acquired through a non-exchange transaction, its costs shall be measured at its fair value as at the date of acquisition.

Subsequent expenditures are capitalized only when they increase the current economic benefits and meet the recognition criteria. Expenditure incurred to replace a component of item of property and equipment is accounted for separately and capitalized while the major replaced component is derecognized. All other expenditure items, which do not meet recognition criteria, are recognized in the Statement of Financial Performance as expenses as they are incurred.

Depreciation on assets is calculated on the straight-line method to write off the cost of each asset, over their estimated useful lives as stipulated in The Public Finance (Management of Public Property) Regulation, 2024 from Reg 9(1)-(7) and second and third schedules. Also, the board adhered to government circular with ref Ka.31/204/01/75 which directed that management to use Government Assets Management System in deprecation computation to be used in preparation of the financial statement.

An item of property and equipment and any significant part initially recognized is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statement of Financial Performance when the assets is derecognized.

The assets' residual values, useful lives and methods of depreciation are reviewed at each financial year end and adjusted prospectively.

i) Intangible assets

Intangible assets consist of computer application software and computer packages. Intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Intangible assets are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired.

Generally, costs associated with developing computer software programs are recognized as an expense when incurred. Intangible assets acquired are measured on initial recognition at cost

The useful lives of intangible assets are assessed to be finite. Intangible assets with finite live are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The annual rate of amortization, which has been consistently applied, is as The Public Finance (Management of Public Property)



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Regulation, 2024. The amortization period and the amortization method for an intangible asset are reviewed at least at each financial year-end.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortization period or method, as appropriate, and treated as changes in accounting estimates. The amortization expense on intangible assets is recognized in the Statement of Financial Performance. Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in profit or loss when the asset is derecognized.

Research and development costs

The Board expenses research costs as incurred. Development costs on an individual project are recognized as intangible assets when the Board can demonstrate:

- The technical feasibility of completing the asset so that the asset will be available for use;
- Its intention to complete and its ability to use the asset;
- How the asset will generate future economic benefits or service potential;
- The availability of resources to complete the asset; and
- The ability to measure reliably the expenditure during development

Following initial recognition of an asset, the asset is carried at cost less any accumulated amortization and accumulated impairment losses. Amortization of the asset will begin when development is completed, and the asset is available for use.

It will be amortized over the period of its expected future benefit. During the period of development, the asset is tested for impairment annually with any impairment losses recognized immediately in surplus or deficit.

j) Financial instruments

i. Financial assets

Initial recognition and measurement

The NBAA's financial assets include cash, revolving fund loan to staff, Tanzania Breweries Limited (TBL) Share Investments and trade and other receivables, whereas financial liabilities of the NBAA include borrowings and trade payables. Financial assets and financial liabilities are recognized when NBAA becomes a party to the contractual provisions of the instruments. At initial recognition, NBAA measures a financial asset or financial liability at its fair value plus or minus in the case of a financial assets or financial liability not at fair value through surplus or deficit, transaction costs that are incremental and directly attributable to the acquisition or

issue of the financial assets or financial liability, such as fees and commissions. Receivables are measured at the transaction price.

Classification and subsequent measurement

Classification and subsequent measurement of financial assets depend on;

- NBAA's business model for managing the assets; and
- The cash flow characteristics of the assets.

Based on these factors, NBAA classifies its financial assets into one of the following three measurement categories: -

- **Amortized cost**

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest ('SPPI'), and that are not designated at fair value through the profit or loss (FVPL), are measured at amortized cost. The carrying amount of these assets is adjusted by any expected credit loss allowance recognized and measured. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

- **Fair value through net assets/equity**

Financial assets that are held for collection of contractual cash flows and for selling the assets, where the assets' cash flows represent solely payments of principals and interest, and that are not designated at fair value through the profit or loss, are measured at fair value through net assets/equity.

Movements in the carrying amount are taken through net assets/equity, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses on the instrument's amortized cost which are recognized in profit and loss. When the financial asset is derecognized, interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

- **Fair value through the profit or loss**

Assets that do not meet the criteria for amortized cost or Fair value through net assets/equity are measured at fair value through the profit or loss.

The business model assessment is not performed on an instrument-by-instrument basis, but at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. The main consideration in determining the different business models across the group is whether the objectives of the business model are met primarily through holding the financial assets to collect contractual cash flows, through the sale of these financial assets,

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by managing assets and liabilities on a fair value basis, or through a combination of these activities.

NBAA classifies the financial instruments into classes that reflect the nature of information and consider the characteristics of those financial instruments. The classification made can be seen in the table below:

Category (as defined by IPSAS 41)		Class as defined by NBAA
Financial Assets	Amortized cost	Revolving fund issued to staff
		Cash and cash equivalent
		Loan issued to Accountancy Professional Centre
	Trade and other receivables	
	Fair value through net assets/equity	NIL
	Fair value through the profit or loss	Tanzania Breweries Limited Share investments

Impairment of financial assets

The NBAA recognizes an allowance for expected Credit losses for all debt instruments not held at air value through the profit or loss. Expected Credit Loss are based on the difference between the contractual cash flows due in accordance to the contract and all the cash flows that NBAA expects to receive, discounted at an approximation of the original effective interest rate. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instruments.

Board applies a simplified approach in calculating Expected Credit Loss for revolving fund issued to staff, loan issued to Accountancy Professional Centre and trade and other receivables. Therefore, Board does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime Expected Credit Loss at each reporting date. Board has established a provisional matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Board considers a financial assets in default when contractual payments are 90 days past due. However, in certain cases, Board may also consider a financial asset to be in default when internal or external information indicates that Board is unlikely to receive the outstanding contractual amounts in full before considering any credit enhancements held. A financial assets is written off when there is no reasonable expectation of recovering contractual cash flows.

De-recognition of financial assets

NBAA will derecognize financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) when:

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

ii. Financial liabilities

Initial recognition and measurement

The NBAA's financial liabilities include trade and other payables, and borrowings. All financial liabilities are recognized initially at fair value and in the case of loans and borrowings, plus directly attributable transaction costs.

Subsequent measurement

The measurement of financial liabilities depends on their classification as follows:

Borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the effective interest rate method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the effective interest rate method amortization process.

Amortized cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortization is included in finance costs in the statement of comprehensive income.

De recognition

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the statement of comprehensive income.

Trade payable

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

De recognition of a financial liability

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the statement of comprehensive income.

k) Interests in joint ventures

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

NBAA's investments in joint venture are accounted for using the equity method. Under the equity method, the investment in joint venture is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Board's share of net assets of the joint venture since the acquisition date. After application of the equity method, the Board determines whether it is necessary to recognize an impairment loss on its investment in joint venture. At each reporting date, the Board determines whether there is objective evidence that the investment in joint venture is impaired.

If there is such evidence, NBAA calculates the amount of impairment as the difference between the recoverable amount of the joint venture and its carrying value, and then recognizes the loss as 'Share of profit of a joint venture' in the Statement of Financial Performance.

Upon loss of joint control over the joint venture, the Board measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the joint venture upon loss of joint control and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.

Value added tax

Revenues, expenses, and assets are recognized net of the amount of value added tax except:

- Where the value added tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the value added tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of value added tax included. The net amount of value added tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

l) Corporate tax

NBAA is exempted from corporate tax on its surplus.

m) Operating lease

Leases of assets under which a significant portion of the risks and rewards of ownership are effectively retained by the lessor are classified as operating leases. A payment made on acquiring a leasehold land has been presented as prepaid operating lease rental and are charged to the income statement on a straight-line basis over the period of the lease. The amount received from tenants in respect of NBAA's leased out spaced are recognized as other income.

n) Employee benefits

Employee benefits are recognized on accrual basis.

Short-term benefits

Employee benefits include salaries, pensions, annual leave and other related - employment costs. The estimated monetary liability for employees accrued annual leave entitlement at the reporting date is recognized as an expense.

Post-employment benefits

NBAA and its employees contribute to the Public Service Social Security Fund, a statutory defined contribution plan, under the PSSF Act, 2018. The organization's contributions to the defined contribution scheme are charged to the Statement of Financial Performance in the year in which they relate. Board has no other obligations to pay employees the benefit relating to employee's services in the current and prior period.

Other long-term benefits

Employee entitlements to gratuity and long service awards are recognized when they accrue to employees. A provision is made for the estimated liability for such entitlements as a result of services rendered by employees up to the reporting date.

o) Impairment of non-financial assets

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

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Impairment losses of continuing operations are recognized in the Statement of Financial Performance in those expense categories consistent with the function of the impaired asset.

An assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated.

A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case the carrying amount of the asset is increased to its recoverable amount.

That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the Statement of Financial Performance. After such a reversal the depreciation charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

p) Comparatives

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

q) Deferred income

When the Board receives revenue but does not meet the criteria for revenue recognition or revenue recognition process has not been completed is accounted for as Deferred Income and disclosed in the Statement of Financial Position.

6. STANDARDS, AMENDMENTS, AND INTERPRETATIONS ISSUED

a) New interpretations IPSAS mandatorily effective at the end of the reporting period

At the reporting date, the following new interpretations were in issue and effective and therefore have been applied in these financial statements.

b) New Standards and interpretations in issue but not yet effective

At the reporting date, the following new and/or revised accounting standards and interpretations were in issue but not yet effective and therefore have not been applied in these financial statements. The Board has not yet assessed the impact of these changes on their financial statements when they become effective.

IPSAS Improvements/details of the new standards

IPSAS 43, Leases

While the IPSASB has retained the IPSAS 13's finance lease/operating lease distinction for lessors, the distinction is no longer relevant for lessees. All lease contracts, including rental contracts, will be recognised on the statement of financial position of the lessees, with some exceptions in limited circumstances.

For lessees, IPSAS 43 introduces a right-of-use model that replaces the risks and rewards incidental to ownership model in IPSAS 13, Leases. For lessors, IPSAS 43 substantially carries forward the risks and rewards incidental to ownership model in IPSAS 13.

IPSAS 43 will replace IPSAS 13 for reporting periods beginning on or after 1 January 2025 with a retrospective application by default.

The Board has reviewed the requirements of IPSAS 43 and determined that it will not have a material impact. This is because the standard does not introduce changes affecting lessors in lease arrangements, and rental income represents only a minor portion of the Board's total revenue.

IPSAS 44, Non-Current Assets Held for Sale and Discontinued Operations

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

- Measured at the lower of carrying amount and fair value less costs to sell and depreciation on such assets to cease; and,
- Presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.

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IPSAS 44 will be effective for reporting periods beginning on or after 1 January 2025

The Board has assessed the impact of IPSAS 44 *Non-current Assets Held for Sale and Discontinued Operations* on its financial statements. Based on the assessment, the Board does not expect any material effect, as it does not hold significant non-current assets for sale nor operate discontinued activities.

IPSAS 45: Property, Plant and Equipment

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

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

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

IPSAS 45 will be effective for reporting periods beginning on or after 1 January 2025.

The Board has assessed the potential impact of IPSAS 45 on its financial statements. The standard introduces specific requirements for the recognition, measurement, and disclosure of infrastructure and heritage assets. However, the Board does not own infrastructure assets or heritage assets. Accordingly, IPSAS 45 is not expected to have a material effect on the Board's financial statements. The Board will implement the standard upon its effective date.

IPSAS 46: Measurement

IPSAS 46 intended to improve measurement guidance across IPSAS by:

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

IPSAS 46 will be effective for reporting periods beginning on or after 1 January 2025.

The Board has assessed the impact of IPSAS 46 *Measurement* on its financial statements. The standard permits the use of either the historical cost model or the current value model. Since the Board applies the historical cost model for measuring its assets and liabilities, IPSAS 46 is

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not expected to have a material effect. The Board will apply the standard when it becomes effective.

IPSAS 47: Revenue

IPSAS 47 intended to address the following issues:

- (a) IPSAS 47 consolidates revenue recognition requirements into a single standard, replacing IPSAS 9 (*Revenue from Exchange Transactions*), IPSAS 11 (*Construction Contracts*), and IPSAS 23 (*Revenue from Non-Exchange Transactions: Taxes and Transfers*);
- (b) The standard introduces the concept of a binding arrangement, which identifies the rights and obligations that give rise to revenue; and
- (c) It clarifies the principles for recognizing and measuring revenue from both exchange and non-exchange transactions and provides non-authoritative guidance to assist preparers in applying professional judgment consistently.

IPSAS 47 will be effective for reporting periods beginning on or after 1 January 2026.

The Board has assessed the impact of IPSAS 47 and determined that it will affect revenue recognition, shifting the focus from exchange and non-exchange criteria to recognition based on binding arrangements, as well as influencing the presentation of revenue in the financial statements. The Board will apply the standard when it becomes effective.

IPSAS 48: Transfer Expenses

IPSAS 48 intended to address the following issues:

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

IPSAS 48 will be effective for reporting periods beginning on or after 1 January 2026.

The Board has assessed the impact of IPSAS 48 and determined that, since it does not deal with transfers, the standard is not expected to have a significant effect on its financial statements. The Board will apply the standard when it becomes effective.

IPSAS 49: Retirement Benefit Plans

IPSAS 49 is intended to prescribe the accounting and reporting requirements for public sector retirement benefit plans, which provide retirement benefits to public sector employees and other eligible participants.



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IPSAS 49 establishes comprehensive accounting and reporting requirements for the financial statements of retirement benefit plans, with participants comprising current and former public sector employees and other eligible members.

IPSAS 49 will be effective for reporting periods beginning on or after 1 January 2026.

The Board has assessed IPSAS 49 and concluded that, since it is not responsible for retirement benefits, the standard is not applicable and will have no impact on its financial statements.

IPSAS 50: Exploration for and Evaluation of Mineral Resources

The standard prescribes accounting and reporting requirements for public sector entities involved in exploring and evaluating mineral resources, including guidance on recognizing, measuring, presenting, and disclosing expenditures related to assessing the feasibility and commercial viability of extracting such resources.

IPSAS 50 is effective for reporting periods beginning on or after 1 January 2027.

The Board has assessed the applicability of IPSAS 50 and concluded that, since it is not engaged in exploration for or evaluation of mineral resources, the standard is not applicable and will have no impact on its financial statements.

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	30 June 25 TZS '000	30 June 2024 TZS '000
7. CASH AND CASH EQUIVALENTS		
CRDB Ac 01J1042978100	5,604	2,714
CRDB Ac 01J1042978101	158,518	29,368
CRDB Ac 01J1042978102	1,621	4,337
BOT Ac 9925261011	136,275	87,829
CRDB Ac 0150005553500	1,045	316
BOT Ac 993244221	11,098	11,098
NMB Ac 22310034889	200	-
Total Bank Balance	314,361	135,662
Closing Balance of the expected credit loss	(3,570)	(761)
	<u>310,791</u>	<u>134,901</u>

Movement of provision for expected credit loss

Opening balance	761	3,840
Charge for the year	3,570	761
Recovery of expected credit loss	(761)	(3,840)
Closing Balance of the expected credit loss	<u>3,570</u>	<u>761</u>

Cash and cash equivalents comprise cash held with banks. Cash and cash equivalents were not pledged to fulfil collateral requirements. Cash remained at the end of the year was set aside for financing operation of the Accountants and Auditors Appeals Board.

	2024/25 TZS '000	2023/24 TZS '000
8. RECEIVABLES FROM EXCHANGE TRANSACTIONS		
Receivables from the exchange transaction	1,102,614	332,801
Staff loan from revolving fund	1,388,915	1,299,471
Expected credit loss for the year - Note 8(b)	(28,811)	(72,980)
Other receivables - Note 8(a)	101,542	844,588
Receivable from related parties - Note 34	393,265	430,458
	<u>2,957,525</u>	<u>2,834,338</u>
Note 8(a) Other receivables		
Salary advances	24,171	24,145
Special imprest	-	1,355

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Salary overpayment from Minister of Finance	16,016	23,408
Membership fees receivable	-	517,072
Advances and prepayment	7,394	224,647
PAYE receivable	53,961	53,961
	<u>101,542</u>	<u>844,588</u>

	30 June 25	30 June 2024
	TZS '000	TZS '000
Note 8(b) Movement of expected credit loss		
Opening Balance	72,980	71,145
Charge for the year	28,811	72,980
Recovery of expected credit loss	(72,980)	(71,145)
Closing balance of the expected credit loss	<u>28,811</u>	<u>72,980</u>

9. FINANCIAL ASSETS/ QUOTED EQUITIES

	2024/25	2023/24
	TZS '000	TZS '000
Shares - Tanzania Breweries Limited	76,300	76,300
Fair value loss	(2,940)	-
	<u>73,360</u>	<u>76,300</u>

NBAA owns 7,000 fully paid ordinary shares of Tanzania Breweries Limited with par value of TZS 100 each. As at the reporting date 30 June 2025, each share had a market value of TZS 10,480 (2024: TZS 10,900). The fair value loss for the year is TZS 2.94 million, being the decrease in fair value from TZS 76.30 million at 30 June 2024 to TZS 73.36 million at 30 June 2025 (recognised in statement of financial performance under other expenses; equivalent to TZS 420 per share × 7,000 shares).

10. LOAN RECEIVABLE FROM APC INVESTMENT CENTRE

	30 June 25	30 June 2024
	TZS '000	TZS '000
Loan to APC Investment	20,390,483	21,166,154
Accrued interest (finance costs)	904,113	961,517
Transferred to additional investment	(637,188)	(937,188)
Loan repayment by APC	(1,100,000)	(800,000)
Carrying amount	<u>19,557,408</u>	<u>20,390,483</u>
Current portion	1,148,080	802,482
Non-current portion	18,409,328	19,588,001
	<u>19,557,408</u>	<u>20,390,483</u>

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In 1 November 2010, NBAA entered into a long-term agreement with National Social Security Fund (NSSF). Under the terms of this agreement, NSSF lent a sum of TZS 15,000,000,000 for a period of 10 years at interest rate of 15% per annum accrued from the first date of first disbursement and paid semi-annually. The loan was secured by the government guarantee number TYC/T/200/613/40.

In September 2020, NSSF and NBAA agreed on a loan restructuring that resulted to waived penalties and converted the outstanding loan and interest agreed to a starting principal loan amount of TZS 27,522,520,642 effective from 1 July 2020.

With the new restructured terms, the loan is repayable for a period of 20 years, i.e., up to 30 June 2040 at an interest rate of 5%. The revised repayments terms require a fixed repayment of TZS 2,082,785,600 annually

In 2022 NBAA and NSSF in presence of Ministry of Finance and Planning had a review on the revised payment schedule and found that capitalized interest was calculated on compound interest rate instead of accrued interest rate due to lack of clarity on the contract and 1% investigation fee was wrongly charged as the addendum on the investigation fee was signed on 26 November 2012 hence the disbursements were not subjected to investigation fee hence the loan had to be charged interest basing on actual cash received TZS 14,900,000,000 hence has led to a decrease in loan by 4.78 billion as at the date of maturity and the repayment fixed amount has been changed to 1.74 billion.

In 2018, NBAA entered an agreement with APC Investment Centre, as stated in the agreement, "the borrower [APC Investment Centre] agreed to receive the loan which was taken by NBAA from NSSF under the Government guarantee for construction of the APC Investment Centre." The loan has the same terms and conditions of the original agreement with NSSF.

This being the case, the loan between NBAA and APC have been restructured to reflect above changes as well. Compliance with terms and conditions of the loan agreement the repayment of a fixed amount of TZS 2,082,785,600 annually was adhered to.

As a result of a review of the repayment schedule of the loan between NSSF, NBAA and the Ministry of Finance and Planning (MoFP) in 2022, The Centre will be required to meet payment of a fixed amount of TZS 1.74 billion.

The loan Balance as per schedule stood at TZS 17.22 billion and the balance as per reporting computation stood at TZS 19.56 billion making a difference of TZS 2.34 billion resulting from taking into consideration of accrued (unpaid) interest in the computations of the reporting balance as at June 2025.

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11. INVESTMENT IN JOINT VENTURE	30 June 25 TZS '000	30 June 2024 TZS '000
At the beginning of the year	8,835,424	8,053,405
Additional investment in joint venture	637,188	937,188
Share of loss for the period	(453,008)	(832,124)
Subtotal	9,019,604	8,158,469
<i>Purchase of PSSSF equity at APC</i>		
Net assets purchase from PSSSF	350,535	350,535
Goodwill on Purchase of equity contributions - PSSSF	327,090	327,090
Subtotal	677,625	677,625
Total investment in joint venture as at 30 June	9,697,229	8,836,094
<i>Share of loss for the period</i>		
Loss as reported by APC Investment	(647,154)	(1,241,976)
Percentage of NBAA contribution in APC Investment	70%	67%
Share of loss in the investment for the period	(453,008)	(832,124)

APC Investment Centre is an investment in joint venture between NBAA and PSSSF. The investment was finalized and commenced operations as a separate entity in year, 2017. As per the joint venture agreement, contribution for the investment at the inception was 55.6% for PSSSF and 44.4% for NBAA. However, currently the contribution is 70% (2024: 67%) for NBAA and 30% (2024: 33%) for PSSSF due to subsequent additions by NBAA. As per the joint venture agreement, the joint venture capital will be repurchased by NBAA over a period of years and thereafter, the equity shareholding will change.

The carrying amount of investment in Joint Venture include goodwill amounting to TZS 0.327 billion resulting from the difference between the cost of investment and net assets of purchased part of PSSSF equity interest by NBAA in APC Investment Centre.

**EXTRACT OF FINANCIAL STATEMENTS OF APC INVESTMENT CENTRE
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR
THE YEAR ENDED 30 JUNE 2025**

	2024/25 TZS '000	2023/24 TZS '000
Revenue	5,340,893	5,329,309
Cost of sales	(970,920)	(945,766)
Gross profit	4,369,973	4,383,543

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Other income	289,312	190,222
Staff costs	(1,295,157)	(1,092,342)
Administrative expenses	(1,981,089)	(1,708,642)
Depreciation	(1,075,143)	(2,022,304)
Expected credit loss - cash and cash equivalent	(50,939)	(30,936)
Interest expense on NBAA loan	(904,113)	(961,517)
	<u>(5,306,441)</u>	<u>(5,815,741)</u>
Loss for the year	<u>(647,156)</u>	<u>(1,241,976)</u>

EXTRACT OF FINANCIAL STATEMENTS OF APC INVESTMENT CENTRE

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

ASSETS	2024/25	2023/24
NON-CURRENT ASSETS	TZS '000	TZS '000
Property, plant and equipment	24,785,559	25,445,302
Total non-current assets	<u>24,785,559</u>	<u>25,445,302</u>
CURRENT ASSETS		
Inventory	64,453	55,058
Trade and other receivables	852,399	1,620,923
Cash and cash equivalents	2,319,266	1,409,129
Total current assets	<u>3,236,118</u>	<u>3,085,110</u>
TOTAL ASSETS	<u>28,021,677</u>	<u>28,530,412</u>
EQUITY		
Equity contribution	27,320,173	26,682,985
Retained earnings	(19,541,583)	(18,911,425)
Total equity	<u>7,778,590</u>	<u>7,771,560</u>
LIABILITIES		
Non-current liabilities		
Loan from NBAA	<u>18,754,925</u>	<u>19,588,000</u>
Current liabilities		
Loan from NBAA - current	802,482	802,482
Trade and other payables	384,107	287,086
Advances from customers	301,573	81,284
Total current liabilities	<u>1,488,162</u>	<u>1,170,852</u>
Total liabilities	<u>20,243,087</u>	<u>20,758,852</u>
TOTAL EQUITY AND LIABILITIES	<u>28,021,677</u>	<u>28,530,412</u>

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12. (a) PROPERTY AND EQUIPMENT

	Buildings	Office household and furniture	Motor vehicles	Office equipment	Library books	Graduation gowns	Land	Total
	TZS '000	TZS '000	TZS '000	TZS '000	TZS'000	TZS '000	TZS '000	TZS '000
Cost								
At 1 July 2024	2,734,204	480,709	634,590	2,343,920	530,133	66,594	9,578,652	16,368,802
Additions	-	34,692	269,670	193,784	-	14,160	-	512,306
At 30 June 2025	2,734,204	515,401	904,260	2,537,704	530,133	80,754	9,578,652	16,881,108
Accumulated depreciation								
At 1 July 2024	888,512	272,332	340,532	1,617,392	318,113	27,788	-	3,464,669
Charge for the year	54,684	33,457	57,653	220,267	33,892	7,721	-	407,674
At 30 June 2025	943,196	305,789	398,185	1,837,659	352,005	35,509	-	3,872,343
Carrying value								
At 30 June 2025	1,791,008	209,612	506,075	700,045	178,128	45,245	9,578,652	13,008,765
Cost								
At 1 July 2023	2,734,204	426,928	634,590	2,308,920	530,133	66,594	9,578,652	16,280,021
Additions	-	53,781	-	35,000	-	-	-	88,781
At 30 June 2024	2,734,204	480,709	634,590	2,343,920	530,133	66,594	9,578,652	16,368,802

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<u>Accumulated depreciation</u>								
At 1 July 2024	833,828	238,470	300,857	1,386,545	271,565	21,129	-	3,052,394
Charge for the year	54,684	33,862	39,675	230,847	46,548	6,659	-	412,275
At 30 June 2024	888,512	272,332	340,532	1,617,392	318,113	27,788	-	3,464,669
<u>Carrying value</u>								
At 30 June 2024	1,845,692	208,377	294,058	726,528	212,020	38,806	9,578,652	12,904,133

The Board owned three plots no. 40 and 41 Block D Mbuyuni Kizota Dodoma with 19,364 square metres and plot 2,3 and 4 Block A Kisutu Dar es salaam with 1.614 hectares

During the year, the Board purchased new assets with a total value of TZS 512,306,000. Out of the total assets purchased, motorvehicles amounting to TZS 269,670,000 were paid for in 2023/24 financial year but were received in 2024/25 financial year.

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12. (b) WORK IN PROGRESS

	30 June 25 TZS '000	30 June 2024 TZS '000
Cost		
At the beginning of the year	91,951	-
Addition during the year	268,225	91,951
At the end of the year	<u>360,176</u>	<u>91,951</u>
Carrying value	<u>360,176</u>	<u>91,951</u>

Following government shifting to Dodoma, the element of Work In Progress (WIP) represents the preliminary costs for establishing the Board's office in Dodoma, which comprise seismic testing, consultancy services, and drawing costs.

13. INTANGIBLE ASSETS

Cost		
At the beginning of the year	659,241	382,995
Addition during the year	308,353	276,246
At the end of the year	<u>967,594</u>	<u>659,241</u>
Amortization		
At the beginning of the year	(281,154)	(203,057)
Charge for the year	(131,848)	(78,097)
At the end of the year	<u>(413,002)</u>	<u>(281,154)</u>
Carrying value	<u>554,592</u>	<u>378,087</u>

Intangible asset related to the in-house software for students' registration and members registration (MEMS) and National Board of Accountants and Auditors Verification Number (NBAAVN) system.

14. TRADE AND OTHER PAYABLES

Trade payables	187,119	466,314
Other payables	193,842	134,240
	<u>380,961</u>	<u>600,554</u>

15. PROVISION OF LIABILITIES AND CHARGES

At start of year	71,676	65,113
Charge for the year	378,879	71,676
Used amounts (paid)	(71,676)	(65,113)
At the end of the year	<u>378,879</u>	<u>71,676</u>

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	30 June 25	30 June 2024
	TZS '000	TZS '000
16. BORROWINGS		
At the start of the year	20,390,483	21,166,154
Accrued interests (Note 26)	904,113	961,517
Loan repayment during the year	(1,737,188)	(1,737,188)
As at 30 June	<u>19,557,408</u>	<u>20,390,483</u>
Current portion	1,148,080	802,482
Non-current portion	18,409,328	19,588,001
	<u>19,557,408</u>	<u>20,390,483</u>

On 1 November 2010, NBAA entered into a long-term agreement with National Social Security Fund (NSSF). Under the terms of this agreement, NSSF lent a sum of TZS 15,000,000,000 for a period of 10 years at interest rate of 15% per annum accrued from the first date of first disbursement and paid semi-annually. The loan was secured by the government guarantee number TYC/T/200/613/40. The whole loan amount was received between April 2012 and April 2013.

In March 2020, NSSF and NBAA completed loan restructuring that resulted to waived penalties and converted the outstanding loan and interest agreed to a starting principal loan amount of TZS 22.96 billion effective from 1 July 2020. With the new restructured terms, the loan is repayable for a period of 20 years i.e., up to 30 June 2040 at an interest rate of 5%. The revised repayments terms require a fixed repayment of TZS 1.74 billion annually. The loan balance stood at 20.39 billion at the end of June 2024 and 19.56 billion at the end of June 2025. The repayment of a fixed amount of TZS 1.74 billion annually was adhered to.

	2024/25	2023/24
	TZS '000'	TZS '000'
17. REVENUE FROM NON-EXCHANGE TRANSACTIONS		
Subvention from Treasury - Note 17 (a)	3,180,572	2,268,137
Internal source contribution - Note 17 (b)	20,325,988	16,454,470
	<u>23,506,560</u>	<u>18,722,607</u>
Note 17(a) Subvention from Treasury		
Salary	2,663,242	2,268,137
AAAB Operations	517,330	-
	<u>3,180,572</u>	<u>2,268,137</u>
Note 17(b) Internal source contribution		
Professional fees and training	5,178,728	4,108,001
Examination fee	6,809,650	5,212,830
Seminar fees	8,229,110	7,022,639
Other non-exchange income	108,500	111,000
	<u>20,325,988</u>	<u>16,454,470</u>

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	2024/25	2023/24
	TZS '000	TZS '000
18. REVENUE FROM EXCHANGE TRANSACTIONS		
Fee from advisory services	1,415,718	547,617
Miscellaneous revenue	204,890	182,298
Rent	76,613	74,295
	<u>1,697,221</u>	<u>804,210</u>
19. OTHER INCOME		
Dividend income	5,726	3,759
Other income from payable	-	10,408
Interest from APC Investment Centre	904,113	961,517
Recovery ECL from cash and cash equivalent	761	3,840
Recovery ECL from debtors	72,980	71,144
	<u>983,580</u>	<u>1,050,668</u>
20. OPERATING EXPENSES		
a. Advisory expenses		
Traveling and accommodation	173,212	107,625
Venue hiring	115,000	50,385
Incentives and wages	686,424	86,424
Consultancy costs	46,856	44,951
Meal expenses	21,400	18,900
Printing, postages and telephone	73,230	47,318
Fuel	3,650	3,125
	<u>1,119,772</u>	<u>358,728</u>
b. Examination expenses		
Traveling and accommodation	942,230	803,833
Venue hiring and exam assembly	770,780	690,876
Printing and stationery	321,589	277,871
Examination setting and moderation	195,780	174,380
Marking and moderation of exams	570,640	472,907
Incentives and wages	397,471	304,900
Invigilation	198,170	144,280
Meal expenses	251,450	249,269
Extra duty allowance	482,500	441,650
Staff welfare and medical	311,783	277,821
NBAA students prize	34,500	28,584

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Postages and telephone	2,595	2,485
Vehicle fuel	5,200	4,575
	<u>4,484,688</u>	<u>3,873,431</u>
c. Seminar expenses		
Traveling and accommodation	248,000	188,395
Venue hiring	2,380,894	2,087,774
Incentives and wages	1,026,000	958,339
Printing and stationery	412,820	301,732
Telephone and postages	620	530
Advertisement and entertainment	25,700	22,690
Fuel	5,100	4,700
	<u>4,099,134</u>	<u>3,564,160</u>
	<u>9,703,594</u>	<u>7,796,319</u>
21. EMPLOYMENT COSTS		
Salaries	2,663,242	2,268,137
Staff telephone, furniture and other benefits	379,470	327,456
Staff training	83,647	75,530
Staff medical and pension contribution	349,776	293,110
Staff leave passage	128,702	229,840
Staff uniforms and staff welfare	3,104,837	2,733,700
	<u>6,709,674</u>	<u>5,927,773</u>
	2024/25	2023/24
	TZS '000	TZS '000
22. ADMINISTRATIVE EXPENSES		
Directors' fees	56,250	81,949
Board meeting expenses	380,879	382,378
Postages and telephones	20,388	4,744
Vehicle running expenses	28,695	24,936
Traveling and accommodation	1,195,335	1,098,061
Facilitation expenses	32,200	24,354
Printing, publications and stationery	43,200	36,732
Subscriptions and periodicals	220,391	198,320
Advertising	83,971	37,576
Promotional materials	35,053	39,400
Audit fees	78,080	78,080
AQR consultancy cost	66,840	66,840

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Tender valuation	32,600	2,000
Incentives and wages	1,857,664	1,937,825
Office expenses	141,242	113,514
Hall/venue hiring	756,333	421,694
Office rent	69,763	69,763
Land rent and property taxes	45,705	27,670
Electricity and water	81,909	88,063
Repairs and maintenance	208,867	45,963
Insurance	126,936	13,773
AAAB Operation costs	279,201	144,173
Disbursement to treasurer	500,000	100,000
	<u>6,341,502</u>	<u>5,037,808</u>

23. OTHER EXPENSES

Bank charges	11,477	21,011
Cash and Cash equivalent ECL for the year	3,570	761
Trade debtors ECL for the year	28,811	72,980
Loss on Investments	2,940	-
	<u>46,798</u>	<u>94,752</u>

RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT) FOR THE YEAR RECONCILED TO CASH

	Notes	2024/25 TZS '000	2023/24 TZS '000
Operating activities			
(Deficit)/Surplus for the year		1,489,150	(563,180)
<i>Adjust for:</i>			
Depreciation expenses	12	407,674	412,275
ECL recovery for the year	8	(72,980)	(74,984)
Amortization intangible	13	131,848	78,097
Fair value loss	9	2,940	-
ECL Charge cash and cash equivalent	7	3,570	761
ECL Charge receivables	8	28,811	72,980
Share of loss	11	453,008	832,124
<i>Working capital changes:</i>			
Changes in receivables	8	(349,448)	(829,302)
Changes in inventory		-	3,098
Changes in payables	14 & 15	87,610	374,098
Cash flow from operating activities		<u>2,182,183</u>	<u>305,966</u>

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24. COLLECTIONS FROM NON EXCHANGE TRANSACTIONS	2024/25	2023/24
	TZS '000	TZS '000
SUBVENTION FROM GOVERNMENT		
Subvention AAAB Operation	517,330	-
Subvention salary (Saccoss and TUICO)	346,112	325,385
	<u>863,442</u>	<u>325,385</u>
PROFESSIONAL FEES		
Membership application fee	118,083	118,740
Candidate application fee	1,267,770	1,176,800
Annual subscription fee	3,597,480	2,642,922
	<u>4,983,333</u>	<u>3,938,462</u>
EXAMINATION FEES		
CPA examination fees	6,709,230	5,158,110
IPSAS examination fee	100,420	54,720
	<u>6,809,650</u>	<u>5,212,830</u>
SEMINAR FEE		
Seminar fees	7,111,415	5,875,349
Workshop fee	1,132,200	1,052,900
	<u>8,243,615</u>	<u>6,928,249</u>
OTHER NON EXCHANGE INCOME		
Donation collection	108,500	111,000
Total Actual collection from Non Exchange transactions	<u>21,008,540</u>	<u>16,515,926</u>
Receivables from non exchange transactions	180,890	565,826
Salary paid direct to staff by the ministry	2,317,130	1,640,855
Total income from non exchange transactions	<u>23,506,560</u>	<u>18,722,607</u>
25. COLLECTION FROM EXCHANGE TRANSACTIONS		
	2024/25	2023/24
	TZS '000'	TZS '000'
ADVISORY FEES		
Advisory fee	1,091,448	398,738
MISCELLANEOUS REVENUE		
Searching fee	391	400
Late Certificate collection	10,890	35,640
Certificate covers	193,610	142,499
	<u>204,891</u>	<u>178,539</u>

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RENT REVENUE		
Rent collection	<u>98,076</u>	<u>55,686</u>
Rent received from renting of ten (10) rooms at Mhasibu house during the year 2024/25.		
Total actual collection	<u>1,394,415</u>	<u>632,963</u>
Receivables from exchange transactions	<u>302,806</u>	<u>167,487</u>
Total income from exchange transactions	<u>1,697,221</u>	<u>804,210</u>

26. COLLECTION FROM OTHER INCOME

DIVIDEND COLLECTION

Dividend collection	3,571	3,759
Donations received from 18 well-wishers who support our activities during the year 2024/25.		
Total Actual Collection	3,571	-
Receivable from other income	2,155	3,759
Other recovery income from payable	-	10,408
Interest income from APC Loan	904,113	961,517
Recovery ECL from Cash and Cash equivalent	761	3,840
Recovery ECL from Receivables	<u>72,980</u>	<u>71,144</u>
Total Other Income	<u>983,580</u>	<u>1,050,668</u>

27. STAFF HOUSING REVOLVING FUND

Actual Loan repayment received	488,102	531,151
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OPERATING EXPENSES

28. ADVISORY EXPENSES

	2024/25	2023/24
	TZS '000	TZS '000
Traveling and accommodation	173,212	107,625
Venue hiring	115,000	50,385
Incentives and wages	686,424	86,424
Consultancy	46,856	44,951
Meal allowance/expenses	21,400	18,900
Printing, postage and telephone	73,230	47,318
Fuel	3,650	3,125
	<u>1,119,772</u>	<u>358,728</u>

29. EXAMINATION EXPENSES

Traveling and accommodation	942,230	803,833
Venue hiring and exam assembly	1,041,274	371,163
Printing and stationery	321,589	277,871
Examination setting and moderation	195,780	174,380
Marking and moderation of exams	570,640	472,907
Incentives and wages	397,471	304,900

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Invigilation	198,170	144,280
Meal expenses	251,450	249,269
Extra duty allowance	482,500	441,650
Staff welfare and medical	311,783	277,820
NBAA students prize	34,500	28,584
Postage and telephone	2,595	2,485
Vehicle fuel	5,200	4,575
	4,755,182	3,553,717
30. SEMINAR EXPENSES		
Traveling and accommodation	248,000	188,395
Venue hiring	2,380,894	2,230,845
Incentives and wages	1,026,000	958,339
Printing and stationery	412,821	301,731
Telephone and postage	620	530
Advertisement and entertainment	25,700	22,690
Fuel	5,100	4,700
	4,099,135	3,707,230
Total Actual Operating Expenses Paid	9,974,089	7,619,675
Operating Expenses payables paid	(270,495)	176,644
Total Operating Expenses	<u>9,703,594</u>	<u>7,796,319</u>
	2024/25	2023/24
31. EMPLOYMENT COSTS	TZS 000	TZS 000
Salaries	2,663,242	2,268,137
Staff telephone, furniture and other benefits	379,470	327,456
Staff training	83,647	75,530
Staff medical and pension contribution	349,776	293,110
Staff leave passage	128,703	229,840
Staff uniforms and staff welfare	3,104,836	2,733,700
Total employment cost	<u>6,709,674</u>	<u>5,927,773</u>
Direct salary payment to staff by the Ministry of Finance	(2,317,130)	(1,640,855)
Total Actual cost paid	<u>4,392,544</u>	<u>4,286,918</u>
32. ADMINISTRATIVE EXPENSES		
Directors' fees	56,250	81,949
Board meeting expenses	380,879	382,378
Postages and telephones	20,388	4,684
Vehicle running expenses	28,695	24,936

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Traveling and accommodation	1,195,335	1,098,061
Facilitation expenses	32,200	24,354
Printing, publications and stationery	43,200	36,732
Subscriptions and periodicals	220,391	198,320
Advertising	83,971	37,576
Promotional materials	35,053	39,400
Audit fees	78,080	77,440
AQR Consultancy Cost	66,840	66,840
Tender valuation	32,600	2,000
Incentives and wages	1,481,780	1,806,208
Office expenses	141,242	88,664
Hall/venue hiring	572,833	310,070
Office rent	69,763	69,763
Land rent and property taxes	45,705	27,670
Electricity and water	81,909	84,276
Repairs and maintenance	208,867	45,962
Insurance	126,936	8,773
AAAB Operation costs	279,201	144,173
Disbursement to treasurer	500,000	100,000
Total Actual Administrative Expenses Paid	<u>5,782,118</u>	<u>4,760,229</u>
Administrative Expenses payables	<u>559,384</u>	<u>277,579</u>
Total Administrative Expenses	<u>6,341,502</u>	<u>5,037,808</u>
33. OTHER EXPENSES	2024/25	2023/24
	TZS 000	TZS 000
33A. HOUSING LOAN		
Housing loan payments	<u>552,218</u>	<u>690,000</u>
33B BANK CHARGES		
Bank charges	<u>11,477</u>	<u>21,011</u>

34. RELATED PARTY TRANSACTIONS AND BALANCES

Identification of related parties

Parties are considered to be related if one party has the ability to control the other party and exercise significant influence over the party in making financial and operational decisions. In the normal course of business, a number of transactions are entered into with related parties. The NBAA's related parties are members of the Governing Board, members of Senior Management, Ministry of Finance and the APC Investment Centre.

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Key management personnel

Key management personnel as defined by IPSAS 20, Related Party Disclosures are all directors or members of the governing body of the entity; and other persons having the authority and responsibility for planning, directing and controlling the activities of the reporting entity. Below are transactions and balances held with related parties as at the reporting date:

	2024/25	2023/24
Transactions	TZS 000	TZS 000
(a) Directors' fees	<u>56,250</u>	<u>81,949</u>
The Board consists of 17 members including Chairperson.		
(b) Key management personnel		
Short-term benefits	<u>1,082,508</u>	<u>1,195,685</u>
Key Management costs of 12 staff including Executive Director.		
(c) Ministry of Finance (Salary Subvention Fund)	<u>2,663,242</u>	<u>2,268,137</u>
(d) Transactions with APC Investment Centre		
Conference and venue hiring	1,780,845	1,424,799
Additional investment	637,188	937,188
	<u>2,418,033</u>	<u>2,361,987</u>
Balance		
Loan to APC Investment for Construction of Bunju Centre		
As at 1 July 2024	20,390,483	21,166,154
Net loan movement	(833,075)	(775,671)
As at 30 June 2025	<u>19,557,408</u>	<u>20,390,483</u>
Balances with related parties		
<i>Loans/advances to key management personnel</i>		
At the beginning of the year	430,458	309,477
Loans given	40,500	221,686
Repayments	(149,693)	(100,705)
Loans/advances outstanding balances (Note 8)	<u>393,265</u>	<u>430,458</u>

The loans to related parties from revolving fund are subject to interest and have specific dates of repayment. The loans to related parties from revolving fund are subject to market interest rate of 7.85% per annum.

Notes:

* The Board is composed of seven (17) people including the Chairman.

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** Allowances for Management Staff consist of housing allowance, utility allowance, fuel allowance and furniture allowance

*** Contribution to PSSF is made under defined contribution plans for Management staff who are on permanent and pensionable terms of employment.

35. FINANCIAL INSTRUMENTS

35.1 Fair value of financial instruments

Set out below is a comparison by class of the carrying amounts and fair values of the Board's financial instruments.

	Carrying amounts	
Financial assets		
Receivables from exchange transactions (note 8)	2,986,336	2,907,318
Loan receivable from APC Investment Centre (note 10)	19,557,408	20,390,483
Cash and cash equivalents (note 7)	314,361	135,662
Financial assets (note 9)	73,360	76,300
	<u>22,931,465</u>	<u>23,509,763</u>
Financial liabilities		
Trade and other payables (note 14)	380,961	600,554
Provision for liabilities and charges (note 15)	378,879	71,676
Borrowings (note 16)	19,557,408	20,390,483
	<u>20,317,248</u>	<u>21,062,713</u>

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NOTE 35.2 Financial instruments by category

	Loans and receivables	Available- for-sale financial assets	Total
As at 30 June 2025	TZS '000	TZS '000	TZS '000
Financial assets			
Receivable from exchange transactions (note 8)	2,986,336	-	2,986,336
Loan receivables from APC Investment Centre (note 10)	19,557,408	-	19,557,408
Cash and cash equivalents (note 7)	314,361	-	314,361
Financial assets (note 9)	-	73,360	73,360
	<u>22,858,105</u>	<u>73,360</u>	<u>22,931,465</u>
		Held at amortized cost	Total
Financial liabilities		TZS '000	TZS '000
Payables from exchange transactions (note 14)		380,961	380,961
Provision for liabilities and charges (note 15)		378,879	378,879
Borrowings -NSSF Loan (note 16)		19,557,408	19,557,408
		<u>20,317,248</u>	<u>20,317,248</u>

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	Loans and receivables	Available-for- sale financial assets	Total
As at 30 June 2024	TZS '000	TZS '000	TZS '000
Financial assets			
Receivable from exchange transactions	2,907,318	-	2,907,318
Loan receivables from APC Investment Centre	20,390,483	-	20,390,483
Cash and cash equivalents	135,662	-	135,662
Financial assets	-	76,300	76,300
	<u>23,433,463</u>	<u>76,300</u>	<u>23,509,763</u>
		Held at amortized cost	Total
Financial liabilities		TZS '000	TZS '000
Payables from exchange transactions		600,554	600,554
Provision for liabilities and charges		71,676	71,676
Borrowings - NSSF Loan		20,390,483	20,390,483
		<u>21,062,713</u>	<u>21,062,713</u>

35.3 Fair value hierarchy and measurement

The table below shows an analysis of the financial instruments at a fair value by level of the fair value hierarchy. The financial instruments are grouped into levels 1 to 3 based on the degree to which fair value is observable.

- (i) Level 1: Fair value measurements are those derived from quoted prices (unadjusted) active in active markets for identical assets or liabilities.
- (ii) Level 2: Fair value measurements are those derived from inputs other than quoted prices included within level 1 that are observable for the assets or liabilities, either directly (i.e. as a price) or indirectly (i.e., derived from prices); and
- (iii) Level 3: Fair value measurements are those derived from valuation techniques that include inputs for the assets or liability that are based on observable market data (unobservable inputs).

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As at 30 June 2025	Level 1	Level 2	Total
	TZS '000	TZS '000	TZS '000
Financial assets			
Receivables from exchange transaction (note 8)	-	2,986,336	2,986,336
Loan receivables from APC Investment (note 10)	-	19,557,408	19,557,408
Cash and cash equivalents (note 7)	-	314,361	314,361
Financial assets (note 9)	73,360	-	73,360
	<u>73,360</u>	<u>22,858,105</u>	<u>22,931,465</u>
Financial liabilities			
Payables from exchange transactions (note 14)	-	380,961	380,961
Provision for liabilities and charges (note 15)	-	378,879	378,879
Borrowings -NSSF Loan (note 16)	-	19,557,408	19,557,408
	-	<u>20,317,248</u>	<u>20,317,248</u>
As at 30 June 2024			
Financial assets			
Receivables from exchange transaction	-	2,907,318	2,907,318
Loan receivables from APC Investment	-	20,390,483	20,390,483
Cash and cash equivalents	-	135,662	135,662
Financial assets	76,300	-	76,300
	<u>76,300</u>	<u>23,433,463</u>	<u>23,509,763</u>
Financial liabilities			
Payables from exchange transactions	-	600,554	600,554
Provision for liabilities and charges	-	71,676	71,676
Borrowings -NSSF Loan	-	20,390,483	20,390,483
	-	<u>21,062,713</u>	<u>21,062,713</u>

36. FINANCIAL RISKS

Risk is an inherent feature of the activities of any entity. NBAA endeavours to manage risk by having in place appropriate functional structures, systems and procedures. These structures, systems and procedures evolve continuously in response to changes in the environment in which the Authority operates. The following are the main types of the risks the Board is exposed to in the course of executing its operations: Credit risks, Currency risk and Liquidity risk.

36.1 Credit risk

Credit risk is the risk of financial loss to NBAA if counterparties to financial instruments fail to meet their contractual obligations. The risk principally arises from the NBAA's investments, trade and other receivables as well as cash and cash equivalents.

NBAA does not regard there to be any significant concentration of credit risk. NBAA mitigates the credit risk by maintaining cash and cash equivalents with reputable financial institutions; and recovering staff debts in terms of the applicable regulations directly from the employee's salary and/or pension. NBAA further limits its exposure to credit risk by investing with only reputable companies listed on stock exchange.

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to historical information about counterparty default rates. The amount that best represents the NBAA's maximum exposure to credit risk at 30 June 2025 and 30 June 2024 is the carrying value of its financial assets in the statement of financial position.

No collateral is held for any of these assets. NBAA does not grade the credit quality of receivables. The carrying amount of the financial assets represents the maximum credit exposure. As at 30 June 2025, the maximum exposure to credit risk was as follows:

	Neither past due nor impaired	Past due and impaired	Total
	TZS'000	TZS'000	TZS'000
As at 30 June 2025			
Receivables from exchange transaction	2,957,525	28,811	2,986,336
Loan receivable from APC	19,557,408	-	19,557,408
Cash and cash equivalents	310,791	3,570	314,361
Financial assets	73,360	-	73,360
Maximum exposure to credit risk	22,899,084	32,381	22,931,465

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	Neither past due nor impaired	Past due and impaired	Total
	TZS'000	TZS'000	TZS'000
As at 30 June 2024			
Receivables from exchange transaction	2,834,338	72,980	2,907,318
Loan receivable from APC	20,390,483	-	20,390,483
Cash and cash equivalents	134,901	761	135,662
Financial assets	76,300	-	76,300
Maximum exposure to credit risk	<u>23,436,022</u>	<u>73,741</u>	<u>23,509,763</u>

36.2 Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. NBAA's operations utilize various foreign currencies and consequently, are exposed to exchange rate fluctuations that have an impact on cash flows and financing activities. Currency exposure arising from liabilities denominated in foreign currencies is managed primarily through the holding of bank balances in the relevant foreign currencies and accepting the local currency invoices only. The loss on foreign currency fluctuation during the year arose from the translation of bank balances. The foreign currencies bank accounts have been disclosed.

36.3 Liquidity risk

Liquidity risk is the risk that NBAA faces by not having adequate funds to settle day to day obligations as they fall due. NBAA has a prudent liquidity risk management through which it maintains sufficient cash to cover committed credit facilities received, working capital as well as capital project requirements. Liquidity risk management by the Board includes proper fund planning and close monitoring by the finance department. As at 30 June 2025, the Board had a positive liquidity gap of TZS 2.61 billion (2024: 2.45 billion). The liquidity gap has decreased due to the decrease of the cash and cash equivalents which is used in financing of the repayment of the NSSF loan and review of the syllabus and learning materials.

The note 36.4 below is an undiscounted cash flow analysis for both financial assets and financial liabilities that are presented in the statements of financial position according to their contractual maturities at the statement of financial position date.

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NOTE 36.4 Liquidity risk

	Contractual obligation				Total
	0-3 months	3-6 months	6-12 months	Above 12 months	
	TZS'000	TZS'000	TZS'000	TZS'000	TZS'000
As at 30 June 2025					
Financial assets					
Receivables from exchange transaction	2,986,336	-	-	-	2,986,336
Loan receivable from APC Investment	-	574,040	574,040	18,409,328	19,557,408
Cash and cash equivalents	314,361	-	-	-	314,361
Financial assets	-	-	-	73,360	73,360
	<u>3,300,697</u>	<u>574,040</u>	<u>574,040</u>	<u>18,482,688</u>	<u>22,931,465</u>
Financial liabilities					
Payables from exchange transaction	380,961	-	-	-	380,961
Provision for liabilities and charges	-	-	-	378,879	378,879
Borrowings - NSSF Loan	-	574,040	574,040	18,409,328	19,557,408
	<u>380,961</u>	<u>574,040</u>	<u>574,040</u>	<u>18,788,207</u>	<u>20,317,248</u>
Liquidity risk gap	<u>2,955,906</u>	<u>-</u>	<u>-</u>	<u>(305,519)</u>	<u>2,614,213</u>
As at 30 June 2024					
Financial assets					
Receivables from exchange transaction	2,907,318	-	-	-	2,907,318
Loan receivable from APC Investment	-	401,241	401,241	19,558,001	20,360,483
Cash and cash equivalents	135,662	-	-	-	135,662
Financial assets	-	-	-	76,300	76,300
	<u>3,042,980</u>	<u>401,241</u>	<u>401,241</u>	<u>19,634,301</u>	<u>23,479,763</u>
Financial liabilities					
Payables from exchange transaction	600,554	-	-	-	600,554
Provision for liabilities and charges	-	-	-	71,676	71,676
Borrowings - NSSF Loan	-	401,241	401,241	19,588,001	20,390,483
	<u>600,554</u>	<u>401,241</u>	<u>401,241</u>	<u>19,659,677</u>	<u>21,062,713</u>
Liquidity risk gap	<u>2,442,426</u>	<u>-</u>	<u>-</u>	<u>4,624</u>	<u>2,447,050</u>

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37. CAPITAL MAINTENANCE

The capital of The Board includes capital grant, development fund, revolving fund, reserves and retained surplus. Capital is maintained through Parliamentary allocations budget to the Board through the Ministry of Finance.

	2024/25 TZS '000	2023/24 TZS '000
The capital balance stood at:		
Accumulated surplus	17,561,202	16,072,051
Contribution from the Government	6,568,922	6,568,922
As at 30 June	24,130,124	22,640,973

38. SPECIAL RESERVE

The Board set up a Revolving Fund Account since the 1994/95 financial year for the purpose of extending loans to entitled staff for purchase of motor vehicles, household items and construction of houses. Loans are subject to 7.85% (2024: 7.85%) interest. Interest generated will be accumulated to increase the revolving fund.

The special reserve balance stood at:		
At the beginning of the year	1,942,601	1,831,198
Interest received - revolving fund	130,544	111,403
	2,073,145	1,942,601

39. COMMITMENTS AND CONTINGENCIES

39.1 Capital commitments

As at the reporting date, NBAA had capital commitment amounting to TZS 0. 673 billion (2022: 0.146 billion). The commitment relates to the consultancy for construction contract of NBAA Dodoma offices.

The Board also has commitment to repurchase PSSF equity at APC Investment Centre as result of the joint venture review which require NBAA to repurchase PSSF equity as per repayment schedule which show payment of TZS 0.678 billion each year and this amount includes principal equity amount and premium. As at reporting date the Board has commitment amounting to TZS 7.875 billion as shown on Joint venture Agreement Purchase schedule.

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39.2 Operating lease commitments

a. Leases as lessee

Future minimum lease payment under operating lease

	2024/25 TZS '000	2023/24 TZS '000
Within one year	69,763	69,763
Later than one year and not later than five years	69,763	69,763
	139,526	139,526

Operating lease commitments relates to rental of NBAA Dodoma offices. Minimum lease payment recognized as an expense during the year amount to TZS 0.697 billion (2024: TZS 0.697 billion). Leased premises are contracted for the one year, with renewal options.

b. Leases as lessor

	2024/25 TZS '000	2023/24 TZS '000
Future minimum lease receipt under operating leases		
Within one year	78,780	78,780

Operating lease commitments relates to rental of NBAA office space to other organizations under operating leases. Property rental income earned during the year was TZS 0.787 billion (2024: TZS 0.787 billion).

39.3 Contingent liabilities

As at the year ended 30 June 2025, NBAA had no pending circumstance which could necessitate disclosure of the contingent liability (2024: Nil).

40. EVENTS AFTER THE REPORTING PERIOD

There were no material events, adjusting or non-adjusting that had occurred after the reporting date and thus requiring adjustment or disclosure in the financial statements.

41. SEGMENT REPORTING

These financials statements do not include segment reporting. From the view of the Governing Board, NBAA does not engage in activities that generate multiple sources of revenue which would require separate reports for the purpose of evaluating the NBAA's performance and for making decisions about the future allocation of resources.

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42. RESTATED COMPARATIVE FIGURES FOR PREVIOUS YEARS

Investment in joint venture

The Board reviewed the investment in joint venture balance due to an understatement caused by incorrect revenue recognition. Consequently, the opening balance of the investment was restated by TZS 3.034 million.

The effects of adjustments in the financial statements are as follows:

	Previously Stated amount TZS '000	Adjustments TZS'000	Restated amount TZS'000
Statements of Financial Position			
Investment in joint venture	8,833,060	3,034	8,836,094
Statement of Financial Performance			
Share of loss in joint venture	835,158	(3,034)	832,124
Surplus/(deficit)	(566,215)	3,034	(563,180)
Statement of Changes in Equity			
Accumulated surplus/(deficit)	16,069,017	3,034	16,072,051
Deficit for the year	(566,215)	3,034	(563,180)

43. BUDGET RECONCILIATION

	Operating TZS	Investing TZS	Total TZS
Actual collection on comparable Basis as presented in Budget and comparative statement	25,342,301	1,100,000	26,442,301
Actual payments on comparable Basis as presented in Budget and comparative statement	(23,848,789)	(2,414,813)	(26,263,602)
Basis Differences	1,493,512	(1,314,813)	178,699
Timing Differences	-	-	-
Entity Differences	-	-	-
Actual Amount in the Statement of Cash flow	(20,712,445)	(688,670)	(21,401,115)

The accompanying financial statements have been presented on accrual basis of accounting, while the budget has been prepared using cash basis of accounting. The difference between the budget performance and statement of cashflow is made up of the NSSF Loan repayment and repurchase of the PSSSF equity shares arrangements where by the board used to serve some amount on each year(carryover funds from previous years).

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44. COMPARATIVE FIGURES

Whenever necessary, comparative figures have been reclassified to conform to changes in presentation in the current year. In particular, amortization expenses, which were previously included under "Other expenses" in the prior year, have been separately presented in the Statement of Financial Performance to enhance clarity and consistency in financial reporting.

45. INTER GOVERNMENTAL TRANSACTIONS

- a) Transaction relating seminar and professional fees provided by NBAA to government owned entities during the year ended 30 June 2025 as detailed in table 18 and 19.

Table 18 Transactions with other government entities for the year ended 30 June 2025

SN	Goods/Services provided (Revenue)	Goods/Services received (Expenses)	Counterpart entity	Amount (Revenue) TZS'000"	Amount (Expenses) TZS'000"
				TZS'000"	TZS'000"
1	Seminar and professional fees		Medical Stores Department	9,100	-
2	Seminar and professional fees		Institute of Accountancy Arusha	19,225	-
3	Seminar and professional fees		The National Assembly of Tanzania	6,780	-
4	Seminar and professional fees	Contribution to Consolidation Fund and Hanang donation	The Office of Treasury Registrar	28,650	506,500
5	Seminar and professional fees		Inspector-General of Police	35,965	-
6	Seminar and professional fees		Land Transport Regulatory Authority	14,960	-
7	Seminar and professional fees		Mining Commission	7,180	-
8	Seminar and professional fees		Tanzania Petroleum Development Corporation	11,330	-
9	Seminar and professional fees		Tanzania Buildings Agency	39,555	-
10	Seminar and professional fees		Tanzania National Roads Agency	27,310	-
11	Seminar and professional fees		Tanzania Civil Aviation Authority	23,560	-
12	Seminar and professional fees		Tanzania Communications Regulatory Authority	15,600	-
13	Seminar and professional fees		Tanzania Shipping Agencies Corporation	34,650	-
14	Seminar and professional fees		Tanzania Ports Authority	73,800	-

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SN	Goods/Services provided (Revenue)	Goods/Services received (Expenses)	Counterpart entity	Amount (Revenue)	Amount (Expenses)
				TZS'000'	TZS'000'
15	Seminar and professional fees		Tanzania People's Defense Force	47,120	-
16	Seminar and professional fees	PAYE and Withholding Taxes	Tanzania Revenue Authority	1,437,639	1,613,271
17	Seminar and professional fees	Electricity	Tanzania Electric Supply Company Limited	154,710	-
18	Seminar and professional fees	Staff retirement scheme and Equity redemption	Public Service Social Security Fund	73,650	1,133,697
19	Seminar and professional fees	Loan repayment and Conference hiring	National Social Security Fund	64,170	1,737,188
20	Seminar and professional fees	Insurance services	National Insurance Corporation	20,880	47,680
21	Seminar and professional fees		National Housing Corporation	32,550	-
22	Seminar and professional fees	Office rent and supervision fees	National Audit office of Tanzania	394,290	79,951
23	Seminar and professional fees	Hiring of Exhibition space	Ministry of Finance and Planning	185,715	20,053
24	Seminar and professional fees		Higher Education Students' Loans Board	32,950	
25	Seminar and professional fees		Bank of Tanzania	125,720	
26	Seminar and professional fees		Ardhi University	4,000	
27	Seminar and professional fees		Dar Rapid Transit Agency	4,950	
28	Seminar and professional fees	Water and sewage	Dar es Salaam Water and Sewerage Authority	-	24,623
29	Seminar and professional fees	Software licenses and system developments	e-Government Agency	-	57,342
30	Seminar and professional fees		Energy and Water Utilities Regulatory Authority	3,660	-
31	Seminar and professional fees		Gaming Board of Tanzania	11,940	-
32	Seminar and professional fees	Motor vehicle, electronics and generator services	Government Procurement Services Agency	4,200	27,337
33	Seminar and professional fees	Hiring of Exhibition space	Ministry of Education, Science and Technology	-	25,000
34	Seminar and professional fees		National Economic Empowerment Council	3,000	-

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SN	Goods/Services provided (Revenue)	Goods/Services received (Expenses)	Counterpart entity	Amount (Revenue) TZS'000'	Amount (Expenses) TZS'000'
35	Seminar and professional fees		National Environment Management Council	2,400	-
36	Seminar and professional fees	Health services insurance	National Health Insurance Fund	65,550	54,050
37	Seminar and professional fees		Petroleum Upstream Regulatory Authority	9,900	-
38	Seminar and professional fees		Tanzania Rural and Urban Roads Agency	90,800	-
39	Seminar and professional fees	Hiring of graduation gowns	Tanzania Institute of Accountancy	4,440	4,200
40	Seminar and professional fees		Watumishi Housing	1,950	-
41	Seminar and professional fees	Property rates	Ministry of Lands, Housing and Human Settlements Developments	1,320	10,597
42	Seminar and professional fees		Ministry of Constitutional and Legal Affairs of Tanzania	975	-
43	Seminar and professional fees		Ministry of Agriculture	5,170	-
44	Seminar and professional fees		Zanzibar Revenue Authority	1,800	-
45	Seminar and professional fees		Cereals and Other Produce Board	1,400	-
46	Seminar and professional fees	Conference facilities	Arusha International Conference Centre	-	113,838
47	Seminar and professional fees		Air Tanzania Company Limited	23,775	-
48	Seminar and professional fees		University of Dodoma	2,500	-
49	Seminar and professional fees		Immigration	9,975	-
50	Seminar and professional fees		Internal Auditor General	5,400	-
51	Seminar and professional fees		Zanzibar Institute of Accountants Auditors and Tax Consultants	3,150	-
52	Seminar and professional fees	Contribution to support treatments	Muhimbili National Hospital	13,260	-
53	Seminar and professional fees		Universal Communication	1,200	-
54	Seminar and professional fees		Mzumbe University	9,425	-
55	Seminar and professional fees		Vocational Education Training Authority	1,260	-
56	Seminar and professional fees		Planning Office	2,800	-

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SN	Goods/Services provided (Revenue)	Goods/Services received (Expenses)	Counterpart entity	Amount (Revenue) TZS'000'	Amount (Expenses) TZS'000'
57	Seminar and professional fees		Occupational Safety and Health Administration	7,050	-
58	Seminar and professional fees		TUWASA Development	1,400	-
59	Seminar and professional fees		Tanga UWASA	3,600	-
60	Seminar and professional fees		Rural Energy Agency	7,000	-
61	Seminar and professional fees		Procurement and Supply Professional Board	3,700	-
62	Seminar and professional fees		Morogoro Water Supply Authority	600	-
63	Seminar and professional fees		Ministry of Minerals	4,200	-
64	Seminar and professional fees		National Prosecutions Services	2,800	-
65	Seminar and professional fees		Workers Compensation Fund	11,600	-
66	Seminar and professional fees		akaya Kikwete Cardiac Institute	3,400	-
67	Seminar and professional fees		Ministry of Water	3,600	-
68	Seminar and professional fees		Ministry of Energy	1,800	-
69	Seminar and professional fees		DUWASA	825	-
70	Seminar and professional fees	Conference facilities	College of Business Education	2,400	-
71	Motor vehicle, electronics and generator services		Tanzania Electrical, Mechanical and Electronics Services Agency	-	36,206
72	Best student awards		Institute of Finance Management	-	200
73	Tuition fees		The open University of Tanzania	-	1,820
74	Printing of certificate		National Examinations Council of Tanzania	-	11,552
75	Transport fee		Tanzania Railway Corporation	-	60,156
76	Training costs		Public Procurement Regulatory Authority	-	11,400
77	Cleannes and security		Suma Jkt	-	74,695
78	Postage		Tanzania Posts Corporation	-	8,886
79	Adverts		Tanzania Standard Newspaper	-	3,257
80	Telephone Bill		Tanzania Telephone Company Ltd	-	1,371

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SN	Goods/Services provided (Revenue)	Goods/Services received (Expenses)	Counterpart entity	Amount (Revenue) TZS'000"	Amount (Expenses) TZS'000"
81	Consultancy		ARU Built Environment	-	259,906
82	Conference		JKT Messes	-	112,550
83	Health Insurance		National Health Insurance Corporation	-	54,050
84	Recruitment Services		Public Services Recruitment	-	52,537
85	Training Fee		Public Services Management	-	2,800
86	Training Fee		University of Dar es salaam	-	4,295
87	Membership fee		Tanzania Library Services	-	150
	Total			3,261,234	6,151,178

Source: NBAA revenue and expenses report

Table 19 Balances with other government entities for the year ended 30 June 2025

SN	Goods/Services provided (Assets)	Goods/Services received (Liabilities)	Counterpart entity	Amount (Assets) TZS'000"	Amount (Liabilities) TZS'000"
1	Training Fees		Ministry of Finance and Planning Zanzibar	22,100	-
2	Training Fees		National Health Insurance Fund	13,790	-
3	Training Fees		Tanzania Revenue Authority	475,647	-
5	Training Fees		Mining Commission	12,000	-
7	Training Fees		Higher Education student Loans Board	500	-
8	Training Fees		Ministry of Health	1,200	-
10	Training Fees		Planning Commission	1,350	-
11	Training Fees	Electricity	TANESCO	39,600	3,712
12	Insurance Services		National Insurance Corporation	-	1,009
13	Security Services		SUMA JKT	-	6,000
14	Maintenance Fees		TEMESA	-	32,700
15	Postages fees		Tanzania Posts Corporation	-	410
	Total			566,187	43,831

Source: NBAA receivables and payables report

b) Subvention received from the government through Ministry of Finance and Planning is mentioned in table 20

Table 20 Subvention received by the Board from the Government through Ministry

S/N	Type of subvention	2024/25 TZS'000"	2023/24 TZS'000"
1	Ministry of Finance	2,663,242	2,268,137
2	Ministry of Finance - AAAB	517,330	-
	Total	3,180,572	2,268,137

Source: NBAA Revenue report

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46. EXPLANATIONS ON DIFFERENCES BETWEEN BUDGET AND ACTUAL AMOUNTS

	Original Budget	Final Budget	Actual	Difference	Percenta ge (%)	Explanations of the Variance
	TZS 000	TZS 000 (A)	TZS 000 (B)	TZS 000 C=(A-B)	D=(C/A)	
Receipts						
Subvention PE	2,447,161	2,447,161	2,663,242	(216,081)	(9)	Increase was caused by promotion of staff
Subvention AAAB	560,000	560,000	517,330	42,670	8	Ministry of Fiannce decrease allocation of fund to AAAB.
Operations Professional fees	4,476,626	4,476,626	4,983,333	(506,707)	(11)	The increase was attributed by increase in annual fees payable to every member and number of members who are willing to pay their fees.
Examination fee	6,564,538	6,564,538	6,809,650	(245,112)	(4)	Increase in number of students registered for examination than number of students expected and budgeted for the year ended June 2025 from 15,940 to 16,713.
Seminar fees	7,883,230	7,883,230	8,243,615	(360,385)	(5)	Increase in number of members attending seminars and workshops from 14,230 participant in plan to 16,399.
Fee from advisory services	1,440,100	1,440,100	1,091,448	348,652	24	The decrease in revenue was attributed by the receivable final instalments from TRA Assignemts.

	Original Budget	Final Budget	Actual	Difference	Percentage (%)	Explanations of the Variance
	TZS 000	TZS 000 (A)	TZS 000 (B)	TZS 000 C=(A-B)	D=(C/A)	
Miscellaneous revenue	159,880	159,880	204,891	(45,011)	(28)	Increase in collection from unexpected services than expected and budgeted for the year. The additional income resulted by the increase in collections from transcript and convocation fee.
Dividend	2,000	2,000	3,571	(1,571)	(79)	Increase of the dividend was attributed by increase in declared dividend per share
Rents	80,374	80,374	98,076	(17,702)	(22)	Increase of rental due increase of collection of receivables from existing tenants.
Housing Loan	702,000	702,000	618,646	83,354	12	Decrease number staff applying for the loan than expected
Donation income	115,000	115,000	108,500	6,500	6	Decrease in number of well wishers who are willing to contribute in Boards events.
Repayment of loan by APC investment	1,100,000	1,100,000	1,100,000	-	-	
Total receipts	25,530,909	25,530,909	26,442,301	(911,392)	(4)	
Payments						
Operating expenses	(9,216,863)	(9,216,863)	(9,974,089)	757,226	(8)	Increase was attributed by payment of the previous years outstanding balance and increase number of members attending seminars and workshop from 14,230 participant in plan to 16,399 and increase number of students registered for examination than

	Original Budget	Final Budget	Actual	Difference	Percentage (%)	Explanations of the Variance
	TZS 000	TZS 000 (A)	TZS 000 (B)	TZS 000 C=(A-B)	D=(C/A)	
						number of students expected and budgeted for the year ended June 2024 from 15,940 to 16,713.
Employment costs	(6,493,593)	(6,493,593)	(6,709,674)	216,081	(3)	Increase in costs caused by increase in number of staffs and promotion which cause increase in incentive driven costs and salary to staff and increase in training costs.
Administrative expenses	(6,001,176)	(6,001,176)	(5,782,117)	(219,059)	4	The decrease in costs was attributed by decrease in activities due to change of execution mode.
Other expenses	(12,500)	(12,500)	(11,477)	(1,023)	8	Decrease in expected costs from bank transaction charges and other costs.
Repayment of NSSF loan	(1,737,188)	(1,737,188)	(1,737,188)	-	-	N/A
Purchase of PSSF equity interest	(677,625)	(677,625)	(677,625)	-	-	N/A
Housing loan	(560,000)	(560,000)	(552,218)	(7,782)	1	Decrease number staff applying for the loan than expected
Purchase of assets	(831,964)	(831,964)	(819,214)	(12,750)	2	Decrease was caused by change of the scope of the Dodoma office Construction of which some activities was carried forward.
Total payments	(25,530,909)	(25,530,909)	(26,263,602)	732,693	(3)	
Deficit	-	-	178,699	(178,699)		

