



**THE UNITED REPUBLIC OF TANZANIA
NATIONAL AUDIT OFFICE**

**ANNUAL GENERAL REPORT ON
CENTRAL GOVERNMENT AUDIT
FOR THE FINANCIAL YEAR 2023/24**



**CONTROLLER AND AUDITOR GENERAL
MARCH 2025**





THE UNITED REPUBLIC OF TANZANIA

NATIONAL AUDIT OFFICE



ISO 9001:2015 Certified

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27 March 2025

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The President of the United Republic of Tanzania,
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**RE: ANNUAL REPORT OF THE CONTROLLER AND AUDITOR GENERAL ON
THE AUDIT OF THE CENTRAL GOVERNMENT FOR THE FINANCIAL YEAR
2023/24**

I am pleased to submit my Annual General Report on the audit of the Central Government for the financial year 2023/24 in accordance with Article 143(4) of the Constitution of the United Republic of Tanzania of 1977, and Sect. 34 of the Public Audit Act, Cap. 418.

This report presents audit findings and the recommended redress measures that aim to foster accountability in collecting and using public resources.

I humbly submit,

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

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.



Vision

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



Mission

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



Motto

Modernizing External Audit for Stronger Public Confidence



Core Values



Independence and Objectivity:

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



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



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



Professional competence:

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



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



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

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ABBREVIATIONS

ADC	Alliance for Democratic Change
AGITF	Agricultural Inputs Trust Fund
AIDS	Acquired Immunodeficiency Syndrome
APRM	African Peer Review Mechanism
BAWASA	Babati Water Supply and Sanitation Authority
BBT-YIA	Building a Better Tomorrow-Youth Initiatives for Agribusiness
BITs	Bilateral Investment Treaties
BRELA	Business Registrations and Licensing Agency
CAG	Controller and Auditor General
CAP	Chapter
CAT	Court of Appeal
CBMS	Central Budget Management System
CBWSO	Community-Based Water Supply Organisation
CFS	Consolidated Fund Services
CHADEMA	Chama cha Demokrasia na Maendeleo
CHAUMMA	Chama cha Ukombozi wa Umma
CUF	Civic United Front
DCEA	Drug Control and Enforcement Authority
DLUFPs	District Land Use Framework Plans
DM	Demokrasia Makini
DMG	Dar es Salaam Merchant Group
DMI	Dar es Salaam Maritime Institute
DP	Democratic Party
DPP	Director of Public Prosecutions
DRC	Democratic Republic of Congo
ECG	Electrocardiogram
EFD	Electronic Fiscal Devise
EHPA	External Hospital Performance Assessment
ENT	Ear, Nose, and Throat
ESIA	Environment and Social Impact Assessment
ETS	Electronic Tax Stamps
EWURA	Energy and Water Utilities Regulatory Authority
FAO	Food and Agriculture Organization of the United Nations
GCC	General Conditions of Contract
GDP	Gross Domestic Products
GePG	Government Electronic Payment Gateway
GN	Government Notice
HCMIS	Human Capital Management Information System
HMTC	Hospital Management Therapeutic Committee

ICC	International Chamber of Commerce
ICHF	Improved Community Health Fund
ICSID	International Centre for Settlement of Investment Disputes
ICT	Information and Communication Technology
ICU	Intensive Care Unit
IFAD	International Fund for Agriculture Development
IPCs	Interim Payment Certificates
IWRM	Integrated Water Resources Management
JPY	Japanese Yen
LGA	Local Government Authority
MCT	Medical Council of Tanganyika
MDAs	Ministries, Departments and Agencies
MFA&EAC	Ministry of Foreign Affairs and East African Cooperation
MNRT	Ministry of Natural Resources and Tourism
MoM	Ministry of Minerals
MoU	Memorandum of Understanding
MRI	Magnetic Resonance Imaging
MT	Metric Tons
MTEF	Medium-Term Expenditure Framework
MUSE	Mfumo wa Uhasibu Serikalini
NAWAPO	National Water Policy
NCC	National Construction Council
NEMC	National Environment Management Council
NGOs	Non-Governmental Organizations
NHIF	National Health Insurance Fund
NIDA	National Identification Authority
NIDC	National Internet Data Centre
NIRC	National Irrigation Commission
NRA	National Reconstruction Alliance
NRW	Non-revenue water
NSSF	National Social Security Fund
OBGY	Obstetrician-Gynecologist
OC	Other Charges
OGD	Oesophago-Gastro-Duodenoscopy
OMC	Oil Marketing Company
OSHA	Occupational Safety and Health Authority
PAC	Public Accounts Committee
PAPs	Project Affected Persons
PBPA	Petroleum Bulk Procurement Agency
PF	Personal File
PMG	Paymaster General
PMO	Prime Minister's Office

PO RALG	President Office Regional Administration and Local Government
POPI	President's Office - Planning and Investment
PO-PSMGG	President's Office Public Service Management and Good Governance
PSSSF	Public Service Social Security Fund
R.E	Revised Edition
RAS	Regional Administrative Secretary
RFB	Roads Fund Board
RITA	Registration, Insolvency and Trusteeship Agency
RRH	Regional Referral Hospital
RUWASA	Rural Water Supply and Sanitation Agency
S/No.	Serial Number
SBD	Standard Bidding Documents
SOPs	Standard Operating Procedures
STAMICO	State Mining Corporation
TAA	Tanzania Airports Authority
TACAIDS	Tanzania Commission for AIDS
TAEC	Tanzania Atomic Energy Commission
TAHPC	Traditional and Alternative Health Practitioners Council
TANESCO	Tanzania Electric Supply Company Limited
TANROADS	Tanzania National Roads Agency
TARURA	Tanzania Rural and Urban Roads Agency
TASAC	Tanzania Shipping Agencies Corporation
TBA	Tanzania Buildings Agency
TEITI	Tanzania Extractive Industries Transparency Initiative
TEMESA	Tanzania Electrical, Mechanical and Electronics Services Agency
TFS	Tanzania Forest Services Agency
TLP	Tanzania Labour Party
TRA	Tanzania Revenue Authority
TRAB	Tax Revenue Appeals Board
TRAT	Tax Revenue Appeals Tribunal
TVCs	Treasury Voucher Cheques
TWPF	Tanzania Wildlife Protection Fund
TZS	Tanzanian Shilling
UDP	United Democratic Party
UMD	Union for Multiparty Democracy
UNESCO	United Nations Educational, Scientific and Cultural Organization
USD	United States Dollar
VAT	Value Added Tax

VLUFPS	Village Land Use Framework Plans
WFP	World Food Programme
WHO	World Health Organization
WSSA	Water Supply and Sanitation Authority

STATEMENT OF THE CONTROLLER AND AUDITOR GENERAL



I am pleased to present the Annual General Audit Report for the Financial Year Ended 30 June 2024. This report provides an assessment of the financial statements, compliance, and operational effectiveness of Central Government entities, covering Ministries, Departments, Agencies (MDAs), the Consolidated Fund, and other public-sector institutions.

I commend the Government, under the leadership of **H.E. Dr. Samia Suluhu Hassan**, President of the United Republic of Tanzania, for its continued commitment to ensuring accountability, transparency, and efficiency in public financial management. I also extend my appreciation to the management of audited entities for their cooperation in providing the necessary information that facilitated the completion of this audit.

The findings and recommendations in this report aim to enhance governance, financial integrity, and compliance with applicable regulatory frameworks. While I recognize efforts made by some entities in improving financial discipline, I have noted areas requiring urgent intervention, particularly in internal controls, budget execution, revenue management, procurement, and debt sustainability.

I urge accounting officers, governing boards, and oversight authorities to implement the recommendations provided in this report to strengthen internal controls, mitigate risks, and improve service delivery to citizens. Furthermore, I call upon Parliament and other key stakeholders to leverage the insights of this report to enhance public financial management, governance structures, and accountability in resource utilization.

The National Audit Office of Tanzania (NAOT) remains committed to fulfilling its constitutional mandate with the highest level of professionalism, independence, and integrity, ensuring that public resources are effectively managed for the benefit of all citizens.

Finally, I extend my sincere appreciation to the staff of the National Audit Office for their dedication and professionalism in supporting the execution of Constitutional mandate.



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

EXECUTIVE SUMMARY

This report presents audit of Central Government for the financial year ended 30 June 2024. It covers the financial and operational performance of 532 Ministries, Departments, Agencies, Consolidated Fund, Community-Based Water Supply Organisations, and other public-sector entities, identifying key challenges and providing recommendations to strengthen governance and accountability

(i) Audit opinion

For the financial year ended 30 June 2024, a total of 532 audit engagements in Central Governments and Political Parties were completed, resulting in issuance of audit opinions. Out of 532 opinions issued, 531 (99.8%) were unqualified, and one (0.2%) was adverse opinion.

(ii) Implementation Status of Prior Years Audit Recommendations and PAC Directives

The evaluation of the implementation status of prior years' audit recommendations revealed that out of 8,430 recommendations, 2,893 (34%) were fully implemented, 3,513 (42%) were under implementation, 880 (10%) were not implemented, and 1,144 (14%) were either overtaken by events or reiterated.

The review of 123 Public Accounts Committee (PAC) directives revealed that 31 (25%) were fully implemented, 91 (74%) were under implementation, and one (1%) remained unaddressed.

(iii) Budget Preparation and Execution

During the financial year 2023/24, the Government collected TZS 46.503 trillion, exceeding the approved budget of TZS 44.388 trillion by TZS 2.115 trillion (4.8%). This represents an increase of 11.0% compared to TZS 41.880 trillion collected in the financial year 2022/23.

Of the total amount collected, TZS 29.933 trillion (64%) was from Tax, Non-Tax, and Local Government Authority (LGA) collections, and TZS 16.570 trillion (36%) was from grants and borrowings.

(iv) Revenue Management and Public Debt

A review of tax revenue performance for the financial year 2023/24 revealed a shortfall of TZS 609.77 billion in revenue collection due to the application of outdated Excise Duty rates on carbonated soft drinks. Additionally, an audit of fuel declared for transit via the TAZAMA pipeline identified 14,459,706.19 litres of fuel, valued at TZS 12.55 billion, that did not exit to the intended destination, raising concerns about possible illegal localisation without tax payment.

Additionally, Tanzania's public debt stood at TZS 97.35 trillion—an increase from TZS 82.25 trillion in 2022/23—comprising domestic debt of TZS 31.95 trillion and external debt of TZS 65.40 trillion. According to the December 2024 Debt Sustainability Analysis (DSA), this debt remains sustainable; however, certain indicators are nearing their respective thresholds. In particular, the Debt Service to Exports ratio is at 11.7% (against a 15% threshold), while the Debt Service to Revenue ratio stands at 14.5% (against an 18% threshold respectively).

(v) Procurement Management

My audit of procurement and contract management for the financial year 2023/24 revealed financial mismanagement, and weak oversight, leading to delayed project execution, cost escalations, and financial losses.

Public entities accumulated unpaid claims amounting to TZS 4.56 trillion, with TZS 3.53 trillion outstanding for over a year, causing project delays and legal disputes. The Ministry of Works (Vote 98) and TANROADS incurred TZS 55.55 billion from interest claims due to delayed payments, further straining public finances.

Weak contract oversight affected 136 projects worth TZS 1.34 trillion, with slippages ranging from 1% to 92%. Additionally, 41 projects valued at TZS 558.63 billion were abandoned due to funding gaps, contractor cash flow issues, and poor project planning. Advance payments totaling TZS 141.09 billion were also delayed, stalling project execution and leading to further claims.

I further noted delayed compensation payments totalling TZS 27.81 billion for project-affected persons (PAPs) which affected the construction of the infrastructure projects and exposed the government to legal liabilities and additional interest costs. Similarly, TZS 20.67 billion in unsecured advance

payments for water projects increased financial risk due to inadequate contract management.

(vi) Infrastructure Sector

TANROADS' inadequate due diligence resulted in the termination of a TZS 38.36 billion contract for the Ibanda-Kiwira Port Trunk Road due to fraudulent contractor submissions, causing a potential financial loss of TZS 13.72 billion. Similarly, delays in government disbursements and contract revisions in the Nachingwea-Ruangwa-Nanganga Road project led to a TZS 1.79 billion financial loss.

Additionally, 26,300 vehicles bypassed weighbridges due to equipment failures and power outages, undermining enforcement of axle load control regulations and increasing road maintenance costs.

Weaknesses in the Special Load Permit System led to the duplication of 792 permits across 41 weighbridges, causing a revenue loss of TZS 41.18 million. Budget constraints also impacted TANROADS and TARURA, with a TZS 1.43 trillion shortfall for road maintenance, leading to the suspension of projects worth TZS 495.24 billion.

TBA faced financial challenges, with TZS 3.98 billion in unpaid debts from the Bunju Housing Project and pricing disputes delaying the sale of 471 units in the Magomeni Housing Project.

TEMESA operated 32 vessels without seaworthiness certificates due to regulatory ambiguities, raising safety concerns.

Additionally, the TZS 9.5 billion Nyamisati Ferry project faced a 14-month delay due to design approval issues and contractor inefficiencies.

(vii) Water Sector Performance

The National Integrated Water Resources Management (IWRM) Plan has been delayed for 15 years, weakening water governance and increasing risks of water scarcity and environmental degradation. Additionally, 2,989 water sources remain unprotected, making them vulnerable to encroachment and depletion.

Furthermore, revenue losses of TZS 2.01 billion resulted from 1,795 expired water use permits, while 36 unlicensed groundwater drilling companies operated due to weak coordination between the Ministry of Water and BRELA, posing risks of over-extraction and contamination.

Urban water supply improved to 90% in June 2024, yet a 26.29 billion-litre deficit persisted across 16 WSSAs. Additionally, high Non-Revenue Water (NRW) losses of TZS 8.75 billion were recorded due to leakages from ageing and deteriorating infrastructure, while 2,203 customers lacked water meters, affecting revenue collection.

Rural water supply reached 79.6%, but 642 boreholes in the 900 Boreholes Program were successfully and providing water while infrastructures remained in completed to all boreholes due to funding gaps. Additionally, TZS 8.32 billion was disbursed without performance agreements, raising accountability concerns.

Moreover, CBWSOs faced a 73% water supply shortfall, deteriorating infrastructure, and TZS 2.05 billion in NRW losses. Furthermore, 15,606 unverified water meters and TZS 3.74 billion in uncollected revenue affected financial sustainability.

Challenges in water quality were also identified. Untested dam water was used for human consumption, while inadequate water quality monitoring at Gold Mines threatening Community health and failure of 11 CBWSOs to conduct water quality tests compromised water safety. Additionally, outdated National Drinking Water Quality Monitoring Guidelines and a lack of oversight of private water testing laboratories weakened regulatory compliance.

(viii) Health Sector

An audit assessment found efficiency challenges in the health sector affecting service delivery, regulatory compliance, and financial management. The absence of a legal framework for organ donation and transplantation which increases the risk of unregulated procedures and illicit trade. Furthermore, four Regional Referral Hospitals (RRHs) did not undergo External Hospital Performance Assessments (EHPA), limiting service evaluation and quality improvement.

Additionally, revenue management weaknesses were observed, with TZS 9.64 billion lost due to rejected insurance claims and TZS 6.81 billion remaining uncollected from health insurance providers, impacting the financial capacity of hospitals to provide essential health services. Furthermore, delays in NHIF reimbursements totaling TZS 5.63 billion placed further strain on hospital operations.

Additionally, non-compliance with licensing regulations was identified, with 84 healthcare professionals and 50 training institutions operating without valid

licenses, undermining service quality, patient safety, and regulatory oversight. Moreover, expired drugs worth TZS 1.41 billion remained undisposed across 11 hospitals, posing potential health and environmental hazards.

(ix) Other Sectors

The audit covered multiple sectors, including Agriculture, Livestock and Fisheries, Minerals, Energy, Education, and Land (Estate), identifying key issues related to financial management, governance, compliance, and operational inefficiencies.

- **The Minerals and Energy Sector**

The government incurred a financial loss of USD 147 million as compensation to mining companies affected by retrospective amendments to the Mining Act 2010. Out of this amount, USD 117 million has been paid, leaving an outstanding balance of USD 30 million. These cases pose significant financial risks, including the possibility of nugatory payments.

Furthermore, the Petroleum Bulk Procurement Agency has not implemented fuel price harmonisation for Oil Marketing Companies since March 2024 and has failed to collect contributions from companies with lower landed costs or compensate those operating at high-cost ports such as Mtwara and Tanga. As a result, Oil Marketing Companies at these ports face higher costs without compensation, potentially reducing profitability, discouraging market participation, and disrupting fuel supply and pricing nationwide.

- **Land, Agriculture, and Livestock**

The Committee of Sectorial Ministers identified 975 villages across Tanzania with land use conflicts. Although the government initiated a resolution plan in September 2019 with a target completion by 2022, only 729 villages (75%) have had their conflicts resolved, leaving 246 villages (25%) unresolved. The persistence of these disputes poses risks of social instability, economic decline, community displacement, and hindered development.

Furthermore, secondary livestock markets valued at TZS 502.58 million remain non-operational due to inadequate feasibility assessments conducted before construction. Additionally, compensation payments for land disputes remain outstanding, with TZS 21.95 billion yet to be paid out of the TZS 68.43 billion assessed for settlements. Delays exceeding six months increase the risk of grievances, encroachments, and interest accrual, further escalating financial liabilities.

(x) Management of Special and Other Funds

The audit identified that TZS 1.14 trillion out of the TZS 2.59 trillion collected for the Rural Energy Agency (REA), National Water Fund (NWF), Road Fund Board (RFB), and Railway Fund (RF) was not remitted by the Ministry of Finance. This shortfall hindered the ability of these funds and agencies to finance crucial projects, resulting in delays in infrastructure development and reduced operational efficiency.

Furthermore, loan receivables totalling TZS 2.58 billion, issued through the Youth Development Fund, were found to be at risk of non-recovery. These delays have affected the Fund's ability to issue new loans to other youth groups, undermining its primary objective. Additionally, TZS 1.28 billion was disbursed to youth groups without prior training and mentorship, increasing the risk of mismanagement and loan defaults.

Additionally, TZS 7.01 billion out of TZS 11.13 billion transferred to four government entities in Manyara Region for infrastructure reconstruction following mudslides in the Hanang district, remained unutilized, limiting the effectiveness of the allocated resources.

(xi) Tanzania Embassies, High Commissions and Missions

The audit found unfulfilled reciprocity arrangements for two countries whereby the Tanzania Government allocated five acres of land to the Government of the Republic of Türkiye in Mtumba Dodoma in March and November 2024 and a plot of land in Ihumwa Dodoma to the government of Kuwait. However, the governments of the Republic of Türkiye and the government of Kuwait were yet to reciprocate the allocation of land to the Tanzania Embassy in Ankara and Kuwait despite several requests. That was contrary to Article 2 of the Vienna Convention on Diplomatic Relations, 1961, which requires the establishment of diplomatic relations between States and of permanent diplomatic missions to take place by mutual consent. This undermines the principle of reciprocity, strains diplomatic relations, and increases operational costs for Tanzanian Embassies, particularly in terms of renting office and residential accommodations.

Further, government grants worth TZS 148.89 billion from the Ministry of Foreign Affairs and East African Cooperation were disbursed late to Tanzanian Foreign Missions, with a delay of one month throughout the year. Such delays hindered the foreign missions from meeting their financial obligations on time.

(xii) Human Resources, Payroll Management and Terminal Benefits

The audit identified that 22 entities did not remit statutory deductions totalling TZS 1.34 billion, affecting employees' financial security and exposing the entities to legal risks. Furthermore, discrepancies in staff management records were noted for 283 employees across eight entities, such as mismatches between recorded birthdates in the system and those on employees' national identification numbers, as well as instances where confirmation and promotion dates were recorded within the same year and outdated designation statuses in the Human Capital Management Information System (HCMIS).

Prolonged acting roles were identified, with 106 staff members in 15 entities serving in acting positions for extended periods without confirmation. Additionally, outstanding staff claims amounting to TZS 274.80 billion were noted across 205 entities, indicating delays in processing employee entitlements.

(xiii) Asset Management

The audit identified weaknesses in asset management across several entities. A total of 15 entities and five embassies did not code assets valued at TZS 9.92 billion, while 47 entities and 12 embassies failed to document assets in the Government Assets Management Information System (GAMIS). These shortcomings weaken oversight and accountability, making it difficult to track and manage public resources effectively.

Furthermore, 31 entities and 14 embassies did not have maintenance plans, leading to premature asset deterioration and higher repair costs. Additionally, five embassies and three hospitals reported dilapidated buildings, posing safety risks and increasing maintenance expenses. Outdated and non-functional assets were retained in 34 entities, inflating inventory records and occupying valuable space without proper disposal. Additionally, 18 entities lacked Title Deeds for public land, creating ownership uncertainties that hinder development initiatives and potential revenue generation.

(xiv) Governance and Oversight Functions

The audit identified weaknesses in governance, internal controls, and risk management across MDAs. A total of 23 entities operated without active governing boards, while 10 boards failed to hold the required meetings. Additionally, 14 Water Supply and Sanitation Authorities were found to be operating without Managing Directors, affecting decision-making and strategic oversight.

Furthermore, the National Governing Council of APRM Tanzania, which was appointed in 2006 with 20 members, currently has only four active members. These members have served for 18 years without additional appointments, a defined tenure, or a quorum, exposing significant governance deficiencies.

Additional weaknesses in internal audit and risk management were identified, including ineffective audit committees in nine entities, the absence of audit committees in five entities, and five entities lacking internal audit units. Furthermore, 19 entities did not have risk management frameworks, while 18 entities exhibited risk management weaknesses, including the absence of risk management policies, non-performance of risk assessments, and a lack of risk coordinators.

(xv) Political parties

The audit identified financial, governance, and asset management weaknesses within political parties. Revenue shortfalls were noted, with ten political parties failing to collect TZS 133.26 million from membership contributions and grants, limiting their financial capacity. Additionally, TZS 31.7 million in contributions was not banked, violating legal requirements and increasing the risk of fund mismanagement.

Governance gaps were observed, Demokrasia Makini (DM) and the National Reconstruction Alliance (NRA) did not hold statutory meetings, violating Regulation 24(1) of the Political Parties Council Regulations (2019) and weakening governance.

Asset ownership irregularities persisted, as NCCR Mageuzi's property (TZS 145.06 million) and CUF's 10 motor vehicles (TZS 274.93 million) remained registered under individual names instead of their Boards of Trustees, exposing them to legal risks and weakened financial control. These governance and financial management weaknesses undermine accountability, operational efficiency, and the stability of political parties.

CHAPTER ONE



Background Information

BACKGROUND INFORMATION

1.1 Introduction

This report presents the audit findings and recommendations from the audit of the Ministries, Departments, Agencies, Consolidated Fund, Consolidated financial statement, Political Parties, and Community-Based Water Supply Organisations.

The report has 16 chapters, which covers audit opinions, implementation of prior recommendations, risk management, internal controls, governance systems, budget execution, revenue and expenditure management, human resource management, and operational performance. It also presents audit outcomes of political parties for the financial year 2023/24.

1.2 Audit Objectives

The audit aimed to provide an independent opinion on the fairness and accuracy of the financial statements, ensuring they were prepared under an acceptable financial reporting framework. It also aimed to assess compliance with procurement laws, the Budget Act, relevant regulations, and guidelines.

1.3 Audit Methodology

The audits were conducted in accordance with the International Standards of Supreme Audit Institutions (ISSAI) issued by the International Organisation of Supreme Audit Institutions (INTOSAI) and International Standards on Auditing (ISA) issued by the International Auditing and Assurance Standards Board (IAASB). The methodology employed a range of procedures, including the examination of records and documents, interviews, and observation.

1.4 Audit Scope

The scope of the audit covered the financial statements, internal controls, compliance with applicable laws, regulations, policies, and performance efficiency of the MDAs for the financial year ended 30 June 2024. The audit included evaluating budget management, revenue collection, expenditure control, procurement processes, asset management, human resource management, and governance mechanisms. Additionally, the audit assessed the implementation status of prior-year recommendations and the effectiveness of internal risk management frameworks.

CHAPTER TWO

AUDIT
REPORT

Audit Opinions

AUDIT OPINIONS

2.1 Introduction

This chapter presents a summary of audit opinions issued to Ministries, Departments, and Agencies (MDAs) for the financial year ended 30 June 2024. Audit opinions provide an independent assessment of whether the financial statements prepared by MDAs comply with relevant financial reporting frameworks and accurately reflect their financial positions and performance. This chapter also highlights trends in audit outcomes over recent financial years and identifies critical issues impacting financial reporting quality within MDAs.

2.2 Types of Opinions

Four types of audit opinions may be issued based on the assessment of the financial statements and the underlying supporting documents. Each type depends on the availability of sufficient appropriate evidence to substantiate the information that is explicitly or implicitly presented in the financial statements. The types of opinions are:

An Unqualified Opinion is issued when an auditor, having obtained sufficient appropriate evidence, is satisfied that the financial statements are free from material misstatement and are prepared in accordance with the applicable financial reporting framework. It signifies strong financial reporting.

A Qualified Opinion is expressed when the financial statements are presented fairly, except for the effect of one or more matters. This can occur when sufficient appropriate audit evidence is obtained, and the auditor concludes that misstatements, individually or in the aggregate, are material but not pervasive to the financial statements. Also, a qualified opinion may be issued when the auditor is unable to obtain sufficient appropriate audit evidence to form an opinion, but they conclude that the possible effects of undetected misstatements on the financial statements, if any, could be material but not pervasive.

An Adverse Opinion is expressed when the auditor has obtained sufficient appropriate audit evidence to confirm that a misstatement exists and that the effect of the misstatement, either individually or in aggregate, is both material and pervasive to the financial statements.

A Disclaimer of Opinion occurs when the auditor is unable to obtain sufficient appropriate audit evidence to form an opinion on the financial statements. In

such cases, the auditor concludes that the possible effects of undetected misstatements on the financial statements, if any, could be both material and pervasive. In extremely rare circumstances involving multiple uncertainties, the auditor may disclaim an opinion, even if they have obtained sufficient appropriate audit evidence regarding each individual uncertainty.

2.3 Audit Opinions Issued During the Year

For the financial year 2023/24, a total of 532 audit opinions were issued to Ministries, Departments, Agencies (MDAs) and Political Parties. Of these, 531 opinions (99.8%) were unqualified, and one (0.2%) received an adverse opinion. No qualified and disclaimer of opinion was issued during the period under review.

Specifically, the National Reconstruction Alliance (NRA), a political party, received adverse audit opinion due to significant deficiencies and pervasive misrepresentations identified in its financial statements.

2.4 Trend of Audit Opinions

The trend of audit opinions issued over the past four years is presented in **Table 1**, with further details for the current year provided in **Appendix I**.

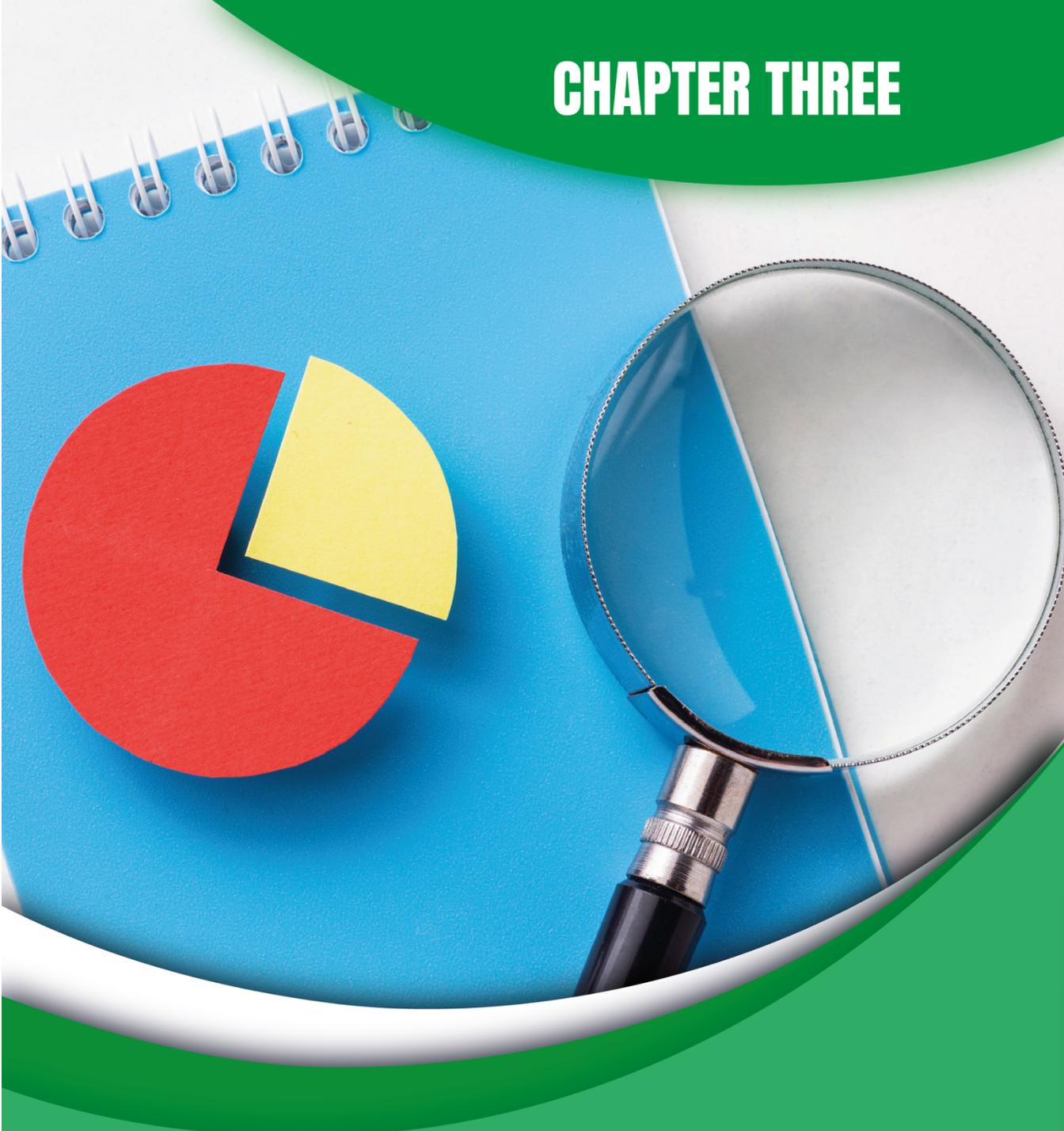
Table 1: Trend of Audit Opinions

Opinion Type	2023/24	2022/23	2021/22	2020/21
Unqualified	531	471	323	315
Qualified	0	1	10	5
Adverse	1	1	2	5
Disclaimer	-	2	1	2
Total	532	475	336	327

2.5 Report on Compliance with Legislations

The compliance audit on procurement revealed that 313 entities fully complied with procurement laws, while 200 entities complied with exceptions. Similarly, the audit of budget formulation and execution indicated that 362 entities complied fully with the Budget Act and related budget guidelines, whereas 151 entities showed exceptions. This analysis excludes 19 political parties and the Consolidated Financial Statements, as procurement and budgetary laws do not apply to these entities. A list of these entities is presented in **Appendix I**.

CHAPTER THREE



Implementation Status of Prior Years Audit Recommendations

IMPLEMENTATION STATUS OF PRIOR YEARS' AUDIT RECOMMENDATIONS

3.1 Introduction

The implementation of audit recommendations is a critical aspect of strengthening public financial management, enhancing governance, and ensuring accountability in Ministries, Departments, and Agencies (MDAs). This chapter assesses the status of recommendations issued in prior audit reports, highlighting the extent to which MDAs have addressed identified weaknesses and taken corrective actions. The analysis categorises recommendations as fully implemented, partially implemented, or not implemented, providing insights into recurring challenges and areas requiring further improvement. Additionally, trends over the past financial years are examined to evaluate progress and the effectiveness of follow-up mechanisms in ensuring compliance with audit recommendations.

Building on this, the chapter evaluates the status of audit recommendations and Public Accounts Committee (PAC) directives issued in previous financial years. The analysis categorises recommendations as fully implemented, partially implemented, or not implemented, providing insights into persistent challenges and areas requiring further attention.

Notably, efforts made by the Paymaster General and Accounting Officers in addressing audit recommendations and implementing PAC directives are acknowledged, as these actions contribute to strengthening governance and accountability within public institutions.

3.2 Implementation of Previous Years' Audit Recommendations

My assessment of the implementation of previous years' audit recommendations covered 514 MDAs and 19 political parties, with a total of 8,430 outstanding audit recommendations. Of these, 8,141 recommendations were attributed to MDAs, while 289 were related to political parties. Out of 8,141 audit recommendations related to MDAs, 2,819 (35%) were fully implemented, while 3,461 (42%) were still under implementation. However, 767 recommendations (nine percent) remained unimplemented, 293 (4%) were overtaken by events, and 801 (10%) were reiterated due to their continued relevance.

Similarly, of the 289 outstanding audit recommendations for political parties, 74 (26%) were fully implemented, while 52 (18%) were under implementation. However, 113 recommendations (39%) were not implemented, eight (3%) were

overtaken by events, and 42 (14%) were reiterated due to their continued relevance.

The analysis of audit recommendations implementation status for both MDAs and Political Parties is shown in **Table 2**.

Table 2: Status for both MDAs and Political Parties

Category	Implemented	Under implementation	Not implemented	Reiterated	Overtaken by events	Total
MDAs	2,819	3,461	767	801	293	8,141
Political parties	74	52	113	42	8	289
Total	2,893	3,513	880	843	301	8,430

Source: Management letters of the financial year 2023/24

The overall analysis of the implementation status (for both MDAs and Political Parties) is shown in **Table 3**:

Table 3: Status of Previous Years' Audit Recommendations

Financial year	Implemented	Under implementation	Not implemented	Reiterated	Overtaken by events	Total
2023/24	2,893	3,513	880	843	301	8,430
2022/23	2,946	2,725	617	688	366	7,342
2021/22	2,380	2,506	1,104	637	320	6,947
2020/21	5,290	6,032	3,548	1,166	1,143	17,179
2019/20	2,308	2,441	1,257	621	333	6,960

Source: Management letters of the financial year 2023/24

While some entities have successfully addressed the previous year's recommendations, demonstrating improved compliance and governance, others have not effectively implemented them. Consequently, governance, financial, and operational challenges persist.

The analysis of long-outstanding audit recommendations reveals that 281 recommendations have remained unresolved for more than five years, including 17 that have been pending for over a decade. The details are shown in **Table 4**.

Table 4: Long outstanding previous years' recommendations

Status	> 5 Years	> 10 Years	Total
Under implementation	209	12	221
Not implemented	55	5	60
Total	264	17	281

Source: Management letters of the financial year 2023/24

3.3 Implementation of PAC's Directives

My assessment of the implementation status of the PAC directives revealed that out of 123 PAC directives reported in my previous years' reports, 31 (25%) were fully implemented, 91 (74%) were under implementation, and one (1%) was not implemented. The analysis of the implementation status for PAC directives is shown in Table 5.

Table 5: Implementation Status of PAC directives

Financial year	Implemented	Under implementation	Not implemented	Reiterated	Overtaken by events	Total
2023/24	31	91	1	0	0	123
2022/23	38	43	5	1	9	96
2021/22	35	113	22	1	1	172
2020/21	347	294	147	0	34	822
2019/20	130	101	17	0	11	259

Source: Management letters 2023/24 and CAG reports

The trend in implementing PAC directives over the past five financial years indicates fluctuations in progress, with varying levels of responsiveness among entities. Despite these improvements, sustained efforts are required to ensure that directives under implementation are effectively completed, strengthening governance, compliance, and financial management practices.

CHAPTER FOUR



Budget Preparation and Execution

BUDGET PREPARATION AND EXECUTION

4.1 Introduction

The Government Budget is a key tool for allocating resources to national priorities and enhancing societal well-being. It is formulated in accordance with the Constitution of the United Republic of Tanzania, 1977, the Budget Act Cap 439, the National Five-Year Development Plan (2021/22-2025/26), and the Annual Plan and Budget Guidelines.

The 2023/24 budget prioritized poverty alleviation and job creation through targeted investments in agriculture, livestock, fishing, energy, construction, transport, and tourism to drive economic growth.

To enhance revenue and fiscal discipline, the Government aimed to boost tax collection through ICT-based systems, curtail tax exemptions, strengthen public institutions, and attract investment via government bonds. On the expenditure side, measures included cost control through ICT adoption, improving project management, real-time audits, and revising procurement laws to prevent mismanagement.

This chapter evaluates budget performance by comparing planned versus actual revenue collections, assessing the contribution of different revenue sources, reviewing the Consolidated Fund's performance, and identifying areas for improvement.

4.2 Budget Snapshot

In the 2023/24 financial year, the government budgeted to collect and spend TZS 44.388 trillion from domestic revenue, grants, and borrowings. Domestic revenue included taxes, non-tax revenue, and LGA own source collections, while grants comprised budget support and project-based funding from development partners. Borrowings were sourced from domestic loans, concessional external loans, and non-concessional external loans.

By the end of the financial year 30 June 2024, the actual amount collected was TZS 46.503 trillion, exceeding the target by TZS 2.115 trillion (5%). Domestic revenue remained the primary source of financing, contributing TZS 29.933 trillion (64%) of the total budget. The **Table 6** provides a summary of the budgeted and actual revenue collections, along with the corresponding variances.

Table 6: Budget Performance

Budget Source	Budgeted Amount (TZS Trillion)	Actual Amount (TZS Trillion)	(Under)/Over collection (TZS Trillion)	(Under)/Over Collection %
Domestic Revenue	31.381	29.933	(1.448)	(5)
Grants	1.111	0.644	(0.467)	(42)
Borrowings	11.896	15.926	4.03	34
Total	44.388	46.503	2.115	5

Source: Budget Speech of 2023/24

The following section provides a detailed analysis of each budget source compared to actual collections.

i. Domestic Revenue Collection Performance Overview

Table 7 presents the performance of domestic revenue collection against the budgeted estimates, highlighting variances in tax revenue, non-tax revenue, and local government authority (LGA) own-source collections.

Table 7: Analysis of Domestic Revenue

Domestic Revenue Category	Budget (TZS Trillion)	Actual (TZS Trillion)	(Under)/Over Collection (TZS Trillion)	(Under)/Over Collection %
Tax Revenue	26.725	26.065	(0.660)	(2)
Non-Tax Revenue	3.512	2.636	(0.876)	(25)
LGA Own Source	1.144	1.232	0.088	8
Total	31.381	29.933	(1.448)	(5)

Source: Financial Statements and Consolidated Fund

ii. Grants

Grants, which include both budget support and development project funds, play a critical role in financing. In the financial year under review, the total planned grants amounted to TZS 1.111 trillion. However, actual collections were TZS 0.644 trillion, resulting in an under-collection of TZS 0.467 trillion, equivalent to a 42% shortfall.

iii. Performance of Borrowing Against Budget Estimates

Table 8 highlights the performance of borrowing against the budgeted estimates, detailing domestic, concessional external, and non-concessional external borrowings.

Table 8: Analysis of Borrowings

Borrowing Category	Budget (TZS Trillion)	Actual (TZS Trillion)	(Under)/Over Collection (TZS Trillion)	%
Domestic Borrowings	5.440	5.408	(0.032)	1
Concessional External Borrowings	4.355	7.443	3.088	71
Non-Concessional External Borrowings	2.101	3.075	0.974	46
Total Borrowings	11.896	15.926	4.030	34

Source: Financial Statements for Public Debts and Consolidated Fund

4.3 Overview of Government Spending for the financial year 2023/24

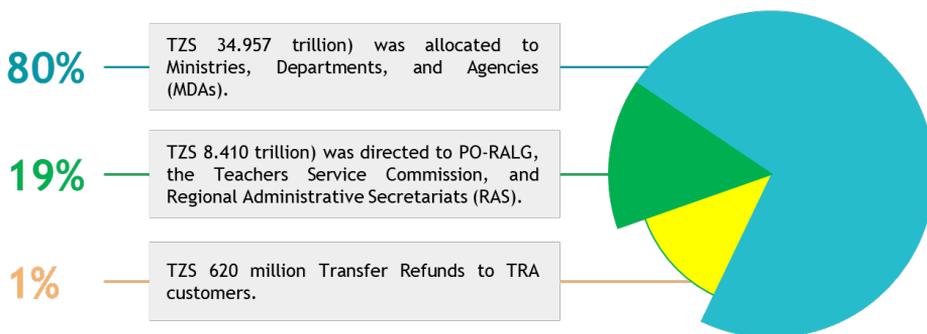
During the 2023/24 financial year, TZS 40.445 trillion was deposited in the Consolidated Fund for spending. In addition, the Government drew TZS 2.922 trillion from an overdraft facility, bringing the total amount available for disbursement to TZS 43.367 trillion. The Government disbursed the entire TZS 43.367 trillion through exchequer releases to finance recurrent and development expenditures, refunds, and transfers.

The remaining TZS 3.135 trillion was not disbursed through the exchequer system. It comprised:

- TZS 2.856 trillion in funds disbursed directly to projects by development partners (Direct-to-Project Funds, or D-Funds), and
- TZS 279 billion in own-source revenues collected and utilized directly by Local Government Authorities (LGAs).

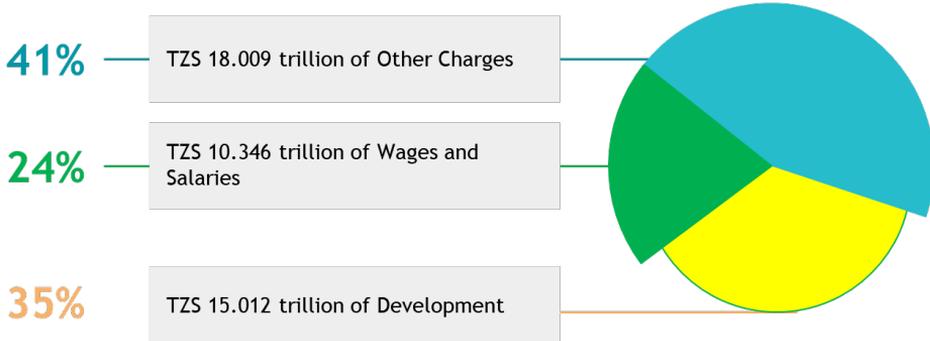
The analysis of government expenditures and allocations to Central Government entities (MDAs) and Local Government Authorities (LGAs) is presented in Figure 1 and Figure 2.

Figure 1: Government Expenditure by Recipients



Source: Exchequer Release Reports and the Statement of Consolidated Fund

Figure 2: Breakdown of Government Expenditure by Major Categories



Source: Exchequer Release Report

4.4 Budget Implementation

4.4.1 Funds Released above Approved Budget TZS 389.04 billion

According to Section 45(b) of the Budget Act Cap 439, fund disbursements to votes must align with performance, approved budgets, and available funds.

However, a review of exchequer releases and approved budgets found that TZS 389.04 billion was released beyond the approved budgets for 12 votes. This discrepancy, detailed in **Appendix II**, resulted from inadequate system integration between the Central Budget Management System (CBMS) and the MUSE system. The lack of integration caused inaccurate data processing, leading to exchequers being issued beyond approved limits.

To address this issue, I recommend that the Government enhance controls in the Central Budget Management System (CBMS) to ensure it is fully integrated with the MUSE system. This integration should enforce strict budgetary limits, preventing the generation of exchequers beyond the approved Vote budgets.

4.4.2 Payments Made without Budgetary Reallocation TZS 35.98 billion

Section 27 (4) of the Budget Act Cap. 439 requires the approved appropriation for the government and public entities to be used only in accordance with the purpose described and within the limits set by different classifications within their estimates.

My review disclosed that eight entities spent TZS 35.98 billion on recurrent and development activities without obtaining the relevant budget reallocation approvals, as detailed in **Appendix III**.

Allocating funds to implement unbudgeted activities affects the implementation of the planned activities. Further, it poses room for the misappropriation of Government funds.

I recommend that the Government ensure all entities adhere to the approved budget allocations, prohibiting any expenditure on activities not planned

CHAPTER FIVE



Revenue Management and Public Debt



REVENUE MANAGEMENT AND PUBLIC DEBT

5.1 Introduction

This chapter identifies shortcomings in collecting tax and non-tax revenues, such as compliance challenges and administrative inefficiencies. It also offers recommendations for enhancing revenue collection. Additionally, it provides an overview of public debts, including their current status, trends, and sustainability.

5.2 Tax Revenue Performance

In the financial year 2023/24, the TRA collected a total of TZS 26.065 trillion below the set target of TZS 26.725 trillion, reflecting under collection of TZS 659.61 billion, equivalent to 2.5% of total revenue targets in Tanzania mainland. **Table 9** provides an analysis of the revenue collection by departments in Tanzania Mainland.

Table 9: Tax Revenue Collection Tanzania Mainland

Department	Approved Estimated Collection TZS (Billion)	Net Actual Collection TZS (Billion)	Over/(Under) Collection TZS (Billion)	% of under collection
A	B	C	D= (C-B)	E=(D/B)
Domestic Revenue	5,309.24	5,291.14	(18.10)	0.3
Large Taxpayers	11,984.41	11,314.15	(670.26)	5.6
Customs & Excise	10,479.74	10,506.31	26.57	0.3
Subtotal	27,773.39	27,116.6	(661.79)	2.4
Less: Refunds & Transfers to ZRB	1,105.66	1,067.51	(38.15)	3.5
Total (Net of refunds)	26,667.73	26,044.09	(623.64)	2.3
Add: Treasury Vouchers ¹	57.68	21.71	(35.97)	62.4
Net Inclusive Treasury Vouchers	26,725.41	26,065.80	(659.61)	2.5

Source: Audited Revenue Statements 2023/24

Similarly, the actual Tax collection in Zanzibar was TZS 507.81 billion below the set target of TZS 520.64 billion, resulting in an under-collection of TZS 12.83

¹ Treasury Voucher Cheques are expenses paid through tax system to cover import duties of exempted person which includes Civil servants, Public Officials and Non-Governmental organizations. In this case TVCs were included as part of collection assessment for Customs & Excise department.

billion, equivalent to 2.5% of the target. Table 10 provides an analysis of the revenue collection by departments in Zanzibar.

Table 10: Tax Revenue Collection Zanzibar

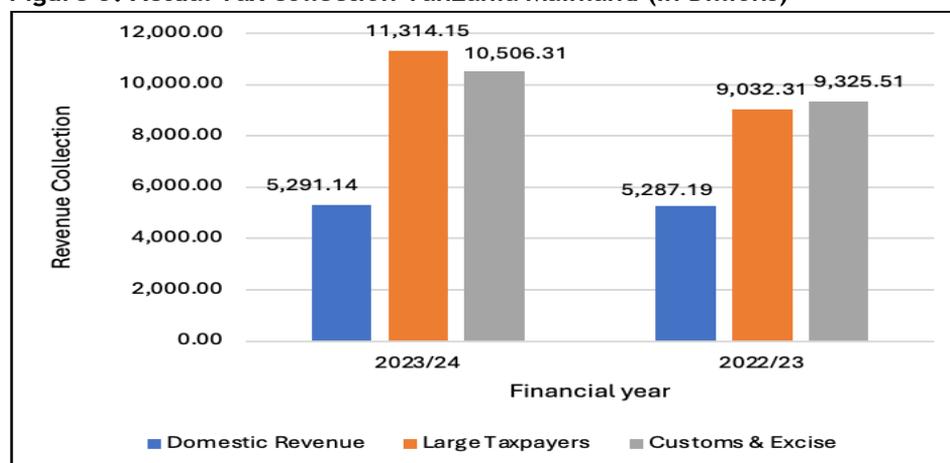
Department	Approved Estimated Collection TZS (Billion)	Net Actual Collection TZS (Billion)	Under Collection TZS (Billion)	% of under-collection
Domestic Revenue	263.30	271.94	8.64	3.3
Custom & Excise	257.34	235.87	(21.47)	8.3
Net Revenue	520.64	507.81	(12.83)	2.5

Source: Audited TRA Revenue Statements for 2023/24

In the year under review, the Custom & Excise revenue collection department performed above the target while the Domestic Revenue and the Large Taxpayer departments fell below their set targets. The underperformance was occasioned by non-attainment of targets for excise duty, withholding taxes, Value Added Tax (VAT), Individual income taxes, Skills & Development Levy, Petroleum and Other Taxes.

An analysis of departmental contribution to the overall actual revenue collection of TRA in Tanzania Mainland revealed that the Large Taxpayer Department accounted for 41.7%, followed by the Custom and Excise Department with 38.8%, and the Domestic Revenue Department with 19.5%. The comparison of TRA departments' actual revenue collection for the financial year 2023/24 and 2022/23 is illustrated in Figure 3.

Figure 3: Actual Tax collection Tanzania Mainland (In Billions)



Source: Audited TRA Revenue Statements for 2023/24 and 2022/23

For Zanzibar, revenue collection showed that the Domestic Revenue Department contributed 53.6%, followed by the Customs and Excise Department with 46.4%. The actual revenue collection for the financial year 2023/24 and 2022/23 for the departments is shown in Figure 4.

Figure 4: Actual Tax collection Zanzibar (In Billions)



Source: Audited TRA Revenue Statements for 2023/24 and 2022/23

Comparison of actual revenue collection for the financial years of 2023/24 and 2022/23 shows that the contribution of all revenue departments to revenue collection has exhibited increase. For the Large Taxpayers Department, the revenue increased by 25.3%, Custom and Excise Departments by 12.7% and for the Domestic Revenue Department the increase was 0.07%.

5.2.1 The Trend of Tax Revenue Collection

An analysis of the financial performance over the past five years reveals a consistent under-collection of revenue compared to set targets, with deviations ranging between 2.5% and 13.6%. The most significant shortfall occurred in the 2020/21 financial year, indicating challenges in meeting revenue goals.

Fluctuations in Tax actual collections relative to targets suggest potential inefficiencies in strategies for revenue collection. This trend highlights the need for a closer examination of contributing factors and improvements in tax administration to enhance revenue performance. A detailed breakdown of the trends of revenue collection for the United Republic of Tanzania is provided in Table 11.

Table 11: Trend of Tax Revenue Collection for Tanzania & Zanzibar

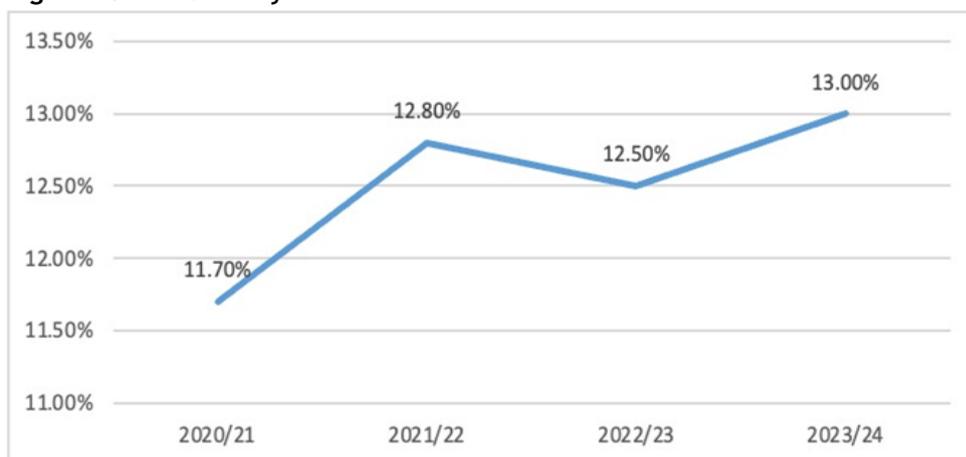
Financial Year	Targets TZS (Billions)	Actual Collection TZS (Billions)	Under Collection TZS (Billions)	(%) of under collection
2023/24	27,246.05	26,573.61	(672.44)	2.5
2022/23	24,106.81	23,039.73	(1,067.09)	4.4
2021/22	22,191.17	21,303.87	(887.30)	4.0
2020/21	20,709.32	17,897.86	(2,811.46)	13.6
2019/20	19,451.12	17,930.88	(1,520.25)	7.8

Source: TRA Revenue Statements for 2019/20 to 2023/24

Tax to GDP Ratio

The tax yield, also known as the Tax-to-GDP ratio, is a measure that expresses the relationship between a country's total tax revenue and its Gross Domestic Product (GDP). This ratio provides insights into the level of taxation relative to the size of the economy. A higher tax yield suggests that a larger portion of the country's economic output is being collected as taxes.

In the financial year 2023/24, Tanzania's tax yield stood at 13.0%, reflecting a slight increase from 12.5% in 2022/23. **Figure 5** illustrates the trend of the country's tax yield over the past four years.

Figure 5: The Country's Tax Yield

Source: Tax Assessment

A comparison of Tanzania's Tax yield and other East African countries is shown in **Table 12**.

Table 12: Tax yield for East African Countries for Five Years

Country	2020/21	2021/22	2022/23	2023/24
Kenya	13.70%	15.00%	14.20%	13.8%
Rwanda	16.30%	15.80%	15.00%	14.9%
Tanzania	11.70%	12.80%	12.50%	13.0%
Uganda	13.00%	13.50%	13.70%	13.5%
Burundi	17.00%	17.60%	18.00%	17.0%

Source: East African Revenue Authorities Regional Comparative Report

The data shows that while Tanzania's tax-to-GDP ratio has gradually increased from 11.7% in 2020/21 to 13.0% in 2023/24, it remains lower than that of other East African countries. This indicates that a smaller portion of Tanzania's economic output is collected as tax revenue.

I recommend that the Government enhances tax efficiency by focusing on widening the tax base, reducing revenue leakages, improving voluntary tax compliance, and strengthening tax administration. These measures will contribute to higher revenue collection and support the country's economic development.

5.2.2 Unresolved Tax Appeals Amounting to TZS 9.83 trillion Pending Ruling in the Appellate Machinery

My audit of TRA revenue statements for the financial year 2023/24 found that the Authority had 1,186 tax cases pending at various appellate levels, with a total value of TZS 9.83 trillion (including USD 3,731,995 converted at TZS 2,626.93/USD) for Mainland Tanzania. This represents a decrease of TZS 655.56 billion (6.2%) compared to the TZS 10.49 trillion worth of cases pending in the previous financial year (2022/23). The reduction was due to the resolution of 683 cases at the Court of Appeal (CAT), Tax Revenue Appeals Tribunal (TRAT), and Tax Revenue Appeals Board (TRAB). However, despite this progress, a significant backlog of tax disputes remains, potentially delaying government revenue collection and affecting fiscal planning.

An analysis of outstanding tax appeal cases, showing the number of cases and their respective tax values at each appellate level, is provided in **Table 13**.

Further, my review of the operational efficiency of TRAT and TRAB for the financial year 2023/24 identified significant gaps in case resolution rates, with both falling below targets set in the Medium-Term Expenditure Framework (MTEF) 2023/24 - 2025/26.

- (i) TRAT resolved only 104 out of 288 cases indicating achievement of only 36% of the annual target.
- (ii) TRAB resolved only 573 out of 1,483 appeals indicating achievement of only 39% of the annual target.

These resolution rates are substantially below the MTEF targets, which require TRAT to resolve 80% and TRAB to resolve 90% of tax disputes filed annually.

This shortfall is attributed to delays in appointing key tribunal and board members, insufficient budget allocation, lack of systems for tracking cases and the influx of new cases. These deficiencies could lead to delays in revenue collection and increase the backlog of unresolved cases.

I recommend that the government strengthening capacity at appellate bodies by allocating additional financial and human resources to accelerate case resolutions.

Table 13: Outstanding Tax Cases Tanzania Mainland

YEAR	NO. OF CASES	COURT OF APPEAL (CAT)		TAX REVENUE APPEALS TRIBUNAL (TRAT)		TAX REVENUE APPEALS BOARD (TRAB)		TOTAL	
		TZS	USD	TZS	USD	TZS	USD	TZS	USD
2017/18	1	-	-	-	-	8,728,712,111	-	8,728,712,111	-
2019/20	11	10,221,980,312	-	49,729,889,875	-	120,395,616,621	-	180,347,486,808	-
2020/21	27	10,040,599,421	-	1,435,900,266	-	271,654,202,960	-	283,130,702,647	-
2021/22	97	121,488,155,330	1,997,276	18,272,756,934	-	1,218,475,002,634	-	1,358,235,914,897	1,997,276
2022/23	247	23,909,218,646	-	66,953,261,503	-	1,130,464,229,390	1,734,719	1,221,326,709,539	1,734,719
2023/24	803	430,249,434,867	-	2,714,613,945,952	-	3,627,152,786,575	-	6,772,016,167,394	0
Total	1186	595,909,388,576	1,997,276	2,851,005,754,530		6,376,870,550,291	1,734,719	9,823,785,693,396	3,731,995

Source: Revenue Statements 2023/24

For Zanzibar, there were 98 tax cases with a total value of TZS 23.24 billion, as detailed in Table 14.

Table 14: Cases at Appellate Machineries - Zanzibar

Year	Number of Cases	TRAB (TZS)	TRAT (TZS)	Total (TZS)
2019/20	8	166,444,653	0	166,444,653
2021/22	1	0	125,366,562	125,366,562
2022/23	85	20,054,190,872	2,074,155,975	22,128,346,847
2023/24	4	820,042,771	0	820,042,771
Total	98	21,040,678,296	2,199,522,537	23,240,200,833

Source: Revenue Statements 2023/24

5.2.3 A shortfall of TZS 609.77 Billion in Revenue Collection due to Improper charging of Excise Duty Rate on Carbonated Soft Drinks

A review of tax investigation reports under the Excise (Management and Tariff) Act, Cap 147 [R.E. 2019] revealed significant underpayment of excise duties by three carbonated soft drink manufacturers. These taxpayers applied outdated rates of TZS 61 and TZS 67 per litre, resulting in excise duty collections of TZS 78.81 billion instead of the correct TZS 561 per litre, which would have generated TZS 688.58 billion. This led to a revenue shortfall of TZS 609.77 billion.

Further analysis of eight additional manufacturers in 2023/24 revealed widespread non-compliance, with outdated rates still in use across the industry. This underscores the need for enhanced enforcement, recovery of unpaid excise duties, and stricter adherence to correct duty rates to address revenue losses.

Additionally, a review of excise duty returns from seven tax regions—Kinondoni, Arusha, Temeke, Tegeta, the Medium Taxpayers' Department, and Coast—identified understated excise duties of TZS 1.53 billion. The understatement was attributed to inadequate review and analysis of taxpayers' returns, leading to undetected discrepancies in reported figures. Weak monitoring mechanisms created opportunities for underreporting, contributing to revenue losses.

I recommend that TRA management ensure recovery of underpaid excise duty from the taxpayers who applied incorrect rates and enforce the correct excise duty rates, establish continuous monitoring, impose penalties for underpayment, and extend investigations into the water manufacturing industry to uncover similar non-compliance.

5.2.4 Discrepancy of 14,459,706.19 Litres of Fuel Worth TZS 12.55 Billion in Transit via TAZAMA Pipeline

Regulation 104(16) of the East African Community Customs Management Regulations, 2010 mandates that all transit goods must be accounted for at designated exit points to prevent illegal diversion into the local market.

An audit of fuel declared for transit through the TAZAMA pipeline from January 2023 to August 2024 identified a discrepancy of 14,459,706.19 litres, with a taxable value of TZS 12.55 billion. The fuel did not exit to its intended destination, indicating possible illegal localisation without tax payment. The discrepancy was detected by comparing the declared quantity at the entry point in Dar es Salaam with the recorded quantity at the exit point in Inyala station, Mbeya.

A key factor contributing to this issue is the lack of a systematic and timely follow-up mechanism to ensure that importers and Customs Freight Agents (CFAs) complete self-declarations for imported consignments. Delays in the declaration process create opportunities for fuel diversion, resulting in potential revenue loss.

I recommend that the Government implement real-time tracking mechanisms for fuel transit to ensure accountability at all stages and regularly reconcile data between entry and exit points to identify and address discrepancies promptly.

5.2.5 Overstayed Balances of Transit Goods and Fuels not Localised

According to Section 34 of the East African Community Customs Management Act (EACCMA), 2004, goods declared for transit must either be exported to their intended destination or properly localised within the prescribed period. Additionally, Regulation 104(16) of the East African Community Customs Management Regulations, 2010 requires that all transit goods be fully accounted for upon exiting the country to prevent tax evasion and illegal diversion.

My review of imported fuel declared for transit found that 1,546,614.41 litres of fuel, valued at TZS 1.38 billion in estimated taxes, overstayed beyond the permitted 30-day period without being exported or localised. Similarly, a review of transit transactions at Rusumo, Mutukula, and Kabanga Customs border stations uncovered discrepancies amounting to 826,505 kilograms of transit cargo and 247,299 litres of transit fuel, with a total bond value of TZS 472.72 million. These goods had not exited the country as required.

Failure to monitor and enforce transit regulations creates opportunities for illegal localization of goods without tax payment, leading to potential revenue losses for the Government.

I recommend that the Government, through the Tanzania Revenue Authority, implement enhanced automation to monitor declared transit goods and fuel, ensuring that all quantities are exported to the destined countries.

5.2.6 Non-compliance with Tax Laws

The 2023/24 budget framework emphasises various policies, strategies, and administrative measures on revenue collection, including ensuring the proper use of Electronic Fiscal Devices (EFD) to increase efficiency in tax collection, as required under Regulation 28(1) of the Income Tax (Electronic Fiscal Devices)

Regulations 2012. Additionally, Section 83(A) and Paragraph 4(C)(IV) of the Income Tax Act, Cap 332 require government entities to withhold 2% income tax on payments to resident suppliers, ensuring early tax collection and minimising underreporting risks.

On the contrary, my review found that six entities made payments of TZS 10.28 billion without demanding EFD receipts, and withholding tax of TZS 980 million was not withheld as detailed in **Table 15**.

The failure to demand EFD receipts and deduct withholding tax undermines the Government's efforts to improve revenue collection, creates opportunities for tax evasion and hinders the Tanzania Revenue Authority (TRA) from effectively tracking and verifying taxable transactions.

Table 15: Non-compliance with Tax Laws

S/No	Name	Amount (TZS)
Payment without demanding EFD		
1	National Water Fund-MoW	10,191,843,541
2	Dodoma RRH	35,030,639
3	Ministry of Water	19,948,000
4	Tanzania Livestock Research Institute (TALIRI)	16,449,844
5	Tanzania Film Board	13,408,400
6	Sumbawanga RRH	8,633,360
Sub-total A		10,285,265,832
Withholding Tax not deducted		
1	National Water Fund-MoW	815,079,815
	Ministry of Water Vote 49	165,009,174
Sub-total B		980,088,989

Source: Management Letters for 2023/24

I recommend that the Government take decisive action against entities violating tax regulations to prevent possible revenue leakage and strengthen internal controls to ensure EFD receipts support payments and deduction of withholding taxes.

5.3 Management of Non-Tax Revenue

Non-tax revenue is crucial to the government's financial planning and sustainability. It encompasses strategies to maximise revenue from sources other than taxes, such as fees, fines, licences, permits, rents, royalties, and sales of goods and services.

5.3.1 Collection of Revenue without using GePG System

The 2023/24 budget framework emphasises various policies, strategies, and administrative measures on revenue collection, including using the Government

Electronic Payment Gateway System (GePG) for public revenue collection, as required by Section 7 of the Public Finance Act, Cap 348.

My review found that three entities collected TZS 2.46 billion as non-tax revenue without using the Government Electronic Payment Gateway (GePG) system, as detailed in **Table 16**

Table 16: Entities with Collection of Revenue without using GePG

S/No	Name of the Entity	Amount (TZS)
1	SUMAJKT Agricultural and Industrial Segment	1,355,018,000
2	SUMAJKT Consultancy Bureau Company Limited	983,241,000
3	Tanzania Police Force Medical Unit	131,547,225
Total		2,469,806,225

Source: Management letters for financial year 2023/24

Revenue collection without using the GePG system undermines transparency, accountability, and efficiency in revenue management and increases the risk of mismanagement, misappropriation, or loss of public funds.

I recommend that the Government and relevant authorities enforce strict compliance with the GePG system for all public revenue collections to ensure transparency and accountability.

5.3.2 Receivables from Non-Tax Revenue not Collected TZS 1.34 Trillion

Non-tax revenue from fees, fines and service charges is a crucial source of government funding, complementing other revenue streams and supporting the overall budget. To enhance the collection from this source, accounting officers are required, through Section 58(b) of the Budget Act, Cap. 439, to efficiently collect, prevent mismanagement, and ensure they contribute effectively to the government budget.

My review of the financial statements from ministries, departments, and agencies noted that TZS 1.34 trillion was recorded as receivables from the non-tax revenue and remained uncollected for over a year. Notably, the Ministry of Land had outstanding land rent of TZS 201 billion, and NFRA had outstanding receivables from selling grains of TZS 352 billion. This non-collection is primarily due to weak enforcement mechanisms, which limit the contribution of earned revenue to financing the budget-planned expenditures. Details are shown in **Appendix IV**.

I recommend that the Government and the responsible authorities strengthen collection mechanism that will foster the collectability of the

outstanding receivables for the purpose of increasing the liquidity of the entities and financing the Government budget.

5.4 Public Debt

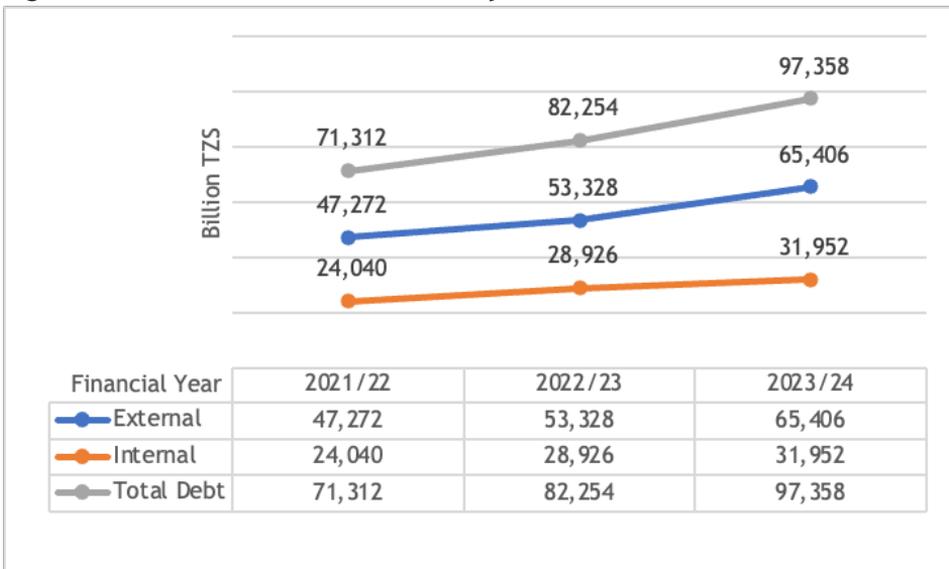
Public Debt comprises all domestic and external obligations of the Government entities. To ensure effective debt management, the Minister of Finance is vested with exclusive powers to raise foreign loans and local loans, issue guarantees, and receive grants for and on behalf of the Government as provided for under Sections 3, 6, 13 and 15 of the Government Loans, Guarantees and Grants Act, CAP 134. My audit uncovered the following key issues:

5.4.1 Public Debt Portfolio Analysis

The Public Debt as of 30 June 2024 stood at TZS 97,357.84 billion compared to TZS 82,254.71 billion reported in 2022/23, an increase of TZS 15,103.13 billion (18%) in the current year compared to the increase of TZS 10,942.30 billion (15%) in the previous year.

Public Debt consists of Domestic and External Debt Stock of TZS 31,951.56 billion and TZS 65,406.28 billion respectively in the financial year 2023/24, compared to TZS 28,926.37 billion and TZS 53,328.33 billion in 2022/23. **Figure 6** illustrates the trend of Public Debt stock from 2021/22 to 2023/24.

Figure 6: Trend of Public Debt for the years 2021/22 to 2023/24



Source: Public Debt Financial statements 2021/22 - 2023/24

5.4.2 Movement of Domestic Debt Stock

In the financial year 2023/24, domestic debt increased by TZS 3,025.19 billion, equivalent to 10% of the debt registered in 2022/23. The trend of the Domestic Debt portfolio from 2021/22 to 2023/24 is shown in **Table 17** below.

Table 17: Domestic Debt Portfolio Trend

Financial year	Debt Portfolio	Increase	
	TZS Billion	TZS Billion	Percentage
2023/24	31,951.56	3,025.19	10
2022/23	28,926.37	4,886.26	20
2021/22	24,040.11	5,105.49	27

Source: Public debt financial statements 2021/22 to 2023/24

5.4.3 Movement of External Debt Stock

External debt as of 30 June 2024 stood at TZS 65,406.28 billion against TZS 53,328.33 billion as of 30 June 2023, recording an increase of TZS 12,077.95 billion in the current year, equivalent to 23%. The increase was mainly due to exchange loss and increased disbursements from creditors during the year. **Table 18** shows the composition and trend of external debt from 2020/21 to 2022/23.

Table 18: External Debt Portfolio Composition and Trend

External Debt portfolio by creditor category	2023/24		2022/23		2021/22	
	TZS Billions	%	TZS Billions	%	TZS Billions	%
Multilateral Organizations	43,972.38	67	33,578.24	63	28,728.71	61
Bilateral creditors	3,675.20	6	5,163.57	10	5,207.57	11
Export-import creditors	6,193.50	9	5,655.54	11	5,972.78	13
Commercial Creditors	11,565.20	18	8,930.99	17	7,363.23	16
Total External Debt portfolio	65,406.28	100	53,328.33	100	47,272.29	100
Increase of external debt portfolio	12,077.95	23	6,056.04	11	1,687.29	4

Source: Public debt portfolio worksheet for years 2021/22 to 2023/24

5.4.4 Sustainability of the Public Debt

The December 2024 National Debt Sustainability Analysis (DSA), based on the 30 June 2024 debt portfolio, confirms that public debt remains sustainable under the baseline scenario. Key indicators, such as the Present Value (PV) of External Public Debt to GDP (23.6%) and Total Public Debt to GDP (41.1%),

remain below the established thresholds of 40% and 55%, respectively. Additionally, the PV of Debt to Exports (127.5%) is well below the 180% threshold, while Debt Service to Exports (11.7%) and Debt Service to Revenue (14.5%) remain within their respective limits of 15% and 18% respectively.

Although these indicators suggest a sustainable debt position, Debt Service to Exports (11.7%) and Debt Service to Revenue (14.5%) are approaching their respective thresholds of 15% and 18%, signalling a potential risk in debt servicing capacity. When debt service ratios are close to their upper limits, any adverse economic shocks—such as exchange rate depreciation, lower export earnings, or declining government revenues—could push them beyond sustainable levels, increasing the risk of debt distress. While the overall risk of debt distress remains moderate, as in the previous assessment, the narrow margin between the current debt service ratios and their thresholds calls for close monitoring and prudent debt management.

I recommend that the government strengthen debt liquidity ratios by improving collection of domestic revenue and promoting exports while enhancing its Country Policy and Institutional Assessment (CPIA) score to achieve a "Strong Performer" classification by the World Bank and foster sustainable GDP growth. Additionally, Government should ensure commercial loan proceeds are invested in high-return projects to foster sustainable GDP growth.

CHAPTER SIX

CONTRACT

THIS AGREEMENT made this _____ day of _____ 20____

by and between _____ and _____

BY AND BETWEEN _____

the EMPLOYER _____

And the CONTRACTOR _____

WHEREAS _____

is the intent of the Employer to make improvements at _____ generally described as follows hereinafter referred to as the Project.

NOW THEREFORE in consideration of the mutual covenants hereinafter set forth, EMPLOYER and CONTRACTOR agree as follows.

Article 1 - Work

It is hereby mutually agreed that for and in consideration of the payments to be made to the CONTRACTOR by the EMPLOYER, CONTRACTOR shall faithfully execute all necessary labor, equipment, and material and shall perform all necessary work to complete the Project in strict accordance with this Contract Agreement and the Contract Documents.

Article 2 - Contract Documents

CONTRACTOR agrees that the Contract Documents consist of the following: this Agreement, General and Supplementary Provisions, Specifications, Drawings, all issued addenda, Bidder's Manual, Instructions for Proposal and associated attachments, Performance Bond, Payment Bond, Wage Rate Determination, and all other notices, documents incorporated by reference. Documents incorporated by attachment, and all other change orders issued subsequent to the date of this Agreement. All documents comprising the Contract Documents together shall constitute the complete terms, conditions and obligations of CONTRACTOR. All said Contract Documents are incorporated by reference into this Contract Agreement herein as attached thereto.

6A-1

Procurement Management

PROCUREMENT MANAGEMENT

6.1 Introduction

Section 48(1) of the Public Procurement Act, Cap 410 requires accounting officers to ensure compliance with procurement procedures, while Section 48(3) mandates the CAG to audit and assess adherence. My review of procurement for the financial year 2023/24 revealed weak contract management, delayed payments and wasteful expenditure that delay service delivery and lead to financial losses.

6.1.1 Long Outstanding Claims TZS 4.56 trillion

Regulation 10(4) of the Public Procurement Regulations, 2013, mandates timely payments to tenderers, while Clause 44.2 of the General Conditions of Contract (GCC) requires certified payments to be made within 28 days.

My audit for FY 2023/24 found that 212 MDAs accumulated unpaid claims amounting to TZS 4.56 trillion for contractors, consultants and suppliers, with TZS 3.53 trillion overdue for more than a year as shown in **Appendix V**.

The primary causes of these outstanding claims include delays in budget allocations by the Ministry of Finance and inadequate revenue collection by institutions.

I recommend that the Ministry of Finance ensure timely disbursement of funds to MDAs and that institutions enhance revenue collection strategies to prevent further accumulation of unpaid claims and ensure effective project execution.

6.1.2 Interest Charged on Delayed Payments TZS 55.55 billion

In FY 2023/24, the Ministry of Works (Vote 98) and TANROADS incurred TZS 55.55 billion in interest charges due to delayed payments. Of this, the Ministry of Works incurred TZS 13.43 billion in interest to NSSF for the government's unpaid share of the Nyerere Bridge (Kigamboni) construction cost, increasing the total interest burden to TZS 116.66 billion.

Additionally, the Ministry accrued TZS 3.38 billion in interest following an International Chamber of Commerce (ICC) ruling related to the 97.963 km Ibanda-Uyole Road rehabilitation project, raising the total cumulative interest on the debt to TZS 20.87 billion.

Moreover, TANROADS incurred TZS 38.74 billion in interest due to unpaid contractor claims. The persistent delays in settling obligations increase government debt, inflate project costs, and reduce available funds for other critical infrastructure projects.

I recommend that the government strengthen budget planning and improve fund disbursement efficiency to ensure timely payments and avoid accumulating unnecessary interest expenses.

6.1.3 Inadequate Management of the Project's Contracts

Regulation 114 (b), (c), and (d) of the Public Procurement Regulations, 2013, mandates procuring entities to effectively manage contracts by monitoring project progress, ensuring timely completion, addressing deviations, and fulfilling all contractual responsibilities. My review of the works contracts noted inadequate management of the contracts as explained below.

a) Slow Pace in Execution of Projects Worth TZS 1.34 Trillion

My review of 136 projects worth TZS 1.34 trillion revealed significant delays, with project slippage ranging from 1% to 92% against contractual timelines. Sectoral analysis showed road projects lagging by 15% to 58%, water projects by 1% to 83%, and health sector projects by up to 32%, while other sectors faced delays between 32% and 76%. Further details are provided in **Appendix VI**.

The delays stem from poor contract management, inadequate contractor capacity, slow project commencement, and untimely fund disbursement. Failure to complete projects on time jeopardises intended benefits, inflates costs, and compromises project quality.

I recommend that the government enforce stricter contract management, ensure timely fund disbursement, and monitor contractor performance to prevent further delays and financial losses.

b) Abandoned Construction Projects TZS 558.63 billion

I found that 41 construction projects valued at TZS 558.63 billion were abandoned or suspended by contractors. I noted that 22 are related to road infrastructure, six to the health sector, 12 to the water sector and one to the Prisons Service Department (Vote 29). Details are shown in **Table 19**

Table 19: Entities with Abandoned Construction Project

S/No	Name of the Entity	No. of Contract	Total Contracts	Sector
			Amount (TZS)	
1	TANROADS	22	507,644,240,004	Road
	Sub Total	22	507,644,240,004	Infrastructures
2	Chato Zonal Referral Hospital	1	17,705,497,182	Health Sector
3	Geita Regional Referral Hospital	1	13,213,606,303	
4	Ministry of Health - (Vote 52)	1	2,900,000,000	
5	Mount Meru Regional Referral Hospital	1	1,504,560,281	
6	Benjamin Mkapa Hospital	1	264,251,288	
7	Mawenzi Regional Referral Hospital	1	164,120,272	
	Sub Total	6	35,752,035,327	
8	Rural Water Supply and Sanitation Agency	11	12,201,356,964	Water Sector
9	Chato WSSA	1	1,594,256,565	
	Sub Total	12	13,795,613,529	
10	Prisons Service Department - (Vote 29)	1	1,441,214,000	Other Sectors
	Sub Total	1	1,441,214,000	
	Grand Total	41	558,633,102,859	

Source: Management letters for financial year 2023/24

The main reason for abandoning the projects was the insufficient release of funds, which caused cash flow challenges for the contractors. Abandoning these projects could lead to project completion delays, resource wastage and failure to realise the full benefits of the government funds invested.

I recommend that the government ensure prompt and adequate disbursement of project funds to prevent cash flow issues. Additionally, funds should be allocated to abandoned projects to ensure their completion and achieve value for the money already spent.

6.1.4 Delay in Paying Advance Payments of TZS 141.09 Billion

Regulation 10(4) of the Public Procurement Regulations, 2013, requires procuring entities to ensure timely payments to tenderers per contract terms.

I found that TANROADS initiated 24 contracts, where contractors were entitled to TZS 135.05 billion in advance payments. Despite fulfilling contractual requirements, only TZS 12.09 billion (9%) was disbursed, with delays ranging from 14 to 896 days, while TZS 122.97 billion (91%) remained unpaid, violating contractual obligations.

Additionally, delays in advance payments affected contract execution, with projects worth TZS 64.55 billion failing to commence due to unpaid advances of TZS 6.04 billion as detailed Table 20.

Table 20: Entities with Projects not Commenced Due to Unpaid Advance Payments

S/No	Name of the Entity	Contract Value (TZS)	Advance payment Amount (TZS)
1	Gairo WSSA	21,140,615,426	3,171,092,314
2	Rural Water Supply and Sanitation Agency (RUWASA)	41,152,388,138	2,672,858,221
3	Livestock Training Agency (LITA)	1,096,541,845	100,000,000
4	Ministry of Livestock and Fisheries (Fisheries Sector) - (Vote 64)	1,169,089,986	100,000,000
Total		64,558,635,395	6,043,950,535

Source: Management letters for financial year 2023/24

I attribute this issue to the inadequate release of budgeted funds by the Ministry of Finance.

The delayed payment of advance amounts prevented contractors from mobilising equipment and starting work as planned, leading to project delays, contract extension claims, cost escalations, disputes, and potential interest charges on delayed payments.

I recommend that the government ensure the Ministry of Finance disburses budgeted funds on time to prevent breaching contractual terms.

6.1.5 Water Projects with Unsecured Advance Payments TZS 20.67 billion

Paragraph 15 of the Guideline for Securities in Public Procurement 2022 stipulates that the Procuring Entity shall only grant advance payment upon receipt of the Advance Payment Bank Guarantee from a reputable bank.

My audit found that TZS 20.67 billion in advance payments for 21 water project contracts remained unsecured as the guarantees had expired before full recovery while the projects were still ongoing. This issue resulted from inadequate contract supervision, poor follow-up on the validity of guarantees, and a failure to enforce contractors to extend expired. Details are in Table 21.

Table 21: Entities with Unsecured Advance Payments

S/No.	Name of the Entity	No. of Contract	Unsecured Amount (TZS)
1	Ministry of Water	1	9,612,834,696
2	RUWASA	19	7,950,755,745
3	Handeni Main Trunk WSSA	1	3,107,193,265

S/No.	Name of the Entity	No. of Contract	Unsecured Amount (TZS)
	Total	21	20,670,783,706

Source: Management letters for financial year 2023/24

Without valid guarantees, the government is exposed to significant financial risks if contractors fail to fulfil their contractual obligations.

I recommend that the government strengthen supervision and monitoring mechanisms to ensure that MDAs track the validity of advance payment guarantees and enforce necessary extensions before they expire.

6.1.6 Overpayments of TZS 773.73 Million to Contractors

The General Conditions of the Contracts require that the project manager ensure that previously certified items are excluded or adjusted in subsequent payments to reflect accurate work progress.

I found that the Ministry of Communication and Information Technology overpaid M/S National Housing Corporation by TZS 470.32 million due to the failure to exclude the amount previously certified under the contract for the Proposed Construction of an Office Building.

Similarly, at the Ministry of Water, while implementing the contract for laying transmission main pipelines and distribution networks in Nyashimbo, Bariadi, and Lagangabili, payments were certified for quantities exceeding actual work completed, leading to an overpayment of TZS 303.41 million.

These overpayments were caused by inadequate review of Interim Payment Certificates (IPCs) by consultants and responsible ministry officials. Misallocating funds in this manner diverts resources away from other essential projects and compromises budget execution.

I recommend that the government ensure the Ministries strengthen their internal controls over reviewing IPCs before certification and approval and recover the overpaid amount.

6.1.7 Delay in Delivery and Distribution of Wheat and Sunflower Seeds

Regulation 114 of the Public Procurement Regulations 2013 mandates procuring entities to effectively manage the procurement of goods, services or works. This includes monitoring costs and ensuring timely delivery.

Despite these requirements, I found that the Agriculture Seeds Agency (ASA) signed a contract on 9 November 2023 for the supply of 700 metric tons (MT) of

hybrid sunflower seeds worth TZS 13.12 billion and 500MT of wheat seeds worth TZS 4.25 billion, with an agreed delivery deadline of February 2024. However, sunflower seeds were delivered four months late, on 6 June 2024, well beyond the planting season of January to March, as indicated in ASA's farm crop calendar.

A physical verification conducted in August 2024 to assess seed distribution showed that out of the 500MT of wheat seeds received, 267MT were distributed, while 232MT remained in storage. As for the sunflower seeds, 52MT were distributed, while 648MT remained in storage.

This delay resulted from poor procurement planning, inadequate contract oversight, and lack of proper coordination between procurement timelines and the crop planting calendar. Consequently, many farmers miss the optimal planting season, reducing agricultural productivity and posing a risk of low seed germination rates if the stored seeds are not used promptly.

I recommend that the government ensure ASA aligns its procurement planning with the agricultural planting calendar, includes contingency buffers for potential delays, and monitors supplier performance through progress reports and milestone tracking. In addition, establish an effective seed distribution plan to ensure seeds are distributed to farmers on time.

6.1.8 Entities Without Annual Procurement Plans and Deviations from the Plans

Section 49 of the Public Procurement Act, CAP. 410 requires a procuring entity to prepare an annual procurement plan for all its procurements and integrate its procurement budget with its expenditure programme.

I found that nine MDAs conducted procurements of TZS 1.52 billion without an annual procurement plan, 44 entities did not implement their planned procurements amounting to TZS 2.03 trillion and USD 223,000. Also, eight MDAs made procurement of TZS 11 billion out of their Plans. Details are in **Appendix VII**.

The primary cause of these discrepancies was poor planning, inadequate forecasting, and lack of oversight within MDAs. Additionally, delays in fund disbursement led to deferred procurements, forcing institutions into unstructured and reactive spending.

Failure to adhere to procurement plans disrupts service delivery, delays project implementation, and weakens transparency and accountability. Moreover,

frequent ad-hoc procurement decisions increase the risk of inefficiencies, price manipulation, and misallocation of public funds.

I recommend that the Government ensure that MDAs prepare and adhere to annual procurement plans, receive funds on time and effectively implement procurement plans to enhance transparency and accountability.

6.1.9 A total of 40 Projects Commenced Before the Certification of Environmental and Social Impact

Regulation 241(3) of the Public Procurement Regulations, 2013 mandates procuring entities assess the environmental impacts before initiating construction projects.

I noted that TANROADS initiated 31 road construction projects worth TZS 1.55 trillion before obtaining ESIA certificates from the National Environment Management Council (NEMC). Similarly, RUWASA commenced five water projects worth TZS 16.06 billion and Rombo WSSA started four projects worth TZS 1.57 billion without conducting Environmental and Social Impact Assessment (ESIA).

The primary reason for this non-compliance was pressure to fast-track project implementation amid delays in ESIA approvals. However, proceeding without proper environmental assessments exposes communities to risks such as pollution, ecosystem disruption, and health hazards. Furthermore, retroactive compliance often results in costly project modifications, leading to financial losses and delays

I recommend that the Government ensure that construction projects in MDAs commence only after obtaining NEMC certificates to ensure their suitability and prevent adverse environmental impacts and wasteful expenditures.

6.1.10 Procurements of TZS 1.96 Billion and Variations of USD 3,890,501.55 Made Without Tender Boards' Approval

Regulations 55 (2), 163 (4), and 185 (1) of the Public Procurement Regulations of 2013 prohibit entities from awarding tenders unless the appropriate tender board has approved the award. Also, Section 33 of the Public Procurement Act, CAP. 410 [R.E. 2022] requires the tender board to review all variations, addenda or amendments to ongoing contracts.

I found that five MDAs made procurements of TZS 1.96 billion without obtaining approvals from respective tender boards as detailed in Table 22.

Table 22: Entities with Procurements Without Tender Boards' Approval

S/No.	Name of the Entity	Procurement Value (TZS)
1	SUMAJKT Chang'ombe Furniture Company Limited	1,098,652,336
2	Prisons Corporation Sole (PCS)	531,233,640
3	Mirembe National Mental Hospital	217,767,541
4	Beekeeping Training Institute (BTI)	101,621,728
5	Musoma Regional Referral Hospital	12,282,000
Total		1,961,557,245

Source: Management letters for financial year 2023/24

I also observed that the Ministry of Water, while overseeing the implementation of a contract for the Construction, Testing and Commissioning of Water Supply Schemes at Kayanga, Chato and Geita, with a contract value of USD 97,920,000, had recorded variations under IPC 1 to 6. However, the contractor executed variation works amounting to USD 3,890,501.55 on BoQ items with reference numbers 1.11/1.28, A6.1.15-18, B6.1.6-B6.1.8a and C6.1.6-C6.1.7 without obtaining prior approval from the Ministry's Tender Board. Additionally, I found that nine MDAs made micro procurements worth TZS 1.32 billion but were not reported to the tender boards, as detailed in Table 23.

Table 23: Entities with Unreported Micro Procurements to the Tender Board

S/No.	Name of the Entity	Procurement Value (TZS)
1	Medical Council of Tanganyika (MCT)	492,490,782
2	Rural Water Supply and Sanitation Agency (RUWASA)	297,046,167
3	Benjamin Mkapa Hospital	153,944,318
4	Government Chemist Laboratory Authority	112,083,877
5	Ministry of Information Communication and Information Technology - (Vote 68)	101,298,537
6	Mawenzi Regional Referral Hospital	81,903,424
7	Ardhi Institute Tabora	39,841,540
8	Private Hospital Advisory Board	34,182,093
9	Manyara Regional Referral Hospital	14,768,500
Total		1,327,559,238

Source: Management letters for financial year 2023/24

This is due to a lack of stringent review mechanisms and failure to comply with established procurement regulations. Proceeding with procurement and contract variations without tender board approvals weakens oversight, compromises transparency and increases risk of mismanagement of public resources.

I recommend that the Government ensure MDAs strictly adhere to procurement procedures, such that all procurements are approved by the tender boards.

6.1.11 Procurements Processed without using the e-Procurement System TZS 33.1 Billion

Regulation 342 of the Public Procurement Regulation 2013 requires procuring entities to implement e-procurement in the public procurement system.

I found that 41 MDAs procured goods and services worth TZS 33.1 billion without using an e-procurement system. The list of MDAs is in **Appendix VIII**.

I attribute the anomaly to inadequate know-how, reluctance to change, and technical limitations. Failure to use the e-procurement system in procurement activities undermines the Government's goal of enhancing efficiency, shortening procurement timelines, and minimising risks.

I recommend that the government enforce measures to guarantee the complete adoption of e-procurement systems and take appropriate action against those not using e-procurement systems.

6.1.12 Procurements using Single Source and Restricted Tendering Method without Justifications TZS 30.18 Billion

Regulation 159 (1) of Public Procurement Regulation 2013, as amended by Regulation 60 of the Public Procurement Regulations (Amendment Act), 2016, requires the procuring entity not to engage in a single-source procurement unless approved by the Tender Board and justified in accordance with the Regulations. Additionally, Regulation 152 of Public Procurement Regulation 2013 stipulates that the procuring entity may restrict the issuance of tender documents to a limited number of specified tenderers if there are justified reasons as provided in the Regulations.

I found that four MDAs used the single-source procurement method, and one MDA used a restricted tendering method for goods and services totalling TZS 30.18 billion without justifications, contrary to the requirements of Procurement Regulations, 2013. The details are in **Table 24**.

Table 24: Entities with Single Source/ Restricted Tendering without justifications

S/No.	Name of the Entity	Amount (TZS)	Procurement Method
1	TANROADS	29,524,129,454	Single Source
2	Drugs Control and Enforcement Authority (VOTE 91)	328,536,000	Single Source

S/No.	Name of the Entity	Amount (TZS)	Procurement Method
3	Ministry of Information Communication and Information Technology - (VOTE 68)	289,129,500	Restricted
4	Kiomboi WSSA	27,233,100	Single source
5	Health Laboratory Practitioners Council	13,920,320	Single source
Total		30,182,948,374	

Source: Management letters for financial year 2023/24

The absence of documented justifications for using restricted competitive selection and single-source procurement highlights a gap in the MDA's compliance with procurement regulations and its oversight in maintaining fairness and transparent procurement procedures.

I consider this practice to limit competition, reducing the chances of acquiring high-quality items at competitive prices. It also increases the risk of price manipulation and inflation, undermining effective resource management and compromising transparency and value for money in public procurement.

I recommend that the government ensure that MDAs fully comply with procurement laws by ensuring proper justifications when using single-source and restricted tendering methods. This situation will promote competition, transparency, and value for money in the procurement process.

6.1.13 Procurement of Goods without Contracts/LPOs TZS 420.31 Million

Regulation 164 (2)(j) of the Public Procurement Regulations, 2013 stipulates that a letter of invitation for quotations and any attachment shall contain the form of a contract or Local Purchase Order (LPO) to include all conditions and terms of payments.

I found that eight MDAs made payments of TZS 420.31 million to suppliers of goods and services without a contract or Local Purchase Orders as detailed in Table 25.

Table 25: Entities that Made Procurements Without Contracts

S/No.	Name of the Entity	Amount (TZS)
1	Immigration Services Department - (Vote 93)	179,279,985
2	SUMAJKT Garments Company Limited	76,455,398
3	Benjamin Mkapa Hospital	41,425,000
4	Occupational Safety and Health Authority (OSHA)	35,312,100
5	Beekeeping Training Institute (BTI)	31,048,974
6	Mtwara Zonal Referral Hospital	28,556,000
7	UNESCO National Commission (Vote 18)	20,242,520
8	SUMAJKT Cleaning and Fumigation Company Limited	8,000,000

S/No.	Name of the Entity	Amount (TZS)
	Total	420,319,977

Source: Management letters for financial year 2023/24

Insufficient monitoring mechanisms and oversight within the MDAs resulted in the procurement of goods without contracts or LPOs.

Procurements without a contract could result in disputes, as there would be no legally binding agreement between the parties.

I recommend that the government require MDAs to formalise procurements of goods and services through contracts that clearly define terms and conditions to be adhered to by all parties.

6.1.14 Contracts Worth TZS 16.05 Billion were not Vetted

Regulations 59(1) and 60(1) of the Public Procurement Regulation, 2013 as amended by Regulation 2 and 3 of the Public Procurement (Amendment) Regulations, 2016 [GN No. 121], respectively stipulate that formal contracts whose value is one billion shillings and above or undertaken through international competitive tendering shall be vetted by the Attorney General and a contract below one billion shillings shall be vetted by a procuring entity's legal officer before parties sign the contracts.

I found that seven MDAs signed contracts totalling TZS 16.05 billion without prior vetting by the Attorney General or their legal officers. Of this amount, TZS 4.38 billion was related to contracts that were not submitted to the Attorney General and TZS 11.66 billion was related to contracts that legal officers did not review. Details of the entity are outlined in **Table 26**.

Table 26: Entities with Contracts not Vetted

S/No.	Name of the Entity	Total Contracts Amount (TZS)
1	Prisons Corporation Sole (PCS)	6,249,625,540
2	Ministry of Education, Science and Technology - (Vote 46)	5,649,458,707
3	SUMAJKT Construction Company Limited	3,257,627,384
4	Busega WSSA	813,827,451
5	Ministry Of Community Development, Gender, Women and Special Groups - (Vote 53)	67,551,962
6	Maweni RRH	10,800,009
7	Mount Meru Regional Referral Hospital	8,036,870
	Total	16,056,927,923

Source: Management letters for financial year 2023/24

I attribute this weakness to the oversight by the MDAs in bypassing the Attorney General or legal officers when entering contracts.

Absence of proper vetting by the Attorney General or legal officers exposes the government to risk of entering into legally binding agreements that might not comply with statutory requirements or align with the best public interests. This could lead to legal disputes and financial losses and undermine the integrity and transparency of the procurement.

I recommend that the MDAs strengthen oversight and ensure they do not bypass the Attorney General or legal officers when entering contracts to avoid potential legal complications and wasteful expenditures.

6.1.15 Unpaid Compensation to Project Affected People TZS 27.81 Billion

Regulation 13 (1-3) of the Land (Assessment of the Value of Land for Compensation) Regulations of 2001 requires that the amount paid as compensation be fair, adequate, and promptly paid within six months from the valuation date. Otherwise, interest at the rate offered by the commercial banks on fixed deposits shall be recoverable until such compensation is paid.

I noted that the compensation for Project Affected People (PAPs), totalling TZS 27.81 billion for the three road infrastructure projects and one water project, was not paid despite the ongoing project implementation and the expiration of the valuation reports, as explained below.

During the audit of road infrastructure, I found that compensation of TZS 1.21 billion for Project-Affected Persons (PAPs) in respect of Same-Kisiwani-Mkomazi Road Project had not been paid as of November 2024, despite the evaluation report expiring after six months. Similarly, compensation totalling TZS 5.52 billion for 1,799 PAPs under the Sabasaba-Sepuka-Ndago-Kitaza Road Project and TZS 13.5 billion for 1,256 PAPs under various TANROADS road infrastructure projects, remained unpaid. TANROADS also had an outstanding TZS 6.61 billion as compensation for landowners as of September 2024, with funds requested from the Ministry of Finance in December 2023 but not yet released.

Additionally, during the implementation of the Handeni Trunk Main project to supply water to 27 villages in Muheza, Handeni and Korogwe Towns, I found that 554 Project Affected Persons (PAPs), along with Mgombezi Agricultural Marketing Cooperative Society (AMCOS), were not yet compensated TZS 971.47 million, despite the project's progress reaching 60%.

The delays in compensation are primarily caused by the Ministry of Finance's delay in releasing funds. Unpaid compensations might result in the accrual of interest on the outstanding amount and could necessitate a fresh valuation

before payments. Moreover, they lead to project completion delays and could result in cost overruns.

I recommend that the government ensure the Ministry of Finance prioritises the timely disbursement of compensation funds to prevent interest accruals and the need for revaluation.

6.1.16 Delay in Delivery of the Procured Goods worth TZS 6.50 Billion

Regulation 242 (2) of the Public Procurement Regulation 2013 stipulates that where receipt of goods is delayed or is likely to be delayed beyond the time for delivery prescribed in the contract, the procuring entity shall seek reports and explanations from the suppliers or their agents and may institute liquidated damages as may be provided for in the contract.

I found that seven MDAs procured goods worth TZS 6.50 billion yet to be received, for delays ranging from two to 19 months even though the contracts between these entities and the suppliers had expired or exceeded the extended delivery timeframe. Details are shown in Table 27.

Table 27: Entities with Delay in Delivery of the Procured Goods

S/No.	Name of the Entity	Item	Amount (TZS)	Delays
1	Rural Water Supply and Sanitation Agency (RUWASA)	Water pipes	1,897,451,234	Eight to 14 Months
2	Tanzania Agricultural Research Institute (TARI)	Seed processing plants	1,788,321,000	Four Months
3	TEMESA	Electrical Material and Various Spare Parts	944,429,542	Seven to 19 Months
4	Ministry of Health - (Vote 52)	Nutrition equipment	765,000,000	Two Months
5	Office of Attorney General - (Vote 16)	Law Books	514,270,444	Two Months
6	Ministry of Education, Science and Technology - (Vote 46)	Learning equipment and machines	305,487,879	Eight Months
7	Ministry of Livestock and Fisheries (Livestock Sector) - (Vote 99)	Agricultural equipment and machinery	293,000,000	Two Months
Total			6,507,960,099	

Source: Management letters for financial year 2023/24

The persistence of undelivered goods highlights that management did not take effective corrective actions to manage and monitor the implementation of

contractual terms. This results in MDAs experiencing operational inefficiencies and disruptions in service delivery.

I recommend that MDAs implement measures to enhance the timely delivery of procured goods and consider charging liquidated damages for the period of delay as per the contractual terms and conditions.

6.1.17 Delay in Delivery of 44 Motor Vehicles Worth TZS 6.8 Billion by GPSA

According to the framework agreement between the Government Procurement Services Agency (GPSA) and dealers, the contractual time for processing and delivering an order for the procured Vehicle should range between three to six months.

I found that GPSA had a deposit of TZS 6.8 billion for 44 undelivered vehicles by the end of the financial year 2023/24. Of this amount, TZS 5.6 billion was related to 34 vehicles that had not been delivered for a range of one to two years, while TZS 1.2 billion was for 10 vehicles that had been pending delivery for more than two years.

I attribute the delays to the inadequate monitoring and follow-up by GPSA management to the dealers' non-compliance with signed contracts. Delays in the delivery of motor vehicles have hindered the institutions' operations, particularly in facilitating transportation services.

I recommend that the Government ensure that GPSA enhances its monitoring and follow-up processes to ensure dealers meet their contractual obligations and that motor vehicles are promptly delivered to Public Entities.

6.1.18 Improper Supervision by DMI in TEMESA's Vessels Construction Projects Jeopardises Quality and Safety Compliance

On 1 March 2023, through Contract No. AE/006/2023-2024/HQ/CS/CN-18, TEMESA engaged M/s Dar es Salaam Maritime Institute (DMI) to provide consultancy services involving design review, supervision and management of construction and rehabilitation works for eight vessels. The vessels included Mv. Magogoni, a new Nyamisati ferry, a new ferry at Buyagu, Bwiro-Bukondo, Kisorya-Rugezi, Nyakariro-Kome, Ijinga-Kahangala and a new sea taxi at Magogoni. The contract was awarded for TZS 1.45 billion and was scheduled for implementation from 16 October 2023 to 15 October 2026.

However, I found that DMI was contracted while five vessels were already in various stages of maintenance performed by engaged contractors. As a result, I could not determine the scope of DMI's responsibilities regarding the vessels that had already undergone maintenance, making it difficult to assess the effectiveness of DMI's role and services.

Furthermore, I observed that DMI was not frequently visiting the construction sites. Since the signing of the contract in March 2023, DMI has only visited the sites twice (on 11 January 2024 and 18 March 2024). This was evident in the case of two vessels (Mv. Kisorya-Rugezi and Mv. Bwiro-Bukondo), where commissioned contractors completed electrical wiring works in March 2024 without the presence or approval of DMI.

Despite failing to fulfil its contractual obligations, DMI had still received a total payment of TZS 154.07 million as of 14 February 2024. The significant payment underscores a potential misuse of taxpayer funds due to DMI's ineffective supervision and management. Moreover, the lack of proper supervision posed a significant risk to the quality of construction and rehabilitation works. As such, I doubt whether the constructed and rehabilitated vessels will meet the required technical specifications for seaworthiness.

I recommend that the government intensify the follow-up with DMI to ensure that DMI conducts regular site visits and provides timely technical guidance to contractors for the rehabilitated and constructed vessels to meet all technical requirements. This would avoid substandard work, which could lead to the misuse of taxpayer funds.

CHAPTER SEVEN



Infrastructure Sector

INFRASTRUCTURE SECTOR

7.1 Introduction

The construction sector is crucial to national development, supporting economic growth and social well-being through infrastructure projects such as roads, public buildings, and transportation systems.

This chapter examines the management and utilisation of public funds in road works, building construction, and mechanical works under the Ministry of Works and its agencies: TANROADS, TBA, and TEMESA. It assesses project planning, budgeting, implementation, and management, focusing on efficiency, effectiveness, and accountability. Procurement issues are covered in Chapter 6.

The following sections present audit findings on projects managed by highlighting key issues in planning, execution, and oversight.

7.2 Inadequate Due Diligence Leading to Contract Termination and Delayed Recovery of TZS 13.72 Billion

On 27 December 2022, TANROADS awarded Contract No. TRD/HQ/1015/2022/23, valued at TZS 38.36 billion, for the rehabilitation and upgrading of 32 km of the Ibanda-Kiwira Port Trunk Road. The project commenced on 31 March 2023, with an expected completion date of 30 March 2025.

Following contract signing, the contractor received an advance payment of TZS 3.72 billion after providing an Advance Payment Guarantee from a foreign bank in Azerbaijan, facilitated through a local correspondent bank. TANROADS had initially conducted due diligence in Turkey (August-September 2022) as per Regulation 118(3) of PPR 2013 before awarding the contract.

By April 2024, the contractor had only achieved 2.27% progress, prompting TANROADS to re-evaluate the contractor's credentials. The second due diligence revealed fraudulent submissions, including falsified project completion details, forged Board Resolution documents and a falsified Power of Attorney with a forged director's signature.

This raised concerns about the effectiveness of the initial due diligence, which lacked proper terms of reference and failed to detect these irregularities. Consequently, TANROADS terminated the contract on 09 May 2024, citing Clauses 67.1 and 67.2(i) of the General Conditions of Contract (GCC). TANROADS

is now seeking to recover TZS 13.72 billion, comprising TZS 3.29 billion (adjusted advance payment after work done), TZS 3.84 billion (performance guarantees) and TZS 6.59 billion (uncompleted works).

The contractor disputed the claim, leading TANROADS to escalate the matter to the National Construction Council (NCC) for arbitration. Meanwhile, efforts to encash the TZS 7.56 billion in advance and performance guarantees from the foreign bank in Azerbaijan have stalled, as the bank has been under receivership since 24 October 2023. Since the local bank only facilitated transmission, it bears no liability.

TANROADS has since reported the matter to the Director of Public Prosecutions (DPP) for legal guidance and notified the Public Procurement Regulatory Authority (PPRA) to blacklist the contractor for fraudulent actions.

This case highlights serious weaknesses in TANROADS' due diligence process, particularly in verifying foreign contractors' credentials. The failure to conduct proper verification led to project delays, contract termination, and a potential financial loss of TZS 13.72 billion.

In the future, TANROADS needs to strengthen due diligence by developing comprehensive terms of reference and ensuring thorough verification of contractor credentials. In addition, investigative authorities should examine whether elements of criminal negligence were involved in the flawed due diligence process.

7.3 Financial losses of TZS 1.79 billion due to Payment Delays and Contract Revisions

On 27 June 2020, TANROADS awarded Contract No. TRD/HQ/1052/2019/2020 to M/s China Railway 15 Bureau Group Corporation for upgrading Nachingwea - Ruangwa - Nanganga Road (106 km) to bituminous standard, specifically focusing on Lot 2: Ruangwa - Nanganga section (53.2 km). The initial contract price was TZS 50.34 billion, excluding 18% VAT (TZS 8.94 billion), with an implementation period of 24 months from 20 August 2020 to 19 November 2022.

My review found multiple contract revisions increased the price to TZS 52.13 billion and extended the completion date to 13 February 2025. These changes were primarily due to delayed advance and interim payments caused by late government fund disbursements and scope changes resulting from weaknesses in project planning. As a result, the contractor submitted a TZS 1.79 billion compensation claim, which TANROADS has not disputed. This financial loss

could have been avoided if payments had been processed on time and the project had been better planned to minimize scope changes.

To prevent similar losses in the future, the government must ensure timely release of funds to avoid delays in paying contractors, which often leads to cost escalations. Additionally, TANROADS should strengthen project planning and design to limit unnecessary scope changes and frequent contract revisions.

7.4 Operational Failures at Four Weighbridges Resulted in 26,300 Vehicles not Weighed

Under Section 8(1) of the East African Community Vehicle Load Control Act, 2016, all vehicles with a gross weight of 3.5 tons or more are required to be weighed at weighbridge stations located along the Regional Trunk Road Network. However, despite this legal requirement, I found that 26,300 vehicles bypassed weighing at different weighbridges, including 1,049 vehicles at Nala (Dodoma), 1,652 vehicles at Makuyuni (Arusha), 671 vehicles at Ndumbwe (Mtwara), and 22,928 vehicles at Mtukula (Kagera) due to operational challenges, such as power outages, frequent breakdowns, and calibration issues. These disruptions impact the enforcement of load control regulations and increase the risk of road damage due to undetected overloaded vehicles.

I recommend that TANROADS install power backup solutions, enhance preventive maintenance, and frequently calibrate weighbridge equipment to ensure continuous and accurate vehicle weighing.

7.5 Ineffective Special Load Permit System Leading to Unreliable Permit Data

Regulation 4(1) of the East African Community Vehicle Load Controls (Special Load) Regulations, 2018, requires transporters of special loads (such as abnormal, hazardous, or unstable cargo) to apply for permits through the Ministry of Works (Vote 98) Special Load Permit System.

A review of Special Load Permit System found that 792 permits were verified more than once across 41 weighbridge stations indicating that transporters reused the permits. resulting in a potential loss of government revenue amounting to TZS 41.18 million. This duplication points to system weaknesses, undermining permit accuracy, data reliability, and revenue collection.

I recommend that the Ministry of Works upgrade the special load permit system to implement real-time monitoring, automate the flagging of

duplicate permits and improve integration across weighbridge stations to ensure effective permit tracking and prevent revenue leakages.

7.6 Frequent Weighbridge Breakdowns of Key Weighbridges and Lack of Weighbridge on Critical Trunk Road

I observed frequent weighbridge breakdowns at the Vigwaza and Makofia weighbridges under the TANROADS Coast Office due to the absence of scheduled preventative maintenance. As of my audit in November 2024, TANROADS management had not resolved these breakdowns. Furthermore, I found that TANROADS did not install a fixed weighbridge along the Mwigumbi-Bariadi Trunk Road (T036) despite increasing cases of vehicle overloading from portable weighbridge. The delays might further accelerate the deterioration of road infrastructure, leading to significantly higher road maintenance costs in future.

I recommend that TANROADS prioritise repairs at Vigwaza and Makofia weighbridges and allocate resources for a fixed weighbridge on the Mwigumbi-Bariadi Trunk Road to strengthen overload enforcement and protect road infrastructure.

7.7 Disputes with Service Providers Over Weighbridge Data Access

In 2023/24, TANROADS faced an unresolved dispute with service providers (Inter Consult Limited, Techno Image Limited and Duku Telecoms and Electronics Company Limited) over access to weighbridge data from the Data Bridge software at 10 weighbridge stations (Vigwaza, Mikese, Mikumi, Njuki, Himo, Mpemba, Mingoyo, Mutukula, Makuyuni and Nyakahura).

The dispute arose as TANROADS sought administrator credentials to transfer backup data to a secondary server, after its primary data centre reached full capacity. However, the service providers refused access, arguing that granting administrator credentials could allow system duplication, creating a competing platform. While these concerns were not confirmed during the audit, restricted access prevented TANROADS from enforcing overload controls at these weighbridges since 09 January 2024. The dispute was escalated to the National Construction Council (NCC) for arbitration, but no resolution had been reached.

I recommend that TANROADS actively engage with the NCC to expedite resolution of the access dispute, ensuring seamless data transfer while safeguarding the intellectual property rights of service providers.

7.8 Budget Cuts and Persistent Underfunding Disrupted TANROADS' Road Projects

In the financial year 2023/24, TANROADS faced significant budget reductions and underfunding, severely impacting its operations. The approved budget for road works was TZS 1.09 trillion, a decrease of TZS 780 billion from the previous financial year's (2022/23) budget of TZS 1.87 trillion. Despite this significant budget cut, I found that, of the current year's maintenance budget of TZS 534.66 billion, TANROADS received only TZS 280.47 billion (52%) from the Road Fund Board (RFB).

Similarly, the development budget for the construction of strategic national road projects was set at TZS 420.88 billion, yet the government released only TZS 403.40 billion. This amount included TZS 340.63 billion allocated to pay verified outstanding claims for the financial year 2022/23, while TZS 74.48 billion was special funding released for El-Nino and Hidaya cyclone catastrophes and the settlement of litigation charges. As a result, only TZS 11.71 billion, equivalent to 3% of the current year's budget (2023/24), was available for implementing current-year budgetary activities. Severe underfunding disrupted the implementation of national strategic road projects and maintenance activities across TANROADS regional offices, leading to a persistent increase in contractors' claims and interest charges from TZS 34.83 billion in the previous financial year (2022/23) to TZS 38.75 billion in the current financial year (2023/24). It also caused the suspension and abandonment of key road projects amounting to TZS 495.24 billion, as further detailed in Chapter 6. In addition, I identified the following issues:

7.9 Inadequate Supervision of Contractors in Addressing Road Defects

I also found that, out of the supervision budget amounting to TZS 22.18 billion from the Road Fund Board (RFB), TANROADS received TZS 10.7 billion (48%). Following the limited supervision budget, TANROADS failed to adequately supervise 44 road maintenance contracts in 16 regional offices.

Lack of supervision creates a gap that allows contractors to neglect to address persistent and emerging road defects, such as surface distress, cracks, drainage issues, structural failures, potholes, rutting, dustiness, and corrugations on the trunk and regional road networks before the defect's liability period ends. Inadequate supervision compromises the long-term durability of roads and increases the risk of more extensive and costly repairs in the future.

Following the above weaknesses, I recommend that the government allocate sufficient funds for road projects and ensure timely disbursement. In cases

of insufficient budget, the government should refrain from implementing new projects and instead prioritise the completion of ongoing projects. This approach will minimise project delays, reduce unpaid contractors' claims, and alleviate the financial burden on taxpayers caused by accumulating interest charges.

7.10 Underutilisation of the Road Doctor Survey Van in Pavement Evaluations for Road Maintenance Planning

Due to persistent premature failures of paved road sections before reaching their design life, the Ministry of Works (Vote 98) provided a modern Road Doctor Survey Van (RDSV) to TANROADS on 17 December 2021, valued TZS 1.3 billion.

The RDSV is equipped with all necessary facilities for pavement assessment and evaluation and was effectively utilised for urgent pavement evaluations at Kilimanjaro International Airport (KIA), Julius Nyerere International Airport (JNIA), the Same-Himo Road, and the Kimara-Kibaha Dual Carriageway (19.2 km).

However, during the financial year 2023/24, its capability was significantly underutilised due to budget constraints. TANROADS allocated TZS 548.90 million for pavement evaluations covering 1,410.6 kilometres of roads across eight critical sections in four regions (Arusha, Tabora, Morogoro, and Kibaha). However, only TZS 76.1 million, equivalent to 14%, was released. The deficit limited the RDSV's use to only one project (Tabora-Mpanda Road - Lot 1: 358 km). As a result, the remaining seven critical road sections, totalling 1,052.6 kilometres, were not evaluated.

The failure to assess pavement conditions poses a significant risk to road maintenance planning, potentially leading to inadequate budget allocations and further road deterioration. Moreover, the underutilisation of the RDSV undermines the substantial taxpayers' investments in its acquisition, highlighting a misuse of public resources.

I recommend that the government allocate and release a sufficient budget for carrying out pavement assessments and evaluations using RDSV, which are essential for road maintenance and future road construction planning.

7.11 Budgetary Shortfall of TZS 1.43 trillion for Road Maintenance Activities in TANROADS and TARURA

A review of road maintenance funding under the Road Fund Board (RFB) revealed inefficiencies in budgeting and fund disbursement to TANROADS and

TARURA, hindering their ability to maintain roads effectively amid increasing traffic volumes and climate change impacts.

According to the RFB road condition survey, TANROADS and TARURA required a combined budget of TZS 2.29 trillion (TANROADS: TZS 1.40 trillion, TARURA: TZS 885.08 billion) for routine and emergency maintenance in 2023/24. However, the budget remained stagnant at TZS 856.79 billion since 2021/22, with actual releases of only TZS 405.29 billion (47% of the approved budget). This created a funding gap of TZS 1.43 trillion (TANROADS: TZS 807.33 billion, TARURA: TZS 626.41 billion) that was not addressed in the budget.

Despite an increase in fuel levy and transit fee collections from TZS 1.03 trillion to TZS 1.48 trillion between 2021/22 and 2023/24, no adjustments were made to the road maintenance budget.

I recommend that the Ministry of Finance and RFB identify new revenue sources to bridge the funding gap and ensure timely and adequate financing for road maintenance activities in response to the increasing pace of road deterioration.

7.12 Weaknesses in Debt Collection from Bunju Housing Project Resulting in Outstanding Dues Amounting to TZS 3.98 billion

In 2012, the Tanzania Building Agency (TBA) launched the Bunju Housing Project, constructing 219 houses to be sold to public servants on an installment basis. The payment terms required buyers to make a 10% down payment, with the remaining 90% paid over three to seven years. Contracts stipulated that late payments would attract a 16% penalty, and defaults exceeding six months would result in contract termination.

By 30 June 2024, 39 public servants had defaulted, accumulating TZS 3.98 billion in overdue payments, with delays ranging from 1 to 53 months beyond the contract terms. Despite contractual provisions, TBA failed to impose penalties or terminate contracts, allowing defaulters to remain in the houses without consequences. Among them, 11 retirees owed TZS 936.71 million, yet TBA did not recover payments from their terminal benefits, as the agreements lacked provisions for such enforcement.

TBA evicted three defaulters through court brokers and issued notices to 15 defaulters owing TZS 839.52 million, but no action was taken against 21 others. As of February 2025, no debts had been recovered, significantly weakening TBA's financial position and limiting its ability to fund new housing projects.

I recommend that TBA pursue further legal actions against all defaulters to ensure the full recovery of outstanding debts. This would strengthen TBA's financial capacity and enable the financing of new housing schemes.

7.13 Delayed Sales of Magomeni Housing Project Due to Pricing Disputes

In October 2016, the Tanzania Building Agency (TBA) initiated the Magomeni Housing Project, constructing 644 houses for residents displaced from Magomeni Quarters, Dar es Salaam. The project, completed in April 2021 at a cost of TZS 50.19 billion, aimed to provide affordable housing under a 30-year installment plan, with residents exempted from rent for the first five years.

By March 2022, TBA in collaboration with the Ministry of Works began signing sales agreements at prices ranging from TZS 48.52 million to TZS 56.89 million per house. However, by February 2025, only 173 residents had formalised agreements, while 471 had not, indicating the selling prices were unaffordable. The dispute highlights a lack of proper consultation and affordability assessment during the project's planning phase, leading to delays in recovering TBA's investment and affecting its financial sustainability.

I recommend that TBA expedite efforts to resolve this matter in collaboration with relevant government agencies to ensure the project's successful implementation and long-term financial sustainability.

7.14 TEMESA Vessels Operating without Mandatory Safety Certifications

Regulation 17 of the Merchant Shipping (Small Ships, Local Cargo Ship Safety, Small Ship Safety, Surveys, and Inspections for Vessels Engaged on Local and Coastal Voyages, Inland Waters) Regulations, 2004 mandates that all Tanzania Electrical, Mechanical, and Electronics Services Agency (TEMESA) vessels undergo inspection and obtain a Certificate of Seaworthiness from the Tanzania Shipping Agencies Corporation (TASAC) to verify compliance with safety and technical standards.

However, my audit found that 32 TEMESA vessels were operating without Certificates of Seaworthiness, primarily due to legal ambiguities in the registration process. The Merchant Shipping Act, Cap 165 and its related regulations require all vessels to obtain compulsory insurance for third-party liabilities as a prerequisite for seaworthiness certification. However, Regulation 3 of the Merchant Shipping (Compulsory Insurance for Third-Party Liabilities) Regulations, 2011 exempts government vessels from this requirement.

Despite this exemption, TASAC requires TEMESA ferries to obtain third-party liability insurance before issuing seaworthiness certificates, leading to delays in certification. TEMESA has acknowledged the issue and is engaging with TASAC to resolve the matter, but no resolution had been reached by the time of my audit. The continued operation of these vessels without certification poses significant safety risks to passengers and crew, as their technical and safety compliance remains unverified.

I recommend that TEMESA and TASAC seek a formal legal opinion or interpretation from the Attorney General’s Office to resolve the ambiguity regarding the application of the Merchant Shipping Act and its regulations. This will clarify whether TEMESA vessels should undergo safety inspections for risks to passengers and crews and whether they can be issued Certificates of Seaworthiness.

7.15 Delayed Construction of New Nyamisati Ferry Worth TZS 9.5 billion

On 19 May 2022, Dar es Salaam Merchant Group (DMG), in partnership with KL Heavy Industry Co. Ltd, was awarded a TZS 9.5 billion contract by TEMESA to construct a new ferry for the Mafia-Nyamisati route, with an initial completion deadline of 30 August 2023. The project became effective on 21 October 2022 after site possession and an advance payment of TZS 2.85 billion. However, delays in design approvals by TASAC led TEMESA to grant three extensions, shifting the completion date to 30 October 2024. By August 2024, progress stood at 36%, significantly below the expected 90%, resulting in a 14-month delay. The delay was attributed to insufficient manpower and material supply challenges by the contractor. This setback risks increasing project costs and delaying the intended improvement of maritime transport between Mafia and Nyamisati.

I recommend that the government strengthen project management practices to ensure the Nyamisati vessel project is completed on time and that contractors are held accountable for delays. This will prevent project delays, control costs, and safeguard taxpayer funds, supporting the government’s goal of improving sea transport infrastructure investments.

CHAPTER EIGHT



Water Sector



WATER SECTOR

8.1 Introduction

Water is a critical resource for social and economic development, requiring effective management to ensure sustainable supply, accessibility, and quality. The Government is implementing the National Water Policy of 2002, which aims to achieve water supply coverage of 85% in rural areas and 95% in urban areas by June 2025. The policy focuses on efficient water resource management, infrastructure development, and ensuring access to clean and safe water for all citizens.

This chapter presents the results of an audit of the water sector's progress towards achieving these targets. It highlights key challenges, inefficiencies, and recommendations directed to the Ministry of Water and its affiliated entities, including Basin Water Boards, Water Authorities, entities under the Ministry, and Community-Based Water Supply Organizations (CBWSOs).

8.2 Achieving Sustainable Water Resources Management and Development

Sustainable management of water resources is essential for ensuring long-term availability, equitable distribution, and environmental conservation. Effective regulation, planning, and oversight are critical in maintaining water security for households, industries, and agricultural activities. However, several challenges hinder progress toward sustainable water resource management, as outlined below:

8.2.1 Delay in Developing the National Integrated Water Resources Management Plan

The Water Resources Management Act, 2009 mandates the Minister for Water to develop a National Integrated Water Resources Management (IWRM) Plan to coordinate the sustainable use, conservation, and equitable distribution of water resources. However, by December 2024, no plan had been developed, marking a 15-year delay since the Act came into effect.

The delay resulted from insufficient budget allocation, leaving water resources vulnerable to overuse, mismanagement, and environmental degradation. The lack of an integrated plan risks water scarcity, unequal access, and inefficient allocation, affecting critical sectors such as agriculture, industry, and domestic consumption.

I recommend that the Government prioritise and allocate funds for the immediate development and implementation of the IWRM Plan to ensure effective water resource governance and sustainability.

8.2.2 Inadequate protection of 2,989 Water Sources

The Water Resources Management Act, 2009 requires the Minister for Water to demarcate and gazette water reserves to safeguard their sustainability. As of 30 June 2024, only 350 out of 3,339 identified water sources (10.5%) were demarcated, and only 64 (1.9%) were officially gazetted, leaving 2,989 water sources unprotected.

The slow progress in protecting water sources was due to funding constraints, increasing the risk of encroachment, pollution, and depletion. Without formal protection, these water sources are vulnerable to illegal settlements, deforestation, and excessive withdrawals, which can compromise long-term water security.

I recommend that the Government allocate sufficient funds for the demarcation and gazetting of water sources to prevent encroachment and ensure sustainable water supply.

8.2.3 Unregulated Water Use and Revenue Loss of TZS 2.01 Billion From Expired Water Use Permits

The Water Resource Management Act, 2009 requires individuals and entities using water resources to obtain a Water Use Permit and pay annual fees. However, my audit found that 1,795 permits had expired across four Basin Water Boards, yet water abstraction continued without regulation or fee collection, resulting in a revenue loss of TZS 2.01 billion. Details in **Table 28**.

Failure to renew permits and enforce compliance has led to unmonitored water withdrawals, overexploitation, and financial losses, impacting the sustainability of critical water resources.

Table 28: Basin Water Boards with Expired Water Use Permits

S/No	Name	No. of Customers	Amount not collected (TZS)
1	Lake Victoria Basin Water Board	536	1,405,343,432
2	Pangani Basin Water Board	535	486,693,179
3	Lake Tanganyika Basin Water Board	342	85,500,000
4	Lake Nyasa Basin Water Board	382	37,665,000
Total		1,795	2,015,201,611

Source: Management letters for financial year 2023/24

I recommend that the Government strengthen enforcement by requiring Basin Water Boards to review water permits regularly, enforce penalties for non-compliance, and ensure timely collection of water use fees to prevent revenue loss and over-extraction.

8.2.4 Unlicensed Water Drilling Companies Operating Without Valid Licenses

The Groundwater (Exploration and Drilling) Licensing Regulations, 2013 require all groundwater drilling companies to obtain a valid license from the Ministry of Water. My review of the BRELA database for 2023/24 found that while 78 companies were issued business licenses for water drilling between 2020 and 2024, only 42 held valid operational licenses, leaving 36 companies operating without proper authorisation.

This lack of regulation was caused by weak coordination between the Ministry of Water and BRELA and inadequate monitoring. Unlicensed drilling risks over-extraction, declining groundwater levels, and increased contamination compromising water availability and quality.

I recommend that the Government strengthen coordination between the Ministry of Water and BRELA to ensure all companies undertaking groundwater exploration and drilling activities adhere to licensing regulations.

8.3 Achieving 95% Water Supply Coverage in Urban Areas by June 2025

Ensuring sufficient and reliable water supply in urban areas is critical for achieving sustainable development and improving public health. The National Water Policy (2002) sets a target of 95% water supply coverage in urban areas by June 2025. According to the Ministry of Water's financial statement as of 30 June 2024, urban water supply coverage increased from 88% in June 2023 to 90% in June 2024. However, several challenges threaten the achievement of the remaining target, as outlined below:

8.3.1 Water Supply Deficit of 26 Billion Litres

The Water Supply and Sanitation Act, 2019 requires water authorities to take all necessary measures to provide adequate water supply and sanitation services within their jurisdictions. However, my audit found that 16 Water Supply and Sanitation Authorities (WSSAs) faced a significant water supply shortfall of 26.29 billion litres (71%). The total annual water demand was 37.21

billion litres, while the available production capacity was only 10.92 billion litres, as shown in Table 29.

Table 29: Water Authorities with Unmet Customer's Demand

S/No	Name of the WSSA	Annual Demand (m ³ /year)	Annual Production (m ³ /year)	Shortage (m ³ /year)
1	Handeni Trunk	13,331,952	2,684,825	10,647,127
2	Ifakara	3,395,595	470,485	2,925,110
3	Wanging'ombe	2,613,606	787,998	1,825,608
4	Turiani	2,518,500	1,107,045	1,411,455
5	Kibondo	2,486,745	1,171,650	1,315,095
6	Gairo	1,745,795	547,500	1,198,295
7	Songe	1,679,382	71,369	1,608,013
8	Kondoa	2,008,595	1,120,550	888,045
9	Mwanhuzi	1,408,608	800,445	608,163
10	Mpwapwa	1,265,965	762,484	503,481
11	Ludewa	1,168,365	476,690	691,675
12	Kibaya	1,067,439	184,252	883,187
13	Ushiroambo	1,063,884	328,445	735,439
14	Kiomboi	885,490	142,677	742,813
15	Kilindoni	323,390	150,380	173,010
16	Maganzo	246,448	114,975	131,473
Total		37,209,758	10,921,770	26,287,988

Source: Management letters for financial year 2023/24

This shortfall was primarily due to insufficient water sources and inadequate infrastructure, affecting water availability for households, businesses, and agriculture. Without urgent interventions, water shortages will persist, hindering economic growth and public well-being.

I recommend that the government prioritise and allocate sufficient funds for infrastructure improvement to enable water authorities to expand production capacity and meet increasing water demand.

8.3.2 Non-Revenue Water TZS 8.75 Billion

Non-Revenue Water (NRW) refers to water produced by WSSAs but lost before reaching consumers due to leakages, illegal connections, and billing inefficiencies. The Energy and Water Utilities Regulatory Authority (EWURA) has set acceptable NRW limits at a maximum of 20%, depending on the classification of the water authority.

My audit found that 20 WSSAs exceeded this threshold, leading to a loss of 5.97 billion litres of water valued at TZS 8.75 billion during the 2023/24 financial

year as shown in **Table 30**. The main cause was leakages from ageing and deteriorating infrastructure.

High NRW levels increase operational costs, as water is treated and distributed without generating revenue. This financial strain reduces the ability of WSSAs to invest in infrastructure upgrades and expand water supply coverage.

Table 30: Entities with Non-Revenue Water

S/No	Name of the WSSA	Quantities Lost (m3)	Amount (TZS)
1	Handeni	1,843,664	2,588,546,571
2	Bunda	754,221	1,402,851,060
3	Sengerema	763,045	1,136,937,050
4	Mpwapwa	416,669	639,265,371
5	Chato	384,664	596,959,860
6	Makonde	374,407	797,861,317
7	Ifakara	373,569	423,253,972
8	Kilwa Masoko	239,050	253,431,540
9	Wanging'ombe	169,571	186,528,540
10	Kibondo	126,872	52,250,484
11	Kondoa	103,513	154,879,500
12	Loliondo	45,084	104,730,132
13	Ushirombo	49,878	74,817,210
14	Ruangwa	51,795	73,030,950
15	Kibaya	50,175	63,582,618
16	Songe	33,412	56,667,440
17	Kiomboi	51,247	53,296,880
18	Utete	36,105	38,632,350
19	Ludewa	82,322	34,163,628
20	Namanyere	21,873	23,426,274
Total		5,971,136	8,755,112,748

Source: Management letters for financial year 2023/24

I recommend that the Government increase funding for water infrastructure rehabilitation and enforce stricter monitoring and leakage detection measures to reduce NRW losses.

8.3.3 Customers Without Water Meter Connections

The Water Supply and Sanitation Act, 2019 mandates water authorities to install meters for accurate measurement and billing of water consumption. However, my audit found that 2,203 customers across three WSSAs lacked water meters, as shown in **Table 31**.

Without meters, water consumption is estimated rather than measured, leading to inaccurate billing, revenue loss, and potential customer disputes. The

absence of meters also makes it difficult to track water usage, contributing to inefficiencies in supply management.

Table 31: Entities with Unmetered Customers

S/No	Name of the WSSA	Number of Customers
1	Rujewa	882
2	Ludewa	788
3	Rombo	533
Total		2,203

Source: Management letters for financial year 2023/24

I recommend that the government ensure that water authorities install meters for all unmetered customers to facilitate accurate billing and improve collection.

8.4 Achieving 85% Water Supply Coverage in Rural Areas by June 2025

Water supply in rural areas is crucial for public health, economic activities, and poverty reduction. The National Water Policy (2002) targets 85% water supply coverage in rural areas by June 2025. As of 30 June 2024, coverage improved from 77% in June 2023 to 79.6%, according to the Ministry of Water's financial statement. However, my audit identified several challenges that may hinder the achievement of this target, as outlined below:

8.4.1 Underutilised Drilling Equipment Leading to Delays in Boreholes Program

On 4 May 2024, the Ministry of Water launched the "Drilling of 900 Boreholes and Construction of its Infrastructures" program, worth TZS 55.44 billion, to provide water access to 2,146 villages by October 2024. On 27 May 2024, it also procured and distributed 86 equipment, including 25 drilling trucks, to the Rural Water Supply and Sanitation Agency, which cost TZS 29.97 billion to perform drilling activities in 25 regions (excluding Dar es Salaam).

According to RUWASA, drilling one borehole typically requires five days, assuming optimal resource availability. Based on this estimate, the program aimed to complete 900 boreholes within the project timeline. However, by October 2024, only 351 boreholes (39%) had been drilled, leaving 549 boreholes (61%) incomplete. To accelerate progress, RUWASA engaged two private companies on 23 July 2023 to drill 400 boreholes at a cost of TZS 10.42 billion.

By February 2025, my review found that RUWASA had received TZS 36.69 billion (66%) of the required funds from the Ministry of Water and the National Water

Fund, leaving a funding gap of TZS 18.75 billion (34%). This shortfall hindered the completion of essential borehole infrastructure.

From the available funds, a total of 920 boreholes had been drilled (exceeding the initial 900 target), of which 642 boreholes (70%) yielded water, while 278 (30%) were dry. However, of the 642 successful boreholes, only 118 (18%) had completed infrastructure and were providing water services to communities.

I recommend that the Government enhance program planning and the use of RUWASA drilling equipment by ensuring the timely availability and efficient allocation of essential resources like manpower, fuel, and spare parts to avoid unnecessary costs and delays.

8.4.2 Disbursement of TZS 8.32 Billion by National Water Fund without Signed Performance Agreements

Regulation 13 of the National Water Fund Regulations, 2019 requires that performance agreements be signed before funds are disbursed. However, the National Water Fund disbursed TZS 8.32 billion to 16 implementing agencies, including RUWASA, without performance agreements.

This lack of oversight increases the risk of mismanagement, delays in project implementation, and inefficient use of resources.

I recommend that the Government ensure the National Water Fund signs performance agreements with implementing agencies before disbursing funds. This measure will minimise the risk of mismanagement and guarantee the effective execution of water development projects.

8.4.3 Operational Deficiencies in CBWSOs

According to Section 32(1) of the Water Supply and Sanitation Act 2019, a Community-Based Water Supply Organisation (CBWSO) may be established with the consent of the majority of community members to oversee the management, operation, and maintenance of water supply systems in their area.

My audit of the CBWSOs identified the following weaknesses that could hinder the achievement of the 85% water supply coverage target in rural areas:

(a) Insufficient Water Supply for Communities

During the financial year 2023/24, I found that the total water demand across eight CBWSOs was 3,670,299 m³/year, while their combined annual production capacity was only 977,258 m³/year. This resulted in a shortage of 2,693,041 m³/year (73% shortfall). The shortage of water supply is detailed in Table 32.

Table 32: Entities with Insufficient water supply

S/No	CBWSO	Demand (m3/year)	Production (m3/year)	Shortage (m3/year)	%
1	Fulwe	875,000	65,115	809,885	93
2	Mvumi Mission	911,624	228,125	683,499	75
3	Mkombozi	622,690	189,800	432,890	70
4	Lwamgasa	409,255	20,898	388,357	95
5	Mahege	182,500	36,500	146,000	80
6	Mkilima	438,000	317,550	120,450	28
7	Kalengakapyo	157,826	66,576	91,250	58
8	Imuka	73,404	52,694	20,710	28
Total		3,670,299	977,258	2,693,041	73

Source: Management letters for financial year 2023/24

Inadequate water sources and associated infrastructure were the primary causes of insufficient water production, limiting households' access to safe and clean water.

I recommend that the Government secure funding to upgrade dilapidated infrastructure, invest in new water sources, and engage communities in water source conservations to ensure reliable access to safe and clean water.

(b) Deteriorating Water Supply Infrastructure

My audit revealed widespread operational and maintenance challenges across multiple Community-Based Water Supply Organizations (CBWSOs). Key issues, as shown in Table 33 include leaking water tanks, non-functional water points, damaged infrastructure, and underutilised boreholes.

Table 33: Key Issues in Water Supply Systems

CBWSO	Remarks
Makuyuni (Arusha)	The tank at the source had developed substantial cracks, resulting in noticeable water leakage. This leakage necessitated limiting the water level to 1,750 litres, only half of its 3,500-litre capacity.
Mkombozi (Singida)	Twelve water points were not functioning for more than one year.

CBWSO	Remarks
Muungano (Katavi)	A water tank with a capacity of 100,000 litres was leaking from the bottom.
Mvumi Mission (Dodoma)	The Igondola borehole and a water pump and powerhouse have remained unused since 2015.
Imuka (Kagera)	Heavy rains damaged the infrastructure of 20 distribution points (DPs).
Kokwe (Mara)	Out of 58 water distribution points (DPs), only 15 are functional, leaving 43 DPs non-functional.

Source: Management letters for financial year 2023/24

I attribute the weaknesses to insufficient funding, tools, and expertise for effective operation and maintenance, which has undermined the long-term viability of water projects.

I recommend that the Government prioritise the urgent need for repairs, maintenance, and adequate resource allocation to restore functionality and ensure a sustainable water supply in the affected communities.

(c) High Non-Revenue Water Resulted in a loss of TZS 2.05 Billion

Non-revenue water (NRW) is the amount of water that a water supply and sanitation authority produce or purchases for sale but gets lost before reaching potential customers. Para 5.5.3 of the National Five-Year Development Plan (2021/22 to 2025/26) provides a national target for reducing NRW to 20% by 2025/26.

My assessment revealed that 17 CBWSOs had high NRW percentages ranging from 22% to 89%, resulting in a loss of TZS 2.05 billion in water sales revenue. This was attributed to water leakage from dilapidated infrastructure and overflow from water storage tanks. See the details in **Table 34**.

Table 34: Analysis of non-revenue water

S/N o	Region	Name of CBWSO	Production (m3)	Sales (m3)	Lost (m3)	NR W %	Loss (TZS)
1	Katavi	Wangogo	1,138,070	218,000	920,070	81	1,388,445,400
2	Katavi	Mmasi	153,126	20,140	132,986	87	205,188,840
3	Katavi	Ndui/Nyaki	74,102	8,000	66,102	89	102,261,312
4	Mara	Sukuchiwas a	79,016	23,752	55,264	70	79,414,368
5	Morogoro	Ngerengere	89,705	65,248	24,457	27	53,193,975
6	Arusha	Makilenga	343,921	268,258	75,662	22	51,450,619
7	Mara	Nyamongo	81,229	52,414	28,815	35	34,578,000
8	Mwanza	Shiwas a	46,371	28,330	18,041	39	27,061,500

S/N o	Region	Name of CBWSO	Production (m3)	Sales (m3)	Lost (m3)	NR W %	Loss (TZS)
9	Morogoro	Dutumi	52,512	39,384	13,128	25	24,384,000
10	Mwanza	Busisi	38,785	27,533	11,252	29	16,878,000
11	Singida	Matonya	41,314	32,229	9,085	22	15,898,760
12	Arusha	Mbuga Nyekundu	57,600	44,997	12,602	22	15,752,700
13	Mara	Grumet	17,465	10,566	6,899	40	12,418,200
14	Mara	Kyabarakiko	6,926	1,576	5,350	77	8,024,900
15	Mwanza	Luwasa	13,806	8,516	5,290	38	7,935,000
16	Pwani	Gwata	13,760	8,927	4,833	35	4,128,000
17	Pwani	Makip	13,500	9,121	4,379	32	3,240,000
Total							2,050,253,574

Source: Management letters for financial year 2023/24

I recommend that the Government, through RUWASA, ensure regular maintenance of water infrastructure to minimise water leakage and enhance close supervision to minimize unauthorized water consumption. Further, ensure the fixing equipment/sensors for controlling water overflow from collection tanks and enhance water-metering accuracy to ensure billed amounts align with actual consumption.

(d) Operational Costs Exceeding Revenue in CBWSOs

Financial analysis revealed that operational costs exceeded revenue by up to 138%, straining CBWSOs' sustainability. This was due to inefficient management, high maintenance costs, and low revenue collection. Table 35.

Table 35: List of CBWSOs with Operational Costs Exceeding Revenue

S/No	CBWSO	Revenue (TZS)	Expenses (Excl. Depreciation) (TZS)	Deficit (TZS)	%
1	Mkombozi	104,204,604.00	120,274,292.00	16,069,688.00	15
2	Mahege	3,104,000.00	7,395,173.00	4,291,173.00	138
3	Fulwe	76,606,000.00	80,392,631.54	3,786,631.54	5
4	Nkimwankoni	105,692,413.59	108,419,339.57	2,726,925.98	3
5	Sinaki	46,661,977.54	48,996,673.00	2,334,695.46	5
6	Mkongoro II	32,940,200.00	33,822,055.34	881,855.34	3
7	Igamba Group	12,173,123.53	12,558,528.67	385,405.14	3

Source: Audited Financial Statements

I recommend that the Government improve CBWSOs' initiatives for revenue collection by optimising costs, upgrading water infrastructure, strengthening financial management, and implementing monitoring systems to ensure long-term sustainability and a reliable water supply.

(e) A total of 15,606 Water Meters not Verified by the Weights and Measures Agency (WMA)

Section 19(2) of the Weights and Measures Act (Cap 340) requires all measuring instruments to be examined and verified by the Weights and Measures Agency (WMA), while Section 21(1) mandates their stamping with a prescribed verification mark to prevent fraud.

However, 15,606 water meters across 37 Community-Based Water Supply Organizations (CBWSOs) were neither examined nor verified by WMA. This was attributed to limited awareness and resource constraints preventing CBWSOs from engaging WMA.

Unverified meters pose a risk of inaccurate billing, leading to revenue losses from undercharging or customer disputes over overbilling. Additionally, unreliable billing could undermine public trust in CBWSO operations.

I recommend that the Government, through RUWASA, ensure that all water meters at CBWSOs are examined and verified by the Weights and Measures Agency (WMA) to ensure a realistic quantity of supplied water, thus providing realistic bills to customers.

(f) Uncollected revenue from water charges TZS 3.74 Billion

Section 35(5) of the Water Supply and Sanitation Act, 2019 mandates all water consumers within a Community-Based Water Supply Organization (CBWSO) to pay water charges from the date of the organisation's registration. Additionally, Section 38(a) identifies water charges as a primary revenue source for CBWSOs.

A review of the financial statements of 160 CBWSOs revealed that 121 CBWSOs had uncollected water charges totalling TZS 3.74 billion in the 2023/24 financial year as detailed in **Appendix IX**.

This revenue shortfall hinders CBWSOs' ability to finance essential operations, including staff salaries, facility maintenance, and service improvements, ultimately affecting the sustainability of water service delivery.

I recommend that the Government, through RUWASA, implement effective revenue collection methods that will guarantee full recovery of water bills, including enhancing the efficiency and capacity of CBWSOs in delivering water services and maintaining water facilities.

(g) Inadequate Coverage of Water Networks in the CBWSO Jurisdiction

Regulation 24(1) & (2) of the Water Supply and Sanitation (Registration and Operations of Community-Based Water Supply Organizations) Regulations, 2019 mandates Community-Based Water Supply Organizations (CBWSOs) to provide water supply and sanitation services within their designated service areas as defined in their certificate of registration. This registration grants CBWSOs the authority to supply these essential services to the listed villages or streets.

The registration of CBWSOs aims to give them authority to supply water and sanitation services to the service areas.

However, my review of the certificates of registration and site verifications of 160 CBWSOs revealed that 21 CBWSOs were responsible for 349 villages, yet only 206 villages (59%) had access to water and sanitation services, while 143 villages (41%) remained unserved **Table 36**.

Table 36: Villages not covered by water networks

S/No	Region	Name of the CBWSO	Total villages	Villages covered	Villages not covered
1	Shinyanga	Mwanya	23	2	21
2	Kagera	Kasharunga	21	7	14
3	Kagera	Nyinenshamba	23	10	13
4	Tabora	Ilasa	35	23	12
5	Shinyanga	Ilogi	16	4	12
6	Tabora	Umwai	26	16	10
7	Morogoro	Ngerengere	24	16	8
8	Tabora	Choma	21	13	8
9	Shinyanga	Mwamasa	19	11	8
10	Tabora	Igogo	9	3	6
11	Shinyanga	Nyabuki	9	3	6
12	Tabora	Kamawinu	12	8	4
13	Shinyanga	Mwabulya	21	17	4
14	Tabora	Chamilaga	11	8	3
15	Geita	Uyovu	13	10	3
16	Geita	Runzewe-Mashariki	6	3	3
17	Shinyanga	Bulyanhulu	6	4	2
18	Shinyanga	Kata Ya Ngaya	9	7	2
19	Shinyanga	Bunnema	21	19	2
20	Shinyanga	Buka	14	13	1
21	Shinyanga	Songambele-Shinyanga	10	9	1
Total			349	206	143

Source: Management letters for financial year 2023/24

Inadequate coverage of water networks results in a significant portion of the population having restricted access to clean and safe drinking water, leading to potential health concerns and a higher risk of waterborne diseases.

I recommend that the Government, through RUWASA, ensure sufficient coverage of the water network under the jurisdictions of the respective CBWSOs to enhance the availability of water and sanitation services to the community, and eventually help CBWSOs to achieve the national goal of ensuring access to water and sanitation services to all citizens.

(h) Water flow meters not installed at distribution points (DPs)

Section 33(1)(d) of the Water Supply and Sanitation Act, 2019 requires CBWSOs to install water meters to precisely and accurately measure the volume of water supplied to public taps, individual consumers, or any designated water distribution points ensuring proper monitoring, efficient billing, and effective management of water resources. This provision is crucial for promoting transparency, preventing water wastage, and ensuring that consumers are charged fairly for their water usage.

However, my assessment revealed that 8,050 water meters were not installed in DPs in 24 CBWSOs due to insufficient funds for procuring them. Additionally, some consumers resisted installation, fearing higher costs and lacking awareness of the benefits, such as fair billing and improved resource management. See the analysis in **Table 37**.

Table 37: Entities with DPs not installed water flow meters

S/No	Region	CBWSOs' name	No. of flow meter not installed
1	Morogoro	Mang'ula	3961
2	Njombe	Imalinyi Kidugula	720
3	Ruvuma	Kiambwso	665
4	Njombe	Lugawaso	641
5	Kigoma	Mukaka	469
6	Arusha	Kimasakina	439
7	Arusha	Makilenga	304
8	Kigoma	Ubukaka	235
9	Njombe	Nuliyai	210
10	Kigoma	Ilafasha	110
11	Geita	Imalabupina- Nanda	108
12	Geita	Lulembela	93
13	Njombe	Matamba	39
14	Kigoma	Ilakoze	22
15	Kigoma	Kidahwe - Matendo	22
16	Tabora	Ilasa	3
17	Tabora	Kinamwaka	2
18	Tabora	Nanga	1
19	Tabora	Ziba	1
20	Tabora	Chamilaga	1
21	Tabora	Mwaisaka	1
22	Arusha	Kiwango	1
23	Arusha	Mbuga Nyekundu	1
24	Arusha	Olmulo	1
Total			8,050

Source: Management letters for financial year 2023/24

The absence of water meters at distribution points impedes accurate measurement of water consumption, leading to unmonitored usage, potential revenue losses, and inefficient water resource management. Addressing this issue is essential to ensure equitable billing, improve financial sustainability, and enhance service delivery in CBWSO jurisdictions.

I recommend that the Government, through RUWASA, allocate a budget for procuring and installing water meters for each DP to enable accurate billing based on actual water consumption. Further, conduct community sensitization campaigns to educate consumers on the benefits of water meters, including fair billing and improved service reliability.

8.5 Goal for Providing Clean and Safe Water

Access to clean and safe water is a fundamental human right and a cornerstone of public health. Ensuring the availability of reliable and uncontaminated water is critical for preventing waterborne diseases, improving quality of life, and

supporting sustainable development. However, my audit identified key weaknesses in the water supply system that could undermine this goal, posing significant risks to human health and well-being.

8.5.1 Use of Untested Dam Water for Human Consumption

Regulation 5(1) of the Water Resources Management Regulations 2018 prohibits using well water for human consumption without quality testing. Despite this, the Lake Victoria Basin Water Board allowed water use from nine dams—New Sola, Manchira, Nyankanga, Tagota, Mwadila, Zebeya, Ilambambasa, Igumangobo, and Malya—without conducting mandatory water quality tests.

The failure to enforce regulations exposes communities to potential health risks, as untreated dam water may contain contaminants harmful to human health.

I recommend that the Government ensure the Lake Victoria Basin Water Board conducts quality testing for all water sources and adequately enforce Regulation 5(1) of the Water Resources Management Regulations, 2018.

8.5.2 Insufficient Water Quality Monitoring at Gold Mines Threatening Community Health

Water quality monitoring in mining areas is crucial to detect contamination from heavy metals, cyanide, and other hazardous substances. The Lake Victoria Basin Water Board is required to conduct four quarterly monitoring sessions annually at gold mining sites.

However, in 2023/24, only one session was conducted at North Mara, Bulyanhulu, Buzwagi, and Geita Gold Mines, instead of the required four. The shortfall was due to inadequate funding, limiting the Board's capacity to monitor and mitigate pollution risks.

I recommend that the Government ensure the Lake Victoria Basin Water Board allocates funds for regular monitoring of water quality at gold mines to prevent pollution and safeguard the communities' health.

8.5.3 Failure to Conduct Water Quality Tests at CBWSOs

Regulation 6(1) of the Water Resources Management (Water Well Quality Monitoring) Regulations, 2018 mandates the issuance of a water quality test certificate once water is confirmed safe for consumption. Additionally,

guidelines for rural water scheme operations (2021) require daily testing of raw and treated water.

However, my audit revealed that 11 CBWSOs failed to implement a structured water quality monitoring program as shown in **Table 38**.

Table 38: Unconducted water quality test

S/No	Region	Name of the CBWSO
1.	Mara	Kibara
2.	Mara	Mwibagi
3.	Mara	Bulisumakwi
4.	Mara	Sukuchiwasa
5.	Mara	Kyabarakiko
6.	Mara	Grumet
7.	Mara	Sirari
8.	Katavi	Mmasi
9.	Katavi	Ndui/Nyaki
10.	Ruvuma	Kiambwso
11.	Singida	Riftvalley

Source: Management letters for financial year 2023/24

Further, at Wangogo CBWSO (Katavi Region), test results confirmed that borehole water failed quality standards, yet it continued to be supplied to the community. This issue stemmed from insufficient budget allocation for water treatment and inadequate supervision by RUWASA, increasing the risk of waterborne diseases.

I recommend that the Government, through RUWASA, establish a comprehensive water quality monitoring program, along with regular infrastructure maintenance and upgrades to prevent contamination. In cases of unsafe water, alternative safe water sources should be provided, and strict enforcement of water quality regulations be ensured to maintain compliance and protect public health.

8.5.4 Six-Year Delay in Updating the National Drinking Water Quality Monitoring Guidelines

The National Drinking Water Quality Monitoring Guidelines (2018) set testing frequency, quality standards, and stakeholder responsibilities. Table 7.1 of the guideline's mandates that the Ministry of Water update the document every three years.

However, as of December 2024, the guidelines had not been updated for six years, primarily due to funding constraints. Outdated guidelines risk

compromising water quality standards, making monitoring ineffective in protecting public health.

I recommend that the Government ensure the Ministry of Water allocates sufficient financial resources to review and update the National Drinking Water Quality Monitoring guidelines.

8.5.5 Absence of Oversight for Private Water Quality Testing Laboratories

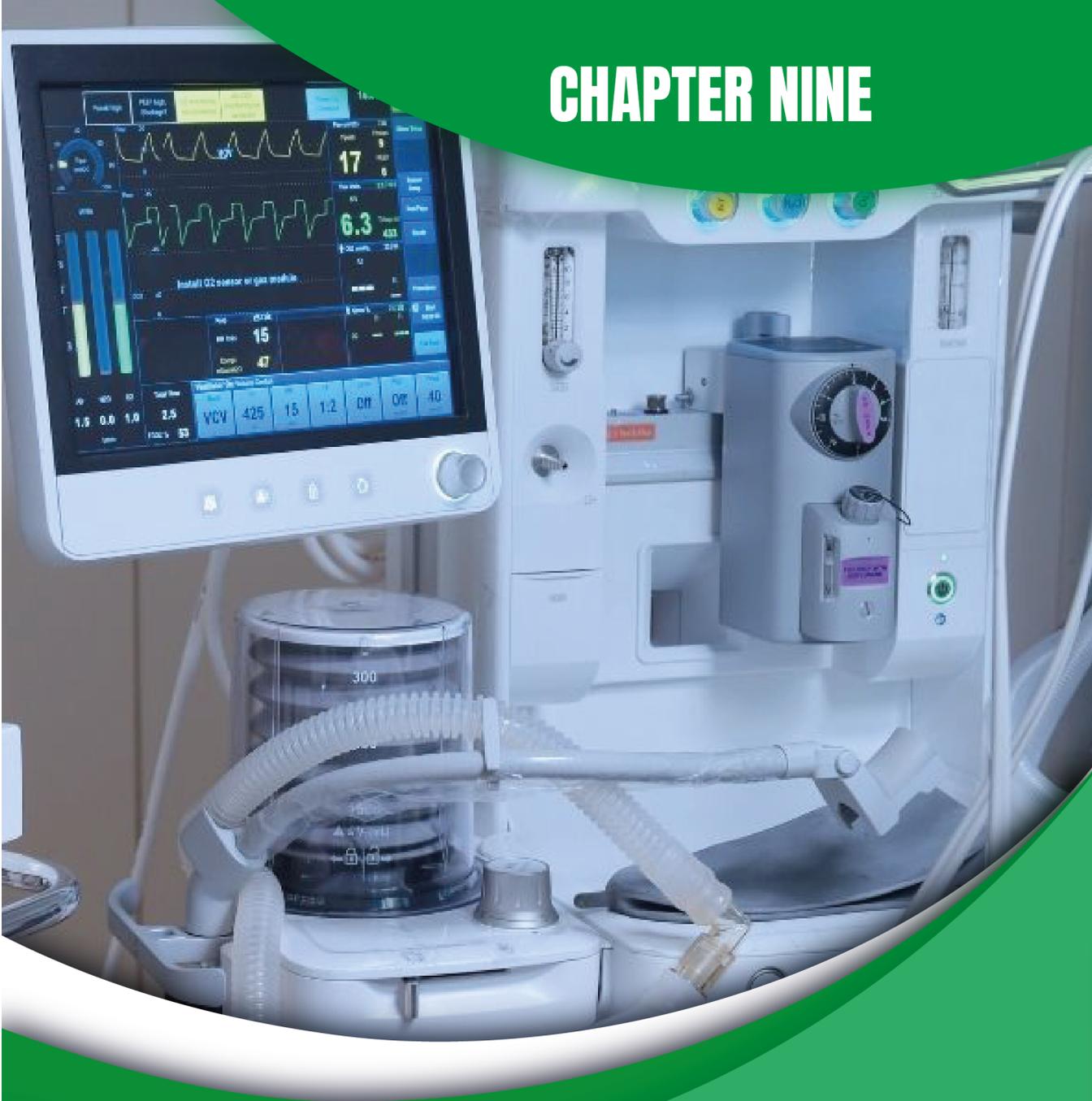
Paragraph 4.2.2(i) of the National Water Policy (2002) mandates systematic water quality monitoring and assessment to maintain safe drinking water standards.

However, my audit found that the Ministry of Water lacks a database or regulatory oversight mechanism to track and monitor private water testing laboratories. This gap has resulted in inconsistencies in water quality assessments and unregulated testing processes.

The Water Resources Management (Water Well Quality Monitoring) Regulations, 2018 do not explicitly require the Ministry to oversee private water laboratories, leading to a lack of accountability and uniformity in water testing.

I recommend that the Ministry of Water update the Water Resources Management Regulations to include activities for overseeing and regulating private water quality laboratories, ensuring uniformity and dependability in water testing.

CHAPTER NINE



Health Sector

HEALTH SECTOR

9.1 Introduction

The health sector is essential for national development, impacting public well-being and economic productivity. Efficient healthcare systems necessitate effective resource allocation, strong governance, and compliance with regulatory standards to guarantee quality service delivery.

This chapter highlights the efficiency issues identified during the audit of the health sector's operations. The audit covered various health systems components, including Regional Referral Hospitals (RRHs) and Specialised Hospitals, as well as the roles and effectiveness of Health Councils, Health Boards, and the Ministry of Health in fulfilling their respective mandates.

The issues noted and their respective recommendations are as follows:

9.2 Lack of Legal Framework for Human Organ Donation and Transplantation

The WHO Guiding Principles on Human Cell, Tissue, and Organ Transplantation (2010) recommend that member states establish a national legal framework to regulate organ donation and transplantation. However, my audit found that Tanzania lacks a legal framework to govern the donation and transplantation of human organs such as kidneys, bone marrow, and cochlear implants.

The absence of a legal framework increases the risk of unregulated medical procedures and potential illicit trade due to the growing demand for organ transplants. This gap is attributed to delays in coordinating the establishment of necessary legislation.

I recommend that the Government, through the Ministry of Health, speeds up the establishment of the legal framework for donation and transplanting human organs and ensure compliance with WHO requirements as soon as possible.

9.3 Delayed Adoption and Implementation of New Organisational Structures for Zonal Referral Hospitals

The Government operates Benjamin Mkapa, Mbeya, Chato, and Mtwara Zonal Referral Hospitals to provide specialised healthcare services. To ensure consistency in service delivery, the President's Office - Public Service and Good Governance directed the Ministry of Health on 19 July 2022 to implement a

standardised organisational structure across these hospitals. This included preparing job lists, developing job descriptions, conducting staff awareness programs, and submitting an implementation report by 18 October 2022. However, as of 26 February 2025, implementation remained incomplete due to the absence of an establishment order and a formal legal framework for approval.

Currently, Benjamin Mkapa Zonal Referral Hospital is the only hospital operating as a legal entity with a fully approved structure, while Mbeya, Chato, and Mtwara Zonal Referral Hospitals function under inconsistent frameworks, lacking essential directorates and key administrative units.

The Ministry of Health sought approval to make Mbeya Zonal Referral Hospital semi-autonomous but excluded Chato and Mtwara, further delaying standardisation. These inconsistencies risk unequal service delivery, reduced efficiency, and weakened staff morale

I recommend that the Government, through the Ministry of Health, prioritise and closely monitor the establishment process to ensure uniformity and operationalisation of the approved structure across all Zonal Hospitals, expedite the submission and approval of establishment orders for Mbeya, Chato, and Mtwara Zonal Referral Hospitals to ensure legal entity status and ensure all hospitals operate under the same structure to promote equality and efficiency in healthcare service delivery.

9.4 Non-conduct of External Hospital Performance Assessment

The Guideline for Internal Supportive Supervision (ISS) and External Hospital Performance Assessment (EHPA) for Regional Referral Hospitals (February 2018) requires the Ministry of Health (MoH) to conduct an EHPA at least once a year. This assessment ensures hospitals provide high-quality, safe, and efficient healthcare services while fostering continuous improvement.

However, in the 2023/24 financial year, EHPA was not conducted in four Regional Referral Hospitals (RRHs): Amana, Iringa, Morogoro, and Njombe. This lapse was due to the Ministry's failure to enforce compliance with the assessment requirements. The absence of EHPA hinders the identification of strengths, weaknesses, and areas for improvement, potentially affecting the quality of healthcare services.

I recommend that the Government, through the Ministry of Health, in collaboration with the hospital management, ensure that external hospital performance assessments are conducted.

9.5 Revenue Loss from Rejected Health Insurance Claims Amounting to TZS 9.64 Billion

Section 27(2) of the NHIF Act, Cap. 395 allows the National Health Insurance Fund (NHIF) to deny or reduce payments for claims that are false, unjustified, or non-compliant with established rules and regulations. Additionally, Sections 40 and 41 provide a mechanism for healthcare providers to appeal rejected claims through the Tribunal.

A review of regional, specialised, and zonal referral hospitals revealed that NHIF rejected claims worth TZS 9.64 billion from 29 hospitals due to invalid authorisations, incorrect disease codes, non-compliance with standard treatment guidelines, and incomplete or inaccurate documentation. These issues stem from inadequate quality checks and submission of claims for services not covered by NHIF. The rejected claims increased by TZS 702.41 million (8%) compared to the TZS 8.94 billion recorded in the previous financial year, indicating that previous recommendations to address this issue have not been effectively implemented. As detailed in **Appendix X**.

Losses from NHIF claims reduce hospital revenue, affecting the availability and sustainability of healthcare services.

I recommend that healthcare providers strengthen internal quality control mechanisms before submitting claims to ensure compliance with NHIF regulations and minimise claim rejections. Additionally, the Ministry of Health should enforce corrective measures and ensure hospitals appeal legitimate claims to recover lost revenue.

9.6 Delays in Reimbursement of NHIF Claims to Hospitals

Section 28 of the National Health Insurance Fund Act, Cap. 395 requires NHIF to pay the service provider claims within sixty days of receiving them.

My audit of NHIF's claims processing time at hospitals revealed that for the financial year 2023/24, six hospitals had claims totalling TZS 5.63 billion that NHIF did not reimburse on time, with delays from 60 to 120 days past their due dates.

Table 39: Entities with Delays in reimbursement of NHIF claims

S/No	Name of the Hospital	No. of days delayed	Amount (TZS)
1	Benjamin Mkapa Hospital	60	3,695,379,433
2	Dodoma RRH	From 90 to 120	789,183,891

S/No	Name of the Hospital	No. of days delayed	Amount (TZS)
3	Maweni RRH	From 30 to 60	391,993,663
4	Musoma RRH	120	349,726,578
5	Mawenzi RRH	From 60 to 90	207,295,867
6	Mwananyamala RRH	From 60 to 90	198,419,919
Total			5,631,999,351

Source: Management letters for financial year 2023/24

This was caused inadequate enforcement of contract clauses between the Hospitals and NHIF. Delayed release of funds affects the hospital's financial capacity to deliver health services to the community.

I recommend that the Government, through the Ministry of Health, in collaboration with the hospital management liaise with the NHIF to ensure that claims are reimbursed promptly as required by the Act and that the hospital prepares and submits the claims form accurately and promptly to the NHIF.

9.7 Outstanding Revenue from Health Insurance Companies and Compensation Funds TZS 6.81 Billion

Regulation 57(2) of the Public Finance Regulation, 2001 requires accounting officers to ensure timely collection of outstanding payments and take necessary measures, including legal action if required.

A review of insurance claim records for the 2023/24 financial year revealed that 14 Hospitals had uncollected revenue amounting to TZS 6.81 billion from health insurance companies and compensation funds, including NSSF, Assemble Insurance, Strategies Insurance, and the Workers Compensation Fund (WCF). These outstanding medical refunds remained unpaid for up to 12 months, indicating a lack of effective follow-up by hospital management to ensure timely reimbursements as per the signed agreements detailed in **Appendix XI**.

Delays in collecting these funds create cash flow constraints, affecting hospital operations, limiting the ability to cover expenses, and potentially restricting patient access to services, particularly for beneficiaries whose insurers have not settled their bills.

I recommend that hospital management establish a structured revenue collection framework, including regular follow-ups, automated tracking of outstanding claims, and stricter enforcement of payment terms in agreements with health insurance companies and compensation funds. Additionally, the Ministry of Health should introduce a centralised system to

monitor and reconcile pending payments across all hospitals, ensuring timely collections. In cases of persistent delays, legal and contractual penalties should be enforced to hold insurers accountable and prevent disruptions in hospital cash flow and service delivery.

9.8 Non-Disposal of Expired Drugs

Regulation 10 of the Tanzania Food, Drugs and Cosmetics (Recall, Handling and Disposal of Unfit Medicines and Cosmetics) Regulations, 2015, requires the facility or hospital pharmacist in charge to initiate the disposal of unfit products.

However, my audit disclosed that 11 hospitals out of 34 had accumulated expired medical drugs worth TZS 1.41 billion. The drugs had been stored without proper disposal up to five years as shown in Table 40.

Table 40: Entities with Non-disposal of Expired Drugs

S/No	Name of Hospital	Amount (TZS)	Period of expiry (years)
1	Singida RRH	3,414,126	5
2	Tabora RRH	619,259,382	5
3	Amana RRH	1,312,322	4
4	Bukoba RRH	129,787,992	4
5	Iringa RRH	94,747,453	4
6	Kibong'oto Hospital	57,488,908	4
7	Morogoro RRH	87,134,751	2
8	Tanga RRH	69,617,141	2
9	Njombe RRH	328,290,326	1
10	Songwe RRH	764,075	1
11	Sumbawanga RRH	20,448,845	1
Total		1,412,265,321	

Source: Management letters for financial year 2023/24

This was attributed to the replacement of new drugs, procurement of large quantities of slow-moving medicine with a short life span, and the long process of obtaining disposal approval. Expired medicine might be hazardous to the environment and staff health and result in loss to the Hospital.

I recommend that the Government, through the Ministry of Health and in collaboration with the hospital management, (a) consult the Ministry of Finance to obtain approval and guidelines for disposing of expired medicines and drugs and (b) ensure that the medicines and drugs ordered are solely those needed by the hospital and that have a long shelf life.

9.8.1 Healthcare Practitioners and Training Institutions Operating without Valid License

Ensuring that healthcare professionals, traditional practitioners, and training institutions comply with licensing requirements is critical for quality healthcare service delivery, patient safety, and regulatory oversight. Various laws, including the Medical Dental and Allied Health Professionals Act, 2017, Nursing and Midwifery (Training) Regulations, 2010, and Traditional and Alternative Medicine (Registration of Practitioners and Health Facilities) G.N 411, 2008, mandate that all practitioners and institutions obtain and renew licenses to operate legally.

However, an audit for 2023/24 revealed widespread non-compliance across the health sector. 84 healthcare professionals across seven Regional Referral Hospitals (RRHs), including doctors, radiographers, and dentists, were found practising without valid licenses from the Medical Council of Tanganyika (MCT) and the Tanzania Atomic Energy Commission (TAEC). As shown in Table 41 for details

Table 41: RRH with Health Professionals Lacking Active Practicing Licenses

S/No	Name of the Hospital	No. of professionals	Category of profession
1	Katavi RRH	20	Doctors
2	Morogoro RRH	20	Doctors
3	Ligula RRH	14	Doctors
4	Tabora RRH	9	Doctors
5	Tanga RRH	8	Doctors
6	Manyara RRH	8	3 radiographers and five doctors
7	Sumbawanga RRH	5	3 Medical Doctors and 2 dentists
Total		84	

Source: Management letters for financial year 2023/24

Additionally, 50 nursing and midwifery training schools failed to renew their licenses, compromising the credibility of health education and professional certification. The Traditional and Alternative Medicine sector also recorded significant non-compliance, with multiple practitioners and medicine sellers failing to renew their licenses, leading to a revenue loss of TZS 304.98 million for regulatory bodies. as analysed in Table 42.

Table 42: Practitioners without valid licenses

Category	Expiring year	No. of practitioners	Rate (TZS)	Amount (TZS)
Practitioners	2019	161	100,000	16,100,000
	2020	194	100,000	19,400,000

Category	Expiring year	No. of practitioners	Rate (TZS)	Amount (TZS)
	2021	818	100,000	81,800,000
	2022	628	100,000	62,800,000
	2023	598	100,000	59,800,000
Traditional medicine seller	2015	265	75,000	19,875,000
	2022	8	75,000	600,000
	2023	8	75,000	600,000
Facilities	2017	79	250,000	19,750,000
	2021	24	250,000	6,000,000
	2022	52	250,000	13,000,000
	2023	21	250,000	5,250,000
Total				304,975,000

Source: Practitioners register

These failures indicate weak enforcement mechanisms and ineffective tracking systems within the Ministry of Health and relevant regulatory bodies. Allowing unlicensed practitioners to operate jeopardises patient safety, while unregulated training institutions lower the standard of healthcare education. Additionally, the loss of revenue from unpaid licensing fees reduces the capacity of regulatory bodies to oversee and improve healthcare services.

I recommend that the Government, through the Ministry of Health, in collaboration with hospital management, the MCT, and the TAHPC, reinforce internal controls by ensuring all healthcare professionals are registered and possess valid practising licenses. Furthermore, strengthen the enforcement of license renewals through stricter monitoring and impose penalties on non-compliant schools.

CHAPTER TEN



Other Sectors



OTHER SECTORS

10.1 Introduction

Tanzania's development has been guided by the Tanzania Development Vision 2025, which aims at improving the quality of life, peace and stability, good governance, a well-educated and learning society, and a competitive economy for sustainable growth. In response to the above items, various reforms have been made that impact various sectors like agriculture, livestock and fisheries, mining, energy, education, and land, contributing to socio-economic growth.

This chapter highlights key issues observed in other sectors stemmed from Education, Minerals, Energy, Land, Agriculture, Livestock and Fisheries, Natural Resources and Tourism. It sheds light on areas requiring urgent attention and reform.

10.2 Minerals and Energy

The mineral and energy sectors play a vital role in supporting the economy and fostering the overall development of the country. The Ministry of Energy is responsible for Energy and Petroleum Resources Management, Value addition in Petroleum, Oil and Gas Infrastructure Development, Bulk Procurement of Oil, Urban and Rural Electricity Programmes, and Local Content in Energy and Petroleum Renewable and Non-Renewable Sources of Energy. The Ministry of Minerals (MoM) draws its mandate of administering and controlling all issues related to the Mining Sector from the Presidential Order published in Government Notice (GN) No. 432 issued on 20 October 2017. Additionally, the Ministry of Mineral (MoM) is obligated to formulate, implement, and monitor all policies related to the mining sector.

My review of the sectors revealed some deficiencies impacting the financial and operational efficiency of the sectors, as detailed below.

10.2.1 Delay in Implementing Fuel Price Harmonization among Oil Marketing Companies

Fuel price harmonisation means making the fuel price the same, even if offloading (unloading) fuel is cheaper at Dar es Salaam Port than at other ports like Mtwara and Tanga. Regulation 14A of the Amended Petroleum (Bulk Procurement (Amendment) Regulations, 2024, requires that the landed costs of all products received through the Bulk Procurement System be equal for each product to ensure efficient use of all receiving ports. Landed cost is the total

price of a petroleum product once it has arrived at the Oil Marketing Company's (OMC) nominated terminal.

In March 2024, the Petroleum Bulk Procurement Agency (PBPA) launched a harmonisation process to standardise fuel prices across Dar es Salaam, Tanga, and Mtwara ports. PBPA compensates the higher landed costs incurred by OMCs at more expensive ports, such as Mtwara and Tanga, by utilising contributions from OMCs that benefit from lower landed costs at cheaper ports, like Dar es Salaam through a special collection account for depositing extra amounts collected from OMCs. This setup ensures uniform fuel prices nationwide.

My review found that since the harmonisation process began in March 2024, PBPA has not collected contributions from OMCs or compensated those facing higher landed costs at ports like Mtwara and Tanga.

The Petroleum Bulk Procurement Agency (PBPA) stated that the Energy and Water Utilities Regulatory Authority (EWURA) was responsible for calculating the collection rate and determining refund quantities. PBPA only collected and compensated based on EWURA's rate, which was still pending. However, according to Para 8 of the Standard Operating Procedures (SOPs), PBPA is required to collect monthly data on all petroleum product vessels that have landed and compute the weighted average landed costs.

The delay was attributed to the PBPA's laxity in implementing the computation and collection processes, which affected the harmonisation process, and the absence of specific provisions in the SOPs to guide compensation timelines.

There is a risk that OMCs operating at more expensive ports might bear higher costs without compensation, which could reduce their profitability and potentially discourage their continued participation in the market. This situation may, in the long run, impact fuel prices across the country.

I recommend that the management of PBPA expedite the harmonisation process by computing relevant rates for collection and enforcing payments to enable timely compensation to oil marketing companies with higher landed costs. The Standard Operating Procedures should be revised to include specific timelines for compensation settlements.

10.2.2 Loss of USD 147 million from Cancellation of Mining Retention Licenses

Section 10 of the Mining Act, 2010 allows the Minister to enter into development agreements with mineral rights holders, covering mineral rights, mining operations, government-free carried interest, state participation, and financing.

Section 10 of the Mining Act (as amended in 2017) requires the Government to hold at least 16% non-dilutable free carried interest shares in mining companies, depending on the mineral type and investment level. Additionally, the Government shall be entitled to acquire up to 50% of shares, proportional to tax expenditures incurred in favour of the mining company.

To enforce these provisions, section 11 requires all development agreements concluded before the coming into force of this section to remain in force, subject to the provisions of the Natural Wealth and Resources Contracts (Review and Renegotiation of Unconscionable Terms) Act, 2017. This means the government can revisit and renegotiate terms in old agreements if they are unfair or unreasonable.

As a result of those renegotiation efforts, in 2017, the Government cancelled the retention licenses of 12 mineral rights holders. This action led to legal disputes, with three affected parties lodged cases at the International Centre for Settlement of Investment Disputes (ICSID). As a result of the disputes a total claim of USD 147 million were settled out of court, with the government having already paid USD 117 million, leaving an unpaid balance of USD 30 million. The outcomes highlighted significant financial risks, including the potential for nugatory payments (payments with no tangible benefit to the government) arising from the process.

The root cause of the legal disputes and financial liabilities was the retroactive application of the amendments to the Mining Act 2010, which led to the cancellation of retention licenses.

I recommend that future amendments to the mining laws should avoid retroactive application to existing agreements. Instead, new rules should apply prospectively to ensure legal certainty and protect investors' rights.

10.3 Land, Agriculture, Livestock and Tourism

The Ministry of Lands, Housing, and Human Settlements Development is mandated to facilitate effective land and human settlements development services for the betterment of Tanzanian society's social and economic well-being. Land management plays a vital role in enhancing agricultural productivity, livestock, and fisheries resources, managing natural resources, and promoting tourism.

This section aims to highlight the weaknesses impacting the objectives of effective land management, agricultural land-use management and value addition for agriculture, regulating livestock and fisheries resources sustainably, conserving and managing natural and cultural resources, and promoting tourism development while providing constructive recommendations.

My review of the sectors' performance through the Ministries of Lands, Housing and Human Settlements Development, Agriculture, Livestock and Fisheries, Natural Resources and Tourism, and the associated institutions and agencies disclosed the following issues.

10.3.1 Slow Pace in Resolving 246 Village Land Use Conflicts

Following land-use conflicts among communities and the Government, in January 2019, the President's Office directed eight sectorial ministers whose ministries are affected by land-use conflicts to come up with recommendations that would serve as permanent resolutions to the conflicts.

The sectorial ministries referred to are the President's Office- Regional Administration and Local Government, Vice President Office- Union and Environment, Ministry of Lands, Housing and Human Settlements Development, Ministry of Agriculture, Ministry of Livestock and Fisheries, Ministry of Tourism, Ministry of Water, Ministry of Defence and Ministry of Finance and Planning. The directive was intended for areas prone to conflicts, such as breeding areas, agricultural areas, defence and security, forest reserves, wildlife reserves, water sources, and environmental conservation areas.

My review found that the Committee of Sectorial Ministers analysed villages with land use conflicts across all regions in Tanzania, identifying 975 villages with such conflicts. The committee submitted a report containing recommendations to the Government, and on 23 September 2019, the Cabinet issued a decision and instructions concerning the resolutions of land use

conflicts to those 975 villages. The exercise was meant to be completed in 2022.

However, despite the Committee of Sectorial Ministers having an action plan to resolve the remaining conflicts by June 2024, I noted that land use conflicts in 729 (75%) villages were resolved, leaving 246 (25%) villages with unresolved disputes. The remaining villages with unresolved disputes were caused by some citizens disagreeing with the government's recommendations for resolving land conflicts in their areas, which delayed the process.

Non-resolving village land use conflicts can disrupt social cohesion, cause economic decline, lead to displacement, and hinder development.

I recommend that the Ministry of Lands, Housing and Human Settlements Development, in collaboration with other Sectoral Ministries, develop attainable strategies to resolve the remaining land use conflicts, address citizens' concerns, and strengthen the management of the country's resources.

10.3.2 Non-Achievement of the Target for Regularisation of 500,000 Land Parcels and Assessment of the 10-Year National Programme

Section 56-60 of the Land Act No. 4 of 1999 and Section 23 of the Urban Planning Act No. 8 of 2007 provide a legal process governing regularisation of unplanned settlements.

Paragraph 70 of the Ministry's Budget Speech for 2023/24 stipulates that the Ministry must regularise 500,000 land parcels within the year. Additionally, the speech indicated that the Ministry intends to evaluate the implementation of the 10-year National Programme for the regularisation and prevention of unplanned settlements, which spans from 2013 to 2023. This evaluation aims to identify the programme's successes and challenges and to provide clearer guidance on addressing the regularisation of unplanned settlements in the country.

My review of the report on the implementation of regularisation for 2023/24 found that the Ministry did not assess the 10-year program and managed to survey and approve 222,545 (44.5%) land parcels out of the planned target.

I attribute this weakness to the Ministry of Lands' insufficient strategies for managing and controlling regularisation and the lack of adequate funding to support the assessment exercise.

The non-achievement of the set target on regularisation raises the risks of increasing unplanned settlements, which could deprive citizens of better infrastructure services and healthy environments. Additionally, the failure to assess the programme prevented the Ministry from determining the initiative's successes and challenges, which could offer better direction on how to manage the regularisation of unplanned settlements.

I recommend that the Ministry of Land ensure sufficient funds are available, explore efficient ways to complete the evaluation of the ten-year implementation of the National Programme for Regularisation and Prevention of Unplanned Settlements 2013-2023 and develop appropriate strategies to improve the identified deficiencies.

10.3.3 Delays in the Implementation of Land Project Number 4951

The National Land Use Planning Commission is implementing project 4951 to improve Land use planning in 38 districts and 1,520 Villages along the East African Crude Oil Pipeline, Standard Gauge Railway, Julius Nyerere Hydroelectric Power Plant, Western zone, and Districts bordering Tanzania with other countries. The project's timeline is seven financial years, from 2018/19 to 2024/25.

My review of the project proposal of January 2018 disclosed that the project would involve preparing 38 District Land Use Framework Plans and 1,520 village Land use plans in areas with acute biodiversity and environmental degradation, land use conflicts, and tenure insecurity. I also learned that the project would be financed through the government budget of TZS 32.21 billion within seven financial years.

However, I observed delays in implementing the project. As of 30 June 2024, the Commission had prepared only two District Land Use Framework Plans (DLUFPs) (5%) out of 38, leaving 36 (95%) unprepared. Additionally, out of 1,520 Village Land Use Framework Plans (VLUFPs), the Commission prepared 782, leaving 738 unprepared.

The delay was mainly caused by the government's inadequate release of funds. As of 30 June 2024, the Commission had only received TZS 11.47 billion (36%) out of the total budget of TZS 32.21 billion. Delays in implementing the projects raised the risks of environmental degradation, land disputes, and tenure insecurity, leading to poor economic development and social and biophysical insecurity.

I recommend that the government secure and release sufficient funds to implement the project and realise the anticipated benefits promptly.

10.3.4 Challenges in Meeting Recruitment Goals and Youth Loan Issuance Targets in the Building a Better Tomorrow Program (BBT)

In August 2022, the Ministry of Agriculture launched the “Building a Better Tomorrow: Youth Initiatives for Agribusiness (BBT-YIA)” program to address the low engagement of youth in the agriculture sector and thereby increase their involvement in this field. The Building a Better Tomorrow program spans eight years (from 2022/23 to 2029/30). The main strategic objective is to provide 1,500,000 young people with agriculture, financial literacy, and entrepreneurship training, enhance the practical skills of 20,000 youths through internship programmes, and mentor and coach 15,000 youth-led agribusinesses through incubation programmes by 2030.

The Program is estimated to cost TZS 356.199 billion (equivalent to USD 148.41 million). The government of the United Republic of Tanzania contributes 24% of the budget, and development partners, Non-Governmental Organizations (NGOs), and the private sector contribute the remaining 76%.

My review of the BBT-YIA work plan for the year 2023/24 revealed that the Ministry intended to recruit the second batch of 1,000 youths and issue loans to 100 youths through the Agricultural Input Trust Fund (AGITF) by 30 June 2024. However, as of 15 September 2024, there had been no recruitment of youths to join the program in 2023/24, while loans were issued to only 35 youths, indicating a shortfall in meeting the targets. This was attributed to a lack of secured and sufficient funding for the program and low awareness or interest among eligible youths regarding the loan opportunities caused by ineffective outreach and engagement strategies to attract potential beneficiaries.

Furthermore, I observed a slow pace in implementing the 2023/24 annual action plan, as 15 out of 59 activities were behind schedule. Details are provided in **Appendix XII**.

Failure to meet the recruitment and loan issuance targets hindered the program’s objectives of engaging youth in agribusiness.

I recommend that the Government secure adequate funding to support the program by enhancing engagement and communication with funding organisations, developing a contingency plan to identify alternative funding sources, and adjusting program activities to match available resources. Additionally, the Government should ensure effective communication and

awareness campaigns to inform and encourage eligible youth to take advantage of loan opportunities.

10.3.5 Non-operational Secondary Livestock Markets worth TZS 502.58 million.

The Ministry of Livestock and Fisheries implements its mandate within the set Livestock Sector vision: “To have a Livestock Sector that is, to a large extent, commercially run, modern, and sustainable, using improved and highly productive livestock to ensure food security, improved income for the household and the nation, and conservation of the environment.”

My review of the Production and Marketing Development Division revealed that, between the financial years 2020/21 and 2021/22, the Ministry of Livestock and Fisheries constructed six secondary livestock markets at a total cost of TZS 6.06 billion. However, three markets (Buhigwe - Kigoma, Kileo - Moshi, and Nata - Nzega), worth TZS 502.58 million, were not operating for over four years. The reason was attributed to an inadequate feasibility assessment conducted before proposing the construction activities.

I consider that without sound and robust projects and financial management systems for investing public funds, coupled with timely and proper resource allocation, the government would continue to suffer losses through fruitless expenditures that could have been avoided by making the right decisions at the right place and time.

I recommend that the Ministry resolve the issues preventing the operation of the constructed markets. To avoid fruitless expenditures, sound and robust projects and financial management systems for investing public funds, coupled with timely and proper resource allocation, are encouraged.

10.3.6 Delays in Compensating TZS 21.95 Billion for Resolved Land Disputes

Regulation 13 of the Land (Assessment of Value of Land for Compensation Purposes) 2001 mandates that land compensation be paid within six months after valuation certification.

In January 2019, the Ministry of Natural Resources and Tourism (MNRT) formed a committee to resolve natural resource land disputes in 975 villages in 26 regions. Between 2021 and 2023, nine villages in six areas were assessed for compensation, totalling TZS 68.43 billion, to resolve land disputes with communities surrounding natural resources. However, only six villages from two

areas received partial compensation of TZS 46.48 billion, leaving TZS 21.95 billion unpaid for the remaining three villages in four areas.

The shortfall in compensation was caused by inadequate government funding and could result in grievances, further encroachments, and potential interest accrual due to non-payment beyond six months.

I recommend that the government prioritise allocating sufficient funds to fully compensate the remaining villages, thereby preventing grievances and encroachments while avoiding additional interest costs.

10.3.7 Uninspected Applicants for Consolation Payments Worth TZS 4.83 Billion

Regulations 3, 4, and 5 of the Wildlife Conservation (Dangerous Animals Damage Consolation) Regulations, 2011, require individuals whose crops or livestock are damaged by dangerous animals to report the incident to the nearest Village Executive Officer within three days. They must also apply for consolation payments to the Director of Wildlife using the prescribed form within seven days. The Director is then obligated to conduct inspections to assess eligibility for compensation.

During the year under review, I found that the Tanzania Wildlife Protection Fund (TWPF) received 35,287 applications for consolation payments due to damage caused by dangerous animals. However, only 14,944 applicants were inspected and paid, leaving 20,343 (58%) applications valued at TZS 4.83 billion uninspected, primarily due to insufficient staff and funds assigned to the verification process. The delay of inspections hinders timely compensation, affects the reliability of evidence, and undermines the effectiveness of the consolation process.

I recommend that the government ensures that TWPF allocates funds and additional staff to expedite the inspection process and reduce the backlog of uninspected applications.

10.3.8 Encroachment of 3,000 Hectares at Korogwe Plantation

Section 26(g) of the Forest Act 2002 prohibits the unauthorised occupation of forest reserves unless a concession, license, or permit is granted under the Act.

My audit of the Tanzania Forest Service Agency (TFS) revealed that a community encroached on 3,000 of the 10,805 hectares in Korogwe Plantation for agricultural activities. Despite the encroachment, no actions were taken, thus

jeopardising the plantation's operations and exposing deficiencies in land protection enforcement.

I recommend that the government ensures TFS combats illicit activities, collaborates with other entities to prevent encroachment, establishes a robust monitoring system, and enhances public awareness to protect forest reserves.

10.3.9 Unauthorised Expansion and Construction of a Recreational Site at Meru Forest

On 21 April 2023, TFS signed a five-year agreement with M/s RITUNGU Tours and Safaris Ltd to manage recreational facilities in Meru Forest Plantation (MFP) in the northern zone, including a restaurant, bar, and sports grounds, until 20 April 2028. The agreement did not specify the amount to be paid by the investor.

My examination of the investment revealed the following irregularities:

- The investor had been operating recreational services at the Meru Forest Plantation since 2021, two years before the formal agreement was signed, indicating that investment activities were conducted without a valid contract.
- The investor was conducting sports activities, including driving quad bikes over 10 kilometres, exceeding the permitted area of 3,500 square meters as stipulated in the terms of reference.
- The investor constructed permanent structures by using concrete, thus violating ToR Clause IX, which explicitly specifies the construction of semi-permanent structures using wooden materials.

These anomalies highlight insufficient monitoring and control mechanisms to ensure compliance with the terms of reference, potentially jeopardising the recreational facility's financial stability and long-term sustainability.

I recommend that the government ensure that TFS strengthens the monitoring and enforcement of the contract terms to protect the recreational facility's financial and operational sustainability.

10.4 Education, Science and Technology

The Ministry of Education, Science, and Technology (MoEST) is mandated to formulating, implementing, and monitoring policies related to education, science, technology, research, and skills development. It oversees vocational training through the Technical and Vocational Education and Training Development Division. Additionally, the School Quality Assurance (SQA) Division of the ministry ensures that educational standards are met, and that quality education is delivered through inspections of both government and private schools.

My review of the Ministry's performance to enhance the Technical, Vocational Education, Training Development and School Quality Assurance (SQA) noted the following;

10.4.1 Stalled construction of 63 Vocational Training Centres

In the financial years 2022/23 and 2023/24, the Government, through MoEST, allocated TZS 95.78 billion for Phase I of constructing 63 District Vocational Training Centres (DVTCs) and one Regional Vocational Training Centre (RVTC). The district councils were tasked with providing land which is accessible with essential infrastructure, including water, electricity, and roads. The construction phase included building nine operational buildings at each DVTC and 23 buildings at the RVTC, with the project scheduled for completion by December 2023.

However, by 30 June 2024, only TZS 44.81 billion (46.78% of the allocated amount) had been released, enabling the procurement of materials and initial project activities. Despite this, an audit site visit in October 2024 revealed that construction had stalled since June 2024, with physical progress ranging from 17% to 35%. The project was now over 10 months past its completion deadline.

I further noted, critical infrastructure remains lacking, with eight DVTCs lacking accessible roads, 37 without water facilities, and 41 lacking electricity. This shortage of basic services could hinder the centres' effective operation once completed. Additionally, procured building materials in bulk, including 10,127 bags of cement worth TZS 199.93 million, became unusable after remaining idle at 21 DVTCs. This issue was attributed to delays in the disbursement of funds from the Ministry of Finance, raising concerns about the project's ability to meet its objectives on time and the potential for further financial losses.

I recommend that the Government through the Ministry of Finance ensure timely release of funds to complete the construction works, The Ministry of

Education liaise with local authorities for provision of infrastructure facilities and enable the timely commencement of operations once Phase I construction is completed.

10.4.2 Unestablished SQA Regional Offices

School Quality Assurance Offices play a crucial role in ensuring compliance with educational standards and the delivery of quality education in both primary and secondary schools across Tanzania.

My review of the new MoEST Organizational Structure, approved on 11 April 2023, revealed the introduction of Regional Quality Assurance Offices and the formal recognition of District Quality Assurance Offices, while Zonal Quality Assurance Offices were removed from the structure, with their employees and resources reassigned to the District Offices.

I found that the Heads of District School Quality Assurance Offices have been formally appointed and recognised with the appropriate entitlements. However, the establishment of the Regional Quality Assurance Offices, which are essential for ensuring compliance with educational standards and quality education delivery at the regional level, has not yet been completed. Additionally, Regional Quality Assurance Officers have yet to be appointed.

The delay in establishing the Regional Quality Assurance Offices and appointing officers is due to insufficient financial resources. This delay threatens the effective coordination and monitoring of activities at the regional level, which is critical for advancing education development in Tanzania.

I recommend that the Government, through MoEST management, expedite the establishment of Quality Assurance Offices at the regional level to ensure compliance with educational standards and the delivery of quality education.

CHAPTER ELEVEN



Management of Special and Other Funds

MANAGEMENT OF SPECIAL AND OTHER FUNDS

11.1 Introduction

This chapter provides an overview of the management of Special Funds and Empowerment Funds, focusing on the challenges and inefficiencies in their administration. Special Funds, established by the Constitution, use ring-fenced funds designated for specific purposes, while the empowerment Funds are created through the Acts and Regulations of specific entities, utilising funds from sources specified in the respective establishment Acts and Regulations.

My review of the funds disclosed deficiencies as detailed hereunder:

11.2 Special Funds

11.2.1 Unremitted Fuel Levy of TZS 1.14 Trillion to Special Funds

Article 135(2) of the Constitution of Tanzania specifies that funds designated for specific purposes must not be paid into the Consolidated Fund. The Petroleum (Imposition of Petroleum Fee) Regulations, 2015, the National Water Fund Regulations, 2019, Roads and Fuel Tolls Act, Cap 220 and Railway Act, 2017, Cap 170 mandate the Tanzania Revenue Authority (TRA) to collect fuel levies and tolls on diesel and petrol, as well as railway development levy, and deposit them into relevant accounts for Rural Energy Agency (REA), National Water Fund (NWF), Road Fund Board (RFB), and Railway Fund (RF).

My audit for the financial year 2023/24 revealed that the Tanzania Revenue Authority (TRA) collected TZS 2.59 trillion on behalf of the Road Fund Board (RFB), the Rural Energy Agency (REA), the National Water Fund (NWF) and the Railway Fund (RF) and transferred the amount to the Ministry of Finance. However, the Ministry of Finance only remitted TZS 1.44 trillion to the respective Special Funds, leaving an unremitted balance of TZS 1.14 trillion, representing 44% of the total amount collected.

Table 43: Unremitted Fuel Levy for the year 2023/24

Name of the Fund	Fuel Levy collected by TRA and transferred to MoF (TZS)	Amount Remitted to Funds (TZS)	Unremitted Amount (TZS)
RFB	1,485,104,391,713	836,723,932,251	648,380,459,462
RF	500,526,466,822	236,072,543,892	264,453,922,930
REA	415,816,809,570	267,416,857,248	148,399,952,322
NWF	194,223,192,376	106,757,292,181	87,465,900,195
Total	2,595,670,860,481	1,446,970,625,572	1,148,700,234,909

Source: TRA Financial Statements and Special Funds' Management Letters

The under-remittance of fuel tolls and levies is unconstitutional and hindered the Funds' and Agency's ability to finance water, roads, railway, and rural electrification projects, delaying infrastructure development and reducing operational efficiency.

I recommend that the government ensure the prompt and complete remittance of the fuel levy to Special Funds to facilitate the financing of water, road, railway and rural electrification projects in the country.

11.3 Economic Empowerment Funds

11.3.1 Fragmentation and Inefficiencies in the Management of Economic Empowerment Funds

As of the 2023/24 financial year, the government of Tanzania manages 59 empowerment funds scattered across various ministries, local government authorities, regulatory bodies, and public institutions. The audit revealed that many of these funds have overlapping mandates, leading to duplication of efforts, increased administrative costs, and challenges in financial oversight. For example, similar funds—such as the Women and Youth Empowerment Funds under ministries and local governments, and the Youth Development Fund under the Prime Minister's Office—operate separately but serve the same target groups. This fragmentation results in inefficient fund allocation, difficulties in tracking financial performance, and inconsistent implementation of economic empowerment initiatives.

To enhance efficiency, financial oversight, and accountability, I recommend that the government:

- (a) **Merge Funds with similar objectives - consolidate empowerment funds that serve the same target beneficiaries to reduce administrative costs, eliminate duplication, and enhance fund utilisation efficiency. This will allow for a streamlined approach in disbursing financial resources while ensuring more impactful economic empowerment.**
- (b) **Centralize Fund Management under NEEC - Assign the National Economic Empowerment Council (NEEC) the responsibility of coordinating and managing all empowerment funds, ensuring standardised governance, uniform eligibility criteria, and efficient resource distribution.**

11.3.2 Agricultural Research Development Fund Not Operational

The Agricultural Research Development Fund has been established as per Section 26 (1) & (2) of the TARI Act 2016 to facilitate and support agricultural research and other functions of the institute sourcing its funds from the appropriation by the parliament and grants.

My review of TARI's operations for the year ended 30 June 2024 found that the Fund was established in June 2023 but inoperative despite the approval of the Institute regulations governing its operation in June 2023. The cause was delays in implementing the operational procedures and administrative framework required to operate the Fund. This hindered the institute's ability to facilitate and support agricultural research, potentially impacting ongoing and future research projects.

I recommend that TARI and the Ministry of Agriculture ensure the Fund's operationalisation by expediting the operational procedures and administrative logistics, including the appointment of members of the Committee and allocating adequate resources and staff to manage the Fund effectively.

11.3.3 Ineffective Performance of the Environmental Trust Fund

Sections 213 and 214 of the Environmental Management Act 2004 established the National Environmental Trust Fund, which gets revenue from parliamentary appropriations, donations, grants, income from financed projects, and levies on prescribed fees. The Fund's objectives include capacity building, supporting environmental research, conferring awards, issuing publications, providing scholarships, funding community-based programs through grants, and financing the National Environmental Advisory Committee meetings.

I assessed the Fund's existence and operationalisation during my audit of the Vice President's Office. Despite its establishment in 2006, I found that it failed to collect revenue to finance its intended activities. Furthermore, the Fund has been inactive for over 17 years, primarily due to the failure to implement the prescribed revenue collection mechanisms.

Lack of financial stability has impeded the Fund from achieving its purpose and obstructed the realisation of the Government's environmental objectives.

I recommend that the Government consider closing this inactive fund or take the necessary steps to operationalise it by utilising the prescribed revenue-

collection sources and ensuring its effective functioning to achieve the intended objectives.

11.3.4 Establishment and Operation of the Empowering Mining Development Fund (EMDF)

According to the statement of the Permanent Secretary in the EMDF submitted financial statements for the financial year ended 30 June 2024, the Empowering Mining Development Fund (EMDF) was established based on the National Empowerment Act of 2004, which provides for the establishment of Empowerment Funds to support the implementation of various economic empowerment initiatives.

It was formally established by the former Ministry of Energy and Minerals in 2012 to support small and medium-scale miners and promote entrepreneurship training in the mineral sector. The fund also supports capacity building for government officials responsible for supervising and administering the sector and promoting the sector's contribution to the national economy.

My review of the Fund's operation noted the following:

- (a) The establishment of EMDF did not follow the requirement of Section 27(1) of the National Economic Empowerment Act, 2004, which requires every institution or organisation wishing to carry on economic activities per this Act to apply for registration to the Executive Secretary of the National Economic Empowerment Council. Section 28 requires the Executive Secretary, upon being satisfied with the contents of the application, to register the institution or organisation and issue a certificate of registration. Further, I learned that there was no clear instrument/document detailing the Fund's establishment, purpose, source of funding, and operating procedures.
- (b) Initially, the Fund relied on contributions from mining companies, as outlined in Mining Development Agreements between the Government and mining companies. However, following the amendment of the Mining Act 2010 in 2017, which abolished these agreements, the EMDF was facing the challenge of securing a consistent and reliable source of funding. Currently, the Fund operates on a diminishing bank balance of TZS 178.47 million, as reported in the financial statements for the year ended 30 June 2024.

I am convinced that without a clear instrument of establishment and legislative framework, the EMDF lacks backup for its existence, making it difficult to have

reliable sources of funding and eventually limiting its impact on the mining development.

I recommend that the Ministry of Minerals reassess the need for the fund. If it is still needed, it should be re-established by following the appropriate legal framework, where the fund's purpose, source of funding, and operating procedures will be clearly detailed. If not, it should be discontinued.

11.3.5 Loan receivables at risk of not recovering TZS 2.58 billion

Para 6.1 of the Youth Development Fund Guideline of May 2022 stipulates the Loan repayment periods to be a maximum of 36 months from the date the loan to youth groups was issued.

My review of the Fund at the Prime Minister's Office - Labour, Youth, Employment, and Persons with Disabilities (PMO-LYED) revealed outstanding loan receivables totalling TZS 5.02 billion from LGAs (responsible for issuing loans to youth) as of 30 June 2024. Notably, TZS 2.58 billion (51%) of that amount has not been paid for three to 21 years.

I attribute this weakness to management's inadequate follow-up in monitoring loans disbursed to LGAs to be issued to youth. The LGAs' failure to recover the loans from youth groups and individuals delayed the timely issuance of new loans to other youth groups in need, ultimately hindering the Fund's objective of supporting youth economic activities and reducing unemployment.

I recommend that the management of PMO-LYED strengthen follow-ups through regular monitoring and evaluation of loan issuance and recovery processes at the council level. Furthermore, appropriate measures should be taken to recover long-outstanding loans.

11.3.6 Loans Issued to Youth Groups Before Undertaking Training and Mentorship TZS 1.28 Billion

Paragraph 4.1.2 of the Youth Development Funds Guideline 2022 requires loan beneficiaries to undergo appropriate pre-loan training in business development services (BDS), entrepreneurship, and financial management before the release of funds. The Youth Development Fund technical committee may collaborate with other stakeholders or outsource the training where necessary. Post-funding coaching and mentorship of beneficiaries shall be conducted to ensure the youth's ability to repay loans and perform well.

On the contrary, my audit revealed that in the financial year 2023/24, the Prime Minister's Office—Labour, Youth, Employment, and Persons with Disabilities (PMO-LYED)—issued loans totalling TZS 1.28 billion through the Youth Development Fund before beneficiaries received the necessary training and mentorship. The anomaly was caused by a lack of monitoring and evaluation, as the Ministry failed to conduct such essential activities.

In my view, issuing loans without first providing business development training increased the risk of beneficiaries mismanaging the funds, making loan recovery more challenging. As a result, the fund's objectives could not be achieved.

I recommend that the management of PMO-LYED undertake training and mentorship for loan beneficiaries before issuing loans. This would foster capacity building and enhance the beneficiaries' business knowledge, ensuring they do not utilise the funds for unintended activities for which the loans were intended. Monitoring and evaluation are also emphasised.

11.4 National Disaster Management Fund

11.4.1 Inefficiencies in the Management and Utilization of National Disaster Funds

The Prime Minister's Office (Vote 37) manages the National Disaster Management Fund, established under the Disaster Management Act No. 6 of 2022. The fund's primary objective is to support disaster prevention, mitigation, preparedness, response, and recovery activities, ensuring a comprehensive and coordinated approach to disaster risk management in Tanzania. The disaster management functions are executed at multiple levels, starting from community-based structures at the street and ward levels, progressing to district and regional disaster management committees, and ultimately being coordinated at the national level by the National Disaster Steering Committee. These multi-level coordination mechanisms ensure effective resource allocation, response planning, and recovery efforts following disaster incidents.

A review of the Prime Minister's Office's management of disaster-related issues revealed key gaps and challenges in the utilisation of the National Disaster Management Fund as detailed below:

11.4.2 Unutilised Funds for the Construction of Infrastructure Affected by Floods in Hanang TZS 7.01 Billion

On 03 December 2023, the Hanang District Council in the Manyara Region faced a mud flood catastrophe. From December 2023 to June 2024, the Prime

Minister's Office (PMO) released a total of TZS 15.49 billion, of which TZS 4.36 billion was transferred to Hanang District Council. The remaining TZS 11.13 billion was transferred to four government entities in the Manyara Region—TARURA, BAWASA, TANESCO, and RUWASA—for the restoration of various affected and demolished infrastructures. In addition to infrastructure restoration, the government committed to construct 109 houses (73 funded by the government and 36 by the Tanzania Red Cross).

As of 04 October 2024, TARURA, BAWASA, TANESCO, and RUWASA had used TZS 4.12 billion, while TZS 7.01 billion was unutilised. The underutilisation was largely caused by delayed procurement processes by those entities, leading to delays in implementing some works and the lack of milestones to ensure the timely completion of the project. Such delays undermined recovery efforts and hindered the restoration of critical infrastructure and services, including water, electrical, and road projects.

I recommend that the Prime Minister's Office (PMO), in collaboration with the Manyara Region Disaster Management Committee, strengthen follow-ups with recipient entities to ensure the efficient execution and timely construction of infrastructure and services affected by the floods.

11.4.3 VAT Exemption Not Sought on Disaster Recovery Projects Resulted in Additional Costs Amounting to TZS 252.86 Million

I found that on 29 February 2024, Hanang District Council engaged M/S Suma JKT Construction Company Limited to construct 73 houses for mudslide victims at a contract price of TZS 1.66 billion, of which TZS 252.86 million was allocated for VAT. Although M/S Suma JKT completed the project, I learned that a substantial amount of TZS 252.86 million, equivalent to 15.25% of the total project cost, was incurred as VAT.

This amount could have been saved and used to build an additional 11 houses, thereby increasing the number of beneficiaries if Hanang District Council had sought VAT exemption. This led to missed opportunities to maximise the effectiveness of disaster recovery efforts.

I recommend that the Prime Minister's Office, in collaboration with project implementors, ensure that VAT exemption is sought from the TRA to maximise the use of the mobilised funds.

11.4.4 Financial Loss of TZS 118 Million Due to Construction of Dry and Contaminated Boreholes

I found that RUWASA Manyara spent TZS 57 million drilling three boreholes that did not yield water. Additionally, RUWASA spent TZS 60.95 million on two boreholes that produced hard, contaminated water unsuitable for human consumption. I also learned that the RUWASA management relied on an outdated hydrological survey report and did not properly conduct the survey, resulting in a loss of TZS 118 million.

I recommend that RUWASA management ensure that up-to-date and comprehensive hydrological surveys are adopted before initiating borehole construction projects. This will help identify viable water sources and avoid investments in non-productive or contaminated sites.

11.4.5 Potential Misuse of TZS 41 Million Resulted from the Inclusion of Unrelated Items in the Water Supply Project Contract

I found that on 23 September 2024, RUWASA Manyara contracted M/s JISHAM & Construction Co. Ltd for the construction of water supply projects to Gabadaw, Kinyamburi, Sarjanda, Basodagwaruq, and Nangwa villages at the price of TZS 1.25 billion. The review of the contract identified two unrelated items—five toolboxes worth TZS 1 million and five motorcycles worth TZS 40 million—that were irrelevant to the water project. The inclusion of these items was attributed to an inadequate review of the Bills of Quantities by RUWASA Manyara management and could result in the misuse of taxpayer funds amounting to TZS 41 million. At the time of finalising the audit report in February 2025, RUWASA had not paid TZS 41 million to the contractor.

I recommend that RUWASA management review the contract to exclude all unrelated items, thereby ensuring that resources are used solely for the intended water supply project.

11.4.6 Delayed Construction of Primary and Kindergarten Schools by the Government

During the review of disaster reports, I found that the government committed to building a new primary and kindergarten school in Hanang for TZS 546.39 million. However, at the time of the audit in November 2024, I observed that building materials worth TZS 101.57 million were procured and kept in store, and the government did not allocate the remaining budget of TZS 444.83 million. Additionally, there was no evidence that the government had initiated

the procurement process to engage the contractor, further delaying the project's implementation.

I recommend that the government allocate the remaining TZS 444.83 million to Hanang District Council to expedite the procurement process for the contractor and establish a clear implementation timeline to ensure the timely construction of the primary and kindergarten schools.

11.4.7 Delayed Reallocation of Materials to Entities in Need TZS 231.06 Million

Regulation 26(3)(b) of the Disaster Management Regulations 2022 requires that funds or assistance for disaster management activities be used for their intended purpose. In cases where funds or assistance remain unused, they should be sent to the humanitarian aid storage facility or as directed by the Secretary-General.

During my audit, I found that by 30 June 2024, Hanang District Council received a total of 14,823 iron sheets, worth TZS 419.69 million, and 22,973 bags of cement, worth TZS 324.42 million, to assist with the reconstruction of a pre-primary school, health centres, and vegetable and fruit markets at Warren. However, during a site visit in September 2024, I observed that construction materials worth TZS 231.06 million—comprising 6,014 iron sheets worth TZS 170.27 million and 4,305 bags of cement worth TZS 60.79 million—remained unused for the completion of all facilities. These materials were kept in Warret Warehouses and the Hanang District Council Store.

Those materials were contributed by various parties. However, the delayed reallocation of those materials to entities in need posed a risk of damage, spoilage, or theft, indicating improper management of contributed resources for disaster recovery.

I recommend that the Hanang District Council coordinate with the Prime Minister's Office to identify and reallocate materials worth TZS 231.06 million to other disaster-affected projects or entities in need, in compliance with Regulation 26(3)(b) of the Disaster Management Regulations, 2022.

CHAPTER TWELVE



Tanzania Embassies, High Commissions and Missions



TANZANIA EMBASSIES, HIGH COMMISSIONS AND MISSIONS

12.1 Introduction

The Ministry of Foreign Affairs and East African Cooperation is responsible for formulating and overseeing the implementation of Tanzania's foreign policy to protect and promote national interests abroad. This is achieved through its foreign missions, including embassies, high commissions, permanent missions, and consulates. These missions play a vital role in facilitating trade, investment, and diplomatic relations.

For the financial year 2023/24, the government allocated TZS 161.01 billion to finance the activities of 43 foreign missions, of which TZS 148.84 billion (92%) was disbursed. This chapter presents the audit findings and recommendations related to financial and compliance audits conducted at the Ministry of Foreign Affairs and East African Cooperation and its foreign missions. The key areas reviewed include economic diplomacy, revenue and budget management, expenditure management, and property management.

12.2 Economic Diplomacy

Paragraph 28 of the Foreign Policy, 2001, explains that Economic Diplomacy constitutes contacts and engagements with other countries, intergovernmental organizations, and international entities. GN No 385 of 07 May 2021 mandates the Ministry of Foreign Affairs and East African Cooperation to perform various functions to pursue diplomacy that advances Tanzania's social, political, and economic interests while respecting human dignity, equality, freedom, and sovereignty.

The Ministry, through Subvote 1021 - Economic Diplomacy Division, executes activities under Objective C (Strengthening Institutional Capacity) and Objective E (Promoting Social and Economic Interests). Of the TZS 641 million allocated, TZS 529 million (82%) was utilized.

12.2.1 Unfulfilled Reciprocity Arrangements

Reciprocity in diplomacy ensures mutual benefits between states. Article 2 of the Vienna Convention on Diplomatic Relations, 1961, requires diplomatic

relations and permanent missions to be established by mutual consent. However, several reciprocity arrangements remain unfulfilled.

The Tanzanian Government allocated 5 acres in Mtumba-Dodoma's diplomatic zone for foreign embassies, including Türkiye. Despite reminders in March and November 2024, Türkiye has not allocated land for Tanzania's Chancery and residence. Similarly, Plot No. 61, Block A, Ihumwa Area, Dodoma, was granted to the Embassy of the State of Kuwait, yet the Tanzanian Embassy in Kuwait has not received a response to its January 2023 reminder for reciprocal land allocation.

The lack of response from respective authorities undermines reciprocity, strains diplomatic relations, and increases embassy operational costs due to rental expenses for offices and residences. Strengthened diplomatic engagement is essential to ensuring Tanzania's diplomatic and economic interests are upheld.

I recommend that the government, through the Ministry of Foreign Affairs and East African Cooperation, continue to issue regular reminders, engage in diplomatic dialogue, and coordinate with relevant authorities to expedite the allocation of lands to Tanzanian embassies in Ankara and Kuwait. Also, obtain a visa waiver for Tanzanian Citizens entering the Democratic Republic of Congo.

12.2.2 Lack of Guidelines for Conducting Swahili Classes for Foreign Missions

Paragraph 26 of the New Foreign Policy 2001 emphasises protecting and promoting Tanzania's political, economic, social, and cultural interests through active economic diplomacy.

A review of the Swahili language program in foreign missions revealed that TZS 142.47 million was budgeted for establishing Swahili classes. However, there were no formal guidelines to regulate their operations, including policies on curriculum development, teacher qualifications, class schedules, and funding allocation.

For instance, at the Tanzania Embassy in Paris, the Diaspora community manages the Swahili classes and collects class fees. Similarly, the Tanzania

Embassy in Rome oversees the program, including teacher payments. In 2023/24, a total of TZS 18.57 million in Swahili class fees was collected and transferred to the Consolidated Fund.

The absence of structured guidelines has led to inconsistent quality and administration of Swahili classes, limiting their effectiveness as a cultural and diplomatic tool. Establishing clear operational guidelines is essential to ensuring standardization, accountability, and sustainability of Swahili language programs in foreign missions.

I recommend that the government ensures the Ministry of Foreign Affairs and East African Cooperation develops, communicates, and implements guidelines for the operation of Swahili classes to enhance the quality and consistency of Swahili programmes and bolster the Embassy's cultural diplomacy initiatives.

12.2.3 Inadequate Availability of Skilled Personnel in Foreign Missions

Paragraph 26 of the New Foreign Policy 2001 emphasises protecting and promoting Tanzania's political, economic, social, and cultural interests through active economic diplomacy.

Upon reviewing the staff establishments concerning the activities of Foreign Missions responsible for executing economic diplomacy, I identified a need to appoint skilled and qualified personnel for the following Embassies:

- (i) At the Tanzania Embassy in Brasilia, there are no technical staff specialising in trade, agriculture and tourism. Those areas are important for advancing economic diplomacy and leveraging the opportunities available in Brazil.
- (ii) At the Tanzania Embassy in Jakarta, coordination officers were lacking to manage available opportunities in the agriculture, industry, trade, and mining sectors.
- (iii) The Tanzania Embassy in Paris lacked a UNESCO-coordinator despite Tanzania holding a seat on the Executive Board (EXB) for the 2023-2025 term. Additionally, an Economist was needed to support economic diplomacy, a core focus of Tanzania's foreign policy.

- (iv) In Algiers an attaché for the oil and gas sector was missing, limiting Tanzania's ability to capitalize on Algeria's leadership in oil exports through Sonatrach, Africa's largest oil company. This gap restricted Tanzania's economic diversification efforts in the energy sector.
- (v) The Tanzania Embassy in Doha required an economic and trade attaché to facilitate trade and investment partnerships. Given Qatar's strong economy, the absence of this role hindered the promotion of tourism, agriculture, and investment opportunities and reduced efficiency in handling economic inquiries and bilateral engagements.
- (vi) Furthermore, at the Tanzania Embassy in Rome, there was a need to appoint a Permanent Representative for Agriculture to multilateral organizations, including FAO, WFP, and IFAD. Currently, the role is handled by an Agricultural Attaché, who lacks voting rights in decision-making processes, limiting Tanzania's ability to secure funding and engage fully in agricultural initiatives.

These gaps were primarily due to budget constraints and misalignment of human resources with the diplomatic and economic priorities of foreign missions. Without adequate funding and specialized personnel, Tanzania's ability to engage effectively in bilateral and multilateral platforms remains constrained, limiting the country's economic and diplomatic potential.

I recommend that the government increase the budget for Tanzania's foreign missions to address the stretched human resource capacity that aligns with the missions' mandates and, where possible, fill the vacant positions highlighted.

12.3 Revenue and Budget Management

12.3.1 Untimely Disbursement of Funds to Tanzania Foreign Missions

The activities of the Tanzania Foreign Missions are financed mainly by recurrent and development grants from the Ministry of Foreign Affairs and East African Cooperation. Sect. 44(3) of the Budget Act, CAP 439 [R.E 2020] requires the Accounting Officer to commit the budget in accordance with the annual cash flow plan.

A review of 43 Foreign Missions for the 2023/24 financial year revealed that while the approved budget was TZS 161.01 billion, only TZS 148.89 billion (92%) was disbursed. Additionally, funds were consistently delayed by one month throughout the year, affecting the embassies' ability to meet financial obligations such as rent, school fees, operational expenses, and staff allowances.

For example, the Tanzania Embassy in Beijing incurred a penalty of TZS 42.39 million due to late rent payments caused by delayed fund disbursement from the Ministry.

I recommend that the Government ringfence budgeted funds for Foreign Missions to ensure they are prioritised and disbursed on time. This will enable the Missions to meet their essential obligations—such as rent, tuition fees, operational expenses, and staff allowances—without interruption. Timely disbursement is critical to maintaining the effective delivery of diplomatic services and preserving the country's international image and credibility.

12.3.2 Prolonged Idleness of Development Funds in Foreign Missions TZS 2.08 billion

Sect. 44(3) of the Budget Act, Cap. 439 [R.E 2020] requires the Accounting Officer to commit the budget in accordance with the annual cash flow plan.

My review found that on 21 December 2023, the Ministry of Foreign Affairs and East African Cooperation transferred TZS 3.14 billion to two foreign missions for rehabilitation and furniture purchase without clear timelines and details on implementation. However, TZS 2.08 billion remained unutilised in deposit accounts for 14 months as of February 2025. The details of the unutilised funds in the Tanzanian foreign Missions are presented in **Table 44**.

Table 44: Funds transferred to the Tanzania Foreign Missions

Details	Amount Transferred (TZS)	Remained Fund (TZS)
Rehabilitation and purchase of furniture for the Tanzania Permanent Mission to the United Nations in Geneva	1,934,068,330	1,934,068,330

Details	Amount Transferred (TZS)	Remained Fund (TZS)
Rehabilitation and purchase of furniture for the Tanzania High Commission in London	1,214,099,741	152,919,766
Total	3,148,168,071	2,086,988,096

Source: Management letters for financial year 2023/24

This was attributed to a lack of clear timelines and detailed project implementation plans before funds were disbursed to Foreign Missions. There is a risk of increased renovation costs due to increased dilapidation of buildings over time which could have been avoided.

I recommend that the Ministry of Foreign Affairs and East African Cooperation ensure:

- (a) comprehensive project implementation plans, and clear timelines and milestones are in place before funds are disbursed to foreign missions; and
- (b) commencement and completion of the rehabilitation without further delay.

12.4 Property Management

12.4.1 Prolonged Actions for Disposal of Obsolete Assets

Regulation 22(1) of the Public Finance (Management of Public Property) Regulations, 2024, requires public sector entities to seek approval from the Permanent Secretary - Treasury to dispose of unserviceable property.

A circular issued on 7 October 2021 by the Permanent Secretary of the Ministry of Finance and Planning (Ref. FA.48/185/01) outlines procedures for disposing of unserviceable government assets in embassies, requiring the formation of a Board of Survey and approval by the Permanent Secretary of the Ministry of Finance.

A review of 21 foreign missions revealed that obsolete furniture, office equipment, and motor vehicles remained undisposed despite multiple requests

for disposal approval sent to the Ministry of Foreign Affairs and East African Cooperation between January 2019 and October 2024.

Additionally, at the Tanzania Embassy in Rome, the Italian Government allocated three slots for diplomatic vehicles. However, failure to dispose of a non-functional vehicle (Registration No. CD 0058 DE) prevented the Embassy from acquiring a replacement, as all allocated slots were occupied. Details of obsolete assets are shown in **Appendix XIII**.

This was attributed to the prolonged procedures and delays in obtaining the disposal approval from the Permanent Secretary-Treasury, leaving the items occupying limited office space, posing safety hazards, and hindering the replacement of essential equipment.

I recommend that the Ministry of Foreign Affairs and East African Cooperation liaise with the Ministry of Finance to issue clear directives that will facilitate timely asset disposal and, where possible, grant authority for foreign missions to dispose of certain types of obsolete assets such as furniture, fittings, ICT equipment's and motor vehicles.

12.4.2 High Rental Cost for Tanzania Foreign Missions TZS 22.63 Billion

Regulation 11(3)(c) of the Public Finance Regulation 2021 mandates Accounting Officers to properly manage and safeguard public funds and resources under their responsibilities. This includes maintaining appropriate checks and securing all equipment or properties their departments hold.

A review of 43 audited Tanzania Foreign Missions revealed that 39 missions incurred TZS 22.63 billion in rental expenses for office and residential premises during 2023/24, representing 14% of the annual budget for embassies. Over the past three years, total rental payments amounted to TZS 56.56 billion, funds that could have been directed towards servicing a mortgage for embassy-owned buildings instead of recurring rental costs. Details are shown in **Table 45**.

Table 45: Trend of Rent Payment for Three Years

S/No	Financial Year	Amount Paid (TZS)
1	2023/24	22,636,286,299
2	2022/23	18,463,447,500
3	2021/22	15,466,352,294

S/No	Financial Year	Amount Paid (TZS)
	Total	56,566,086,093

Source: Foreign Missions Financial Statements

I attribute this to the Government's inability to rehabilitate dilapidated buildings and undeveloped plots provided by the host countries. The continued rental payment substantially reduces the available funds to implement activities, affecting the Mission's implementation of its core mandate.

I recommend that the government explores soliciting funds or assess the possibility of obtaining a mortgage loan to construct or purchase embassy-owned buildings, thereby reducing dependence on costly rentals.

12.5 Bilateral Arrangements

12.5.1 Risk Exposure Due to Lack of a Standardized Bilateral Investment Treaty Framework

Government Notice No. 407 A and B (GN No. 407) mandates the President's Office - Planning and Investment (POPI) (Vote 11) to lead, coordinate, and monitor the negotiation of International Investment Agreements on behalf of the government. This includes Bilateral Investment Treaties (BITs), which are agreements between two countries aimed at protecting and promoting foreign investments by establishing legal protections, dispute resolution mechanisms, and other investment-related terms.

As of 30 June 2024, Tanzania had signed 30 BITs with various countries. However, all these treaties were developed by partner countries, rather than by the government through POPI. The reliance on foreign-drafted agreements increases the risk of unfavourable terms, as they may prioritize the interests of partner countries over Tanzania's strategic objectives. This misalignment could lead to investment conditions that do not fully support the country's long-term economic and policy goals.

I recommend that the government, through POPI, develop a comprehensive Model BIT that aligns with national investment priorities. This will ensure that future agreements provide fair protection for foreign investors and the nation's economic interests.

CHAPTER THIRTEEN



Human Resources, Payroll Management and Terminal Benefits



HUMAN RESOURCES, PAYROLL MANAGEMENT AND TERMINAL BENEFITS

13.1 Introduction

This chapter summarises the findings identified during the human resources audit, payroll management, and the processing of terminal benefits across various Central Government Entities.

It includes recommendations to improve human resources management in the public sector. The proposed measures are designed to enhance operational efficiency and ensure that public institutions effectively meet their responsibilities.

13.2 Human Resource Management

Effective human resources management is crucial for public entities. It ensures a skilled and motivated workforce that delivers quality services. It enhances productivity, promotes accountability, and supports institutional goals. Weaknesses in Human Resources Management can cause inefficiencies and workforce planning challenges. This section outlines key deficiencies in public entities and underscores the need for strategic improvements to enhance operational effectiveness.

13.2.1 Non-Remittance of Statutory Deductions of TZS 1.34 Billion

Regulation 12(4) of the Public Service Social Security Fund (General) Regulations, 2018, and Section 12(7) of the National Social Security Fund Act, 2018, require employers contributing to the Security Fund to remit the amounts due within one month after the end of the month to which the contributions relate.

Similarly, Section 9 (1) of the National Health Insurance Fund Act of 1999 and Section 84 (2) of the Income Tax Act (CAP 332, Revised Edition 2019) require the timely remittance of deductions, and penalties are imposed for any delays.

I found that 20 entities did not remit pension contributions, health insurance contributions, and pay-as-you-earn (PAYE) totalling TZS 1.03 billion to PSSF, NSSF, NHIF, and TRA for delays ranging from one to 21 years. This represented

a decrease of TZS 25.78 million compared to the TZS 1.06 billion reported for 17 entities in the previous year, as detailed in Table 46.

Additionally, I found that the Tanzanian Embassies in Bujumbura and Kinshasa did not comply with the respective countries' requirements by failing to remit statutory deductions, with the total amount of TZS 311.6 million (TZS 33.71 million from Bujumbura and TZS 277.89 million from Kinshasa) and making a total Non-Remittance of Statutory Deductions TZS 1.34 billion.

Table 46: List of Entities that Did Not Remit Statutory Deductions

S/No	Name of the Entity	Counter party	Amount (TZS)
1	Bunda Water Supply and Sanitation Authority	TRA	105,366,373
		PSSSF	183,111,635
2	Busega Water Supply and Sanitation Authority	NSSF and PSSSF	34,236,400
3	Chato Water Supply and Sanitation Authority	PSSSF	54,687,069
4	Ifakara Urban Water Supply and Sanitation Authority	PSSSF	14,172,598
5	Igunga Water Supply and Sanitation Authority	PSSSF	115,651,793
6	Imuka Community-Based Water Supply Organisation	Pension Funds	4,056,000
7	Jitegemee Secondary School	NSSF	2,104,944
8	Kasulu Water Supply and Sanitation Authority	PSSSF	65,170,195
9	Kilwa Masoko Water Supply and Sanitation Authority (KIMUWASA)	PSSSF	2,918,600
10	Kondoa Water Supply and Sanitation Authority	PSSSF	72,117,579
11	Makonde Plateau Water Supply and Sanitation Authority	PSSSF	47,073,000
12	Mugango/Kiabakari Water Supply and Sanitation Authority (MKWASSA)	NHIF	1,142,700
13	Nkimwankoi CBWSO	PSSSF	5,040,000
14	Orkesumet Water Supply and Sanitation Authority	PSSSF	57,554,485
15	Rural Water Supply and Sanitation Agency (RUWASA)	NHIF	1,846,200
		PSSSF	6,154,000
16	Singida Regional Referral Hospital	TRA	2,037,600
		NHIF	532,800
		PSSSF	5,328,000
17	SUMAJKT Consultancy Bureau Company Limited	TRA	12,705,000

S/No	Name of the Entity	Counter party	Amount (TZS)
18	Tunduru Urban Water Supply and Sanitation Authority	PSSSF and NSSF	26,205,564
19	Ushiroombo Water Supply and Sanitation Authority (UWSSA)	PSSSF	567,000
20	Wanging'ombe Water Supply and Sanitation Authority	PSSSF	215,470,590
Total			1,035,250,124

Source: Management letters for financial year 2023/24

I attribute this to insufficient funds and inadequate tracking mechanisms for timely remitting statutory deductions. Non-compliance threatened employees' financial security, delays access to entitled retirement benefits and exposed entities to potential fines and penalties. Also, the failure to remit deductions resulted in a penalty of TZS 83.38 million for four entities, namely, Chato WSSA, Wanging'ombe WSSA, Tunduru Urban WSSA and Kilwa Masoko Water Supply and Sanitation Authority (KIMUWASA), which could have been used to finance other operating activities.

I recommend that the Government, through its respective Accounting Officers, implement effective mechanisms to ensure the timely remittance of statutory deductions, allocate funds for that purpose, and remit the outstanding amounts immediately.

13.2.2 Lack of Induction and Orientation Courses for 434 Newly Recruited Employees

Order G 1 (8) of the Standing Orders for the Public Service, 2009, requires governmental entities to conduct induction and orientation programmes for newly appointed employees.

My audit found that 17 entities did not conduct induction and orientation programs for 434 newly recruited employees. A detailed list of these entities is provided in **Table 47**.

Table 47: Entities that Did not Conduct Induction and Orientation

S/No	Entity	No. of staff	The Recruitment Period
1	Ministry of Livestock and Fisheries	123	July 2023 to June 2024

S/No	Entity	No. of staff	The Recruitment Period
2	Ministry of Water (Vote 49)	64	September 2023 to March 2024
3	Tengeru Institute of Community Development	35	August 2023
4	Livestock Training Agency (LITA)	34	July 2023 to June 2024
5	Tanzania Meteorological Authority (TMA)	26	February to June 2024
6	Water Institute	20	July 2023 to June 2024
7	Mugango/Kiabakari Water Supply and Sanitation Authority (MKWASSA)	17	July 2023 to June 2024
8	Njombe Regional Referral Hospital	15	July 2023 to March 2024
9	Ruvuma and Southern Coast Basin Water Board	15	August 2022
10	Lake Tanganyika Basin Water Board (LNBWB)	15	January 2024
11	Tanzania Film Board	13	September 2023
12	Fisheries Education and Training Agency	12	July 2023 to June 2024
13	Tanga Regional Referral Hospital	12	July 2023 to March 2024
14	Songwe Regional Referral Hospital	11	July 2023 to March 2024
15	Ardhi Institute Morogoro	8	December 2023 to May 2024
16	Sumbawanga Regional Referral Hospital	7	July 2023 to March 2024
17	Tanzania Fisheries Corporation (TAFICO)	7	July to August 2023
Total		434	

Source: Management letters for financial year 2023/24

Budget constraints primarily prevented Induction and Orientation Courses from being conducted, negatively affecting employee productivity, performance, and service delivery.

I recommend that the Government, through respective Accounting Officers prioritise the induction and orientation of new employees to equip them with ethical standards and essential guidelines for their roles.

13.2.3 Inaccurate employee data in the Human Capital Management Information System (HCMIS)

Regulation 110 (1) of Public Finance Regulations, 2001, vests in Accounting Officers the responsibility of keeping proper records of Personal Emoluments within their jurisdictions and updating them regularly to ensure their accuracy.

Additionally, Circular No.1 (Ref.No. CAC.44/472/01/A) of 24 May 2021 and Establishment Letter (Ref.No. CFC.26/205/01/AR/71) of 30 May 2022 require employers to update employees' information in the Human Capital Management Information System (HCMIS) through data cleaning.

I found inconsistencies in the data across eight entities, where 283 employees had incomplete and outdated information in HCMIS. The discrepancies were observed in employee promotion dates, confirmation dates, academic qualifications, and mismatched birthdates between HCMIS and NIDA, as detailed in Table 48.

Table 48: List of Entities with Inaccurate Employees' Data in HCMIS

S/No	Name of the Entity	No. of Employees	Discrepancy
1	Ministry of Water (Vote 49)	143	Recorded birthdates in the system did not match those listed in their National Identification Numbers (NIN).
2	Tanzania Meteorological Authority (TMA)	62	
3	Ministry of Transport	31	
4	Ministry of Energy	9	
5	President's Office Planning and Investment (Vote 11)	4	
6	Agency for the Development of Educational Management	25	Mismatched birthdates between HCMIS and NIDA and un-updated designation status of employees in the HCMIS.
7	Wami Ruvu Basin Water Board	5	The confirmation and promotion date reads the year 1900, there is no staff personal file number and an incomplete workstation information.
8	Tanzania Airports Authority	4	Staff with no form four index numbers.
Total		283	

Source: Management letters for financial year 2023/24

These anomalies stem from inadequate updates to employees' records in the HCMIS. As a result, inaccurate employee records in the HCMIS may lead to wrongful terminations, extended employment beyond retirement, legal and financial risks, and hindered decision-making in promotions, remuneration, and development.

I recommend that the Government, through the Accounting Officer of the respective entities, ensure consistently updated and clean employee records in the HCMIS. The PO-PSMGG addresses system inefficiencies by enhancing HCMIS functionality to achieve its objectives and maximize value for money.

13.2.4 Staff in Acting Capacity for More Than Six Months

Order D.24 (3) of the Standing Orders for the Public Service, 2009, requires that a public servant not serve in an acting capacity for more than six months and that the appointing authority complete the appointment process within this period.

I found that 15 entities had 106 staff members acting in vacant positions beyond the six-month limit, with acting periods ranging from seven to 84 months, as detailed in **Table 49**.

Table 49: Staff in Acting Capacity for more than six months

S/No	Name of the Entity	No. of Employee	Range of Acting (Months)
1	Prisons Service Department	24	8 to 49
2	Tanzania Buildings Agency (TBA)	21	12 to 36
3	Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA)	14	7 to 37
4	Lake Rukwa Basin Water Board	13	26
5	Government Procurement Services Agency	9	60
6	Planning Commission	5	9 to 12
7	Government Chemist Laboratory Authority	4	8 to 84
8	Valuers Registration Board	3	14

S/No	Name of the Entity	No. of Employee	Range of Acting (Months)
9	Ministry of Community Development, Gender, Women, and Special Groups	3	15
10	Eastern Africa Statistical Training Centre	2	48
11	Joint Finance Commission	2	10 to 24
12	Information and Communication Technologies Commission	1	15
13	Tanzania Extractive Industry Transparency	2	9 to 22
14	UNESCO National Commission	2	9 to 10
15	Traditional and Alternative Health Practice Council	1	9
Total		106	

Source: Management letters for financial year 2023/24

This issue, repeatedly highlighted in previous audits, persists due to delays in obtaining hiring and staff transfer permits from PO-PSMGG, prolonged vetting processes, and inadequate follow-up by the respective entities' management with the appointing authority, further exacerbating the situation. I consider that delays in appointing and promoting staff promptly negatively impact employee morale, decision-making, accountability, and overall institutional performance.

I recommend that the PO-PSMGG take immediate measures to resolve the anomaly by fast-tracking the appointment of staff who have been acting for extended periods. Additionally, where acting employees do not meet the required qualifications, new appointments are necessary to fill the positions substantively.

13.2.5 Unpaid Staff Claims Amounting to TZS 274.80 Billion

Order E.23 of the Standing Orders for the Public Service, 2009, requires that when a government employee is promoted or appointed to a higher post with retrospective effect, they are entitled to salary arrears. Also, Paragraph 4 of the Treasury Circular No. 1 with Ref. No. CBE.187/209/01'B'/51 of 7 February 2023, paragraph 4 requires that all employers are instructed to administer salary payment procedures to avoid the accumulation of salary arrears.

I reviewed the financial statements for the year ended 30 June 2024 and noted that 205 entities recorded outstanding staff claims totalling TZS 274.80 billion, representing an increase of TZS 27.61 billion compared to the previous year. Details are provided in **Appendix XIV**.

The rise in unpaid staff claims was primarily due to insufficient funds and delays in approvals by the President's Office - Public Service Management and Good Governance.

I am convinced that unsettled staff claims contribute to growing Government obligations, demoralise employees, and ultimately impact service delivery. Payment delays further accumulate Government liabilities, negatively impacting financial stability and staff motivation.

I recommend that government entities collaborate with the President's Office Public Service Management and Good Governance to expedite the approval and payment of outstanding staff claims.

13.2.6 Absence of Approved Scheme of Service

Order D.6 (2) of the Public Service Standing Orders, 2009, stipulates that individuals must have the qualifications outlined in an approved Scheme of Service for a specific role before being appointed, promoted, or transferred to any public service position.

I found that seven entities lacked an Approved Scheme of Service for the period ranging from one to 41 years. **Table 50** lists the entities without an approved scheme of service.

Table 50: List of Entities without Approved Scheme of Service

S/No	Name of the Entity	Establishment Date
1	Beekeeping Training Institute	August 2010
2	Chato Zonal Referral Hospital	September 2022
3	Geological Survey of Tanzania	May 2018
4	Prisons Corporation Sole	1983
5	Rujewa Water Supply and Sanitation Authority	June 2024
6	SHIMA Guard Company Limited	February 2021
7	Mbulu Town Water Supply and Sanitation Authority	2002

Source: Management letters for financial year 2023/24

The anomaly was primarily caused by delays in obtaining approvals from the relevant authorities. Without an approved Scheme of Service, staff in various cadres remained uncertain about their entitlements concerning appointments, promotions, and transfers. This uncertainty could diminish staff performance and morale, affecting the entity's effectiveness.

I recommend that the Government, through PO-PSMGG and respective entities, develop and secure approval for their respective Schemes of Service.

13.2.7 Insufficient Number of Public Servants

Orders D.7 and D.8 (1) and (4) of the Public Service Standing Orders, 2009, outline the Recruitment Secretariat's responsibilities in filling vacancies within the public service and the procedures to be followed during the recruitment process.

I found a shortage of public servants across various Government entities. A review of the staff establishments and vacant positions in 39 government entities detected a shortfall of 2,202 staff members compared to the required 4,490. The shortage hindered the achievement of operational goals set by the Central Government entities. Details are provided in **Appendix XV**

I attribute the issue to delays in the President's Office–Public Service Management and Good Governance (PO-PSMGG) filling vacant positions and granting employment permits.

I recommend that the Government, through PO-PSMGG, ensure that vacant positions are promptly filled.

13.2.8 Unretired Staff Imprests amounting to TZS 2.28 Billion

Regulation 103 of the Public Finance Regulations 2001 requires prompt retirement of the issued imprests or recovery of the overdue imprest from the employee's salary.

On the contrary, I noted that employees at nine entities had unretired staff totalling TZS 2.28 billion. Despite the overdue retirement date, the entities have not recovered such amounts from their emoluments. Details are provided in **Table 51**.

Table 51: List of Entities with Outstanding Imprests

S/No	Name of the Entity	Amount (TZS)
1	Ardhi Institute Morogoro	793,522,469
2	Ministry of Foreign Affairs and East African Cooperation	669,182,774
3	Ministry of Lands, Housing and Human Settlements Development - (Vote 48)	357,610,120
4	National Water Fund	209,276,250
5	Ministry of Energy Production Sharing Agreement (MEM PSA)	139,150,902
6	RUWASA	44,040,000
7	Tanzania Embassy in Jakarta	37,345,700
8	Dodoma Regional Referral Hospital	33,428,000
9	President's Office Public Service Management and Good Governance	5,441,034
Total		2,288,997,249

Source: Management letters for financial year 2023/24

This highlights inadequate enforcement of financial controls, which impacts the efficient management of Government funds and increases the risk of misappropriation of public resources.

I recommend that the Government strengthen financial controls to ensure the timely retirement of interests in compliance with regulations and recover the outstanding amounts from the responsible officers' salaries, emoluments, or other dues as necessary and submit evidence for verification.

13.3 Audit of processed payments of terminal benefits

Pre-audit of terminal benefits paid from the Consolidated Fund is a process carried out by the Controller and Auditor General as mandated under Article 143(2)(a) of the Constitution of the United Republic of Tanzania, 1977 (as amended). The Constitution requires the CAG to authorize the disbursement of funds from the Consolidated Fund only after verifying compliance with the conditions set forth in Article 136.

13.3.1 Scope and Purpose of the Pre-Audit

The pre-audit of terminal benefits ensures the accuracy, compliance, and legality of pension files before disbursement, safeguarding against errors, fraud, and financial losses, while promoting transparency and accountability. It covers terminal benefits for public servants paid from the Consolidated Fund, including pensions, and gratuities to certain government officials.

13.3.2 Performance Out-turn

The pre-audit commenced with 81 retirees' files brought forward from the financial year 2022/23, and 1,950 files were received during the year 2023/24, making a total of 2,031 files available for pre-audit. Out of these, 1,789 were examined and approved, while 125 were reviewed and returned to employers due to queries. As a result, the balance as of 30 June 2024 was 117.

13.4 Results of Pre-Audit of Terminal Benefits Files

The pre-audit of terminal benefits files for the financial year 2023/24 found issues as elaborated in the following paragraphs:

13.4.1 Wrong computation of Terminal Benefits by Employers

My review of 1,789 approved pension files disclosed that 30 (2%) retirees' files were inaccurately computed in terms of service period, wrongly applied salaries, employer's contributions to the Pension fund, and miscellaneous incorrect computations. However, the same was rectified and approved accordingly.

Among the 30 erroneously computed terminal benefits files, 17 files (57%) showed an overstatement of TZS 244.38 million, while 13 files (43%) had an understatement of TZS 26.17 million.

The summary of the number of files and specific anomalies noted is shown in **Table 52**.

Table 52: Inaccurate Computation of Terminal Benefits

S/No	Subject	Terminal benefits overstated		Terminal benefits understated	
		No. of cases	Amount (TZS)	No. of cases	Amount (TZS)
1	Incorrect Service Periods	13	222,793,909	10	22,340,915
2	Miscellaneous incorrect computations	1	46,607	1	1,955,537
3	Wrong applied Salaries	3	21,542,225	2	1,873,996
Total		17	244,382,741	13	26,170,447

Source: Pension/Gratuity papers and CAG computations

The anomalies were caused by errors in calculating terminal benefit arising from mistakes in mathematical computations, misinterpretation of benefits policies, data entry inaccuracies, and the absence of adequate validation checks to identify and rectify errors during the calculation process.

Without my pre-audit, the government would have faced a potential loss of TZS 244.38 million due to overstatements, and pensioners would have experienced a collective underpayment of TZS 26.17 million.

The anomalies reflected the value added by the pre-audit of pension and other benefits payable directly from the Consolidated Fund. It further showed the extent to which lapses of internal controls and weakness on the part of the Accounting Officers could incur cost for both the Government and Pensioners.

I recommend that the Government through Accounting Officers institute stringent mechanism that will ensure terminal benefits files are properly computed before being submitted for pre-audit to ensure timely payment of retirees. This includes regular training to Human Resource Officers and Accountants responsible for preparation of the retiree's pension files.

13.4.2 Delay in Preparation of Terminal Benefits and Submission of Retiree's Terminal Particulars

Regulation 88 of the Public Service Regulations, 2022 requires both employers and employees to keep employment records for reference purposes during the calculation of the employee's terminal benefits.

Also, Order No. F.48 of the Standing Orders for Public Service, 2009 read together with Regulation 32(4) of the Public Service Regulations, 2022 requires a public servant who is due to retire, to notify his intention in writing, to his appointing authority through normal channels, at least six months before the proposed date of cessation of duty.

During the year 2023/24, employers delayed the preparation and submission of terminal benefit files for 339 retirees (constituting 17% of total files received) for pre-audit for periods ranging from 1 year to 15 years. The delayed payment of terminal benefits to retirees adversely affected the living standard of retirees, as most of them depended on terminal benefits to meet their daily expenses. The summary of terminal benefits files and their extent of delays is shown in Table 53.

Table 53: Delayed Submission of Terminal Benefits Files

Extent of delay	Number of files
Up to 2 years	224
Up to 5 years	51
Up to 15 years	64
Total	339

Source: Pension/Gratuity and CAG analysis

I recommend that Government through Accounting Officers ensure terminal benefits files are prepared and submitted to the National Audit Office on time to avoid delay in processing terminal benefits of retirees which affects their well-being in the society.

13.4.3 Queried Files not Returned for Pre-Audit Clearance

The pre-audit of terminal benefit files is conducted based on three key criteria: eligibility, completeness of submitted documents, and accuracy of computations.

During this process, if any errors, discrepancies, or anomalies are identified, the file is returned to the employer for query resolution. As stipulated under Regulation 86(2) of the Public Audit Regulations (GN No. 47 of 2009), employers are required to address the queries and provide responses within 21 days from the date of receipt.

In the year under review, 125 files were queried and returned to employers. Of these, 85 files involved retirees under Operational Terms of Service, now ineligible for verification per Public Service Circular No. 1 of 2023. The remaining 40 files were also returned for corrections but had not been resubmitted for verification as of 30 June 2024.

I recommend that the Government, through Accounting Officers promptly ensure pre-audit queries are attended with immediate effect or seek clarity from the Controller and Auditor General where needed. Also, the Government should hold responsible human resources officers who delay in processing and submission of pension files.

CHAPTER FOURTEEN

Property of
Asset Management



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Assets Management



ASSETS MANAGEMENT

14.1 Introduction

An organisation's robust asset management system presents eight essential benefits: enhanced operational efficiency, cost savings, risk reduction, better decision-making, increased asset utilisation, improved compliance, greater sustainability, and competitive advantage through optimising asset lifecycles and ensuring peak performance throughout their duration.

The government has issued various Circulars, Guidelines, and Regulations on assets management and enforcing compliance. However, during my audits, I observed a few non-compliance issues addressed in this chapter.

14.2 Entities Operating Without Assets Maintenance Plan

According to Regulation 12(1) of the Public Finance (Management of Public Property) Regulations, 2024, accounting officers must develop a maintenance plan for public assets.

The maintenance plan aims to keep assets functional for their intended use, ensure effective service delivery, and optimise economic use to maximise organisational benefits.

In my audit, I identified 31 entities operating without an Asset Maintenance Plan. Their total acquisition cost for the assets is TZS 2.77 trillion, their carrying value is TZS 2.35 trillion, and they incurred TZS 28.29 billion on the repair and maintenance of those assets during the year 2023/24.

Also, 14 embassies with assets costing TZS 129.11 billion and a carrying value of TZS 104.93 billion incurred total maintenance expenses of TZS 710.91 million. These embassies had no asset maintenance plan and failed to maintain proper records for repairing and maintaining their assets.

Such practices have negatively affected their operations and were mainly attributed to management oversight. See **Appendix XVI** and **Appendix XVII**.

Without a maintenance plan for assets, the government risks encountering serious consequences such as frequent equipment failures, unexpected downtime, escalating repair expenses, lower productivity, safety hazards, possible compliance challenges, increasing unserviceable assets, and shorter asset lifespans. These factors could adversely affect the government's operational efficiency and financial stability.

I recommend that the government, through the Ministry of Finance, enforce the creation of an asset management plan for all Ministries, Departments, Agencies, Regional Secretariats, and other institutions and maintain records related to asset maintenance.

14.3 Entities with Assets not Coded TZS 9.92 Billion

Regulation 3 (3) of the Public Finance (Management of Public Property) Regulations 2024 requires accounting officers to assign a unique identification code or number to each acquired public asset per relevant written laws or following the format outlined in the First Schedule of this Regulations.

Although other government bodies have performed well in this aspect, I observed that assets valued at TZS 9.83 billion from 15 entities and TZS 81.45 million from five embassies lacked the required tags and barcodes stipulated by the regulations. See Table 54 and Table 55 for Other Entities and Embassies, respectively.

Table 54: Entities with Assets not Coded

S/No	Name of the Entity	Cost (TZS)
1	Maswa WSSA	3,152,099,707
2	National Prosecutions Services - NPS	1,677,107,009
3	Turiani WSSA	1,655,508,258
4	Prisons Corporation Sole	1,117,703,858
5	Busega WSSA	835,627,330
6	Tanzania Livestock Research Institute (TALIRI)	539,085,000
7	Police Medical Unit	331,551,000
8	Tanzania Public Service College	233,939,208
9	TPDF - Lugalo General Military Hospital	123,330,000
10	Tanzania Police Force Corporation's Sole	73,054,725
11	Tanzania Culture and Arts Fund's	28,266,325
12	Internal Drainage Basin Water Board	43,050,000
13	Mvumi CBWSO	24,434,500
14	Namanyere WSSA	5,000,000
15	Imuka CBWSO	3,300,000
Total		9,843,056,920

Source: Management letters for financial year 2023/24

Table 55: Embassies with Assets not Coded

S/No	Name of the Entity	Cost (TZS)
1	Embassy in Jakarta	32,691,900
2	High Commission in Kuala Lumpur	22,130,706

S/No	Name of the Entity	Cost (TZS)
3	Tanzania Embassy - Brussels	15,104,435
4	Tanzania Embassy in The Hague	8,608,228
5	Tanzania High Commission in London	2,922,617
Total		81,457,886

Source: Management letters for financial year 2023/24

Noncoding government assets increase the risk of unnoticed misappropriation and hinders tracking their movements. This was attributed to the inadequate performance of the heads of particularly responsible departments.

I recommend that the government continue stressing the issue of coding publicly owned assets and relevant entities to ensure that all current and newly acquired assets are promptly coded to avert misappropriation and enhance effective control.

14.4 Non-condemnation of Unserviceable Assets, Obsolete Items, Grounded Plants, Properties, and Equipment

Regulations 23 and 24 of the Public Finance (Management of Public Property) Regulations 2024 require the accounting officer to request and recommend timely write-off and disposal of property when deemed uneconomical to repair, expired, dormant, obsolete, or unserviceable.

I identified unserviceable assets, obsolete items, grounded motor vehicles, motorcycles, agricultural equipment, ICT equipment, earth-moving equipment, and office furniture that were neither serviced nor disposed of. However, I noticed no improvement in this area compared to the previous year. Despite the government's demonstrated efforts, 34 MDAs reported this weakness, compared to 27 in 2022/23. These items remained unused for a period ranging from one year to 15 years. See the details in **Appendix XVIII**.

I believe Obsolete assets exist due to slow condemnation approval processes, prolonged asset disposal procedures, and inadequate funding for essential repairs. Delays in disposing of unserviceable motor vehicles, properties, plants, and equipment hasten their decline and reduce potential returns.

I recommend that the Government ensure adequate funding and create maintenance plans for functional assets to enhance their longevity while simplifying the disposal process for non-functional assets.

14.5 Non-Recording and Accounting for Assets in GAMIS

The Ministry of Finance developed the Government Assets Management Information System (GAMIS) to oversee asset registers in public institutions and improve financial reporting.

On 15 July 2021, the Ministry of Finance issued Treasury Circular No. 2 for 2021/22 regarding the electronic management of public assets through the Government Asset Management Information System (GAMIS). It mandates that public entities input data for the 2020/21 financial year into GAMIS by 31 August 2021, adhering to the system's format. This requirement was reaffirmed by Regulation 4 of the Public Finance (Management of Public Property) Regulations, 2024, and a Treasury Directive (Ref. KA.32/233/01/174) dated 12 June 2024, which requires immediate compliance with these Regulations by the accounting officer.

My review disclosed that most government entities used electronic asset registers, except for a few entities that did not enroll their information into the system. Assets with a total cost of TZS 1.83 trillion and a Net Book Value of TZS 1.37 trillion from 47 Ministries, Departments, Agencies, Water Authorities and Boards, and Regional Referral Hospitals were not recorded in the GAMIS, as shown in **Appendix XIX**. This is an increase of 14 entities (42%) compared to the 33 MDAs reported in 2022/23.

Also, I found 12 embassies with assets worth TZS 125.92 billion and Net Book Values of TZS 111.50 billion that did not record their assets in the system, i.e., GAMIS details are shown in **Table 65**.

Table 56: Assets record not updated in GAMIS

S/No	Name of the Entity	Original Cost (TZS)	Net Book Value (TZS)
1	Tanzania High Commission in Nairobi	28,983,302,699	28,364,441,363
2	Tanzania Permanent Mission to the United Nations in Geneva	16,128,861,931	14,652,934,113
3	Tanzania Embassy in Kinshasa- DRC	14,017,744,385	13,440,746,806
4	Tanzania High Commission in New Delhi	13,211,946,941	11,460,102,811
5	Embassy and Permanent Mission of The United Republic of Tanzania in Vienna	1,242,148,054	962,115,838
6	Tanzania Embassy in Doha	943,916,484	436,893,159
7	Tanzania Embassy in Havana, Cuba	712,474,574	355,732,909

S/No	Name of the Entity	Original Cost (TZS)	Net Book Value (TZS)
8	Tanzania High Commission Kuala Lumpur	953,793,891	307,618,949
9	Tanzania Embassy in Paris	48,845,354,725	41,519,900,976
10	Tanzania Embassy in Algiers	218,764,771	-
11	Tanzania Embassy in Jakarta	579,061,450	-
12	Tanzania High Commission in Lusaka	83,528,103	-
Total		125,920,898,008	111,500,486,924

Source: Management letters for financial year 2023/24

With unregistered assets, these entities established internal asset registers to prepare financial statements, enhancing accuracy despite the system's limitations. This was attributed to inadequate training in operating the system.

I recommend the government train staff on GAMIS and ensure all assets are recorded in the system. Accounting Officers should enforce asset management guidelines, ensuring entities engage with the system for efficient management and precise record-keeping.

14.6 Absence of Certificates of Right of Occupancy for Government-Owned Plots

Regulation 3(4) of the Public Finance (Management of Public Property) Regulations 2024 requires the Accounting Officer to secure legal ownership of public property and provide evidence. Section 29(1)(a)(b)(c) of the Land Act Cap. 113 (R.E 2019) states that when the Commissioner grants occupancy rights, the applicant must receive a "certificate of occupancy," regardless of current occupation, related offers, or valid claims.

My review disclosed that the number of government entities without Certificates of Right of Occupancy for their plots was almost the same as in the financial year 2022/23. During the year under review, I detected that 18 entities did not manage to acquire 336 of their title deeds. I attribute the lack of Certificates of Right of Occupancy for government-owned plots to inadequate management follow-up to the Commissioner of Land. Details are shown in Table 57.

Table 57: List of Entities with Plots Lacking Right of Occupancy

S/No	Name of the Entity	Number of Plots
1	Prisons Services Department	193
2	Ministry of Education, Science, and Technology (DVTC)	39
3	NIDA	30

S/No	Name of the Entity	Number of Plots
4	National Prosecutions Services - NPS	19
5	Kondo WSSA	15
6	Fire and Rescue Force	10
7	Mbinga Urban WSSA	10
8	Rujewa WSSA	4
9	Tanzania Veterinary Laboratory Agency	3
10	Ushirombo WSSA	3
11	Mining Commission	2
12	Land owned by TALIRI (West Kilimanjaro and Buhiri Tanga Centres)	2
13	Wanging'ombe WSSA	1
14	Pasiansi Wildlife Training Institute	1
15	Tengeru Community Development Training Institute	1
16	Iringa RRH	1
17	Kasulu WSSA	1
18	Ministry of Livestock and Fisheries-Kizota Livestock Secondary Market	1
Total		336

Source: Management letters for financial year 2023/24

Without a Certificate of Right of Occupancy (CRO), there is no legal proof of ownership or the right to occupy the land. This absence denies the legal ownership of the property, complicating efforts to sell, mortgage, or develop it. Additionally, it increased the risk of eviction and highlighted an unstable land tenure situation.

I recommend that the government, through the Ministry of Land and Human Settlements, collaborate with all Accounting Officers who have not secured the Certificate of Right of Occupancy for plots within their jurisdiction to obtain these certificates.

14.7 Acquired Assets for Mining not put in use for Four Years

Regulation 7(1) of the Public Finance (Management of Public Property) Regulations, 2024 requires the Accounting Officer to ensure the effective use of public property. If a property remains idle for six months, the officer must report to the Permanent Secretary for action.

In 2020, the assets owned by Tanzanite One in Mirerani Block C were transferred to the Mining Commission through a signed agreement involving the Mining Commission, Tanzanite One, and STAMICO, with the Mining Commission appointed as the custodian of these assets.

I visited the Mirerani Controlled Area (MCA) and reviewed the handover and reallocation report concerning the assets surrendered to the Government by M/s Tanzanite One and found that the Mining Commission notified the Ministry of Finance about those assets on 21 December 2022. However, no decisions or directives were provided regarding their use, transfer, or disposal. As a result, the assets were dormant for more than four years. Details are as shown in Table 58.

Table 58: Items surrendered at Mirerani Controlled Area

S/No	Item	Number of Items
1	Motor Vehicles and heavy machinery	42
2	Shotgun	40
3	Seals	39
4	Bullets	30
5	Transformers	18
6	Control room items	14
7	Pistols	8
8	Generators	7
9	Compressors	7
10	Winder	7
11	Pump	7
12	Dumbbells	6
13	Gym Items	6
14	HT/D board switchers	5
15	Additional pieces of equipment	4
16	Rifles	3
17	Motorcycles	3
18	Cables	2
19	Solar Unit	1
20	Magazine	1

Source: Management letters for financial year 2023/24

Postponing decisions about using or disposing of these assets increases the risk of losing their value and becoming obsolete due to technological advancements.

I recommend that the government, through the Ministry of Finance, assess the condition and value of the assets and issue clear directives regarding their use, transfer, or disposal.

14.8 Dilapidated Buildings

Regulation 12(1) of the Public Finance (Management of Public Property) Regulations 2024 states that an accounting officer shall prepare and implement a public property maintenance plan in the form set out in the fourth schedule.

I identified three hospitals and five embassies with dilapidated buildings and infrastructure, as shown in Table 59.

Table 59: Dilapidated Buildings at Hospitals and Embassies

S/No	Name of the Embassy	Building Condition
1	Tanzania High Commission in Lusaka	Deterioration condition of the High Commission Officer's residential house
2	Tanzania High Commission in Nairobi	Poor Condition of the High Commission Residence Building
3	Tanzania High Commission in New Delhi	The deteriorating condition of the High Commission Chancery and residential apartment buildings
4	Permanent Mission of the United Republic of Tanzania to United Nations - New York	Closure of the Mount Vernon Embassy Building Due to Deterioration (30 Overhill Road, MT. Vernon, NY 10552, BLOCK 2144, LOT 01) -NY
5	Tanzanian Embassy in Paris	Deteriorating Conditions of Chancery and Residential Buildings
	Hospitals	Dilapidated buildings
1	Dodoma RRH	Ward 1, Ward 2, Ward 16, Ward 17, Ward 13 and 14, physiotherapy, Laboratory, Ward 5, Ward 10, Ward 6, Old dental, CSSD, Ward 4, Ward 12
2	Mbeya RRH	Maternity building
3	Mirembe Hospital	Mortuary and Laundry

Source: Management letters for financial year 2023/24

This was mainly caused by the inadequate budget allocated for the hospitals' and embassies' development activities.

Abandoned buildings and structures pose significant dangers, including unstable floors, sharp objects, and exposed cables. Poor property maintenance directly affects the value of nearby properties and can, in the worst cases, create locations that attract criminal activities.

I recommend that the Ministry of Health, and the Ministry of Foreign Affairs and East Africa Cooperation in collaboration with the Ministry of Finance to allocate development funds in the next annual budget to rehabilitate the remaining dilapidated infrastructure and buildings.

CHAPTER FIFTEEN



Governance and Oversight Functions



GOVERNANCE AND OVERSIGHT FUNCTIONS

15.1 Introduction

Sound governance and effective oversight form the foundation for accountable, transparent, and efficient public institutions. Governance structures set the direction and define leadership, while oversight ensures adherence to laws, policies, and best practices. They foster accountability, uphold public trust, and optimise resource allocation. When implemented effectively, these frameworks drive improved performance by clearly defining roles and responsibilities while ensuring continuous compliance with established standards.

This chapter presents the findings from my assessment of governance and oversight across Ministries, Departments, and Agencies. It explores three key areas: the design and implementation of governance structures, the delegation of Authority and responsibilities, and the execution of oversight functions. The chapter identifies areas for improvement and provides recommendations.

15.2 Assessment of Governance Functions

Good governance begins with the establishment of appropriate oversight boards. Key structures such as boards, audit committees, internal audit functions, and risk management committees are vibrant for ensuring effective service delivery, informed decision-making, accountability, and compliance. These boards must be legally constituted, appropriately appointed, and fully operational. Any deficiencies in their establishment or functioning can undermine governance and hinder the achievement of organizational objectives.

My assessment of governance structures and boards identified the following anomalies:

15.2.1 Non-Establishment of Governing Boards

Despite the requirement for governing boards such as boards of directors, boards of trustees, governing councils, or ministerial advisory boards in their establishment instruments, 17 entities did not constitute such boards. Consequently, those entities operated without proper oversight. The affected entities are listed in **Table 60**.

Table 60: Entities with No Established Governing Boards

S/No	Name of the Entity
1	Chunya Water Supply and Sanitation Authority
2	Gairo Water Supply and Sanitation Authority
3	Itumba Isongole Water Supply and Sanitation Authority
4	Kilindoni Water Supply and Sanitation Authority
5	Kishapu Water Supply and Sanitation Authority
6	Loliondo Water Supply and Sanitation Authority
7	Ludewa Water Supply and Sanitation Authority
8	Maganzo Water Supply and Sanitation Authority
9	Mbinga Water Supply and Sanitation Authority
10	Namanyere Water Supply and Sanitation Authority
11	Namtumbo Water Supply and Sanitation Authority
12	National Fund for Antiquities
13	Police Medical Unit
14	Songe Water Supply and Sanitation Authority
15	Tunduru Water Supply and Sanitation Authority
16	Turiani Water Supply and Sanitation Authority
17	Utete Water Supply and Sanitation Authority

Source: Management letters for financial year 2023/24

15.2.2 Expired Tenures of Boards of Directors

I also noted that the governing boards for six entities had expired and were not reappointed. These entities operated without effective oversight, as their boards had expired. The entities are listed in **Table 61**.

Table 61: Entities with Expired Governing Boards

S/No	Name of the Entity
1	Forestry Training Institute
2	Mwananyamala Regional Referral Hospital
3	Mwanhuzi Water Supply and Sanitation Authority
4	Namanyere Water Supply and Sanitation Authority
5	National Land Use Planning Commission
6	Pasiansi Wildlife Training Institute

Source: Management letters for financial year 2023/24

15.2.3 Insufficient Membership in the Law Reform Commission of Tanzania

My review of the Law Reform Commission of Tanzania disclosed non-compliance with Section 5 of the Law Reform Commission of Tanzania Act, 1980, which requires the Commission to have a Chairman and at least four other Commissioners. I found that, at the time of the audit in November 2024, the Commission had a Chairman and two Commissioners, leaving two Commissioner positions vacant. I consider that insufficient composition could hinder the

formation of meetings in the absence of one member, as the required quorum is at least three Commissioners.

Those challenges, including the absence of boards and committees as well as an insufficient number of members, stem from delayed appointments and inadequate financial resources for board operations.

I consider that the absence of established boards, insufficient membership of the committees, and the non-reappointment of expired boards hinder the effective oversight, and strategic decision-making, which could lead to operational inefficiencies and compromise the entities' overall performance.

I recommend that Accounting Officers, in collaboration with appointing authorities, expedite the establishment and reappointment of governing board members for these entities to strengthen oversight. For WSSAs that do not have adequate financial resources to support board operations, the Ministry may consider restructuring their establishment to ensure the formation of governing boards that provide strategic guidance and ensure accountability.

15.2.4 Irregularities in the Appointment and Composition of the National Governing Council of the African Peer Review Mechanism - Tanzania

During the audit of the African Peer Review Mechanism (APRM) Tanzania, I identified irregularities in the composition of its National Governing Council, established under Article 16 of the APRM Statute. The Council, originally comprising 20 members appointed in 2006, had not seen new appointments, resulting in only four active members due to deaths and retirements.

I observed the remaining members had served for 18 years without defined term limits, as their appointment letters did not specify tenure. I also noted the absence of established terms of reference governing member appointments, tenure, quorum, and composition, leading to uncertainty regarding the required number of members and quorum for meetings. Despite its essential role in promoting political stability, economic growth, and sustainable development, APRM Tanzania has not been effectively prioritized, which has diminished its capacity to fulfil its mandate.

In my view, the irregularities undermined both the execution of the Council's oversight role and APRM Tanzania's ability to achieve its intended objectives.

I recommend that the Government, through the Ministry of Foreign Affairs and East African Cooperation, in collaboration with APRM Tanzania,

establish clear terms of reference to define the operational framework of the Governing Council and appoint an appropriate number of required members.

15.2.5 Absence of Audit Committees

As part of my review of governance structures, I found that despite Regulation 30 of the Public Finance Regulations, 2001, which requires each public entity to establish an audit committee to ensure effective internal controls, review audit plans and reports, and oversee the risk assessment process, five entities namely SHIMA Guard Company Limited, Makete Water Supply and Sanitation Authority, Songwe Regional Referral Hospital, Pasiansi Wildlife Training Institute, and Bukoba Regional Referral Hospital, did not have audit committees in place.

15.2.6 Absence of Internal Audit Units

Despite the vital role of internal audit units in evaluating internal controls, assessing compliance, and managing risks, I found that five entities, including Kilindoni Water Supply and Sanitation Authority, Mugango Kiabakari Water Supply and Sanitation Authority, SHIMA Guard Company Limited, Tanzania Police Force Corporation Sole, and Tunduma Water Supply and Sanitation Authority, operated without established internal audit units.

These weaknesses stem from delays in appointing committee members, limited resources, and a lack of recognition of internal audit's importance.

I consider that the absence of audit committees and internal audit units weakens financial oversight and internal control mechanisms, reducing the entities' capacity to independently evaluate internal controls and compliance. This also diminishes the support that governing boards could receive in fulfilling their oversight responsibilities.

I recommend that accounting officers establish both audit committees and internal audit units to enhance financial oversight, strengthen internal controls, and provide the necessary support to governing bodies in executing their oversight functions effectively.

15.2.7 Absence of Risk Management Frameworks

As part of the governance framework and in accordance with Paragraph 2.4 of the Guidelines for Developing and Implementing Institutional Risk Management Frameworks in Public Sector Entities (2023), which requires all public sector

entities to establish a risk management framework. My review found that 19 entities did not develop or implement those frameworks. The insufficient prioritisation of risk management measures resulted in their non-establishment. The list of these entities is provided in **Table 62**.

Table 62: List of Entities not Established Risk Management Framework

S/No	Name of the Entity
1	Agricultural Inputs Trust Fund
2	Dodoma Regional Referral Hospital
3	Fire and Rescue Force
4	Geita Regional Referral Hospital
5	Lake Nyasa Basin Water Board
6	Ministry of Agriculture
7	Ministry of Culture, Arts and Sports
8	Mkongoro II CBWSO
9	National Food Reserve Agency
10	Prison Corporation Sole
11	Prisons Service Department
12	Rufiji Basin Water Board
13	Ruvuma and Southern Coast Basin Water Board
14	Shinyanga Regional Referral Hospital
15	Songea Regional Referral Hospital
16	Tanga Regional Referral Hospital
17	Tanzania Cooperative Development Commission
18	Tanzania Government Flight Agency
19	Tax Ombudsman Service Tanzania

Source: Management letters for financial year 2023/24

The absence of risk management frameworks exposed entities to unmanaged risks that could result in financial losses, operational disruptions, and inability to achieve their strategic objectives.

I recommend that these entities develop and implement robust risk management frameworks to effectively identify, assess, and mitigate potential risks.

15.3 Assessment of the Delegation of Authority and Responsibilities to Management

Beyond the establishment of governing boards, effective governance depends on the delegation of responsibilities to management and key operational officers. These officers oversee daily operations, ensure service delivery, and uphold compliance with established policies and regulations. Proper delegation allows oversight boards to focus on strategic decision-making while maintaining operational efficiency.

On assessment of governance and oversight functions, I also reviewed the appointment and availability of key personnel responsible for executing their delegated duties.

My assessment of the assignment of responsibilities to management identified the following anomalies:

15.3.1 Absence of Managing Directors in 14 Water Supply and Sanitation Authorities

Section 11(1) of the Water Supply and Sanitation Act 2019 mandates that each Water Authority have a Managing Director appointed by the Minister responsible for water to oversee day-to-day management.

My review of 82 Water Supply and Sanitation Authorities (WSSAs) found that 14 (17%) were operating without Managing Directors, with such positions held by acting directors. Of these 14 WSSAs, 10 lacked boards of directors, compounding the issue. A detailed list of these WSSAs is provided in Table 63.

Table 63: List of WSSA with no Managing Directors

S/No	Name of the WSSA	Managing Director	Board of Director
1	Itumba Isongole	x	x
2	Kibaya	x	
3	Kilindoni	x	x
4	Kilwa Masoko	x	
5	Kishapu	x	x
6	Loliondo	x	x
7	Ludewa	x	x
8	Lushoto	x	
9	Maganzo	x	x
10	Namanyere	x	x
11	Namtumbo	x	x
12	Rujewa	x	
13	Songe	x	x
14	Turiani	x	x

Source: Ministry of Water Management letter for financial year 2023/24

The absence of Managing Directors in these WSSAs was attributed to insufficient revenue collections limiting their ability to sustain the required entitlements for such positions. The leadership gap could result in inadequate supervision, ultimately affecting the performance and sustainability of the WSSAs.

I recommend that the Ministry of Water promptly appoint Managing Directors for all WSSAs and provide the necessary financial and manpower support to enhance revenue collection, ensuring the sustainability of these roles.

15.3.2 Absence of District Prosecution Officers in 31 Districts

Section 5(3) of the National Prosecutions Service Act [CAP. 430 R.E. 2022] requires the Director of Public Prosecutions (DPP) to appoint Law Officers to oversee prosecution matters in each region and district, designated as Regional and District Prosecution Officers. These officers also serve as the Chairpersons of the District Criminal Justice Forum.

My review found that the National Prosecutions Service has established prosecution offices in only 108 out of 139 districts, representing just 77% coverage. This leaves 31 districts (23%) without District Prosecution Officers, affecting the administration of justice. My review found that the shortfall was caused by insufficient funding and a shortage of personnel, hindering the establishment of prosecution offices in the remaining districts.

The absence of those officers hinders public service delivery, delays criminal prosecutions, increases case backlogs, weakens state representation in district courts, and disrupts the functioning of the District Criminal Justice Forum.

I recommend that the Government, through the National Prosecutions Service, prioritize the appointment of District Prosecution Officers in the remaining districts and allocate the necessary resources to enhance prosecution services at the district level.

15.4 Review of Oversight Functions

While governance structures lay the foundation for accountability and strategic direction, their effectiveness depends on the execution of oversight functions, including holding the required statutory meetings. Considering the significant role that governing boards, audit committees, and internal audit units play in safeguarding integrity, reviewing risks, and evaluating performance, their regular meetings and timely reviews are essential to ensuring that governance principles translate into effective oversight and control.

In assessing the execution of oversight functions, I identified the following anomalies:

15.4.1 Non-Performance of the Required Number of Board Meetings

My review found that the governing boards of 10 entities did not hold the required minimum number of meetings, as specified in their governance frameworks. This shortfall undermined their capacity to provide effective

oversight and strategic guidance. Detailed meeting records for these entities are provided in **Table 64**.

Table 64: Entities with Inadequate Number of Board Meetings

S/No	Name of the Entity	Remarks on the Board Meetings for 2023/24
1	Amana Regional Referral Hospital	The Hospital Board did not conduct any meetings out of required four meetings.
2	Iringa Regional Referral Hospital	The hospital board conducted only two meetings out of the four required meeting sessions.
3	Lake Rukwa Basin Water Board	The Board held only one meeting, out of the minimum of four required meeting sessions
4	Lake Tanganyika Basin Water	The Board held only one meeting out of the required minimum of four meetings sessions
5	Mbulu Water Supply and Sanitation Authority	No board meetings due to the late appointment of board members in April 2024.
6	Ministry of Lands, Housing and Human Settlements Development	The Advisory Board of the Revolving Housing Loan Fund at the Ministry has not convened despite the requirement of conducting four meetings annually.
7	Mugango-Kiabakari Water Supply and Sanitation Authority	The Board conducted only three meetings out of the required minimum of four meeting sessions
8	National Identification Authority	The Authority Steering Committee did not hold the required quarterly meetings during the year.
9	Ruvuma and Southern Coast Basin Water Board	The Board held only one meeting, out of the minimum of four meeting sessions
10	Tanzania Gemmological Centre	The Ministerial Advisory Board conducted only one meeting, out of the minimum four meeting sessions required.

Source: Management letters for financial year 2023/24

15.4.2 Non-Performance of the Required Number of Audit Committee Meetings

Despite Regulation 30 of the Public Finance Regulations, 2001, requiring audit committees to meet quarterly, my review found that the audit committees of nine entities did not fully perform their responsibilities by not holding the required quarterly meetings. A detailed list and the number of meetings held for each entity are provided in **Table 65**.

Table 65: Entities with Weaknesses in Audit Committee Functions

S/No	Name of the Entity	Weaknesses noted in the Audit Committees
1	Internal Drainage Basin Water Board	The Board's audit committee did not convene quarterly meetings as required.
2	Maweni Regional Referral Hospital	The Hospital's audit committee convened only one out of the required four meetings.

S/No	Name of the Entity	Weaknesses noted in the Audit Committees
3	Ministry of Water	The Ministry's audit committee convened only three out of the required four meetings.
4	Mirembe Mental Health Hospital	The hospital's audit committee did not conduct its quarterly meetings.
5	Mount Meru Regional Referral Hospital	The hospital's Audit Committee conducted only two of the required four meetings and did not perform a risk assessment.
6	Shinyanga Regional Referral Hospital	The Audit Committee held only one out of the required four annual meetings and did not review the financial statements.
7	Tanzania Building Agency	The Agency's audit committee convened only one meeting, instead of the required four meetings.
8	UNESCO National Commission	The Commission's audit committee convened only one meeting, instead of the required four meetings.
9	Wanging'ombe Water Supply and Sanitation Authority	The Authority's audit committee did not convene quarterly meetings as required.

Source: Management letters for financial year 2023/24

These weaknesses stem from delayed appointments, failure to meet quorums, and insufficient financial resources for meetings.

I consider that not holding the required number of meetings undermined the boards' and committees' ability to review the effectiveness of internal controls, audit reports, risk management, oversee management, make strategic decisions, and provide guidance, ultimately leading to organizational underperformance.

I recommend that boards and audit committees strictly adhere to their scheduled meeting requirements to ensure effective oversight and strategic governance, while accounting officers actively facilitate and enforce compliance with these schedules.

15.4.3 Inadequate Performance of Risk Management Processes

Despite the requirements outlined in the 2023 Guidelines for Developing and Implementing Institutional Risk Management Framework in Public Sector Entities, which require each entity to establish a risk management process, my review identified weaknesses in the risk management practices of 18 entities. These included the absence of dedicated risk management units, lack of risk assessments, outdated or missing risk registers, and failure to conduct periodic risk monitoring. Specific weaknesses for each entity are detailed in **Appendix XX**.

These weaknesses resulted from inadequate prioritisation and ineffective implementation of risk management measures, jeopardising institutional resilience, weakening financial controls, and increasing the risk of fraud and mismanagement.

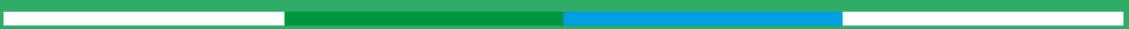
I recommend that entities strengthen risk management by establishing dedicated units, conducting regular risk assessments, updating risk registers, and implementing continuous monitoring and evaluation processes. Management should allocate adequate resources and appoint coordinators to enhance mitigation efforts.

CHAPTER SIXTEEN



Politics

Political Parties



POLITICAL PARTIES

16.1 Introduction

Political parties play a vital role in fostering democracy, governance, and political stability. Their operations require sound financial management, adherence to governance structures, and compliance with regulatory requirements to ensure transparency, accountability, and efficiency. Effective oversight mechanisms are essential in maintaining financial integrity, upholding internal controls, and safeguarding party assets.

During the audit of 19 political parties for the financial year 2023/24, I noted issues that required attention. These matters have been analysed and discussed in detail in this section:

16.2 Financial Statements

16.2.1 Delayed Submission of Financial Statements for Audit Purposes

Section 18A (2) (a) of the Political Parties Act Cap 258 (R.E 2019) requires all registered political parties to submit their financial statements for auditing by 30 September of each year.

The audit found that two political parties, United Democratic Party (UDP) and Chama cha Demokrasia na Maendeleo (CHADEMA), failed to meet this deadline, with delays ranging from 29 to 34 days. Management attributed these delays to inadequate internal processes for the timely preparation of financial statements.

I recommend that the Registrar of Political Parties enforce parties to ensure timely submission of financial statements by 30 September annually.

16.3 Revenue and Budget Management

16.3.1 Revenue Amounting to TZS 133.26 Million not Collected

Section 13(1) of the Political Parties Act (2019) stipulates that registered political parties generate revenue from membership fees, voluntary contributions, investments, government subventions, and grants.

My audit found that ten political parties budgeted to collect TZS 236.87 million from members' contributions, grants, and subscriptions to fund their operations but only managed to collect TZS 103.61 million (44%), leaving TZS 133.26 million (56%) uncollected. The highest shortfalls were recorded by the Democratic

Party (DP) (TZS 52.45 million, 95% uncollected) and the Tanzania Labour Party (TLP) (TZS 10.00 million, 95% uncollected). Details are shown in Table 66.

Table 66: Under collected Revenues by Political Parties

S/No	Name of Political Party	Budget (TZS)	Actual Collection (TZS)	Under collection (TZS)	% of under collection
1	Democratic Party (DP)	55,310,000	2,860,769	52,449,231	95
2	Alliance for Democratic Change (ADC)	70,000,000	49,050,000	20,950,000	30
3	Chama cha Demokrasia Makini (DM)	25,800,000	8,365,500	17,434,500	68
4	Union for Multiparty Democracy (UMD)	30,000,000	16,875,000	13,125,000	44
5	Tanzania Labour Party (TLP)	10,500,000	500,000	10,000,000	95
6	Alliance for Africa Farmers Party	14,924,000	6,179,000	8,745,000	59
7	Chama cha Ukombozi wa Umma	11,500,000	7,675,000	3,825,000	33
8	Chama cha Kijamii (CCK)	3,600,000	62,400	3,537,600	98
9	African Democratic Alliance (ADA), TADEA	7,650,000	5,753,496	1,896,504	25
10	National League for Democracy (NLD)	7,590,000	6,290,000	1,300,000	17
Total		236,874,000	103,611,165	133,262,835	

Source: Management letters for financial year 2023/24

The shortfall was mainly due to members' failure to pay subscription fees and inadequate revenue collection follow-up, attributed to the non-updating of membership registers. The inability to collect budgeted revenue constrained political parties' financial capacity, hindering them from executing planned activities and achieving their political objectives.

I recommend that the Registrar of Political Parties enforce the updating of membership registers and strengthen the revenue collection for effective organisational management.

16.3.2 Revenue of TZS 31.7 Million Collected from Political Party Members Not Banked

Section 15 (1) of the Political Parties Act CAP 258 [R.E. 2019] states that “every political party which has been fully registered shall, through its trustees, maintain a bank account in which all the money the party receives shall be deposited”.

Despite my previous year's recommendation, I detected that during the financial year 2023/24, four political parties, as shown in **Table 67**, collected contributions totalling TZS 31.7 million from various members without depositing them into the respective bank accounts of the parties.

Table 67: Political Parties with Unbanked Members' Contributions

S/No	Name of Political Party	Unbanked Contribution (TZS)
1	National Convention for Construction and Reform (NCCR Mageuzi)	26,226,000
2	Chama cha Kijamii (CCK)	2,882,400
3	Chama cha Ukombozi wa Umma (CHAUMA)	2,175,000
4	National League for Democracy (NLD)	460,000
Total		31,743,400

Source: Management letters for financial year 2023/24

This was primarily attributed to the long-standing practice of directly spending the collected revenue to evade transaction costs by avoiding using bank accounts. Failure to deposit cash collections into bank accounts invited misuse of funds, potentially leading to discrepancies in accounting records and a lack of transparency.

I recommend that the Registrar of Political Parties advocate for depositing contributions into parties' bank accounts.

16.3.3 Overdue Loan Obligations not Settled TZS 135 million

Clause 5 of the loan agreements between NCCR-Mageuzi and various lenders required the Party to repay the loans interest-free within 28 months.

My audit found that NCCR-Mageuzi signed five loan agreements with five lenders, totalling TZS 135 million, between 15 February 2020 and 18 July 2020, to facilitate preparations of the party's 2020 general election campaign. The loans remained overdue for more than five years (60 months).

This was attributed to the financial constraints facing the NCCR Mageuzi. Inability to repay overdue loans violated financial agreements and could affect the party's credibility and ability to secure future financing.

I recommend that NCCR-Mageuzi management secure funding and formulate a comprehensive repayment plan to settle the outstanding loan of TZS 135 million. They should also engage with the lenders to negotiate possible repayment terms or restructuring options.

16.4 Governance

16.4.1 Vacant Positions of Key Political Party Leaders

Article 27 of the NCCR-Mageuzi Constitution (2020) designates the Vice Chairperson from Zanzibar and the Deputy Secretary General from the Mainland as key party leaders, responsible for overseeing party activities and assisting the Secretary-General.

An audit assessment found that NCCR-Mageuzi operated without a Vice Chairperson from Zanzibar and a Deputy Secretary General from the Mainland since August 2023. These vacancies resulted from the re-election of previous leaders to higher positions, leaving their former roles unfilled.

The delay in convening meetings to elect replacements weakened party governance, decision-making efficiency, and strategic direction. Prolonged leadership gaps risk delays in decision-making, reduced morale, and operational inefficiencies, ultimately affecting the party's ability to achieve its objectives.

I recommend the Registrar of Political Parties enforce the NCCR-Mageuzi to ensure that the vacant positions of Deputy Secretary-General from the Mainland and Vice-Chairperson from Zanzibar are filled without further delay.

14.4.2 Parties' Statutory Meetings Not Convened

Regulation 24(1) of the Political Parties Council Regulations (2019) mandates political parties to hold two National Executive Council meetings and two National Central Committee meetings annually to ensure proper governance and strategic decision-making.

An audit assessment found that Demokrasia Makini (DM) and the National Reconstruction Alliance (NRA) did not convene the required statutory meetings during the year under review. This was attributed to funding constraints, which hindered the organisation and facilitation of these meetings.

Failure to hold statutory meetings delays key decision-making processes, potentially impacting party governance, strategic planning, and operational effectiveness.

I recommend that the Registrar of Political Parties ensures that Demokrasia Makini (DM) and the National Reconstruction Alliance (NRA) Political Parties

allocate adequate financial resources in their budgets to support the timely convening of statutory meetings.

16.4.3 Expired Tenure and Unregistered Board of Trustees

The Board of Trustees of Political Parties, mandated under Section 21(1) of the Political Parties Act, Cap 318 (R.E. 2019), manages party properties, investments, and business affairs. Its incorporation falls under the Trustees Incorporation Act, Cap 318, supervised by RITA.

An audit assessment found that the Alliance for Democratic Change (ADC) and Chama cha Ukombozi wa Umma (CHAUMMA) had not registered their Board of Trustees, filed returns, or paid the required annual fees, violating Section 2 of the Trustees Incorporation Act, Cap 318 [R.E. 2002]. Similarly, the Tanzania Labour Party (TLP) failed to file returns to RITA, despite being penalized TZS 108,000 in October 2020 for previous non-compliance.

Additionally, the Civic United Front (CUF) Board of Trustees expired on 11 June 2022 and was not reappointed, contrary to Article 101(1) of the CUF Constitution (2019), which mandates a five-year term. The delay was due to financial constraints preventing the National Governing Council from convening.

Failure to register trustees exposes ADC and CHAUMMA to governance inefficiencies and legal penalties, while CUF's lack of an appointed board increases the risk of mismanagement and non-compliance with its constitution.

I recommend that the Registrar of Political Parties enforce:

- (a) Management of ADC and CHAUMMA take immediate action to finalise the registration of its trustee with RITA and ensure timely filing of returns and payment of the annual fee to comply with legal requirements.**
- (b) CUF secure funds for convening the National Governing Council meeting to appoint a new Board of Trustees.**

16.5 Property Management

16.5.1 Registration of Political Parties' Assets Under Individual Names

Article 26(7)(a) of the NCCR Mageuzi Constitution (2020) assigns the Board of Trustees the responsibility of overseeing all movable and immovable party assets.

An audit assessment found that Plot No. 37 and a building in Ilala, Dar es Salaam, purchased in 1998 for TZS 145.06 million, were registered under an individual's name instead of the Board of Trustees, despite previous recommendations for proper registration. Additionally, the Civic United Front (CUF) owned 10 motor vehicles valued at TZS 274.93 million, acquired between 2012 and 2015, but registered under various individual names.

This issue stems from inadequate asset registration procedures, posing risks of legal disputes, mismanagement, and weakened accountability. It also undermines party governance and financial stability, potentially affecting operational continuity.

I recommend that the Registrar of Political Parties enforce NCCR-Mageuzi and CUF to transfer asset ownership from individuals to their Board of Trustees.

APPENDICES

Appendix I: Audit Opinions and Conclusion for the Financial Year 2023/24

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
1	Vote 1: Public Debt Affairs	Unqualified	Compliant	Compliant
2	Vote 3: National Land Use Planning Commission	Unqualified	Compliant	Compliant with exception
3	Vote 4: Records and Archives Management (RAMD)	Unqualified	Compliant with exception	Compliant
4	Vote 5: National Irrigation Commission	Unqualified	Compliant with exception	Compliant
5	Vote 6: Internal Auditor General Division	Unqualified	Compliant	Compliant
6	Vote 7: Office of Treasury Registrar	Unqualified	Compliant	Compliant
7	Vote 10: Joint Finance Commission (JFC)	Unqualified	Compliant with exception	Compliant
8	President's Office Planning and Investment - (Vote 11)	Unqualified	Compliant	Compliant with exception
9	Vote 12: Judicial Service Commission	Unqualified	Compliant	Compliant
10	Vote 13: Financial Intelligence Unit (FIU)	Unqualified	Compliant	Compliant
11	Vote 14 Fire and Rescue Force	Unqualified	Compliant with exception	Compliant
12	Vote 15 Commission for Mediation	Unqualified	Compliant with exception	Compliant
13	Vote 16: Office of the Attorney General	Unqualified	Compliant	Compliant
14	Vote 18: UNESCO National Commission	Unqualified	Compliant with exception	Compliant
15	Vote 19: Office of Solicitor General	Unqualified	Compliant	Compliant
16	Vote 20: The State House	Unqualified	Compliant	Compliant
17	Vote 21: Treasury	Unqualified	Compliant	Compliant
18	Vote 22: Consolidated Fund Services	Unqualified	Compliant	Compliant
19	Vote 23: Accountant General's Division	Unqualified	Compliant	Compliant
20	Vote 24: Tanzania Cooperative Development Commission	Unqualified	Compliant with exception	Compliant
21	Vote 25: Prime Minister's Office- Private Office	Unqualified	Compliant with exception	Compliant
22	Vote 26: Vice Presidents Office- Private Office	Unqualified	Compliant	Compliant
23	Vote 27: Registrar of Political Parties (RPP)	Unqualified	Compliant	Compliant
24	Vote 28: Tanzania Police Force	Unqualified	Compliant with exception	Compliant
25	Vote 29: Ministry of Home Affairs- Prisons Services	Unqualified	Compliant	Compliant
26	Vote 30: Presidents Office and Cabinet	Unqualified	Compliant	Compliant
27	Vote 31: Vice President's Office	Unqualified	Compliant with exception	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
28	Vote 32: Ministry of Public Service and Good Governance	Unqualified	Compliant	Compliant
29	Vote 33: President's Office Ethics Secretariat	Unqualified	Compliant	Compliant
30	Vote 34: Ministry of Foreign Affairs and East African Cooperation	Unqualified	Compliant with exception	Compliant with exception
31	Vote 35: National Prosecution Services	Unqualified	Compliant with exception	Compliant with exception
32	Vote 37: Prime Minister's Office	Unqualified	Compliant with exception	Compliant
33	Vote 38: Peoples Defence Forces (TPDF)	Unqualified	Compliant with exception	Compliant with exception
34	Vote 39 National service	Unqualified	Compliant with exception	Compliant
35	Vote 40: Judiciary	Unqualified	Compliant	Compliant
36	Vote 41: Ministry of Constitution and Legal Affairs	Unqualified	Compliant	Compliant
37	Vote 42 The National Assembly	Unqualified	Compliant	Compliant
38	Vote 43: Ministry of Agriculture	Unqualified	Compliant with exception	Compliant
39	Vote 44: Ministry of Industry and Trade	Unqualified	Compliant	Compliant
40	Vote 46: Ministry of Education, Science and Technology	Unqualified	Compliant with exception	Compliant
41	Vote 48: Ministry of Lands, Housing and Human Settlement Development	Unqualified	Compliant	Compliant
42	Vote 49: Ministry of Water	Unqualified	Compliant with exception	Compliant with exception
43	Vote 50: Ministry of Finance	Unqualified	Compliant with exception	Compliant
44	Vote 51 - Ministry of Home Affairs	Unqualified	Compliant with exception	Compliant with exception
45	Vote 52: Ministry of Health	Unqualified	Compliant with exception	Compliant
46	Vote 53: Ministry of Community Development, Gender, and Children	Unqualified	Compliant with exception	Compliant with exception
47	Vote 55: Commission for Human Rights and Good Governance	Unqualified	Compliant with exception	Compliant with exception
48	Vote 57: Ministry of Defence and National Service	Unqualified	Compliant with exception	Compliant with exception
49	Vote 58: Ministry of Energy	Unqualified	Compliant	Compliant with exception
50	Vote 59: The Law Reform Commission	Unqualified	Compliant	Compliant
51	Vote 61: National Electoral Commission (NEC)	Unqualified	Compliant with exception	Compliant
52	Vote 62: Ministry of Transport	Unqualified	Compliant with exception	Compliant
53	Vote 64: Ministry of Livestock and Fisheries (Fisheries Sector)	Unqualified	Compliant with exception	Compliant
54	Vote 65: Prime Minister's Office- Labour, Youth, Employment and Persons with Disability (PMO-LYED)	Unqualified	Compliant with exception	Compliant
55	President's Office Planning Commission - (Vote 66)	Unqualified	Compliant with exception	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
56	Vote 67: Public Service Recruitment Secretariat	Unqualified	Compliant with exception	Compliant
57	Vote 68: Ministry of Information, Communication and Information Technology	Unqualified	Compliant with exception	Compliant with exception
58	Vote 69: Ministry of Tourism and Natural Resources	Unqualified	Compliant	Compliant
59	Vote 91: Drug Enforcement and Control Authority	Unqualified	Compliant with exception	Compliant
60	Vote 92: Tanzania Commission for Aids	Unqualified	Compliant with exception	Compliant
61	Vote 93: Immigration Services Department	Unqualified	Compliant with exception	Compliant with exception
62	Vote 94: Presidents' Office -Public Service Commission	Unqualified	Compliant	Compliant
63	Vote 96: Ministry of Culture, Arts and Culture	Unqualified	Compliant	Compliant
64	Vote 98: Ministry of Works	Unqualified	Compliant with exception	Compliant with exception
65	Vote 99: Ministry of Livestock and Fisheries (Livestock)	Unqualified	Compliant with exception	Compliant
66	Vote 100: Ministry of Minerals	Unqualified	Compliant with exception	Compliant
67	Agency for Development of Educational Management (ADEM)	Unqualified	Compliant with exception	Compliant with exception
68	Government Procurement Service Agency (GPSA)	Unqualified	Compliant with exception	Compliant with exception
69	Agricultural Seed Agency (ASA)	Unqualified	Compliant	Compliant with exception
70	Petroleum Bulk Procurement Agency (PBPA)	Unqualified	Compliant	Compliant
71	Business Registration and Licensing Agency (BRELA)	Unqualified	Compliant	Compliant
72	Tanzania Culture and Arts Fund (TACAF)	Unqualified	Compliant	Compliant
73	Eastern Africa Statistical Training Centre (EASTC)	Unqualified	Compliant	Compliant
74	Handeni Trunk Main Water Supply and Sanitation Authority	Unqualified	Compliant with exception	Compliant with exception
75	Tanzania Fisheries Corporation (TAFICO)	Unqualified	Compliant	Compliant
76	e-Government Authority	Unqualified	Compliant	Compliant
77	Fisheries Education and Training Agency (FETA)	Unqualified	Compliant	Compliant
78	Geological Survey of Tanzania (GST)	Unqualified	compliant	Compliant
79	Government Chemist Laboratory Authority	Unqualified	Compliant with exception	Compliant with exception
80	Livestock Training Agency (LITA)	Unqualified	compliant	Compliant
81	National College of Tourism (NCT)	Unqualified	Compliant	Compliant
82	National Food Reserve Agency (NFRA)	Unqualified	Compliant with exception	Compliant with exception
83	Occupational Safety and Health Agency (OSHA)	Unqualified	Compliant with exception	Compliant
84	Registration Insolvency Trusts Agency (RITA)	Unqualified	compliant	Compliant
85	Rural Water Supply and Sanitation Agency (RUWASA)	Unqualified	Compliant with exception	Compliant with exception
86	Taasisi Ya Sanaa na Utamaduni (TASUBA)	Unqualified	Compliant with exception	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
87	Tanzania Government Flight Agency	Unqualified	Compliant with exception	Compliant with exception
88	Tanzania Airports Authority	Unqualified	Compliant with exception	Compliant with exception
89	Tanzania Building Agency	Unqualified	Compliant with exception	Compliant
90	Tanzania Forest Service Agency (TFSA)	Unqualified	Compliant with exception	Compliant with exception
91	Tanzania Institute of Accountancy (TIA)	Unqualified	Compliant	Compliant
92	Tanzania Meteorological Authority	Unqualified	Compliant with exception	Compliant with exception
93	Tanzania Public service College	Unqualified	Compliant	Compliant
94	Tanzania Veterinary Laboratory Agency (TVLA)	Unqualified	Compliant	Compliant
95	Tanzania National Roads Agency (TANROADS)	Unqualified	Compliant with exception	Compliant with exception
96	Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA)	Unqualified	Compliant with exception	Compliant with exception
97	Water Institute	Unqualified	Compliant	Compliant with exception
98	Weights and Measures Agency (WMA)	Unqualified	Compliant	Compliant with exception
99	Aids Trust Fund	Unqualified	Compliant	Compliant with exception
100	Irrigation Development Fund (IDF)	Unqualified	Compliant	Compliant with exception
101	Ministry of Water -National Water Fund	Unqualified	Compliant with exception	Compliant with exception
102	Advances Fund (AF)	Unqualified	Compliant	Compliant
103	Agricultural Inputs Trust Fund (AGITF)	Unqualified	Compliant with exception	Compliant
104	Youth Development Fund	Unqualified	Compliant with exception	Compliant
105	Empowering Mining Development Fund (EMDF)	Unqualified	Compliant	Compliant
106	Inspection and Supervision of Cooperative Fund (ISCF)	Unqualified	Compliant with exception	Compliant
107	Livestock Development Fund (LDF)	Unqualified	compliant	Compliant
108	National Disaster Management Fund	Unqualified	Compliant with exception	Compliant
109	National Fund for Antiquities (NFA)	Unqualified	Compliant	Compliant
110	National Water Fund (NWF)	Unqualified	Compliant with exception	Compliant with exception
111	Plant Breeders Right Development Fund	Unqualified	Compliant	Compliant
112	Roads Fund Board	Unqualified	Compliant	Compliant
113	Ministry Works - Roads Fund Account	Unqualified	Compliant	Compliant
114	Tanzania Forest Fund	Unqualified	Compliant	Compliant
115	Tanzania Wildlife Protection Fund (TWPF)	Unqualified	Compliant	Compliant
116	Women Development Fund (WDF)	Unqualified	Compliant	Compliant
117	Tanzanian Embassy in Windhoek, Namibia	Unqualified	Compliant with exception	Compliant with exception

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
118	Tanzanian Embassy in Addis Ababa, Ethiopia	Unqualified	Compliant	Compliant
119	High Commission of Tanzania - Abuja, Nigeria	Unqualified	Compliant	Compliant
120	High Commission of Tanzania - Harare, Zimbabwe	Unqualified	Compliant	Compliant
121	High Commission of Tanzania - Kuala Lumpur, Malaysia	Unqualified	Compliant with exception	Compliant
122	High Commission of Tanzania - London	Unqualified	Compliant	Compliant
123	High Commission of Tanzania - Lusaka, Zambia	Unqualified	Compliant	Compliant
124	High Commission of Tanzania - New Delhi, India	Unqualified	Compliant	Compliant
125	High Commission of Tanzania - Ottawa, Canada	Unqualified	Compliant	Compliant
126	Embassy and Permanent Mission of the United Republic of Tanzania in Vienna	Unqualified	Compliant	Compliant
127	Permanent Mission to the UN - Geneva	Unqualified	Compliant	Compliant
128	Permanent Mission to the UN- New York	Unqualified	Compliant	Compliant
129	Tanzania Embassy in Havana -Cuba	Unqualified	Compliant with exception	Compliant
130	Tanzania Embassy in Seoul - Korea	Unqualified	Compliant	Compliant
131	Tanzania Embassy-The Hague	Unqualified	Compliant	Compliant
132	Tanzanian Embassy in Abu Dhabi, United Arabia Emirates	Unqualified	Compliant	Compliant
133	Tanzanian Embassy in Algiers, Algeria	Unqualified	Compliant	Compliant
134	Tanzanian Embassy in Ankara, Turkey	Unqualified	Compliant	Compliant
135	Tanzanian Embassy in Beijing, China	Unqualified	Compliant	Compliant
136	Tanzanian Embassy in Berlin, Germany	Unqualified	Compliant	Compliant
137	Tanzanian Embassy in Brasilia, Brazil	Unqualified	Compliant with exception	Compliant
138	Tanzanian Embassy in Brussels, Belgium	Unqualified	Compliant	Compliant
139	Tanzanian Embassy in Bujumbura, Burundi	Unqualified	Compliant	Compliant
140	Tanzanian Embassy in Cairo, Egypt	Unqualified	Compliant with exception	Compliant
141	Tanzanian Embassy in Doha	Unqualified	Compliant	Compliant
142	Tanzanian Embassy in Kampala, Uganda	Unqualified	Compliant	Compliant
143	Tanzanian Embassy in Jakarta, Indonesia	Unqualified	Compliant with exception	Compliant
144	Tanzanian Embassy in Kinshasa, Democratic Republic of Congo	Unqualified	Compliant	Compliant
145	Tanzanian Embassy in Kuwait	Unqualified	Compliant with exception	Compliant
146	Tanzanian Embassy in Lilongwe, Malawi	Unqualified	Compliant	Compliant
147	Tanzanian Embassy in Maputo, Mozambique	Unqualified	Compliant	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
148	Tanzanian Embassy in Moroni, Comoro	Unqualified	Compliant	Compliant
149	Tanzanian Embassy in Moscow, Russia	Unqualified	Compliant	Compliant
150	Tanzanian Embassy in Muscat, Oman	Unqualified	Compliant	Compliant
151	Tanzanian Embassy in Nairobi, Kenya	Unqualified	Compliant	Compliant
152	Tanzanian Embassy in Paris, France	Unqualified	Compliant with exception	Compliant
153	Tanzanian Embassy in Pretoria, South Africa	Unqualified	Compliant	Compliant
154	Tanzanian Embassy in Riyadh, Saudi Arabia	Unqualified	Compliant	Compliant
155	Tanzanian Embassy in Rome, Italy	Unqualified	Compliant	Compliant
156	Tanzanian Embassy in Stockholm, Sweden	Unqualified	Compliant	Compliant
157	Tanzanian Embassy in Tokyo, Japan	Unqualified	Compliant	Compliant
158	Tanzanian Embassy in Washington, DC, United States	Unqualified	Compliant	Compliant
159	Tanzanian High Commission in Kigali, Rwanda	Unqualified	Compliant	Compliant
160	Chama Cha Ukombozi wa Umma (CHAUMMA)	Unqualified	Not Applicable	Not Applicable
161	Democratic Party (DP)	Unqualified	Not Applicable	Not Applicable
162	African Democratic Alliance (ADA- TADEA)	Unqualified	Not Applicable	Not Applicable
163	Alliance For African Farmers Party (AAFP)	Unqualified	Not Applicable	Not Applicable
164	Alliance for Democratic Change (ADC)	Unqualified	Not Applicable	Not Applicable
165	Chama cha Sauti ya Umma (SAU)	Unqualified	Not Applicable	Not Applicable
166	Demokrasia Makini (DM)	Unqualified	Not Applicable	Not Applicable
167	National Reconstruction Alliance (NRA)	Adverse	Not Applicable	Not Applicable
168	Tanzania Labour Party (TLP)	Unqualified	Not Applicable	Not Applicable
169	Union for Multi-Party Democracy (UMD)	Unqualified	Not Applicable	Not Applicable
170	United Peoples' Democratic Party (UPDP)	Unqualified	Not Applicable	Not Applicable
171	Chama Cha Kijamii (CCK)	Unqualified	Not Applicable	Not Applicable
172	Civic United Front (CUF)	Unqualified	Not Applicable	Not Applicable
173	National League for Democracy (NLD)	Unqualified	Not Applicable	Not Applicable
174	United Democratic Party (UDP)	Unqualified	Not Applicable	Not Applicable
175	ACT - WAZALENDO	Unqualified	Not Applicable	Not Applicable
176	Chama cha Demokrasia na Maendeleo (CHADEMA)	Unqualified	Not Applicable	Not Applicable
177	Chama cha Mapinduzi (CCM)	Unqualified	Not Applicable	Not Applicable
178	National Convention for Construction and Reform (NCCR - MAGEUZI),	Unqualified	Not Applicable	Not Applicable

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
179	Morogoro Regional Referral Hospital	Unqualified	Compliant with exception	Compliant
180	Chato Zonal Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
181	Mtwara Zonal Referral Hospital	Unqualified	Compliant with exception	Compliant
182	Shinyanga Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
183	Sumbawanga Regional Referral Hospital	Unqualified	Compliant	Compliant
184	Temeke Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
185	Amana Regional Referral Hospital	Unqualified	Compliant	Compliant
186	Benjamin Mkapa Hospital	Unqualified	Compliant with exception	Compliant
187	Tanga Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
188	Bukoba Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
189	Dodoma Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
190	Geita Regional Referral Hospital	Unqualified	Compliant with exception	Compliant
191	Iringa Regional Referral Hospital	Unqualified	Compliant	Compliant
192	Katavi Regional Referral Hospital	Unqualified	Compliant with exception	Compliant
193	Kibong'oto Infectious Disease Hospital	Unqualified	Compliant with exception	Compliant with exception
194	Ligula Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
195	Manyara Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
196	Maweni Regional Referral Hospital	Unqualified	Compliant with exception	Compliant
197	Mawenzi Regional Referral Hospital	Unqualified	Compliant	Compliant
198	Mbeya Regional Referral Hospital	Unqualified	Compliant with exception	Compliant
199	Mbeya Zonal Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
200	Mirembe National Mental Health Hospital	Unqualified	Compliant with exception	Compliant with exception
201	Mount Meru Regional Referral Hospital	Unqualified	Compliant with exception	Compliant
202	Musoma Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
203	Mwananyamala Regional Referral Hospital	Unqualified	Compliant	Compliant
204	Njombe Regional Referral Hospital	Unqualified	Compliant	Compliant
205	Sekou Toure Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
206	Simiyu Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
207	Singida Regional Referral Hospital	Unqualified	Compliant	Compliant
208	Sokoine Regional Referral Hospital	Unqualified	Compliant with exception	Compliant with exception
209	Songea Regional Referral Hospital	Unqualified	Compliant	Compliant
210	Songwe Regional Referral Hospital	Unqualified	Compliant	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
211	Tabora Regional Referral Hospital	Unqualified	Compliant	Compliant
212	Tumbi Regional Referral Hospital	Unqualified	Compliant	Compliant with exception
213	Valuers Registration Board	Unqualified	Compliant with exception	Compliant
214	SUMAJKT Bottling Company Limited	Unqualified	Compliant	Compliant
215	SUMAJKT Garment Company Limited	Unqualified	Compliant	Compliant
216	SUMA JKT Electric Company Limited	Unqualified	Compliant	Compliant
217	SUMAJKT Catering Company Limited	Unqualified	Compliant	Compliant with exception
218	SUMAJKT Auction Mart Company Limited	Unqualified	Compliant	Compliant
219	SUMAJKT Chang'ombe Furniture Company limited	Unqualified	Compliant	Compliant
220	SUMAJKT Cleaning and Fumigation Company limited	Unqualified	Compliant	Compliant
221	SUMAJKT Port Services Company Limited	Unqualified	compliant	compliant
222	SUMAJKT Consultancy Service	Unqualified	compliant	Compliant with exception
223	ICT Commission	Unqualified	compliant	Compliant with exception
224	Bunda WSSA	Unqualified	Compliant with exception	Compliant
225	Ifakara WSSA	Unqualified	Compliant with exception	Compliant
226	Igunga WSSA	Unqualified	Compliant with exception	Compliant
227	Mpwapwa WSSA	Unqualified	Compliant with exception	Compliant
228	Orkesumet WSSA	Unqualified	Compliant with exception	Compliant with exception
229	Ruangwa WSSA	Unqualified	compliant	Compliant with exception
230	Sengerema WSSA	Unqualified	compliant	Compliant with exception
231	Tunduma WSSA	Unqualified	Compliant with exception	Compliant
232	Tunduru WSSA	Unqualified	Compliant with exception	Compliant
233	Biharamulo Water Supply and Sanitation Authority	Unqualified	compliant	compliant
234	Busega WSSA	Unqualified	Compliant with exception	Compliant with exception
235	Chato WSSA	Unqualified	Compliant with exception	Compliant with exception
236	Chunya WSSA	Unqualified	Compliant	Compliant
237	Gairo WSSA	Unqualified	Compliant with exception	Compliant
238	Itumba- Isongole WSSA	Unqualified	Compliant	Compliant
239	Kasulu WSSA	Unqualified	Compliant with exception	Compliant
240	Kibaya WSSA	Unqualified	Compliant with exception	Compliant with exception
241	Kibondo WSSA	Unqualified	compliant	Compliant with exception
242	Kilindoni WSSA	Unqualified	compliant	Compliant with exception

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
243	Kilwa Masoko WSSA	Unqualified	Compliant with exception	Compliant with exception
244	Kiomboi WSSA	Unqualified	Compliant	Compliant
245	Kishapu WSSA	Unqualified	compliant	Compliant with exception
246	Kondoa WSSA	Unqualified	compliant	compliant
247	Liwale WSSA	Unqualified	Compliant with exception	Compliant with exception
248	Loliondo WSSA	Unqualified	compliant	compliant
249	Ludewa WSSA	Unqualified	compliant	compliant
250	Lushoto WSSA	Unqualified	Compliant with exception	compliant
251	Maganzo WSSA	Unqualified	compliant	Compliant with exception
252	Mahege CBWSO	Unqualified	compliant	Compliant with exception
253	Makete WSSA	Unqualified	Compliant with exception	compliant
254	Manyoni-Itigi WSSA	Unqualified	Compliant with exception	Compliant
255	Mbinga WSSA	Unqualified	Compliant	Compliant
256	Mbulu Town WSSA	Unqualified	Compliant	Compliant with exception
257	Mugango/Kiabakari WSSA	Unqualified	Compliant with exception	Compliant
258	Mwanhuzi WSSA	Unqualified	Compliant with exception	Compliant with exception
259	Namanyere WSSA	Unqualified	Compliant	Compliant
260	Rombo WSSA	Unqualified	Compliant	Compliant with exception
261	Rujewa WSSA	Unqualified	Compliant	Compliant with exception
262	Songe-Kilindi WSSA	Unqualified	Compliant	Compliant
263	Turiani WSSA	Unqualified	Compliant	Compliant
264	Ushirombo WSSA	Unqualified	Compliant	Compliant
265	Utete WSSA	Unqualified	Compliant	Compliant
266	Vwawa Mlowo WSSA	Unqualified	Compliant	Compliant
267	Mining Commission (MC)	Unqualified	Compliant	Compliant with exception
268	Ministry of Energy Production Sharing Agreement (MEM-PSA)	Unqualified	Compliant	Compliant
269	Nelson Mandela African Institution of Science and Technology (NM-AIST)	Unqualified	Compliant with exception	Compliant
270	Tanzania Livestock Research Institute (TALIRI)	Unqualified	Compliant	Compliant
271	Tanzania National Coordination Mechanism	Unqualified	Compliant	Compliant
272	National Road Safety Council	Unqualified	Compliant	Compliant
273	Tobacco Research Institute of 12Tanzania (TORITA)	Unqualified	Compliant with exception	Compliant with exception

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
274	Trademark Africa	Unqualified	Compliant	Compliant
275	Town Planners Registration Board	Unqualified	Compliant	Compliant with exception
276	Veterinary Council of Tanzania (VCT)	Unqualified	Compliant	Compliant
277	Environmental Health Practitioners Council	Unqualified	Compliant	Compliant
278	Health Laboratory Practitioners Council	Unqualified	Compliant with exception	Compliant
279	Medical Council of Tanganyika	Unqualified	Compliant with exception	Compliant with exception
280	Medical Radiology and Imaging Practitioners Council	Unqualified	Compliant	Compliant
281	Optometry Council	Unqualified	Compliant	Compliant
282	Pharmacy Council	Unqualified	Compliant	Compliant with exception
283	Private Health Laboratory Board	Unqualified	Compliant	Compliant with exception
284	Private Hospital Advisory Board	Unqualified	Compliant with exception	Compliant with exception
285	Tanzania Nursing and Midwifery Council	Unqualified	Compliant	Compliant
286	Traditional And Alternative Health Practitioners Council	Unqualified	Compliant	Compliant
287	TRA - Expenditure	Unqualified	Compliant	Compliant
288	TRA - Revenue	Unqualified	Compliant	Compliant
289	Bee Keeping Institute - Tabora (BTI)	Unqualified	Compliant with exception	Compliant with exception
290	Forest Industries Training Institute (FITI)	Unqualified	Compliant	Compliant
291	Forestry Training Institute (FTI)	Unqualified	Compliant	Compliant
292	Jitegemee JKT Secondary School	Unqualified	Compliant	Compliant
293	Kawawa JKT Secondary School	Unqualified	Compliant	Compliant
294	Law School of Tanzania	Unqualified	Compliant	Compliant
295	Pasiansi Wildlife Training Institute (PWTI)	Unqualified	Compliant	Compliant
296	Prisons Corporation Sole	Unqualified	Compliant with exception	Compliant
297	SUMAJKT Guard Company Limited	Unqualified	Compliant with exception	Compliant with exception
298	SUMAJKT Agricultural and Industrial segments	Unqualified	Compliant	Compliant with exception
299	SUMAJKT Headquarter	Unqualified	Compliant	Compliant
300	Tanzania Agricultural Research Institute (TARI)	Unqualified	Compliant with exception	Compliant with exception
301	Tanzania Automotive Technology Centre (TATC)	Unqualified	Compliant with exception	Compliant
302	SUMAJKT Construction Company Limited	Unqualified	Compliant	Compliant
303	Tanzania Film Board (TFB)	Unqualified	Compliant	Compliant
304	Tanzania Gemmological Centre (TGC)	Unqualified	Compliant with exception	Compliant with exception
305	Tanzania Official Seed Certification Institute (TOSCI)	Unqualified	Compliant	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
306	Ardhi Institute Morogoro	Unqualified	Compliant	Compliant with exception
307	Ardhi Institute Tabora	Unqualified	Compliant	Compliant
308	Community Based Conservation Training Centre (CBCTC)	Unqualified	Compliant with exception	Compliant
309	Consolidated Financial Statements of National Service Corporation Sole (SUMAJKT)	Unqualified	Compliant	Compliant
310	Deep Sea Fishing Authority	Unqualified	Compliant with exception	Compliant with exception
311	Institute of African Leadership for Sustainable Development (UONGOZI)	Unqualified	Compliant with exception	Compliant
312	Institute of Judicial Administration Lushoto - IJA	Unqualified	Compliant	Compliant
313	Rural Energy Agency (REA)	Unqualified	Compliant with exception	Compliant with exception
314	Tanzania Wildlife Management Authority (TAWA)	Unqualified	Compliant with exception	Compliant
315	Internal Drainage Basin Water Board	Unqualified	Compliant with exception	Compliant with exception
316	Lake Nyasa Basin Water Board	Unqualified	Compliant with exception	Compliant
317	Lake Rukwa Basin Water Board	Unqualified	Compliant with exception	Compliant with exception
318	Lake Tanganyika Basin Water Board	Unqualified	Compliant with exception	Compliant
319	Lake Victoria Basin Water Board	Unqualified	Compliant with exception	Compliant with exception
320	Pangani Basin Water Board	Unqualified	Compliant with exception	Compliant
321	Rufiji Basin Water Board	Unqualified	Compliant with exception	Compliant
322	Ruvuma and Southern Coast Basin Water Board	Unqualified	Compliant with exception	Compliant
323	Wami Ruvu Basin Water Board	Unqualified	Compliant with exception	Compliant
324	Mafinga WSSA	Unqualified	compliant	Compliant
325	Makonde Plateau WSSA	Unqualified	Compliant	Compliant with exception
326	Maswa WSSA	Unqualified	Compliant with exception	Compliant with exception
327	Wanging'ombe Water Supply and Sanitation Authority	Unqualified	Compliant	Compliant
328	National Identification Authority (NIDA)	Unqualified	Compliant with exception	Compliant with exception
329	Office of Foreign Affairs and East African Cooperation Zanzibar.	Unqualified	Compliant with exception	Compliant
330	Tanzania Police Force Rewards and Fine Fund	Unqualified	Compliant with exception	Compliant
331	Tanzania Police Force Corporation Sole	Unqualified	Compliant with exception	Compliant
332	Tengeru Institute of Community Development (TICD)	Unqualified	Compliant	Compliant with exception
333	The African Peer Review Mechanism (APRM).	Unqualified	Compliant	Compliant
334	Mzinga Holding Company Ltd	Unqualified	Compliant with exception	Compliant with exception

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
335	Mzinga Corporation	Unqualified	Compliant with exception	Compliant with exception
336	SUMAJKT Agri Machinery Project	Unqualified	Compliant with exception	Compliant
337	Makuyuni CBWSO	Unqualified	Compliant	Compliant
338	Mvumi Mission CBWSO	Unqualified	Compliant	Compliant with exception
339	Lwamgasa CBWSO	Unqualified	Compliant with exception	Compliant
340	Kalengakapyo CBWSO	Unqualified	Compliant	Compliant
341	Muungano-Mpanda CBWSO	Unqualified	Compliant	Compliant
342	Mkongoro II CBWSO	Unqualified	Compliant	Compliant
343	Losaakia CBWSO	Unqualified	Compliant with exception	Compliant with exception
344	Sinaki CBWSO	Unqualified	Compliant with exception	Compliant with exception
345	Nkaiti CBWSO	Unqualified	Compliant	Compliant
346	Kokwe CBWSO	Unqualified	Compliant	Compliant
347	Igwijima CBWSO	Unqualified	Compliant	Compliant
348	Fulwe-Morogoro CBWSO	Unqualified	Compliant	Compliant
349	Msangamkuu CBWSO	Unqualified	Compliant with exception	Compliant with exception
350	Nyamwaki CBWSO	Unqualified	Compliant	Compliant
351	Laela CBWSO	Unqualified	Compliant	Compliant
352	Mkilima CBWSO	Unqualified	Compliant	Compliant
353	Mahembe CBWSO	Unqualified	Compliant	Compliant with exception
354	Mkombozi CBWSO	Unqualified	Compliant	Compliant
355	Igamba CBWSO	Unqualified	Compliant	Compliant
356	Mkwamwa-Mkwajuni CBWSO	Unqualified	Compliant	Compliant
357	Ibologero CBWSO	Unqualified	Compliant with exception	Compliant
358	Kibo CBWSO	Unqualified	Compliant	Compliant
359	Chanta CBWSO	Unqualified	Compliant	Compliant
360	Imuka CBWSO	Unqualified	Compliant	Compliant
361	NCT Utalii and Ukarimu Company Limited	Unqualified	Compliant	Compliant
362	Nkimwankoi CBWSO	Unqualified	Compliant	Compliant
363	Pasiansi Wildlife Security Company LTD	Unqualified	Compliant with exception	Compliant
364	Personal Data Protection Commission (PDPC)	Unqualified	Compliant	Compliant with exception
365	Randilen Community Wildlife Management Area	Unqualified	Compliant	Compliant
366	SHIMA Guard - Corporation Sole	Unqualified	Compliant with exception	Compliant with exception

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
367	SUMAJKT Logistics Company Ltd	Unqualified	Compliant	Compliant
368	Tanzania Extractive Industries Transparency Initiative (TEIT-GoT)	Unqualified	Compliant	Compliant
369	Tanzania Police Force Medical Unit	Unqualified	Compliant	Compliant with exception
370	TRAB	Unqualified	Compliant	Compliant
371	TRAT	Unqualified	Compliant	Compliant
372	Tax Ombudsman Service Tanzania (TOST)	Unqualified	Compliant with exception	Compliant with exception
373	INKACHIKA - CBWSO	Unqualified	Compliant	Compliant
374	MMCHITI - CBWSO	Unqualified	Compliant	Compliant
375	SAZA - CBWSO	Unqualified	Compliant	Compliant
376	NANGOLOLO-MKULULU - CBWSO	Unqualified	Compliant	Compliant
377	KISEMANACHI - CBWSO	Unqualified	Compliant	Compliant
378	MKWEMUO - CBWSO	Unqualified	Compliant	Compliant
379	LYAMUNGO UMBWE - CBWSO	Unqualified	Compliant	Compliant
380	UROKI BOMANG'OMBE - CBWSO	Unqualified	Compliant	Compliant
381	KIRUA KAHE GRAVITY - CBWSO	Unqualified	Compliant with exception	Compliant
382	KIRUA KAHE PUMPING - CBWSO	Unqualified	Compliant	Compliant
383	UCHIRA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
384	LAWATE - CBWSO	Unqualified	Compliant with exception	Compliant with exception
385	MAGADINI - CBWSO	Unqualified	Compliant with exception	Compliant
386	KIBARA - CBWSO	Unqualified	Compliant	Compliant with exception
387	MWIBAGI - CBWSO	Unqualified	Compliant	Compliant with exception
388	BULISUMAKWI - CBWSO	Unqualified	Compliant	Compliant with exception
389	SUKUCHIWASA - CBWSO	Unqualified	Compliant with exception	Compliant
390	KYABARAKIKO - CBWSO	Unqualified	Compliant with exception	Compliant with exception
391	GRUMET - CBWSO	Unqualified	Compliant	Compliant with exception
392	NYAMONGO - CBWSO	Unqualified	Compliant with exception	Compliant
393	SIRARI - CBWSO	Unqualified	Compliant	Compliant
394	MANG'ULA - CBWSO	Unqualified	Compliant	Compliant
395	DUTUMI - CBWSO	Unqualified	Compliant with exception	Compliant
396	KITOWASA - CBWSO	Unqualified	Compliant with exception	Compliant
397	NGERENGERE - CBWSO	Unqualified	Compliant	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
398	MLALI - CBWSO	Unqualified	Compliant	Compliant
399	LUPIRO - CBWSO	Unqualified	Compliant with exception	Compliant
400	WANGOGO - CBWSO	Unqualified	Compliant	Compliant
401	KIU - CBWSO	Unqualified	Compliant with exception	Compliant with exception
402	MMASI - CBWSO	Unqualified	Compliant	Compliant
403	NDUI/NYAKI - CBWSO	Unqualified	Compliant	Compliant
404	IBBUMI - CBWSO	Unqualified	Compliant with exception	Compliant with exception
405	MPAKATO - CBWSO	Unqualified	Compliant with exception	Compliant with exception
406	NGUDU - CBWSO	Unqualified	Compliant	Compliant
407	BACHINDU - CBWSO	Unqualified	Compliant	Compliant
408	LUNANGU - CBWSO	Unqualified	Compliant	Compliant
409	NACHIMANA - CBWSO	Unqualified	Compliant	Compliant
410	KACHEKIRU - CBWSO	Unqualified	Compliant with exception	Compliant
411	KEMONDO - CBWSO	Unqualified	Compliant with exception	Compliant
412	MUUNGANO-KARAGWE - CBWSO	Unqualified	Compliant with exception	Compliant
413	MUNKWEKA - CBWSO	Unqualified	Compliant	Compliant
414	BUKIBU - CBWSO	Unqualified	Compliant with exception	Compliant
415	KASHARUNGA - CBWSO	Unqualified	Compliant with exception	Compliant
416	NYINENSHAMBA - CBWSO	Unqualified	Compliant with exception	Compliant
417	MURUGO-NGARA - CBWSO	Unqualified	Compliant	Compliant
418	BENGUKA - CBWSO	Unqualified	Compliant	Compliant
419	GIDUI - CBWSO	Unqualified	Compliant with exception	Compliant with exception
420	KALEMELA - CBWSO	Unqualified	Compliant	Compliant with exception
421	BADUGU - CBWSO	Unqualified	Compliant	Compliant with exception
422	LAGANGABILILI - CBWSO	Unqualified	Compliant with exception	Compliant with exception
423	LUGURU - CBWSO	Unqualified	Compliant with exception	Compliant with exception
424	ISULILO-ILAMATA - CBWSO	Unqualified	Compliant	Compliant with exception
425	KISESA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
426	MWANDOYA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
427	MANGA, MKATA - CBWSO	Unqualified	Compliant with exception	Compliant
428	AMANI WEST - CBWSO	Unqualified	Compliant	Compliant
429	HALE - CBWSO	Unqualified	Compliant	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
430	MLIPANGO - CBWSO	Unqualified	Compliant	Compliant
431	MIKI - CBWSO	Unqualified	Compliant	Compliant
432	CHOMA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
433	IGOGO - CBWSO	Unqualified	Compliant with exception	Compliant with exception
434	IGURUBI - CBWSO	Unqualified	Compliant with exception	Compliant with exception
435	NANGA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
436	ZIBA - CBWSO	Unqualified	Compliant	Compliant with exception
437	CHAMILAGA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
438	ILASA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
439	KAMAWINU - CBWSO	Unqualified	Compliant with exception	Compliant with exception
440	KINAMWAKA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
441	MWAI SAKA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
442	UBUKI - CBWSO	Unqualified	Compliant with exception	Compliant with exception
443	UMWAI - CBWSO	Unqualified	Compliant with exception	Compliant with exception
444	MUKAKA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
445	UWAKA - CBWSO	Unqualified	Compliant	Compliant
446	ILAFASHA - CBWSO	Unqualified	Compliant	Compliant
447	ILAKOZE - CBWSO	Unqualified	Compliant	Compliant
448	MLOKOZI - CBWSO	Unqualified	Compliant	Compliant
449	KIDAHWE - MATENDO - CBWSO	Unqualified	Compliant	Compliant
450	KASIKATA - CBWSO	Unqualified	Compliant	Compliant with exception
451	UBUKAKA - CBWSO	Unqualified	Compliant	Compliant
452	NGHAHELEZI-NGHANJE - CBWSO	Unqualified	Compliant	Compliant
453	CHISICHILI - CBWSO	Unqualified	Compliant	Compliant
454	HOMBOLO - CBWSO	Unqualified	Compliant	Compliant
455	Ntomoko - CBWSO	Unqualified	Compliant	Compliant
456	MAKIRU - CBWSO	Unqualified	Compliant	Compliant
457	ENDABAYENG - CBWSO	Unqualified	Compliant	Compliant
458	ENABOOISHU - CBWSO	Unqualified	Compliant	Compliant
459	MDALAHABA - CBWSO	Unqualified	Compliant	Compliant
460	MULDA - CBWSO	Unqualified	Compliant	Compliant
461	HAYDOM - CBWSO	Unqualified	Compliant	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
462	NYULENGO - CBWSO	Unqualified	Compliant	Compliant
463	Hayma - CBWSO	Unqualified	Compliant	Compliant
464	KIAMBWSO - CBWSO	Unqualified	Compliant	Compliant
465	NAMRUBWSO - CBWSO	Unqualified	Compliant	Compliant
466	MBAMBABAY - CBWSO	Unqualified	Compliant	Compliant
467	PENGU - CBWSO	Unqualified	Compliant	Compliant
468	MSHIKAMANO - CBWSO	Unqualified	Compliant	Compliant with exception
469	JIKWAMUE - CBWSO	Unqualified	Compliant	Compliant
470	MATONYA - CBWSO	Unqualified	Compliant	Compliant with exception
471	MPAMPWAA - CBWSO	Unqualified	Compliant	Compliant
472	MTINKO - CBWSO	Unqualified	Compliant	Compliant
473	RIFTVALLEY - CBWSO	Unqualified	Compliant with exception	Compliant with exception
474	UYANJO - CBWSO	Unqualified	Compliant with exception	Compliant with exception
475	MDAMATU - CBWSO	Unqualified	Compliant	Compliant
476	GWATA - CBWSO	Unqualified	Compliant	Compliant with exception
477	JIBONDO - CBWSO	Unqualified	Compliant	Compliant
478	MAKIP - CBWSO	Unqualified	Compliant with exception	Compliant with exception
479	IGAJO - CBWSO	Unqualified	Compliant	Compliant with exception
480	MALISENI - CBWSO	Unqualified	Compliant with exception	Compliant with exception
481	MHAKIBINDE - CBWSO	Unqualified	Compliant with exception	Compliant with exception
482	MISWASO - CBWSO	Unqualified	Compliant with exception	Compliant
483	MWAMASHIMBA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
484	FEUWASA - CBWSO	Unqualified	Compliant with exception	Compliant
485	LUWASA - CBWSO	Unqualified	Compliant with exception	Compliant
486	MAMBAWASA - CBWSO	Unqualified	Compliant	Compliant
487	SHIWASA - CBWSO	Unqualified	Compliant	Compliant
488	BUSISI - CBWSO	Unqualified	Compliant	Compliant
489	MUUNGANO-SENGEREMA - CBWSO	Unqualified	Compliant with exception	Compliant
490	BUKINDO-KAGUNGULI - CBWSO	Unqualified	Compliant	Compliant
491	CHIMIZWALO - CBWSO	Unqualified	Compliant	Compliant
492	KIRANDO - CBWSO	Unqualified	Compliant	Compliant
493	MWIKA - CBWSO	Unqualified	Compliant	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
494	MUZE GROUP - CBWSO	Unqualified	Compliant	Compliant
495	KIMASAKINA - CBWSO	Unqualified	Compliant	Compliant with exception
496	KIWANGO - CBWSO	Unqualified	Compliant	Compliant
497	MAKILENGA - CBWSO	Unqualified	Compliant	Compliant with exception
498	MBUGA NYEKUNDU - CBWSO	Unqualified	Compliant	Compliant
499	OLMULO - CBWSO	Unqualified	Compliant	Compliant with exception
500	Uyovu CBWSO	Unqualified	Compliant	Compliant
501	RUNZEWE-MASHARIKI - CBWSO	Unqualified	Compliant	Compliant
502	MUGANZA BWONGERA - CBWSO	Unqualified	Compliant	Compliant
503	KATORO - CBWSO	Unqualified	Compliant	Compliant
504	NKOME - CBWSO	Unqualified	Compliant	Compliant
505	NYAKAGWE - CBWSO	Unqualified	Compliant	Compliant
506	Imalabupina - CBWSO	Unqualified	Compliant	Compliant
507	Lulembela CBWSO	Unqualified	Compliant	Compliant
508	Nyamtukuza-JWPP CBWSO	Unqualified	Compliant	Compliant
509	LUGAWASO - CBWSO	Unqualified	Compliant	Compliant
510	MATAMBA - CBWSO	Unqualified	Compliant	Compliant
511	NULIYAI - CBWSO	Unqualified	Compliant	Compliant
512	IMALINYI KIDUGULA - CBWSO	Unqualified	Compliant with exception	Compliant
513	BULYANHULU - CBWSO	Unqualified	Compliant	Compliant
514	ILOGI - CBWSO	Unqualified	Compliant	Compliant
515	KATA YA NGAYA - CBWSO	Unqualified	Compliant	Compliant
516	MWANYA - CBWSO	Unqualified	Compliant with exception	Compliant with exception
517	NYABUKI - CBWSO	Unqualified	Compliant	Compliant
518	BUKA - CBWSO	Unqualified	Compliant with exception	Compliant
519	BUNNEMA - CBWSO	Unqualified	Compliant	Compliant
520	MWABULYA - CBWSO	Unqualified	Compliant	Compliant with exception
521	SOLWA - CBWSO	Unqualified	Compliant	Compliant
522	SONGAMBELE-SHINYANGA - CBWSO	Unqualified	Compliant	Compliant
523	MWAMASA - CBWSO	Unqualified	Compliant	Compliant with exception
524	IZAZI - CBWSO	Unqualified	Compliant	Compliant
525	Migoli CBWSO	Unqualified	Compliant	Compliant

S/No	Name of the Entity/Report	Financial Audit Opinion 2023/24	Conclusion on Procurement 2023/24	Conclusion on Budget 2023/24
526	KIDABAGA - CBWSO	Unqualified	Compliant	Compliant
527	KILUMSA - CBWSO	Unqualified	Compliant	Compliant
528	AMSHA - CBWSO	Unqualified	Compliant	Compliant
529	MAKONGOROSI - CBWSO	Unqualified	Compliant	Compliant
530	NGAMANGA - CBWSO	Unqualified	Compliant	Compliant
531	UBAMPA - CBWSO	Unqualified	Compliant	Compliant
532	SIMIKE/ILUKI - CBWSO	Unqualified	Compliant	Compliant

Appendix II: Exchequer released Above Votes approved budget

S/No	Vote Description	Vote No	Total Budget as per Appropriation and Reallocation	Total Amount of exchequer releases (TZS)	Over Released Amount (TZS)
			(TZS)		
1	Ministry of Works	98	1,345,147,919,999	1,590,987,825,276	245,839,905,276
2	Ministry of Information, Communication and Information Technology	68	162,082,520,270	226,678,727,590	64,596,207,321
3	Ministry of Energy	58	2,176,610,594,738	2,200,302,968,459	23,692,373,721
4	Ministry of Water	49	537,344,017,922	557,796,838,509	20,452,820,586
5	RAS Kagera	87	340,988,393,849	354,675,847,289	13,687,453,440
6	RAS Rukwa	89	147,039,777,494	155,401,728,655	8,361,951,160
7	RAS Mbeya	78	367,101,400,057	374,098,358,617	6,996,958,560
8	RAS Geita	63	287,347,896,294	289,020,818,423	1,672,922,129
9	Drug Control and Enforcement Authority	91	16,968,805,702	18,799,447,691	1,830,641,989
10	Ministry of Transport	62	2,254,720,136,469	2,255,757,382,447	1,037,245,978
11	RAS Katavi	36	110,714,686,148	111,308,443,897	593,757,750
12	Immigration Department	93	113,917,359,879	114,204,300,545	286,940,666
	Total		7,859,983,508,821	8,249,032,687,398	389,049,178,577

Appendix III: Entities made Payments without Budgetary Reallocation

S/No	Name	Activity	Amount Budgeted (TZS)	Actual Expenditure (TZS)	Payment Above Budget (TZS)
1.	National Water Fund	Transferred to the Ministry of Water for the Same-Mwanga-Korogwe Water Supply Project.	-	26,022,058,963	26,022,058,963
2.	Ministry of Water	The fund was transferred to 11 Water Supply and Sanitation Authorities (WSSAs) without the necessary budget allocations.	-	5,760,086,531	5,760,086,531
		Misallocated from budgeted activities to pay staff allowances for routine tasks.	-	694,895,951	694,895,951
	Deep Sea Fishing Authority	Administrative costs and acquisition of non-current asset	4,868,695,257	6,719,050,172	1,850,354,915
3.	Personal Data Protection Commission	Funds were not budgeted under the activities of the Commission.	-	676,747,576	676,747,576
4.	Ministry of Foreign Affairs and East African Cooperation	Expenditures charged to various account codes that were not budgeted for	-	509,973,691	509,973,691
5.	Tanzania Embassy in Doha	Expenditures for various activities like running costs of vehicles and procuring various items	2,830,940,053	3,137,593,600	306,653,545
6.	Agency for Development of Education Management	Fund incurred by ADEM for activities related to BOOST projects	-	146,058,178	146,058,178
7.	Biharamulo Water Supply and Sanitation Authority	Operating expenses and repair and maintenance	146,480,700.00	168,765,664	22,284,964
Total			7,846,116,010	43,835,230,326	35,989,114,314

Appendix IV: Non-collection of revenue

S/No	Name of the Entity	Amount (TZS)
1	Tanzania Government Flight Agency	436,141,688,506.00
2	National Food Reserve Authority	352,246,452,753.00
3	Ministry of Land Vote 48	201,613,322,597
4	Tanzania Electrical, Mechanical and Electronics Services Agency	66,345,282,239
5	Tanzania Airport Authority	51,316,618,599
6	Mining Commission	39,421,566,757
7	Government Chemist Laboratory Authority	34,446,548,672
8	Petroleum Bulk Procurement Agency	23,034,466,630
9	National Identification Authority (NIDA)	20,143,415,435
10	Ministry of Education Vote 46	15,380,403,992
11	SUMAJKT Guard Limited	12,424,884,000
12	Tanzania Police Force Vote 28	10,908,352,500
13	Government Procurement Services Agency	10,487,339,000
14	Wami Ruvu Basin Water Board	9,082,997,000
15	e-Government Authority	8,230,536,270
16	Occupational Safety and Health Authority	6,161,177,936
17	SUMAJKT Electric Company Limited	5,575,758,000
18	Mzinga Corporation	5,021,260,000
19	Ministry of Livestock Vote 99	4,768,768,580
20	Mzinga Holding Company Limited	3,576,262,159
21	Ministry of Community Development, Gender, Women and Special Groups Vote 53	3,488,559,021
22	Tanzania Wildlife Management Authority	3,061,228,737
23	Tanzania Meteorological Authority	2,050,747,561
24	Weight and Measure Agency	1,984,835,674
25	Shima Guard	1,753,782,223
26	Agricultural Seed Agency	1,731,242,751
27	Pharmacy Council of Tanzania	1,621,889,350
28	Internal Drainage Basin Water Board	1,395,857,000
29	Tanzania Automotive Technology Centre	1,354,691,907
30	SUMAJKT Port Services	1,318,214,000
31	Tanzania Forest Fund	1,236,826,958
32	Tanzania National Roads Agency	1,230,760,000
33	Registration Insolvency and Trusteeship Agency (RITA)	822,832,243
34	SUMAJKT Cleaning and Fumigation Services	731,037,000
35	Tanzania Public Service College	690,791,240
36	Police Force Medical Unit	607,809,611
37	Eastern Africa Statistical Training Centre (EASTC)	562,105,002
38	Tumbi Referral Hospital	536,941,529
39	Tanzania Police Force Corporation Sole	354,934,562
	Total	1,342,862,187,994

Appendix V: Outstanding Claims

S/No	Name of the Entity	Total Payables (TZS)	Below 1 Year (TZS)	Above One Year (TZS)
1.	Tanzania National Roads Agency (TANROADS)	1,588,847,046,000	408,919,820,000	1,179,927,226,000
2.	Ministry of Defence and National Service - (Vote 57)	1,013,809,386,290	109,014,429,858	904,794,956,432
3.	Police Force Department - (Vote 28)	654,922,315,055	140,094,978,210	514,827,336,845
4.	Ministry of Works - (Vote 98)	307,244,470,671	16,918,716,779	290,325,753,892
5.	Rural Water Supply and Sanitation Agency (RUWASA)	233,523,841,234	35,111,275,409	198,412,565,825
6.	Ministry of Health - (Vote 52)	151,620,724,970	1,678,226,968	149,942,498,002
7.	Tanzania Peoples Defence Forces (TPDF) - (Vote 38)	149,299,674,000	36,320,009,019	112,979,664,981
8.	Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA)	67,372,382,339	11,783,111,201	55,589,271,138
9.	National Identification Authority (NIDA)	11,144,292,731	1,371,028,438	9,773,264,293
10.	Ministry of Agriculture - (Vote 43)	11,403,432,986	1,706,861,227	9,696,571,759
11.	SUMAJKT Construction Company Limited	11,140,383,000	3,494,994,000	7,645,389,000
12.	Mzinga Corporation	17,374,970,484	9,859,346,146	7,515,624,338
13.	Mbeya Zonal Referral Hospital	9,757,470,500	3,165,061,481	6,592,409,019
14.	Ministry of Livestock and Fisheries (Livestock Sector) - (Vote 99)	8,155,990,426	2,166,192,482	5,989,797,944
15.	Ministry of Education, Science and Technology - (Vote 46)	5,290,789,878	-	5,290,789,878
16.	Prime Minister Office-Labour Youth Employment and Disability - (Vote 65)	6,763,069,711	1,834,291,313	4,928,778,398
17.	Tanzania Airport Authorities (TAA)	5,621,649,621	1,267,908,086	4,353,741,535
18.	Judiciary of Tanzania - (Vote 40)	12,944,176,833	9,031,298,382	3,912,878,451
19.	Tanga Regional Referral Hospital	3,118,560,709	205,267,874	2,913,292,835
20.	Ministry of Culture and Sports - (Vote 96)	3,687,450,267	811,905,614	2,875,544,653
21.	Tanzania Buildings Agency (TBA)	2,817,302,829	-	2,817,302,829
22.	SUMAJKT Guard Company Limited	5,823,356,000	3,218,546,750	2,604,809,250
23.	Prime Minister's Office Private Office - (Vote 25)	3,055,135,747	657,480,000	2,397,655,747
24.	Vice President Office - (Vote 31)	2,376,437,476	-	2,376,437,476
25.	Dodoma General Referral Hospital	2,278,325,138	-	2,278,325,138
26.	Igunga WSSA	3,613,437,055	1,377,698,443	2,235,738,612
27.	Amana Regional Referral Hospital	2,596,539,280	451,621,237	2,144,918,043

S/No	Name of the Entity	Total Payables (TZS)	Below 1 Year (TZS)	Above One Year (TZS)
28.	Tanzania Agricultural Research Institute (TARI)	4,836,859,891	3,019,215,274	1,817,644,617
29.	Maswa WSSA	3,981,964,485	2,317,112,436	1,664,852,049
30.	Ministry of Investment, Industry & Trade - (Vote 44)	1,605,976,642	151,986,055	1,453,990,587
31.	Ministry of Home Affairs - (Vote 51)	1,658,772,544	261,543,867	1,397,228,677
32.	Benjamin Mkapa Hospital	10,431,136,986	9,209,625,456	1,221,511,531
33.	Tanzania Police Force Corporation Sole	1,594,945,956	390,945,178	1,204,000,778
34.	Ministry of Energy - (Vote 58)	1,220,561,289	52,786,889	1,167,774,400
35.	Ministry of Water - (Vote 49)	29,898,743,361	28,788,430,025	1,110,313,336
36.	Vice President Office (Private Office) - (Vote 26)	909,504,008		909,504,008
37.	Ministry of Constitutional and Legal Affairs - (Vote 41)	1,174,973,904	300,842,478	874,131,426
38.	Sokoine Regional Referral Hospital	850,951,630	55,967,584	794,984,046
39.	Manyara Regional Referral Hospital	789,500,438	-	789,500,438
40.	Sumbawanga Regional Referral Hospital	750,641,151	-	750,641,151
41.	Bunda WSSA	1,020,018,574	404,818,574	615,200,000
42.	Ministry Of Community Development, Gender, Women and Special Groups (MoCDGWSPs) - (Vote 53)	1,289,219,009	689,141,839	600,077,170
43.	Singida Regional Referral Hospital	964,499,852	378,030,122	586,469,730
44.	SUMAJKT Agricultural and Industrial Segments	931,608,000	351,129,000	580,479,000
45.	Mawenzi Regional Referral Hospital	1,092,445,929	535,804,687	556,641,242
46.	Tengeru Institute of Community Development	613,354,329	86,856,642	526,497,687
47.	Handeni Main Trunk WSSA	664,098,506	146,864,011	517,234,495
48.	Prime Minister's Office - (Vote 37)	517,156,431	-	517,156,431
49.	Mugango-Kiabakari WSSA	785,898,056	269,837,746	516,060,310
50.	Ministry of Transport - (Vote 62)	701,424,799	203,412,953	498,011,846
51.	Njombe Regional Referral Hospital	514,582,722	25,973,279	488,609,443
52.	Agriculture Seeds Agency (ASA)	1,975,476,250	1,508,918,567	466,557,683
53.	Ushiroombo WSSA	455,946,508	-	455,946,508
54.	Tanzania Government Flight Agency (TGFA)	6,458,873,351	6,002,938,731	455,934,620
55.	Mbeya Regional Referral Hospital	1,174,178,204	719,821,981	454,356,223
56.	Pasiansi Institute of Wildlife Management	450,228,430	-	450,228,430

S/No	Name of the Entity	Total Payables (TZS)	Below 1 Year (TZS)	Above One Year (TZS)
57.	Wami Ruvu Water Board	447,875,929	-	447,875,929
58.	Tanzania Police Force Medical Unit	653,931,251	212,126,000	441,805,251
59.	Water Institute	805,701,447	371,718,673	433,982,774
60.	Ministry of Natural Resources and Tourism - (Vote 69)	469,708,443	56,801,000	412,907,443
61.	Songea Regional Referral Hospital	394,635,319	-	394,635,319
62.	Sengerema WSSA	2,919,016,596	2,549,753,058	369,263,539
63.	SUMAJKT Logistics Company Ltd	367,424,000	-	367,424,000
64.	Tanzania Meteorological Agency (TMA)	6,590,638,993	6,223,726,924	366,912,069
65.	Mwananyamaia Regional Referral Hospital	1,628,315,306	1,267,994,540	360,320,766
66.	National Food Reserve Agency (NFRA)	538,111,117	194,412,701	343,698,416
67.	Tanzania Automotive Technology Centre (TATC)	510,465,715	188,819,000	321,646,715
68.	Shinyanga Regional Referral Hospital	762,734,790	441,560,349	321,174,441
69.	Internal Drainage Basin Water Board	373,126,000	58,626,000	314,500,000
70.	Jitegemee JKT Secondary School	336,544,000	33,066,000	303,478,000
71.	Pharmacy Council	321,252,059	60,559,323	260,692,736
72.	Lake Tanganyika Basin Water Board	416,033,246	163,601,054	252,432,191
73.	Tanzania Livestock Research Institute (TALIRI)	260,818,813	11,525,394	249,293,420
74.	Ministry of Minerals - (Vote 100)	646,634,778	406,243,451	240,391,327
75.	National Land Use Planning Commission - (Vote 3)	239,448,724	-	239,448,724
76.	Weights and Measures Agency [WMA]	356,669,193	128,031,804	228,637,389
77.	Makonde Plateau WSSA	223,747,794	-	223,747,794
78.	Rombo WSSA	1,575,229,264	1,354,697,167	220,532,097
79.	PO-Public Service Commission (PSC) - (Vote 94)	220,036,909	24,050,354	195,986,555
80.	Tabora Regional Referral Hospital	185,010,812	-	185,010,812
81.	PO-Public Service Management and Good Governance (PSM) - (Vote 32)	178,827,579	-	178,827,579
82.	SUMAJKT Agri-Machinery Project	177,468,000	-	177,468,000
83.	Nelson Mandela-African Institution of Science and Technology	167,467,475	-	167,467,475
84.	Forest Training Institute (FTI)	233,140,790	68,768,353	164,372,437
85.	Drugs Control and Enforcement Authority - (Vote 91)	178,730,730	14,550,451	164,180,279

S/No	Name of the Entity	Total Payables (TZS)	Below 1 Year (TZS)	Above One Year (TZS)
86.	Kibongoto Infectious Disease Hospital	304,015,559	146,213,619	157,801,940
87.	Mining Commission (MC)	1,096,805,362	941,845,509	154,959,853
88.	National Water Fund (NWF)	374,779,477	234,458,754	140,320,723
89.	Fire & Rescue Force - (Vote 14)	236,379,297	97,476,976	138,902,321
90.	Lake Victoria Basin Water Board	148,123,548	15,536,568	132,586,980
91.	Makete WSSA	111,243,957	1,988,417	109,255,540
92.	UNESCO National Commission - (Vote 18)	104,115,529	-	104,115,529
93.	Wanging'ombe WSSA	696,374,339	594,647,165	101,727,175
94.	Taasisi ya Sanaa na Utamaduni Bagamoyo (TASUBA)	132,210,421	34,285,637	97,924,784
95.	Ardhi Institute Morogoro	97,805,104	-	97,805,104
96.	Lake Nyasa Basin Water Board	148,333,807	51,719,876	96,613,931
97.	PO-Records and Archives Management (RAMD) - (Vote 4)	458,436,323	363,242,536	95,193,787
98.	Registration Insolvency Trust Agency (RITA)	965,040,524	870,937,288	94,103,236
99.	Public Service Recruitment Secretariat (PSRS) - (Vote 67)	159,296,681	65,608,000	93,688,681
100.	Business Registration and Licencing Agency [BRELA]	173,988,836	90,166,154	83,822,682
101.	Tanzania Veterinary Laboratory Agency (TVLA)	82,767,530	1,511,818	81,255,712
102.	Commission for Mediation and Arbitration - (Vote 15)	225,310,259	145,995,039	79,315,220
103.	Konodoa WSSA	112,324,703	40,055,831	72,268,872
104.	Mafinga WSSA	84,949,807	17,845,466	67,104,341
105.	Morogoro Regional Referral Hospital	117,707,991	51,147,467	66,560,524
106.	Vwawa Mlowo WSSA	103,462,161	38,457,304	65,004,857
107.	Tumbi Regional Referral Hospital	374,214,309	310,448,700	63,765,609
108.	Kibaya WSSA	117,675,465	55,221,700	62,453,765
109.	Mahembe CBWSO	57,207,449	-	57,207,449
110.	Mwanhuzi WSSA	735,066,565	678,152,920	56,913,645
111.	Town Planners Registration Board	54,390,205	2,709,000	51,681,205
112.	Lake Rukwa Basin Water Board	215,464,484	164,787,000	50,677,484
113.	Kiomboi WSSA	47,724,000	-	47,724,000
114.	Law School of Tanzania (LST)	62,061,877	17,685,215	44,376,662
115.	Tanzania Film Board	66,081,937	27,475,800	38,606,137

S/No	Name of the Entity	Total Payables (TZS)	Below 1 Year (TZS)	Above One Year (TZS)
116.	Roads Fund Board	38,530,381	-	38,530,381
117.	SUMAJKT Bottling Company Limited	146,756,000	108,337,000	38,419,000
118.	Mbinga WSSA	329,523,359	293,315,119	36,208,240
119.	SUMAJKT Catering Company Limited	44,816,000	9,000,000	35,816,000
120.	Agriculture Input Trust Fund [AGITF]	1,025,119,518	990,148,110	34,971,408
121.	Mbulu Town WSSA	140,010,582	107,361,700	32,648,882
122.	Independent National Electoral Commission - (Vote 61)	93,757,189	61,729,256	32,027,933
123.	SUMAJKT Headquarter	31,872,000	-	31,872,000
124.	Ministry of Lands, Housing and Human Settlements Development - (Vote 48)	80,190,098,953	80,159,150,381	30,948,572
125.	Ruangwa WSSA	46,567,428	16,725,629	29,841,799
126.	Eastern Africa Statistical Training Centre (EASTC)	29,772,494	-	29,772,494
127.	Pangani Basin Water Board	59,841,879	30,323,879	29,518,000
128.	SUMAJKT Garments Company Limited	278,097,000	251,717,000	26,380,000
129.	Mpwapwa WSSA	37,007,403	11,711,000	25,296,403
130.	Tanzania Commission for Aids - TACAIDS - (Vote 92)	22,576,567	-	22,576,567
131.	Orkesumet WSSA	302,570,950	281,530,000	21,040,950
132.	Chunya WSSA	26,076,077	5,998,497	20,077,580
133.	Tunduma WSSA	32,203,520	14,631,693	17,571,827
134.	Rujewa WSSA	20,411,504	5,270,000	15,141,504
135.	Itumba- Isongole WSSA	17,181,688	2,724,540	14,457,148
136.	Utete WSSA	13,634,000	684,000	12,950,000
137.	Agency for Development of Educational Management (ADEM)	209,306,215	197,574,059	11,732,156
138.	Turiani WSSA	16,506,974	5,112,321	11,394,653
139.	Kilindoni WSSA	11,394,420	-	11,394,420
140.	Office of Foreign Affairs and East African Cooperation Zanzibar	10,854,800	-	10,854,800
141.	Medical Council of Tanganyika-MCT	10,748,798	-	10,748,798
142.	President's Office Ethics Secretariat - (Vote 33)	10,739,117	-	10,739,117
143.	Loliondo WSSA	37,741,923	28,182,483	9,559,440
144.	Kasulu WSSA	197,784,779	191,032,340	6,752,439

S/No	Name of the Entity	Total Payables (TZS)	Below 1 Year (TZS)	Above One Year (TZS)
145.	Manyoni WSSA	122,531,852	116,303,530	6,228,322
146.	AIDS Trust Fund (ATF)	5,756,206	355,932	5,400,274
147.	Kilwa Masoko WSSA	10,903,199	5,946,834	4,956,365
148.	Geological Survey of Tanzania (GST)	128,167,552	123,796,330	4,371,222
149.	Losaakia CBWSO	50,062,486	47,686,714	2,375,772
150.	Gairo WSSA	18,691,994	16,417,394	2,274,600
151.	Ludewa WSSA	3,110,025	1,122,500	1,987,525
152.	Ardhi Institute Tabora	989,007	-	989,007
153.	Inspection and Supervision of Cooperative Fund [ISCF]	2,053,051	1,635,763	417,288
154.	Beekeeping Training Institute (BTI)	42,605,151	42,605,151	-
155.	Biharamulo WSSA	65,899,741	65,899,741	-
156.	Bukoba Regional Referral Hospital	388,414,661	388,414,661	-
157.	Busega WSSA	759,520,461	759,520,461	-
158.	Chanta CBWSO	3,240,450	3,240,450	-
159.	Chato WSSA	374,228,028	374,228,028	-
160.	Chato Zonal Referral Hospital	374,228,028	374,228,028	-
161.	Commission for Human Rights and Good Governance - (Vote 55)	39,214,151	39,214,151	-
162.	Community Based Conservation Centre - Likuyu Sekamaganga	182,540,914	182,540,914	-
163.	e-Government Authority (e-GA)	736,566,515	736,566,515	-
164.	Forest Industries Training Institute (FITI)	69,276,849	69,276,849	-
165.	Fulwe CBWSO	3,741,732	3,741,732	-
166.	Government Chemist Laboratory Authority	98,285,003	98,285,003	-
167.	Ibologero CBWSO	2,634,100	2,634,100	-
168.	ICT Commission - Dar Es Salaam	78,419,719	78,419,719	-
169.	Ifakara WSSA	3,313,436	3,313,436	-
170.	Immigration Services Department - (Vote 93)	3,880,082,056	3,880,082,056	-
171.	Institute of African Leadership for Sustainable Development (UONGOZI)	91,132,062	91,132,062	-
172.	Institute of Judicial Administration (IJA) - Lushoto	55,956,679	55,956,679	-
173.	Kawawa JKT Secondary School	40,424,000	40,424,000	-

S/No	Name of the Entity	Total Payables (TZS)	Below 1 Year (TZS)	Above One Year (TZS)
174.	Kishapu WSSA	67,096,143	67,096,143	-
175.	Laela CBWSO	1,200,000	1,200,000	-
176.	Ligula Regional Referral Hospital	666,910,552	666,910,552	-
177.	Liwale WSSA	17,114,665	17,114,665	-
178.	Lushoto WSSA	14,165,136	14,165,136	-
179.	Lwamgasa CBWSO	17,606,500	17,606,500	-
180.	Maganzo WSSA	18,402,700	18,402,700	-
181.	Ministry of Foreign Affairs and East African Cooperation - (Vote 34)	10,182,410,403	10,182,410,403	-
182.	Ministry of Livestock and Fisheries (Fisheries Sector) - (Vote 64)	1,792,281,659	1,792,281,659	-
183.	Mirembe National Mental Hospital	1,134,750,596	1,134,750,596	-
184.	Mount Meru Regional Referral Hospital	642,348,419	642,348,419	-
185.	Musoma Regional Referral Hospital	2,461,576,108	2,461,576,108	-
186.	Mzinga Holding Company Limited	561,153,507	561,153,507	-
187.	Namanyere WSSA	99,877,928	99,877,928	-
188.	Nkaiti CBWSO	789,000	789,000	-
189.	Nyamwaki CBWSO	28,000,000	28,000,000	-
190.	Pasiansi Wildlife Security Company LTD	6,007,000	6,007,000	-
191.	Petroleum Bulk Procurement Agency (PBPA)	10,407,226	10,407,226	-
192.	President's Office Planning and Investment - (Vote 11)	181,297,500	181,297,500	-
193.	Prisons Service Department - (Vote 29)	46,247,164,844	46,247,164,844	-
194.	Private Hospital Advisory Board	9,329,902	9,329,902	-
195.	Registrar of Political Parties - (Vote 27)	420,677,242	420,677,242	-
196.	Rufiji Basin Water Board	135,687,607	135,687,607	-
197.	Rural Energy Agency (REA)	323,016,841	323,016,841	-
198.	Ruvuma and Southern Coast Basin Water Board	170,211,233	170,211,233	-
199.	SekouToure Regional Referral Hospital	1,012,408,235	1,012,408,235	-
200.	Simiyu Regional Referral Hospital	178,707,507	178,707,507	-
201.	SUMAJKT Auction Mart Company Limited	6,962,000	6,962,000	-
202.	SUMAJKT Chang'ombe Furniture Company Limited	266,753,000	266,753,000	-
203.	SUMAJKT Cleaning and Fumigation Company Limited	831,808,000	831,808,000	-

S/No	Name of the Entity	Total Payables (TZS)	Below 1 Year (TZS)	Above One Year (TZS)
204.	SUMAJKT Port Services Company Limited	632,378,000	632,378,000	-
205.	Tanzania Extractive Industries Transparency Initiative (TEIT-GoT)	174,960,000	174,960,000	-
206.	Tanzania Forest Fund - TAFF	1,138,592	1,138,592	-
207.	Tanzania Forest Service - TFS	538,276,598	538,276,598	-
208.	Tanzania Gemmological Centre (TGC) Arusha	29,266,671	29,266,671	-
209.	Tanzania Official Seed Certification Institute (TOSCI)	5,310,000	5,310,000	-
210.	Tanzania Public Service College (TPSC)	345,706,415	345,706,415	-
211.	Tobacco Research Institute of Tanzania (TORITA)	208,404,836	208,404,836	-
212.	Traditional and Alternative Health Practitioners Council	126,186	126,186	-
Total		4,565,263,434,420	1,035,039,260,137	3,530,224,174,283

Appendix VI: Entities with Slow Pace in Execution of Projects

S/No	Name of the Entity	No. of Contracts	Total Contracts Amount (TZS)	Remark
1	TANROADS	101	682,334,929,080	Slippage ranging from 15% to 58%
2	Ministry of Water	12	477,826,844,994	Slippage ranging from 1% to 83%
3	Ministry of Culture and Sports - (Vote 96)	2	54,757,410,868	Slippage ranging from 33% to 50%
4	Ministry Of Community Development, Gender, Women and Special Groups - (Vote 53)	1	30,676,570,356	Slippage of 32% as of November 2024
5	RUWASA	17	27,998,753,288	Slippage ranging from 10% to 92%
6	Handeni Trunk Main Water Supply and Sanitation authority (HTMWSSA)	1	25,585,976,283	Slippage of 76% as of October 2024
7	Drugs Control and Enforcement Authority (Vote 91)	1	24,998,000,000	Slippage of 47% as of November 2024
8	Benjamin Mkapa Hospital	1	17,785,556,457	Slippage of 32% AS of September 2024
Total		136	1,341,964,041,327	

Appendix VII: Entities with Deviations from the Procurement Plans

S/No	Name of the Entity	Amount (TZS)
Entities that Implemented Procurement Without Annual Procurement Plan		
1	Ruangwa WSSA	961,275,514
2	Kilwa Masoko WSSA	215,701,845
3	Office of Foreign Affairs and East African Cooperation Zanzibar	181,805,282
4	Kiomboi WSSA	41,324,600
5	Liwale WSSA	41,236,395
6	Msanga Mkuu CBWSO	43,728,211
7	Sinaki CBWSO	33,163,700
8	Ibologero CBWSO	5,484,000
9	Chanta WSSA	3,718,193
Sub Total		1,527,437,740
Entities with Unimplemented Planned Procurements		
1	TANROADS	1,260,000,000,000
2	Ministry of Water - (Vote 49)	598,203,554,392
3	Ministry of Energy - (Vote 58)	30,775,325,304
4	Prime Minister's Office (VOTE 37)	29,615,650,996
5	Fire and Rescue Force	20,561,864,489
6	Tanga Regional Referral Hospital	16,670,000,000
7	Pangani Basin Water Board	8,649,999,497
8	Rural Energy Agency (REA)	8,510,462,768

S/No	Name of the Entity	Amount (TZS)
9	National Food Reserve Agency (NFRA)	8,016,688,458
10	Kibongoto Infectious Disease Hospital	6,262,010,000
11	National Identification Authority (NIDA)	5,130,352,609
12	Tanzania Meteorological Agency (TMA)	4,946,999,999
13	Tanzania Agricultural Research Institute (TARI)	4,341,011,920
14	Tanzania Forest Service - TFS	3,500,000,000
15	Immigration Services Department - (Vote 93)	3,350,777,075
16	Geological Survey of Tanzania (GST)	3,183,131,200
17	Ministry of Transport - (Vote 62)	2,926,403,997
18	Ministry of Investment, Industry & Trade - (Vote 44)	2,525,249,041
19	Rufiji Basin Water Board	2,285,066,556
20	Tanzania Commission for AIDS (TACAIDS)	2,104,213,723
21	Business Registration and Licencing Agency [BRELA]	2,079,611,660
22	Lake Victoria Basin Water Board	2,060,703,812
23	Water Institute	1,997,172,000
24	Maswa WSSA	1,852,617,386
25	Inspection and Supervision of Cooperative Fund [ISCF]	1,405,852,901
26	Singida RRH	1,262,757,867
27	Mount Meru Regional Referral Hospital	1,080,870,011
28	Mwanhuzi WSSA	821,624,745
29	Mpwapwa Water Supply and Sanitation Authority	771,621,205
30	Medical Council of Tanganyika-MCT	638,000,000
31	Institute of African Leadership for Sustainable Development (UONGOZI)	628,492,000
32	UNESCO National Commission - (Vote 18)	415,628,164
33	Tobacco Research Institute of Tanzania (TORITA)	376,058,625
34	Public Service Recruitment Secretariat (PSRS) - (Vote 67)	334,020,000
35	Kasulu WSSA	293,000,000
36	Manyara Regional Referral Hospital	162,666,490
37	Morogoro Regional Referral Hospital	135,100,289
38	Vice President Office - (Vote 31)	130,000,000
39	Kibaya WSSA	91,342,924
40	Igunga WSSA	61,865,000
41	Ruangwa WSSA	44,675,964
42	Valuers Registration Board	15,700,000
43	Makete WSSA	8,520,000
	Sub Total	2,038,226,663,069
44	Ministry of Energy Production Sharing Agreement (MEM PSA)	USD 223,000
Procurements Made Out of Annual Procurement Plan		
1	Tanzania Forest Service - TFS	8,569,274,280
2	Ministry of Community Development, Gender, Women and Special Groups (MoCDGWSPs) - (Vote 53)	1,264,470,928
3	Mbeya Zonal Referral Hospital	677,723,140
4	Kibongoto Infectious Disease Hospital	226,003,915
5	Manyara Regional Referral Hospital	133,029,340
6	Lushoto WSSA	77,806,943
7	Mugango-Kiabakari WSSA	34,630,540

S/No	Name of the Entity	Amount (TZS)
8	Kibo CBWSO/Kibuma	24,468,600
	Sub Total	11,007,407,686
	Grand Total	2,050,761,508,495

Appendix VIII: Procurements without using e-Procurement System

S/No.	Name of the Entity	Amount (TZS)
1	Tanzania Forest Service - TFS	12,156,493,646
2	Prisons Corporation Sole (PCS)	6,249,625,540
3	Ministry of Education, Science and Technology - (Vote 46)	3,507,649,947
4	Tanzania Building Agency	3,104,153,440
5	Bunda WSSA	953,126,320
6	Musoma Regional Referral Hospital	767,160,937
7	Dodoma General Referral Hospital	764,051,423
8	Mbeya Zonal Referral Hospital	677,723,140
9	Simiyu Regional Referral Hospital	588,912,890
10	Tobacco Research Institute of Tanzania (TORITA)	420,233,313
11	Bukoba Regional Referral Hospital	380,822,528
12	Medical Council of Tanganyika-MCT	379,192,601
13	Lake Tanganyika Basin Water Board	318,856,000
14	Lake Victoria Basin Water Board	305,178,636
15	Tanzania Commission for AIDS (TACAIDS)	288,319,260
16	Ministry of Community Development, Gender, Women and Special Groups (MoCDGWSPs) - (Vote 53)	283,547,059
17	SHIMA Guard - Corporation Sole	244,266,806
18	Kibongoto Infectious Disease Hospital	226,003,915
19	Lake Nyasa Basin Water Board	207,710,680
20	Tunduma WSSA	180,515,908
21	Prime Minister's Office (VOTE 37)	156,837,800
22	Taasisi ya Sanaa na Utamaduni Bagamoyo (TASUBA)	151,434,593
23	Ruvuma and Southern Coast Basin Water Board	141,801,800
24	Commission for Human Rights and Good Governance - (Vote 55)	119,478,800
25	Ifakara WSSA	84,589,790
26	Deep Sea Fishing Authority (DSFA)	51,843,100
27	Valuers Registration Board	50,485,344
28	Chato WSSA	42,844,490
29	Tanzania Culture and Arts Trust Fund	41,782,500
30	Kiomboi WSSA	41,324,600
31	Temeke Regional Referral Hospital	39,480,258
32	Ligula Regional Referral Hospital	39,418,500
33	Immigration Services Department - (Vote 93)	21,160,143
34	Private Hospital Advisory Board	19,861,250
35	Fisheries Education and Training Agency (FETA)	18,108,280
36	Mtwara Zonal Referral Hospital	17,800,000
37	Imuka CBWSO	16,056,000
38	Tanzania Veterinary Laboratory Agency (TVLA)	15,400,000
39	Youth Development Fund	14,800,000
40	Lushoto WSSA	9,694,000
41	Biharamulo WSSA	7,950,740

S/No.	Name of the Entity	Amount (TZS)
Total		33,105,695,977

Appendix IX: Uncollected revenue from water bills

S/No	Region	Name of CBWSO	Uncollected Revenue from water sales/charges (TZS)
1.	Arusha	MAKILENGA	472,404,708
2.	Kilimanjaro	MAGADINI	262,511,972
3.	Kilimanjaro	UROKI BOMANG'OMBE	221,035,989
4.	Kilimanjaro	KIRUA KAHE GRAVITY	153,856,250
5.	Katavi	KIU	113,822,109
6.	Kigoma	KIDAHWE - MATENDO	107,506,552
7.	Kilimanjaro	LAWATE	103,472,391
8.	Morogoro	MANG'ULA	98,333,074
9.	Kilimanjaro	LYAMUNGO UMBWE	88,945,449
10.	Katavi	WANGOGO	74,141,215
11.	Mwanza	MAMBAWASA	73,863,609
12.	Geita	UYOVU	68,145,862
13.	Morogoro	LUPIRO	65,131,206
14.	Shinyanga	ILOGI	61,608,596
15.	Manyara	HAYDOM	60,505,032
16.	Mara	NYAMONGO	60,452,500
17.	Kigoma	UBUKAKA	54,954,765
18.	Shinyanga	BULYANHULU	53,421,350
19.	Dodoma	HOMBOLO	48,435,667
20.	Arusha	OLMULO	47,247,130
21.	Morogoro	NGERENGERE	46,574,439
22.	Tanga	MANGA, MKATA	44,697,740
23.	Kagera	BENGUKA	43,802,670
24.	Shinyanga	NYABUKI	43,713,635
25.	Geita	NKOME	42,877,341
26.	Shinyanga	SONGAMBELE-SHINYANGA	39,890,900
27.	Mtwara	MKWEMUO	39,218,097
28.	Ruvuma	MBAMBABAY	37,609,330
29.	Mwanza	MWAMASHIMBA	35,099,818
30.	Shinyanga	MWANYA	34,772,000
31.	Kilimanjaro	KIRUA KAHE PUMPING	32,852,728
32.	Simiyu	LAGANGABILILI	31,879,950
33.	Kagera	KEMONDO	31,655,944
34.	Shinyanga	SOLWA	29,101,559
35.	Tabora	KINAMWAKA	28,650,279
36.	Manyara	ENDABAYENG	27,700,500
37.	Geita	MUGANZA BWONGERA	26,866,763
38.	Tabora	MWAIKA	25,824,062
39.	Geita	LULEMBELA	25,442,863
40.	Morogoro	DUTUMI	24,839,750
41.	Rukwa	CHIMIZWALO	23,080,247
42.	Tabora	UBUKI	22,667,117
43.	Arusha	KIMASAKINA	21,026,802
44.	Geita	NYAKAGWE	19,645,350

S/No	Region	Name of CBWSO	Uncollected Revenue from water sales/charges (TZS)
45.	Shinyanga	BUKA	19,337,150
46.	Shinyanga	BUNNEMA	18,343,300
47.	Ruvuma	PENGU	17,424,594
48.	Singida	MTINKO	17,235,400
49.	Kagera	MURUGO-NGARA	16,795,750
50.	Tabora	KAMAWINU	16,453,230
51.	Tabora	NANGA	16,320,174
52.	Katavi	MMASI	16,084,548
53.	Singida	UYANJO	15,170,008
54.	Kagera	KASHARUNGA	15,050,910
55.	Katavi	MPAKATO	14,567,410
56.	Kigoma	ILAKOZE	14,407,161
57.	Dodoma	CHISICHILI	14,388,500
58.	Shinyanga	MWAMASA	13,633,702
59.	Mwanza	MISWASO	13,385,240
60.	Morogoro	KITOWASA	13,300,765
61.	Mtwara	NANGOLOLO - MKULULU	13,303,550
62.	Singida	MATONYA	12,956,521
63.	Simiyu	LUGURU	12,818,404
64.	Tanga	MLIPANGO	12,362,670
65.	Rukwa	MUZE GROUP	12,324,337
66.	Geita	KATORO	12,066,594
67.	Shinyanga	MWABULYA	11,537,500
68.	Mara	SIRARI	11,044,078
69.	Kagera	KACHEKIRU	11,035,646
70.	Kagera	MUUNGANO-KARAGWE	10,868,444
71.	Tabora	UMWAI	10,864,474
72.	Tabora	ILASA	10,755,578
73.	Kagera	MUNKWEKA	10,570,333
74.	Shinyanga	KATA YA NGAYA	9,984,435
75.	Kagera	NYINENSHAMBA	9,851,100
76.	Mwanza	BUSISI	9,756,925
77.	Manyara	ENABOOISHU	9,377,950
78.	Mwanza	MALISENI	9,354,200
79.	Tanga	HALE	9,029,450
80.	Kigoma	MUKAKA	9,015,863
81.	Kigoma	ILAFASHA	8,951,630
82.	Tabora	IGURUBI	8,790,550
83.	Geita	NYAMTUKUZA-JWPP	8,614,490
84.	Morogoro	MLALI	8,611,300
85.	Kigoma	KASIKATA	8,584,062
86.	Mwanza	FEUWASA	8,339,006
87.	Mara	MWIBAGI	8,267,500
88.	Singida	JIKWAMUE	8,193,200
89.	Tabora	CHOMA	7,899,600
90.	Tanga	MIKI	7,552,850
91.	Manyara	MULDA	7,178,625
92.	Manyara	NYULENGO	6,763,998

S/No	Region	Name of CBWSO	Uncollected Revenue from water sales/charges (TZS)
93.	Arusha	KIWANGO	6,222,100
94.	Tabora	CHAMILAGA	6,098,500
95.	Kigoma	MLOKOZI	5,714,400
96.	Mwanza	IGAJO	5,585,825
97.	Mara	BULISUMAKWI	5,359,600
98.	Arusha	MBUGA NYEKUNDU	5,328,700
99.	Mara	KYABARAKIKO	5,280,700
100.	Pwani	JIBONDO	5,121,050
101.	Simiyu	MWANDOYA	5,118,750
102.	Simiyu	KALEMELA	5,020,000
103.	Lindi	NGUDU	5,007,700
104.	Pwani	MAKIP	4,959,550
105.	Kagera	BUKIBU	4,644,500
106.	Mwanza	SHIWASA	4,523,522
107.	Katavi	NDUI/NYAKI	4,066,750
108.	Singida	RIFTVALLEY	3,628,300
109.	Mwanza	MHAKIBINDE	3,354,900
110.	Tanga	AMANI WEST	3,353,100
111.	Katavi	IBBUMI	3,346,108
112.	Manyara	HAYMA	3,215,100
113.	Geita	IMALABUPINA- NANDA	3,020,411
114.	Simiyu	KISESA	2,908,000
115.	Mtwara	KISEMANACHI	2,769,500
116.	Tabora	ZIBA	2,285,000
117.	Dodoma	NTOMOKO- ASILIA	1,932,300
118.	Pwani	GWATA	1,890,800
119.	Tabora	IGOGO	883,900
120.	Pwani	MDAMATU	883,232
121.	Geita	RUNZEWE-MASHARIKI	135,300
Total			3,749,465,613

Appendix X: Hospitals with Rejected Insurance Claims

S/No	Entity	Amount Claimed (TZS)	Reimbursed Amount (TZS)	Rejected claims (TZS)
1	Benjamin Mkapa Hospital	20,441,391,867	16,046,993,839	4,394,398,028
2	Mbeya Zonal Referral Hospital	15,776,553,279	14,457,347,534	1,319,205,745
3	Dodoma Regional Referral Hospital	4,056,854,558	3,263,274,694	793,579,864
4	Bukoba Regional Referral Hospital	3,174,630,411	2,838,678,003	335,952,408
5	Maweni Regional Referral Hospital	2,439,618,775	2,177,545,138	262,073,637
6	Morogoro Regional Referral Hospital	1,644,294,922	1,459,377,793	184,917,129
7	Singida Regional Referral Hospital	2,221,647,486	2,037,321,298	184,326,188

S/No	Entity	Amount Claimed (TZS)	Reimbursed Amount (TZS)	Rejected claims (TZS)
8	Tanga Regional Referral Hospital	2,959,648,325	2,801,365,976	158,282,349
9	Sumbawanga Regional Referral Hospital	1,513,313,639	1,355,668,740	157,644,899
10	Chato Zonal Referral Hospital	1,283,382,249	1,137,442,077	145,940,172
11	Songea Regional Referral Hospital	1,399,295,058	1,264,192,088	135,102,970
12	Shinyanga Regional Referral Hospital	1,270,172,479	1,135,086,586	135,085,893
13	Geita Regional Referral Hospital	1,003,412,332	872,963,250	130,449,082
14	Tumbi Regional Referral Hospital	1,553,150,182	1,423,165,414	129,984,768
15	Mount Meru Regional Referral Hospital	3,592,898,419	3,485,648,692	107,249,727
16	Mtwara Zonal Referral Hospital	2,138,407,076	2,033,454,392	104,952,684
17	SekouToure Regional Referral Hospital	2,470,376,622	2,367,148,344	103,228,278
18	Tabora Regional Referral Hospital	1,205,696,069	1,102,934,400	102,761,669
19	Manyara Regional Referral Hospital	1,571,732,383	1,470,561,919	101,170,464
20	Ligula Regional Referral Hospital	1,350,755,560	1,261,631,826	89,123,734
21	Temeke Regional Referral Hospital	1,691,310,142	1,604,620,592	86,689,550
22	Njombe Regional Referral Hospital	1,281,743,494	1,197,653,498	84,089,996
23	Katavi Regional Referral Hospital	809,613,478	738,049,683	71,563,795
24	Mwananyamala Regional Referral Hospital	1,072,171,868	1,000,811,553	71,360,315
25	Amana Regional Referral Hospital	1,549,049,053	1,477,712,693	71,336,360
26	Mawenzi Regional Referral Hospital	1,561,529,091	1,499,387,578	62,141,513
27	Songwe Regional Referral Hospital	796,602,760	740,859,316	55,743,444
28	Simiyu Regional Referral Hospital	739,543,437	691,803,427	47,740,010
29	Kibongoto Infectious Disease Hospital	411,310,245	391,085,385	20,224,860
Total		82,980,105,259	73,333,785,728	9,646,319,531

Appendix XI: Hospitals with Uncollected Claims

S/No	Name of Hospital	Name of insurer	Amount (TZS)
1	Amana RRH	NSSF	44,251,397

S/No	Name of Hospital	Name of insurer	Amount (TZS)
		Strategies	13,389,900
		Jubilee	2,766,220
		Medical Team International	2,487,420
		Workers Compensation Fund (WCF)	736,960
		Assemble	461,410
2	Benjamin Mkapa Hospital	JWTZ	5,574,850,812
		Strategies	137,974,850
		Assemble	59,670,760
		NSSF SHIB	30,401,310
		JKT	26,893,510
		Workers Compensation Fund (WCF)	21,678,800
		CIGNA	16,398,250
		Jubilee	15,048,200
		YAPI	12,057,750
		SHANTA	2,186,650
		UAP	485,898
3	Bukoba RRH	ICHF	75,301,690
		NSSF SHIB	35,260,000
		Strategies Insurance	25,549,954
		JWTZ	4,753,710
		Jubilee Health Insurance	1,273,550
4	Maweni RRH	NSSF Referral	78,736,088
		Strategies	30,859,245
		CHIF	26,289,730
		MHIS	23,818,293
		MTI CAMP	15,871,125
		MTI	13,750,625
		Assemble	8,751,525
		JKT	4,937,465
		NSSF Capitation	4,369,015
		Jubilee	2,186,000
		Compassion	2,080,360
		Assemble HBV	1,471,125
		IOM	1,070,650
		Strategies HBV	656,925
		FPCT MWANGA	513,500
KKKT ELECT KIGOMA	508,185		
5	Mawenzi RRH	Assemble	152,130
6	Morogoro RRH	National Social Security Fund (NSSF)	127,054,280
		Strategies	18,899,555
		Workers Compensation Fund (WCF)	6,878,130
		Assemble	3,286,480
		Jubilee	1,606,180
7	Mwananyamala RRH	NSSF	6,314,420
		Strategy	4,434,782
		Assemble	4,256,311
8	Musoma RRH	National Social Security Fund	59,859,330
		iCHF	32,597,818
9	Shinyanga RRH	JWTZ	16,129,421
		Assemble Insurance	8,383,987

S/No	Name of Hospital	Name of insurer	Amount (TZS)
		Jubilee	6,195,287
		NSSF	2,968,990
		Strategies	500,734
10	Simiyu RRH	Strategies	9,580,850
		JWTZ	4,263,540
		Jubilee	4,113,050
		Assemble	3,227,200
		NSSF Referral	830,000
		NSSF-Cap	625,000
11	Songea RRH	NSSF	33,814,812
		Jubilee	18,263,950
		Strategies	16,933,394
		Assembly	2,059,400
12	Tabora RRH	Assembly	42,507,597
		Jubilee	613,045
13	Temeke RRH	ICHF	27,236,000
		Strategies	16,783,596
		Workers Compensation Fund (WCF)	3,308,500
		ARR	1,193,420
		Assemble	1,193,420
		Jubilee	237,060
14	Tumbi RRH	NSSF Referral	4,205,470
		Strategies	2,289,990
		Workers Compensation Fund (WCF)	787,240
Total			6,813,333,226

Appendix XII: Slow Pace in Implementing BBT Activities

Name of the Initiative	Activities	Description	Target by June 2024	Achievement by June 2024
Youth recruitment and incubation process	BBT 2nd batch recruitment	Number of youth recruited for 2023/2024	1,000	0
Preparation of Chinangali II block farms	Access roads on the farm	length of access road (Km)	365 km	0
	Construction of inputs Storage	Number of input store	2	0
	Demarcation of the farm into 5 acres and labelling	Number of demarcated blocks	268	80
	Construction of Irrigation technology on the farm	Availability of irrigation infrastructures	1,552	200
	Construction of postharvest handling facility (Warehouse/shade)	Number of postharvest storage facilities	3	0
	Construction of mechanisation centre	Number of Mechanisation centres	5	0
Preparation of Ndogowe block farms	Farm clearance, ripping and harrowing for 4200 acres in Ndogowe	Amount of land prepared	4,200	400
	Access roads on the farm	length of access road (Km)	356	18
	Construction of inputs Storage	Number of input store	5	0
	Construction of Irrigation technology on the farm	Availability of irrigation infrastructures	4,200	0
	Construction of postharvest handling facility (Warehouse)	Number of postharvest storage facilities	6	0
	Construction of mechanisation centre	Number of Mechanization centres	1	0
Security and social welfare in Chinangali II & Ndogowe	Engage TARURA for access roads to the farm and in the farm	length of access road (Km)	120km	40
	Engage Ministry of Health for dispensary rehabilitation at Mazo Village	Number of dispensaries	1	0

Appendix XIII: Entities with Undisposed Grounded Assets

S/No	Name of the Mission	Obsolete Assets	Date Request of Disposal Sent to the Ministry
1.	Tanzania High Commission in Kigali	(i) 69 units of office furniture, fittings and equipment (ii) Toyota L/Cruiser 14CD002R	November 2023

S/No	Name of the Mission	Obsolete Assets	Date Request of Disposal Sent to the Ministry
2.	Tanzania Embassy in Brussels	BMW -X5 CDAW 370	October 2024
3.	Tanzania Embassy in Kinshasa	153 units of office furniture, fittings and equipment	September 2023
4.	Tanzania High Commission in Lilongwe	(i) 92 units of office furniture, fittings and equipment (ii) M/BENZ.11 CD 12 CHASES (iii) TOYOTA HIECE. 11 CD 2	August 2022
5.	Tanzania High Commission in Maputo	26 units of office furniture, fittings and equipment	April 2022
6.	Tanzania Embassy in Doha	(i) 97 units of office furniture, fittings and equipment (ii) Toyota Corolla QATAR 2/207 CD	July 2024
7.	Tanzania Embassy in Kuwait	32 units of office furniture, fittings and equipment	November 2022
8.	Tanzania Embassy in Muscat	(i) 144 units of office furniture, fittings and equipment (ii) Mercedes Benz (CD 45/1). (iii) Toyota L/Cruiser Prado (CD 45/7) (iv) Toyota Avalon (CD 45/3)	April 2024
9.	Tanzania Embassy in Beijing	570 units of office furniture, fittings and equipment	May 2020
10.	Tanzania Embassy in Moscow	122 units of computers, Furniture, plant and equipment	June 2021
11.	Tanzania Embassy in Rome	(i) Computers, Furniture and equipment (ii) BMW-CD 0058 DE	September 2022
12.	Tanzania Embassy in Seoul	Furniture and equipment	May 2024
13.	Tanzania Embassy in Stockholm	(i) Properties and equipment and Volvo S80 DF 0001A (ii) Volkswagen Multivan T5 DF 003B	December 2019
14.	Tanzania Embassy in Tokyo	Properties and equipment	January 2022
15.	Tanzania Embassy in Riyadh	(i) Toyota Camry VNG 002 (ii) Toyota Previa VNG 003 (iii) Mercedes Benz-Class 350L VND 001 (iv) Ford Expedition VND 006	September 2024
16.	Tanzania Embassy in Paris	21 units of office furniture, fittings and equipment	July 2020
17.	Tanzania Permanent Mission to the United Nations in Geneva	(i) Computers, ICT accessories, furniture and home appliances (ii) E 350 Mercedes Benz CD GE 2.114 (iii) Chrysler GD Voyager CD GE 4.114	April 2024
18.	Tanzania Embassy in Algiers	10 units of computers, furniture and equipment	May 2024
19.	Tanzania Embassy in Harare	95 units of computers, printer furniture and equipment	March 2022

S/No	Name of the Mission	Obsolete Assets	Date Request of Disposal Sent to the Ministry
20.	Tanzania Embassy in Brasilia	100 units of computers, printer furniture and equipment	January 2019
21.	Tanzania High Commission in Kuala Lumpur	Computers, ICT accessories, furniture, equipment and home appliance	March 2022

Appendix XIV: Entities with Unpaid Staff Claims

S/No	Name of the Entity	Staff claims 2023/24 (TZS)	Staff claims 2022/23 (TZS)
1	Police Force Department - (Vote 28)	99,593,139,327	92,958,804,189
2	Prisons Service Department - (Vote 29)	79,527,531,470	72,179,051,898
3	Ministry of Health - (Vote 52)	33,972,489,794	28,133,893,698
4	Immigration Services Department - (Vote 93)	7,031,585,787	7,658,965,078
5	National Service Force (JKT) - (Vote 39)	5,074,972,355	4,543,972,355
6	Fire & Rescue Force - (Vote 14)	4,094,757,143	1,963,350,269
7	Nelson Mandela-African Institution of Science and Technology	3,254,973,381	2,926,841,400
8	Tanzania National Roads Agency (TANROADS)	3,054,723,000	3,397,000
9	Ministry of Lands, Housing and Human Settlements Development - (Vote 48)	2,105,225,145	1,457,523,286
10	Judiciary of Tanzania - (Vote 40)	1,780,198,598	1,847,454,721
11	Ministry of Education, Science and Technology - (Vote 46)	1,750,622,863	2,484,911,976
12	Ministry of Foreign Affairs and East African Cooperation	1,419,398,612	3,095,586,220
13	Rural Water Supply and Sanitation Agency (RUWASA)	1,304,105,153	1,322,879,805
14	Dodoma General Referral Hospital	1,163,780,135	532,358,400
15	Tanzania Agricultural Research Institute (TARI)	1,117,799,123	636,151,592
16	Ministry of Culture and Sports - (Vote 96)	1,108,106,564	983,841,698
17	Mining Commission (MC)	998,001,821	759,470,468

S/No	Name of the Entity	Staff claims 2023/24 (TZS)	Staff claims 2022/23 (TZS)
18	Ministry of Investment, Industry & Trade - (Vote 44)	929,187,302	-
19	Jitegeme JKT Secondary School	799,023,000	809,520,000
20	Ministry of Home Affairs - (Vote 51)	763,590,992	797,925,220
21	Consolidated Fund Services (Vote 22)	757,618,633	-
22	Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA)	718,884,003	28,728,550
23	Tanzania Livestock Research Institute (TALIRI)	715,946,408	653,017,855
24	Mount Meru Regional Referral Hospital	701,456,400	334,679,792
25	Handeni Main Trunk WSSA	700,982,188	634,338,073
26	Ministry of Livestock and Fisheries (Fisheries Sector)-Vote 64	691,369,738	626,510,209
27	Water Institute	691,333,309	275,809,077
28	Ministry of Minerals - (Vote 100)	617,529,231	184,935,110
29	Singida Regional Referral Hospital	544,799,800	268,024,300
30	Maweni Regional Referral Hospital	541,803,408	304,239,200
31	Musoma Regional Referral Hospital	527,861,000	528,181,000
32	Ministry of Energy - (Vote 58)	513,769,145	327,275,471
33	Sub Vote 2020: Permanent Mission to The United Nations - Geneva	484,435,787	484,435,787
34	Mbeya Zonal Referral Hospital	465,345,000	261,167,500
35	Njombe Regional Referral Hospital	464,847,054	215,596,972
36	Tanzania Meteorological Agency (TMA)	454,398,029	129,342,327
37	Ministry of Water - (Vote 49)	445,195,104	351,575,592
38	Ministry of Livestock and Fisheries (Livestock Sector) - (Vote 99)	439,071,783	434,071,783
39	Registrar of Political Parties - (Vote 27)	411,873,403	445,238,853

S/No	Name of the Entity	Staff claims 2023/24 (TZS)	Staff claims 2022/23 (TZS)
40	Mawenzi Regional Referral Hospital	408,342,324	176,232,125
41	Makonde Plateau WSSA	389,750,728	210,821,043
42	Mwananyamala Regional Referral Hospital	381,722,029	386,988,742
43	National Identification Authority (NIDA)	372,414,796	931,392,167
44	Temeke Regional Referral Hospital	354,900,699	339,650,699
45	Tengeru Institute of Community Development	351,510,496	191,588,226
46	Rombo WSSA	329,484,279	204,474,435
47	Ministry of Constitutional and Legal Affairs - (Vote 41)	328,339,621	191,771,489
48	Prime Minister Office-Labour Youth Employment and Disability - (Vote 65)	317,504,859	331,111,442
49	SekouToure Regional Referral Hospital	313,331,820	284,165,820
50	Ministry of Agriculture - (Vote 43)	313,178,100	560,507,916
51	Sub Vote 2025: Tanzanian Embassy in Pretoria, South Africa	302,943,809	-
52	Bunda WSSA	288,478,008	141,386,948
53	Sub Vote 2024: Tanzanian Embassy in Riyadh, Saudi Arabia	279,943,429	279,943,429
54	Sub Vote 2004: Tanzanian Embassy in Kinshasa, Congo-Democratic Republic	277,899,037	246,224,896
55	Kondoa WSSA	275,214,046	-
56	Manyara Regional Referral Hospital	270,234,000	185,970,000
57	Tabora Regional Referral Hospital	265,740,673	346,704,793
58	Ligula Regional Referral Hospital	243,139,000	165,544,000
59	Ministry of Natural Resources and Tourism - (Vote 69)	226,431,874	172,437,532
60	Tanzania Government Flight Agency (TGFA)	225,200,899	334,213,834
61	Wanging'ombe WSSA	215,470,590	108,628,720
62	Livestock Training Agency (LITA)	190,376,439	210,733,395
63	Sokoine Regional Referral Hospital	181,883,024	165,783,023

S/No	Name of the Entity	Staff claims 2023/24 (TZS)	Staff claims 2022/23 (TZS)
64	Government Chemist Laboratory Authority	179,431,000	621,424,265
65	Tanzania Fisheries Corporation (TAFICO)	173,688,000	-
66	Chato WSSA	171,808,743	60,975,992
67	Prime Minister's Office - (Vote 37)	165,943,220	641,262,683
68	Tanzania Airport Authorities (TAA)	161,584,412	136,669,529
69	UNESCO National Commission - (Vote 18)	155,404,898	155,404,898
70	National Land Use Planning Commission - (Vote 3)	153,686,027	136,785,116
71	Fisheries Education and Training Agency (FETA)	151,842,060	38,260,395
72	Vice President Office - (Vote 31)	139,640,859	160,482,180
73	Mafinga WSSA	130,180,130	-
74	Geological Survey of Tanzania (GST)	125,396,125	-
75	Mirembe National Mental Hospital	124,272,895	211,887,400
76	Rufiji Basin Water Board	119,746,836	84,330,573
77	National Irrigation Commission - (Vote 5)	115,180,142	342,014,553
78	Tanzania Commission for Aids - TACAIDS - (Vote 92)	111,314,664	-
79	Lake Rukwa Basin Water Board	108,728,655	65,738,499
80	Amana Regional Referral Hospital	106,989,800	106,989,800
81	PO-Public Service Commission - (Vote 94)	101,457,996	244,472,777
82	President's Office Ethics Secretariat - (Vote 33)	98,736,390	98,736,390
83	Sengerema WSSA	96,199,499	53,220,557
84	Taasisi ya Sanaa na Utamaduni Bagamoyo (TASUBA)	92,228,509	67,312,909
85	Office of Foreign Affairs and East African Cooperation Zanzibar	90,248,600	13,754,800
86	Pasiansi Institute of Wildlife Management	86,500,000	79,195,784
87	Mtwara Zonal Referral Hospital	82,677,000	82,677,000
88	PO-Records and Archives Management (RAMD) - (Vote 4)	80,665,660	85,971,904

S/No	Name of the Entity	Staff claims 2023/24 (TZS)	Staff claims 2022/23 (TZS)
89	National Food Reserve Agency (NFRA)	78,009,808	9,808,078
90	Sub Vote 2012: High Commission of Tanzania - Ottawa	77,414,798	9,602,108
91	Tanzania Forest Service (TFS)	75,035,234	37,555,716
92	Orkesumet WSSA	74,448,500	60,011,000
93	Roads Fund Board	71,516,823	58,682,173
94	Tanzania Official Seed Certification Institute (TOSCI)	70,000,000	244,028,040
95	Sub Vote 2032: High Commission of Tanzania - Kuala Lumpur	67,394,998	67,394,998
96	Maswa WSSA	67,095,429	78,303,226
97	National Prosecution Services - (Vote 35)	66,552,400	35,496,400
98	Independent National Electoral Commission - (Vote 61)	66,127,637	-
99	Medical Council of Tanganyika-MCT	66,108,883	-
100	Sub Vote 2013: Tanzanian Embassy in Paris, France	65,282,470	58,963,844
101	Kasulu WSSA	65,170,195	46,040,000
102	Ministry of Finance - Treasury Services (Vote 50)	62,547,312	63,097,312
103	Ministry of Works - (Vote 98)	60,120,882	61,682,140
104	Tanzania Cooperatives Development Commission - (Vote 24) (TCDC)	59,078,740	589,670,707
105	Songwe Regional Referral Hospital	58,612,470	39,665,000
106	Turiani WSSA	58,454,689	63,455,053
107	Songea Regional Referral Hospital	58,024,300	96,992,500
108	Chunya WSSA	56,033,728	-
109	Tunduru WSSA	51,577,280	29,614,800
110	e-Government Authority (e-GA)	50,403,539	-
111	Sub Vote 2028: Tanzanian Embassy in Bujumbura	45,159,017	31,065,390
112	Tobacco Research Institute of Tanzania (TORITA)	43,171,493	43,171,493
113	Itumba- Isongole WSSA	42,365,793	34,963,435

S/No	Name of the Entity	Staff claims 2023/24 (TZS)	Staff claims 2022/23 (TZS)
114	Law School of Tanzania (LST)	42,226,902	66,858,522
115	Ruvuma and Southern Coast Basin Water Board	42,045,000	33,750,000
116	Commission for Human Rights and Good Governance - (Vote 55)	39,214,151	240,792,284
117	Shinyanga Regional Referral Hospital	38,870,796	-
118	Busega WSSA	38,432,000	59,508,802
119	Ardhi Institute Morogoro	36,217,395	36,217,395
120	Treasury (Vote 21)	35,859,373	-
121	Ministry Of Community Development, Gender, Women and Special Groups - (Vote 53)	35,094,784	134,248,781
122	Drugs Control and Enforcement Authority - (Vote 91)	33,776,500	-
123	Kibaya WSSA	33,565,600	25,600,000
124	Ministry of Transport - (Vote 62)	33,360,622	33,150,000
125	Tax Revenue Appeals Tribunal (TRAT)	33,077,000	38,873,800
126	Mwanhuzi WSSA	31,994,187	25,881,503
127	PO-Public Service Management and Good Governance (PSM) - (Vote 32)	31,928,095	31,928,095
128	Prime Minister's Office Private Office - (Vote 25)	31,847,500	1,681,164,388
129	Kilindoni WSSA	29,744,000	26,734,000
130	ICT Commission - Dar Es Salaam	28,792,700	42,621,000
131	Simiyu Regional Referral Hospital	28,310,500	155,849,604
132	Nyamwaki CBWSO	28,000,000	-
133	Kibondo WSSA	27,610,494	28,152,494
134	Tax Revenue Appeals Board (TRAB)	24,501,300	150,550,092
135	Tumbi Regional Referral Hospital	23,246,400	43,214,303
136	Kilwa Masoko WSSA	23,086,840	18,107,960
137	Benjamin Mkapa Hospital	22,903,408	180,557,992
138	Lake Nyasa Basin Water Board	22,863,204	22,863,204
139	Tunduma WSSA	22,654,100	-
140	President's Office-Tanzania Public Service College (TPSC)	20,996,300	59,832,949
141	Tanzania Film Board	20,702,000	-

S/No	Name of the Entity	Staff claims 2023/24 (TZS)	Staff claims 2022/23 (TZS)
142	Manyoni WSSA	19,949,220	4,816,100
143	Geita Regional Referral Hospital	17,197,500	-
144	Pharmacy Council	16,940,016	16,940,016
145	Loliondo WSSA	16,556,130	13,294,800
146	Tanzania Gemmological Centre (TGC) Arusha	16,370,400	32,060,100
147	Sub Vote 2029: Tanzanian Embassy in Muscat	16,250,000	16,725,500
148	Wami Ruvu Basin Water Board	16,236,000	16,236,000
149	Tanzania Automotive Technology Centre (TATC)	16,233,000	-
150	Katavi Referral Hospital	15,943,500	5,779,500
151	Advances Fund	15,835,878	-
152	Tanzania Buildings Agency (TBA)	15,757,079	15,757,079
153	Ifakara WSSA	14,172,598	4,254,600
154	Joint Finance Commission	13,443,874	44,309,114
155	Accountant General's Division (Vote 23)	13,069,999	108,164,290
156	Agriculture Input Trust Fund [AGITF]	12,725,000	78,193,698
157	Kiomboi WSSA	11,880,000	11,880,000
158	Health Laboratory Practitioners Council	10,575,000	-
159	Weights and Measures Agency (WMA)	10,295,000	24,460,390
160	SUMAJKT Guard Company Limited	10,277,044	5,793,630
161	National Water Fund (NWF)	9,802,900	767,900
162	Valuers Registration Board	9,250,000	23,500,000
163	Agency for Development of Educational Management (ADEM)	9,187,152	55,840,660
164	Forest Training Institute (FTI)	9,170,010	11,688,200
165	Mbeya Regional Referral Hospital	8,853,300	240,000
166	Bukoba Regional Referral Hospital	8,473,408	190,001
167	Lushoto WSSA	7,800,120	-
168	Internal Drainage Basin Water Board	7,393,000	14,000,000
169	Mkongoro II CBWSO	7,261,000	1,610,000
170	Sub Vote 2014: Tanzanian Embassy in Beijing, China	5,968,283	32,105,548

S/No	Name of the Entity	Staff claims 2023/24 (TZS)	Staff claims 2022/23 (TZS)
171	Ruangwa WSSA	5,751,200	-
172	Mvumi CBWSO	5,229,000	5,105,100
173	Msanga Mkuu CBWSO	5,220,000	-
174	Internal Auditor General Division (Vote 06)	5,100,000	-
175	Gairo WSSA	4,305,000	3,801,996
176	Kawawa JKT Secondary School	4,242,000	8,017,000
177	Muongano CBWSO	3,740,000	-
178	SUMAJKT Garments Company Limited	3,526,000	-
179	Medical Radiology and Imaging Professionals Council-MRIPC	3,431,000	-
180	Laela CBWSO	3,184,600	1,500,000
181	Ludewa WSSA	3,088,000	-
182	Igunga WSSA	2,980,862	10,971,723
183	Mahembe CBWSO	2,840,000	-
184	Pasiansi Wildlife Security Company LTD	2,325,000	-
185	Nkaiti CBWSO	2,179,900	7,634,450
186	Imuka CBWSO	2,179,000	2,179,000
187	Biharamulo WSSA	2,112,000	354,000
188	Sumbawanga Regional Referral Hospital	1,968,801	-
189	Ibologero CBWSO	1,650,000	600,000
190	Chanta WSSA	1,184,000	-
191	Fulwe CBWSO	1,110,000	-
192	Vice President Office (Private Office) - (Vote 26)	770,000	770,000
193	Mzinga Corporation	617,610	152,264,790
194	Pangani Basin Water Board	340,000	-
195	Makuyuni CBWSO	300,000	300,000
196	AIDS Trust Fund (ATF)	113,600	113,600
197	Sub Vote 2017: Tanzanian Embassy in Tokyo, Japan	-	136,345,500
198	Lake Tanganyika Basin Water Board	-	121,345,000
199	African Peer Review Mechanism (APRM)	-	44,766,753
200	Rural Energy Agency (REA)	-	17,318,840
201	Vwawa Mlowo WSSA	-	4,629,000
202	Financial Intelligence Unit	-	2,480,000
203	Town Planners Registration Board	-	1,872,518
204	Igwijima CBWSO	-	1,370,000

S/No	Name of the Entity	Staff claims 2023/24 (TZS)	Staff claims 2022/23 (TZS)
205	Institute of Judicial Administration (IJA) - Lushoto	-	47,500
Total		274,807,699,240	247,195,023,879

Appendix XV: Entities with Vacant Positions

S/No	Name of the Entity	Requirement	Available	Shortage
1	Tanzania Police Force Medical Unit	771	271	500
2	Bukoba Regional Referral Hospital	664	368	296
3	Amana Regional Referral Hospital	681	396	285
4	Morogoro Regional Referral Hospital	681	447	234
5	Office of Attorney General	440	206	234
6	Registration, Insolvency and Trusteeship Agency	342	207	135
7	Planning Commission	160	97	63
8	Lake Tanganyika Basin Water Board (LNBWB)	89	37	52
9	Southern Zone Referral Hospital (SZRH)	56	6	50
10	Ministry of Community Development, Gender, Women, and Special Groups	49	10	39
11	Information and Communication Technologies Commission	36	2	34
12	Joint Finance Commission	56	23	33
13	Ardhi Institute Tabora	65	34	31
14	Iringa Regional Referral Hospital	42	18	24
15	Tunduma Water Supply and Sanitation Authority	37	15	22
16	Community Based Conservation Training Centre	31	13	18
17	Mawenzi Regional Referral Hospital	25	7	18
18	Tax Revenue Appeals Tribunal (TRAT)	35	18	17
19	Tax Revenue Appeals Board (TRAB)	42	26	16
20	Mwananyamala Regional Referral Hospital	23	9	14
21	Beekeeping Training Institute	34	22	12
22	Kibaya WSSA	15	5	10
23	Songe Water Supply and Sanitation Authority	23	14	9
24	President's Office Public Service Management and Good Governance	8	0	8
25	Biharamulo Water Supply and Sanitation Authority	13	6	7
26	Singida Referral Hospital	7	0	7
27	Tanzania High Commission in London	24	18	6

S/No	Name of the Entity	Requirement	Available	Shortage
28	Agency for the Development of Educational Management	5	0	5
29	Tanzania Embassy in Paris	4	0	4
30	Lake Nyasa Basin Water Board (LNBWB)	3	0	3
31	Losaa Kia Water Supply Trust	3	0	3
32	Rufiji Basin Water Board (RBWB)	3	0	3
33	Mpwapwa Water Supply and Sanitation Authority	2	0	2
34	Tanzania Embassy in Rome, Italy	2	0	2
35	Tanzania High Commission in Maputo	14	12	2
36	Embassy of Tanzania in Riyadh, Saudi Arabia	2	1	1
37	President's Office Records and Archives Management Department (Vote 04)	1	0	1
38	Ruvuma and Southern Coast Basin Water Board	1	0	1
39	Tanzania Embassy in Muscat	1	0	1
Total		4490	2288	2202

Appendix XVI: Entities without Asset Maintenance Plan

S/No	Name of the Entity	Original Acquisition Cost (TZS)	Net Book Value (TZS)	Maintenance Cost Incurred in 2023/24 (TZS)
1	Agricultural Seed Agency	37,805,339,965	25,370,524,606	17,222,568,080
2	Tanzania Government Flight Agency	2,169,737,749,161	1,854,212,356,379	6,030,583,655
3	OSHA	23,685,767,102	16,494,338,239	1,128,173,858
4	Pangani Basin Water Board	7,580,847,086	4,845,579,931.28	624,563,633
5	Police Medical Unit	432,399,000	355,922,380	371,934,193.82
6	Ministry of Home Affairs	136,109,761,460	106,852,023,734	355,442,431
7	Njombe RRH	34,024,457,539	29,962,978,719	353,888,998
8	Tanzania Veterinary Laboratory Agency	68,144,057,919	61,543,049,979	310,147,528
9	Institute of Judicial Administration	14,967,068,488	11,230,841,622	273,442,602
10	Internal Drainage Basin Water Board	8,099,499,000	6,319,618,000	238,386,000.00
11	Agency for Development of	18,974,395,840	16,651,363,196	222,290,245

S/No	Name of the Entity	Original Acquisition Cost (TZS)	Net Book Value (TZS)	Maintenance Cost Incurred in 2023/24 (TZS)
	Educational Management			
12	Ministry of Transports	7,352,953,380	4,299,046,081	148,155,631
13	Amana RRH	25,365,378,085	19,939,004,822	145,394,662
14	Pasiansi Wildlife Training Institute	7,791,571,037	4,894,622,894	137,691,718
15	Judicial Service Commission	2,030,538,231	1,422,789,137	130,356,205
16	Forest Industries Training Institute	1,729,229,000	564,768,389	126,253,921
17	Petroleum Bulk Procurement Agency	4,167,018,596	2,421,819,406	105,600,231.17
18	President's Office Records and Archives Management Department (Vote 04)	29,236,496,371	22,438,612,368	100,204,802
19	Ruvuma and Southern Coast Basin Water Board	2,424,035,309	1,099,868,924	43,000,000
20	Kiomboi WSSA	847,390,127	682,035,812	42,484,750
21	SUMAJKT Agricultural and Industrial Segment	30,050,845,000	25,092,546,000	35,183,000
22	Fulwe CBWSO	44,281,929	36,444,580	27,856,000
23	Ifakara WSSA	1,309,106,626	1,088,715,208	25,527,947
24	Mpwapwa WSSA	3,994,174,093	3,281,803,048	24,976,574
25	Medical Council of Tanzania	1,617,277,610	821,770,965	16,871,691
26	Chato WSSA	7,222,254,466	6,937,716,634	15,570,592
27	Lake Tanganyika Basin Water Board	7,699,163,188	6,077,562,193	12,235,828
28	Town Planners Registration Board	418,309,538	146,651,310	10,598,075
29	Tanzania Fisheries Corporation	118,520,382,715	118,338,357,628	9,499,500
30	Tunduru WSSA	1,288,413,500	1,104,119,249	2,581,000
31	Mzinga Holding Company	2,371,721,842	1,676,348,212	195,627
Total		2,775,041,883,203	2,356,203,199,645	28,291,658,978

Appendix XVII: Embassies without Assets Maintenance Plan

S/No	Name of the Embassy	Original Cost (TZS)	Net Book Value (TZS)	Maintenance expenses incurred (TZS)
1	Tanzania Embassy, Washington D.C	15,968,081,220	13,025,640,664	161,236,898
2	Tanzania Embassy in The Hague	5,905,813,610	5,112,796,468	87,348,165
3	Tanzania High Commission in Lilongwe	1,599,329,255	1,026,557,398	85,120,009
4	Embassy of Tanzania in Rome, Italy	7,934,110,401	6,285,218,129	55,971,836
5	Tanzania High Commission in Kigali	2,576,462,133	2,072,026,089	51,112,322
6	Tanzania Embassy in Kuwait	574,425,200	290,946,904	51,000,000
7	Permanent Mission of the United Republic of Tanzania to United Nations - New York	50,306,939,184	39,381,049,491	48,515,935
8	Tanzania Embassy in Moroni	2,085,423,600	1,221,266,038	41,172,030
9	Tanzania High Commission, Ottawa-Canada	10,218,190,057	8,280,013,399	35,862,319
10	Tanzania High Commission in Windhoek	-	471,664,270	34,489,943
11	Tanzania High Commission in New Delhi	13,211,946,941	11,460,102,811	27,109,451
12	Tanzania Embassy in Moscow	472,748,709	249,765,760	22,256,119
13	Tanzania Embassy - Brussels	10,122,457,667	8,506,282,326	7,232,089
14	Tanzania High Commission in Abuja	8,134,370,607	7,553,687,373	2,484,561
Total		129,110,298,584	104,937,017,120	710,911,677

Appendix XVIII: Unserviceable Assets and Obsolete items

S/No	Name of the Entity	Type of Asset	Number of Assets	Period grounded
1	TACAIDS	Three Motor Vehicle, Furniture and ICET Equipment	548	Not indicated
2	TEMESA	102 Motor Vehicles and furniture and equipment	227	Not indicated
3	UNESCO	Office and ICT equipment	149	Not indicated

S/No	Name of the Entity	Type of Asset	Number of Assets	Period grounded
4	Immigration Department	40 Motor Vehicles and 34 Motorcycles	74	1 to 15 years
5	Water Institute	3 Motor Vehicles and 69 ICT and Water Equipment	72	4 Months to 2 Years
6	Ministry of Health	Motor Vehicles	44	More than 1 year
7	TRAB-Tax Revenue Appeals Board	Furniture and ICT equipment	44	Not indicated
8	Business Registrations and Licensing Agency	5 Motor Vehicles, Office, and ICT equipment	28	1 to 4 Years
9	Bunda WSSA	Motorcycles, office, and other equipment, and two motor vehicles	19	2 to 3 Years
10	SUMA JKT Agri-Machinery Project	Forklifts and Motor vehicles	9	4 to 6 Years
11	Ministry of Finance Treasury Function	Motor Vehicles	8	1 to 5 Years
12	Ministry of Education, Science, and Technology	Motor Vehicles	7	More than 7 Years
13	Ministry of Transports	Motor Vehicles	7	1 to 4 Years
14	National Prosecutions Services - NPS	Motor Vehicles	7	1 to 5 Years
15	Ministry of Defence and National Service	Motor Vehicles and Trucks	6	1 Year
16	Ministry of Livestock and Fisheries	Motor Vehicles	6	More than 10 Years
17	SUMAJKT Agricultural and Industrial Segment	Equipment's	6	1 Year
18	Ministry of Home Affairs	Motor Vehicles	5	1 to 5 Years
19	Mzinga Holding Company	Earth Moving equipment	5	3 Months to 3 Years
20	Drugs Control and Enforcement Authority	3 Motor Vehicles and one motorcycle	4	5 months to more than 1 year
21	Ruvuma and Southern Coast Basin Water Board	Motor Vehicles	4	2 to 10 Years
22	Fisheries Education and Training Agency (FETA)	One Motor vehicle and two Marine Vessels	3	5 to 7 Years
23	Manyoni WSSA	Motorcycles	3	1 Year
24	Utete WSSA	Motor vehicles and One Generator	3	4 Years
25	Geological Survey of Tanzania	Liquid Nitrogen Generator and Shaking Table	2	8 Years

S/No	Name of the Entity	Type of Asset	Number of Assets	Period grounded
26	Internal Drainage Basin Water Board	Motor Vehicles	2	More than 2 years
27	Musoma RRH	Motor Vehicles	2	More than 2 Years
28	Office of the Attorney General	Motor Vehicles	2	1 to 2 Years
29	Tunduru WSSA	Motorcycles	2	2 to 3 Years
30	Wami Ruvu Basin Water Board	Motor Vehicles	2	2 to 3 Years
31	Ardhi Institute Morogoro	Motor Vehicle	1	Nine months
32	Dodoma RRH	Motor Vehicle	1	8 Years
33	Vice President's Office	Motor Vehicle	1	4 Years
34	Amana RRH	Motor Vehicle	1	2 Years

Appendix XIX: Entities with Un-updated Assets in the System

S/No	Name of the Entity	Original Cost (TZS)	Net Book Value (TZS)
1	Tanzania Police Force	544,425,587,081	416,699,388,973
2	Ministry of Education, Science, and Technology	462,872,795,629	400,132,448,584
3	Livestock Training Agency	135,297,199,382	125,247,854,369
4	Ministry of Culture Arts and Sports	117,212,010,576	94,631,677,202
5	Benjamin Mkapa RRH	156,237,445,880	76,516,626,906
6	Dodoma RRH	56,831,035,635	50,863,584,477
7	Mirembe National Mental Health Hospital	28,286,541,776	25,620,582,190
8	Mawenzi Hospital	26,151,742,903	24,011,514,234
9	Mbeya RRH	24,900,163,455	23,068,246,055
10	Amana RRH	25,365,378,085	19,939,004,822
11	Rombo WSSA	28,095,850,566	18,987,364,563
12	Morogoro RRH	21,085,902,492	17,870,047,190
13	Iringa RRH	15,520,204,895	12,960,195,532
14	Lake Victoria Basin Water Board	12,035,672,697	9,780,331,547
15	Maswa WSSA	11,069,070,856	7,817,573,783
16	Law Reform Commission	10,082,314,735	7,817,423,458
17	Ardhi Institute Tabora	6,150,446,700	5,222,753,196
18	Uongozi Institute	6,491,779,027	4,869,004,427
19	Lake Nyasa Basin Water Board	6,771,833,673	4,860,901,289
20	Musoma RRH	6,704,761,426	4,039,397,292
21	Mwanhuzi WSSA	3,927,555,397	3,696,182,729
22	Mbinga WSSA	3,967,764,028	3,330,077,645
23	Songwe RRH	3,853,100,093	2,958,311,691
24	Deep Sea Fishing Authority	3,881,195,919	2,896,926,261
25	Namanyere WSSA	2,729,575,366	2,405,485,120
26	Tunduma WSSA	2,421,569,629	2,270,257,716
27	Rujewa WSSA	2,526,020,796	2,156,080,584
28	Kibaya WSSA	2,454,677,829	2,033,558,527
29	Kilwa Masoko WSSA	1,896,943,231	1,623,788,855
30	Itumba-Isongole WSSA	1,158,228,100	988,535,993

S/No	Name of the Entity	Original Cost (TZS)	Net Book Value (TZS)
31	Medical Council of Tanzania	1,617,277,610	821,770,965
32	Liwale WSSA	1,020,726,763	782,282,664
33	Kilindoni WSSA	679,849,804	637,570,494
34	Personal Data Protection Commission	263,378,300	237,040,470
35	SHIMA Guard Company Limited	177,448,501	157,452,626
36	Traditional and Alternative Health Practice Council	152,270,386	123,806,204
37	Private Hospital Advisory Board	534,901,237	104,796,839
38	Tanzania Culture and Arts Fund's	37,841,100	28,266,325
39	Mvumi CBWSO	25,028,000	24,434,500
40	Chanta CBWSO	5,490,000	4,857,333
41	Busega WSSA	10,747,700,282	0
42	Handeni WSSA	5,165,427,658	0
43	Temeke RRH	845,624,325	0
44	Mt Meru RRH	2,487,927,996	-
45	National Prosecutions Services - NPS	11,829,420,897	-
46	Ruvuma and Southern Coast Basin Water Board	997,302,992	-
47	RUWASA	69,429,430,549	-
Total		1,836,421,414,257	1,378,237,403,630

Appendix XX: Entities with Weaknesses in Risk Management

S/No	Name of the Entity	Weaknesses Noted on Risk Management
1	Amana Regional Referral Hospital	- No risk management unit with a coordinator or fraud risk champions.
2	Handeni Trunk Main Water Supply and Sanitation Authority	- No fraud risk management framework or policy; and - No fraud risk register.
3	Igunga Water Supply and Sanitation Authority	- No adoption of risk management practices; and - A risk management team was not established.
4	Iringa Regional Referral Hospital	- No fraud risk management framework or policy; and - No fraud risk coordinator or fraud risk champions.
5	Kasulu Water Supply and Sanitation Authority	- No adoption of risk management practices; and - A risk management team was not established.
6	Ligula Regional Referral Hospital	- No Risk Management Policy
7	Maweni Regional Referral Hospital	- No adoption of risk management practices
8	Ministry of Home Affairs	- Fraud risk management framework not implemented.
9	Ministry Of Lands, Housing and Human Settlements Development	- The Ministry did not conduct a risk assessment to identify potential risks within the entity
10	National Land Use Planning Commission	- The Commission did not conduct a risk assessment to identify potential risks within the entity.
11	President's Office Records and Archives Management Department	- The risk management framework is not updated.

S/No	Name of the Entity	Weaknesses Noted on Risk Management
		<ul style="list-style-type: none"> - No assessment of risks affecting service delivery; and - No updated risk register.
12	Sokoine Regional Referral Hospital	<ul style="list-style-type: none"> - No identification of risks despite having a risk assessment framework.
13	Southern Zone Referral Hospital	<ul style="list-style-type: none"> - No fraud detection policies and procedures.
14	SUMAJKT Agri Machinery Project	<ul style="list-style-type: none"> - No adoption of risk management practices; and - A risk management team was not established.
15	Tabora Regional Referral Hospital	<p>The hospital's risk management framework does not include:</p> <ul style="list-style-type: none"> - Provision of risk management quarterly implementation report; and - Risk management performance monitoring plan
16	Tanzania Government Flight Agency	<ul style="list-style-type: none"> - No implementation of risk monitoring; and identification of risk training needs.
17	TEMESA	<ul style="list-style-type: none"> - No preparation or implementation of the Risk Action Plan; and - Annual assessment indicated poor implementation of risk action plan.
18	Uongozi Institute	<ul style="list-style-type: none"> - No Risk Management Unit in the organizational structure. - No identification of risk training needs; and - The risk register has been outdated since 2018.

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