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REPORT OF THE CONTROLLER AND AUDITOR GENERAL

THE UNITED REPUBLIC OF TANZANIA

NATIONAL AUDIT OFFICE

NATIONAL AUDIT OFFICE
NAOT
ISO 9001:2015 Certified

MOSHI CO-OPERATIVE UNIVERSITY (MoCU)

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

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March 2026

AR/PA/MOCU/2024/25

About the National Audit Office

Mandate

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

NAOT Vision, Mission & Motto

Vision

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

mission

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

Motto

Modernizing External Audit for Stronger Public Confidence

Core Values

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

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

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

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

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

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

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Abbreviations

B.O.T	Building Operating Transfer
FIFO	First In First Out
HEET	Higher Education for Economic Transformation
HIV	Human Immunodeficiency Virus
IESBA	International Ethics Standards Board for Accountants
IPSAS	International Public-Sector Accounting Standard
ISSAIs	International Standards of Supreme Audit Institutions
MoCU	Moshi Co-operative University
MUCCoBS	Moshi University College of Co-operative and Business Studies
NBAA	National Board of Accountants and Auditors
PSSSF	Public Service Social Security Fund
TFRS 1	Tanzania Financial Reporting Standard No. 1

1.0 INDEPENDENT REPORT OF THE CONTROLLER AND AUDITOR GENERAL

The Chairperson,
University Council,
Moshi Co-operative University (MoCU),
06 Sokoine Road, 25121, Mfumuni,
P. O. Box 474,
Moshi, Tanzania

1.1 REPORT ON THE AUDIT OF FINANCIAL STATEMENTS

Unqualified Opinion

I have audited the financial statements of Moshi Co-operative University (MoCU), which comprise the statement of financial position as at 30 June 2025, the statement of financial performance, statement of changes in net Assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

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

Basis for Opinion

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

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

Key Audit Matters

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

Other Information

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1.2 REPORT ON COMPLIANCE WITH LEGISLATIONS

1.2.1 Compliance with the Public Procurement laws

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

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

Conclusion with exceptions

Based on the audit procedures performed, I conclude that, except for the matter described below, Moshi Co-operative University (MoCU) generally complies, in all material respects, with the requirements of the Public Procurement laws in Tanzania.

Procurement not Conducted Due to Underestimated APP Price

My review noted that the Acquisition of Supplies for Digitization of Library Archival Activities, budgeted at USD 14,000, was not conducted because the APP price was significantly below prevailing market rates. A bidder submitted a quotation 296% higher than the approved budget, indicating that the original estimate was unrealistic. Consequently, the planned procurement could not proceed, and the allocated budget was reallocated to other activities.

1.2.2 Compliance with the Budget Act and other Budget Guidelines

Subject matter: Budget formulation and execution

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

Conclusion

Based on the audit procedures performed, I conclude that, except for the matters described below, Moshi Co-operative University (MoCU) generally complies, in all material respects, with the requirements of the Budget Act and related Budget Guidelines.

Significant variances between actual and budgeted spending

During my review of Moshi Co-operative University (MoCU) project expenditure under the Grant Agreement signed on 19 June 2022, between MoEST and MoCU, in which the latter is responsible for the timely utilization of project funds as per the approved work plan.

My review of the budget against actual expenditures for the year under review identified significant variances between actual spending and the approved budget. These variances include overspending, underspending, and nil or inadequate spending on specific budget lines. I also noted instances i.e. (Fees, Fines, Penalties and Forfeits, increase in deposit Levies) where actual expenses were incurred without corresponding budget allocations, indicating weaknesses in budget monitoring and adherence to the approved plan.

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

2.0 THE REPORT BY THOSE CHARGED WITH GOVERNANCE

2.1 Introduction

In compliance with Section 30 of the Public Finance Act Cap 348 and the Tanzania Financial Reporting Standard No. 1 (TFRS 1) on Governance Report, the Management submits their report and financial statements of Moshi Co-operative University for the year ended 30 June 2025.

2.2 Establishment

The Moshi Co-operative University ("MoCU" also referred to as the "University") is among Higher Education Institutions in Tanzania. MoCU came into being as a result of transforming the then Moshi University College of Co-operative and Business Studies (MUCCoBS) into a full-fledged University on the 4 September 2014. The University is governed by its own Charter, made under the Universities Act No. 7 of 2005 (Cap 346) of Tanzania laws. MoCU has two faculties and five directorates. Further, MoCU has two institutes, one in Moshi Municipality and the other in Shinyanga Municipality. In addition, the University operates 13 regional offices catering all regions in Tanzania, with the main functions of conducting outreach and extension services to co-operatives and communities at large.

2.3 University Outlook

VISION

The vision of the University is to be "An eminent academic institution committed to supporting co-operative and business development."

MISSION

The University's mission is "To promote sustainable co-operative and business development through quality training, research and advisory services."

CORE VALUES

The University's core values include cooperation, professionalism, integrity, transparency, accountability, social responsibility, equality, courtesy to all, creativity, and innovation.

2.4 Nature of the Operation

2.4.1 Principal activities

The principal functions of the Moshi Co-operative University are:

- To provide training leading to the grant of degrees, diplomas, certificates and other academic awards;
- To initiate and conduct research;
- To provide consultancy and advisory services;

- To prepare and disseminate teaching and learning materials; and
- To publish and disseminate research findings for social and economic development.

2.4.2 Regulatory environment

The University is governed by the Council under Rule 85, sub rule 1(a) and (b) of the first schedule of the MoCU Charter, 2015 (G.N No. 274 of 2015 made under Section 25 of the Universities Act No: 6 of 2005) which is responsible for policies and strategic decisions. The Council is assisted by the Management team for day-to-day operations. The University Council is the highest organ responsible for the overall management of the University. Ordinary meetings of the University Council are held quarterly, as required by the University Charter.

2.5 Objective and Strategies

The development goals of the country are stipulated in the Tanzania Development Vision 2025 and the National Five-Year Development Plan III (2021/2022-2025/2026). The Five-Year Corporate Strategic Plan (2021/2022-2025/2026) is meant to align with the University's strategic objectives to contribute towards national expectations in socio-economic transformation.

2.5.1 Objective of the University

During the five-year Plan period, the University concentrates on the implementation of activities related to the following strategic areas:
(a) Teaching and learning;
(b) Research, innovation and publication;
(c) Outreach and consultancy services;
(d) Institutional capacity and operational performance; and
(e) Cross-cutting issues

2.5.2 Strategies for achieving objectives

The execution of the Work Plan and Budget for the financial year 2024/25 falls within the fourth year of the University's Corporate Strategic Plan (2021/22-2025/26). This Strategic Plan is the University's leading instrument for planning, priority setting, and decision-making. It facilitates the discharge of the University's roles and functions over its five-year period. The Strategic Plan is built upon the following seven strategic goals, the implementation of which is summarized below:

(a) Teaching and Learning Environment Improved

- Short-term, by developing and improving academic programmes which are relevant to the market needs;
- Medium-term, by increasing graduate employment rates and student satisfaction scores; and

- Long-term, by establishing a standard-class teaching and learning environment with state-of-the-art infrastructure, a digital library, and robust ICT integration.

(b) Research, Innovation and Publication Enhanced

- Short-term, by increasing the number of staff trained in research methodology and grant proposal writing;
- Medium-term, by establishing a streamlined research governance framework and secure a 5% increase in external research funding; and
- Long-term, by becoming a nationally recognized hub for innovation, measured by patents filed, and a significant increase in high-impact publications.

(c) Outreach and Consultancy Services Strengthened

- Short-term, by enhancing access to quality outreach services;
- Medium-term, by generating a sustainable annual revenue stream from quality consultancy and outreach services; and
- Long-term, by strengthening co-operative identity and image.

(d) Institutional Capacity and Operational Performance Enhanced

- Short-term, by achieving a 100% retention rate for top-performing staff through improved recruitment and incentive packages;
- Medium-term, by achieving a clean annual audit report, implementing volatile resource planning system, and enhancing University safety protocols; and
- Long-term, by attaining international accreditation and consistently ranking among the top national universities.

(e) Health Service Improved and HIV/AIDS Infections Reduced

- Short term, by ensuring 100% of students and staff complete HIV/AIDS and other non-communicable awareness training and have access to counselling services;
- Medium term, by reducing reported cases of communicable and non-communicable diseases on campus by 80% through expanded prevention and treatment services; and
- Long term, by improving provision of health services to MoCU community and the surrounding communities.

(f) Anti-corruption Initiatives Enhanced and Sustained

- Short term, by promoting awareness on anti-corruption for MoCU community;
- Medium term, by enhancing provision of anti-corruption initiatives; and
- Long term, by promoting inclusiveness of anti-corruption agenda in all University activities.

(g) **Gender and Environmental Issues Mainstreamed and Support Service for People with Special Needs Enhanced**

- Short term, by conducting a university-wide gender audit and developing a corresponding action plan;
- Medium term, by achieving full physical and digital accessibility for people with special needs across all key university services.; and
- Long term, by reinforcing environmental planning and management.

2.6 MoCU OPERATING MODEL

The University's operating model involves a system of transforming inputs, through its operating activities, into outputs and outcomes that aims to fulfil MoCU's strategic purposes and create value over the short, medium and long term.

(a) The inputs of the model

These inputs include:

- **Human Capital:** this entails employees with adequate skills and competences to ensure delivery of quality services;
- **Financial Capital:** this comprises of financial resources obtained from the Government of Tanzania, financial support from development partners (World Bank Credit through HEET Project) and internally generated funds mainly from tuition fees; and
- **Social and Relationship Capital:** In executing its functions, MoCU has established an ethical and transparent relationship with government institutions, co-operative societies, students, consultants, suppliers, policy makers, and the general public. The University engages actively on Corporate Social Responsibilities, by setting aside funds which are directed to societal well-being.

(b) Operating Activities

The University ensures quality service delivery in executing training, research, consultancy, and advisory services.

(c) Outputs

The University recorded the following outputs during the reporting period:

i. Enrolled 7,838 students (3,903 females: 49.8%; 3,935 males: 50.2%). This represents a decrease of 272 students from 8,110 in the 2023/24 academic year. The reduction in enrolment is attributable to increased competition in Higher Education Institutions;
ii. Produced 3,455 graduates in the 2023/2024 academic year. Of these, 1,766 (51.1%) were female and 1,689 (48.9%) were male. This number of graduates is equivalent to 4.9% decrease compared to 3,632 graduates in 2022/2023 academic year;

iii. Completed implementation of three externally funded research projects and continued with implementation of two others. In addition, the University continued supporting implementation of 10 research projects using internally generated income;
iv. Hosted the 4th International Research Conference in partnership with the Co-operative University of Kenya. The running theme was "Co-operative for Sustainable Development". The conference featured the presentation of 48 scholarly research papers;
v. Published the Journal of Co-operative Business Studies Volume 8 (Issue 1 & 2) and Volume 9 (Issue 1) and the East Africa Journal of Social and Applied Sciences Volume 6 (Issue 1 &2);
vi. Delivered two training workshops to 106 staff on data collection tools;
vii. Published 89 scholarly articles in various peer-reviewed journals;
viii. Enhanced digital scholarship accessibility by uploading 1,766 scholarly publications to the institutional repository;
ix. Provided training on utilizing electronic resources to 248 students and 43 staff;
x. Delivered training on co-operative management and development to 28,390 participants (10,168 female, 18,222 male) in collaboration with the Tanzania Co-operative Development Commission;
xi. Offered advisory services to 16,618 individuals on preparation of financial statement and best practices co-operative business management;
xii. Secured 17 consultancy assignments; eight have been completed during the reporting period, while nine are in progress;
xiii. Participated in six exhibition events to showcase and promote the university's activities, during the International Co-operative Day, the Tanzania Commission for Universities (TCU), Zanzibar Higher Learning Exhibitions, International Credit Union Day (ICUD), National Exhibition on Education, Science and Innovation and Nane Nane Agricultural Fair;
xiv. Produced and aired 58 radio programmes through TBC Taifa (52 programmes) and community radio stations (6 programmes);
xv. Completed construction of a four-storey lecture theatre with the capacity of accommodating 1,800 users at a time and installation of 20 street lights across the KICoB campus. Further the construction of a four-storey library with the capacity of accommodating 2,500 users at a time is at 74% to completion;
xvi. Continued with the construction of an ICT building, Academic complex and student hostel which are at 69%,66% and 82% to completion, respectively;
xvii. Supported 85 staff to pursue higher academic qualifications (55 PhD, 29 Master's degree and one Bachelor degree programmes); and
xviii. Strengthened human resource by recruiting 74 staff (27 administrative staff and 47 academic staff).

(d) Outcomes

The following were noted outcomes:

(i) Increased customer satisfaction;
(ii) Improved teaching and learning infrastructure;
(iii) Improved teaching and learning practices;
(iv) Enhanced governance and management practices;
(v) Increased operational efficiency of the University's services delivery;
(vi) Increased number of research and consultancy assignments conducted;
(vii) Improved research and consultancy capacity;
(viii) Increased rate of staff and students' awareness of HIV/AIDS prevention;
(ix) Increased rate of staff and students' awareness of corruption prevention; and
(x) Increased level of efficiency and effectiveness in finance and procurement matters.

2.7 Persons with Special Needs and Gender Balance

2.7.1 Persons with special needs

MoCU ensures that people with special needs are recognized and protected. Persons with special needs are guided through the Special Needs Policy and Guidelines, 2023. The Policy acts as the basis of the University's commitment to ensuring appropriate opportunities for people with special needs and creating an environment that enables them to fully participate in university life. MoCU ensures that people with special needs are not denied admission or employment opportunities based on their disabilities.

2.7.2 Gender Policy

MoCU is a community of scholars devoted to the advancement of knowledge, wisdom, and understanding for the welfare of society. The University is committed to creating a favourable environment that ensures the safety and security of all stakeholders. The policy on gender is intended to provide a basis for the University to underscore its commitment to address any existing imbalances by considering the different needs of both males and females.

As at 30 June 2025, the total permanent workforce was 435 (30 June 2024:386 employees), of which 270 were male (30 June 2024: 248 male), equivalent to 62%, and 165 were female (30 June 2024: 138 female), equivalent to 38%. Out of the total, 243 were academic staff (30 June 2024: 205 staff) and 192 administrative staff (30 June 2024: 179 staff). Moreover, the total enrolment of students was 7,838 of which 3,903 equivalent to 49.8% were female and 3,935 equivalent to 50.2% were male students.

2.8 Capital Structure/Taxpayers' Fund and Cash flow

The capital structure/taxpayers' fund of the University is expected to be static after the lapse of the transitional period in the financial year 2016/17 during which the Government was establishing its initial capital after migrating from a cash basis of accounting. The taxpayers' fund of the University is outlined in Note twelve (12). The cash flows of the University were mainly divided into three major activities, which included cash flows from operations, cash flows from investing, and cash flows from financing activities. The cash flow generation and usage during the year were based on commitments as per the corporate strategic plan and the established budget.

2.9 Liquidity

The University is financed by internal funds generated from teaching, research, consultancy, outreach services, and other revenues to meet its day-to-day obligations and development activities while receiving personal emoluments and Government grants for its development activities. The cash position is shown on the statement of financial position, cash flow statement, and notes of the financial statements.

2.10 Related Parties Transactions

In the context of IPSAS 20 [(34(a)-(c)], the related party comprises the Chancellor, Council, Senate, committees, Members of MoCU, Key Management Personnel (full-time), and close members of the family of key management personnel. For the HEET project, parties were not compensated through remuneration, advisory services, or other related costs. This is per the rules for IDA-funded projects, which state that salaries, meeting allowances, honoraria, and internal consulting for civil/public servants are not allowed. Moreover, no outstanding amount was due from related parties since, during the year, no loan was advanced to them. Therefore, there were no related-party transactions for the year ended 30 June 2025. Moreover, transactions with related parties (excluding the HEET project) during the financial year 2024/25 were in the normal course of the business. Details of transactions and balances are included in note number 35 of the financial statements.

2.11 Corporate Governance

The University being a public institution, is abiding by the Public Service Act, 2002, standing orders and code of ethics and good conducts. The Council, Management, and employees are committed to upholding the core values of transparency, integrity, honesty, and accountability, which are fundamental to the attainment of good governance and excellent performance. Based on corporate governance values, the University has the Council and various committees that institute good governance in all University operations as indicated hereunder:

2.12 The Council and Committees

2.12.1 The Council and Committees

The Council Members of MoCU as of 30 June 2025 are presented in **Table 1**. Member of this committee and their details are presented in **Table 1**:

Table 1: Members of the Council as of 30 June 2025

No.	Name	Position	Qualification	Gender	Nationality	Appointment	End Date	Age	Number of meetings attended
1.	Mr.George D. Yambesi	Chairperson	M.Sc.	M	Tanzanian	1 October 2023	October 2027	72	5
2.	Amb. Maimuna K. Tarishi	V/Chairperson	MBA	F	Tanzanian	1 April 2024	30 March 2027	65	2
3.	Prof. Raphael T. Chibunda	Member	PhD	M	Tanzanian	1 April 2024	30 March 2027	59	4
5.	Mr. Joseph S. Mwitwa	Member	MA	M	Tanzanian	1 April 2024	30 March 2027	55	2
6.	Prof. Fatihiya A. Massawe	Member	PhD	F	Tanzanian	1 April 2024	30 March 2027	51	2
7.	Dr. Benson O. Ndiege	Member	PhD	M	Tanzanian	1 April 2024	30 March 2027	47	4
8.	Prof. Alfred S. Sife	Member	PhD	M	Tanzanian	1 April 2024	30 March 2027	52	5
9.	CPA Nuru M. Abdallahmed	Member	MBA	M	Tanzanian	1 April 2024	30 March 2027	57	2
10.	Prof. Peter L. Msoffe	Member	PhD	M	Tanzanian	1 April 2024	30 March 2027	58	1
11.	Mr. Edson B. Nkondora	Member	BA	M	Tanzanian	1 April 2024	30 March 2027	49	2
12.	Dr. Shadrack S. Madila	Member	PhD	M	Tanzanian	1 April 2024	30 March 2027	40	5
13.	Mr. Daud A. Athanasio	Member	FTC	M	Tanzanian	1 April 2024	30 March 2027	55	2
14.	Mr. Hamis S. Abdulahaman	Member	Student	M	Tanzanian	1 April 2024	30 March 2027	25	1

No.	Name	Position	Qualification	Gender	Nationality	Appoint ment	End Date	Age .	Number of meetings attended
15 .	Miss. Theresia P. Kisheo	Member	Student	F	Tanzanian	1 April 2024	30 March 2027	24	1
16 .	Prof. John G. Safari	Member	PhD	M	Tanzanian	1 April 2024	30 March 2027	51	5
17 .	Prof. Fredy T. Kilima	Member	PhD	M	Tanzanian	1 April 2024	30 March 2027	55	5
18	Mr. Tito B. Haule	Member	MBA	M	Tanzanian	1 March 2025-March 27	30 March 2027	58	1
19 .	Adv. Hassan S. Herith	Secreta ry	PGDLP	M	Tanzanian	1 April 2024	30 March 2027	44	5

Source*: Council Members meeting minutes 2024/25*

Among the agenda discussed and approved during the Council meetings were:

(a) Reports from the Vice Chancellor;
(b) Students' affairs;
(c) Memorandum of Understanding (MoUs) with other institutions;
(d) Participation of university in different activities;
(e) Staff development both academic and administration;
(f) Report of revenue and expenditure;
(g) Reviewing of quarterly implementation of procurement plans;
(h) Approval of the Annual Procurement Plan and its mid-year review;
(i) Report of development projects and land/plots reports;
(j) Mid-year review of the University budget;
(k) Annual estimates and expenditure;
(l) Development of various policies and guidelines;
(m) Quarterly and annual financial performance reports;
(n) Financial statements;
(o) HEET Project implementation reports;
(p) Research projects implementation reports;
(q) Consultancy assignments implementation reports;
(r) Promotion and various human resources issues;
(s) Research and consultancy activities; and
(t) Composition of new Council and establishments of its committees.

2.12.2 Council Committees

i. Planning and Finance Committee

The Planning and Finance Committee monitors the planning and financial performance of the University. It considers financial policies and issues and makes recommendations to the Council on matters considered vital for financial sustainability. It also considers and evaluates quarterly financial progress reports, financial statements, and budgets of the University and related financial issues and makes recommendations to the Council thereon. The Committee normally met four times during the year under review. Member of this committee and their details are presented in **Table 2:**

Table 2: Members of Planning and Finance Committee as of 30 June 2025

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
1.	Amb. Maimuna K. Tashiri	Chairperson	MBA	F	Tanzanian	1 April 2024	31 March 2027	65
2.	Mr. Ibrahim Liguo	Member	MSc. Development Policy	M	Tanzanian	1 April 2024	31 March 2027	52
3.	Prof. John G. Safari	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	51
4.	Prof. Alfred S. Sife	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	52
5.	Prof. Fredy T. Kilima	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	55
6.	CPA (T) Nuru M. Abdallahmed	Member	MBA	M	Tanzanian	1 April 2024	31 March 2027	57
7.	Mr. Vincent S. Pande	Member	MA	M	Tanzanian	1 April 2024	31 March 2027	44
8.	Mr. Christopher A. Msongore	Member	MBA	M	Tanzanian	1 April 2024	31 March 2027	39

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
9.	CPA Daniel G. Slahhay	Member	MBA	M	Tanzanian	1 April 2024	31 March 2027	60
10.	Mr. Yahya J. Ally	Member	BA	M	Tanzanian	1 April 2024	31 March 2027	40
11.	Mr. Godfrey P. Odero	Member	Student	M	Tanzanian	1 April 2024	31 March 2027	25
12.	Dr. Benson O. Ndiege	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	47
12.	CPA Dr. Nicodemus S. Mwakilema	Secretary	PhD	M.	Tanzanian	1 April 2024	31 March 2027	53

Among the agenda discussed and approved during the Planning and Finance Committee meetings were:

(a) Report of revenue and expenditure;
(b) Reviewing of quarterly implementation of procurement plans;
(c) Approval of the Annual Procurement Plan and its mid-year review;
(d) Report of development projects and land/plots reports;
(e) Mid-year review of the university budget;
(f) Annual estimates and expenditure;
(g) HEET Project implementation reports; and
(h) Development of various policies and guidelines.

ii. Audit Committee

The Audit Committee provides oversight of the financial reporting process, the audit process, the system of internal controls and compliances with laws and regulations. The Committee is chaired by members of the University Council and normally meets four times in a year. Member of this committee and their details are presented in Table 3.

Table 3: Members of the Audit Committee as at 30 June 2025

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
1	Prof. Raphael T. Chibunda	Chairperson	PhD	M	Tanzanian	1 April 2024	31 March 2027	59
2	CPSP Vicky P. Mollel	Member	MSCM	F	Tanzanian	1 April 2024	31 March 2027	44
3	CPA(T) Nuru M. Abdallahmed	Member	MBA	M	Tanzanian	1 April 2024	31 March 2027	57
4.	Dr. Florens M. Turuka	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	64
5.	CPA(T) Abdallah R. Migila	Member	MA	M	Tanzanian	1 April 2024	31 March 2027	41
6.	Adv. Hassan S. Herith	Secretary	PGDLP	M	Tanzanian	1 April 2024	31 March 2027	44

The agenda discussed during the Audit Committee meetings were:

(a) Internal audit reports of the Main Campus, KICoB, and regional offices;
(b) Reports of various development projects and value for money;
(c) Internal control system and its applicability;
(d) Annual Audit Committee Report;
(e) Annual Audit Committee Plan;
(f) Annual Internal Audit Report;
(g) Annual Internal Audit Plan;
(h) Implementation status of the audit queries from internal and external audit; and
(i) Financial statements before submission to CAG for audit.

iii. Senate

Senate is one of the University committees responsible for all academic affairs. Member of this committee and their details are presented in Table 4:

Table 4: Members of the Senate as at 30 June 2025

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
1.	Prof. Alfred S. Sife	Chairperson	PhD	M	Tanzanian	1 April 2024	31 March 2027	52
2.	Prof. Maulid W. Mwatawala	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	54
3.	Prof. Gervas M. Machimu	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	47
4.	Dr. Cyril K. Komba	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	47
5.	Dr. Nathaniel N. Towo	Member	PhD	M	Tanzanian	1 April 2021	31 March 2027	47
6.	Dr. Benson O. Ndiege	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	47
7.	Dr. Jafari M. Ponera	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	43
8.	Prof. Fredy T. Kilima	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	55
9.	Mr. Massambu D. Massambu	Member	MBA	M	Tanzanian	1 April 2024	31 March 2027	59
10.	CPA Dr. Nicodemus S. Mwakilema	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	53
11.	Dr. Alban D. Mchopa	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	38

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
12.	Prof. Fatihiya A. Massawe	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	52
13.	Prof. Isaac E. Kazungu	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	49
14.	Prof. John G. Safari	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	51
15.	Dr. George E. Matto	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	44
16.	Dr. Elisifa E. Nnko	Member	PhD	F	Tanzanian	1 April 2024	31 March 2027	45
17.	Dr. Shadrack S. Madila	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	40
18.	Miss. Irene S. Biseko	Member	LL. M	F	Tanzanian	1 April 2024	31 March 2027	38
19.	Prof. Mataba L. Dudumila	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	63
20.	Neema P. Kumburu	Member	PhD	F	Tanzanian	1 April 2024	31 March 2027	48
21.	Miss Vinnah M. Kathurima	Member	BA	F	Tanzanian	1 April 2024	31 March 2027	41
26.	Hamis S. Abdulahaman	Member	Student	M	Tanzanian	1 April 2024	31 March 2027	25
27.	Miss Theresia P. Kisheo	Member	Student	F	Tanzanian	1 April 2024	31 March 2027	24

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
28.	Mr. Albert Evart	Member	Student	F	Tanzanian	1 April 2024	31 March 2027	26
29.	Mr. Hamadi T. Shoo	Member	Student	M	Tanzanian	1 April 2024	31 March 2027	24
30.	Miss Happiness A. Huka	Member	M.Sc.	F	Tanzanian	1 April 2024	31 March 2027	43
31.	Adv. Hassan S. Herith	Secretary	PGDLP	M	Tanzanian	1 April 2024	31 March 2027	44

Among the agenda discussed and approved during the senate meetings were:

(a) Admission of students in various programs such as non-degree, degree, and postgraduate;
(b) Examination results for non-degree, degree, and post-graduate students;
(c) Various reports, policies, and guidelines from faculties, academic directorates, institutes;
(d) HEET project implementation reports;
(e) Research project implementation reports;
(f) Consultancy assignments and implementation reports;
(g) Academic unit progress report; and
(h) Validation of appeals, suspensions, discontinuations, and irregularities among students.

iv. Appointment and Human Resources Management Committee for Academic Staff

The Appointment and Human Resources Management Committee for Academic Staff provides oversight of all human resource matters, including employee benefits, and oversees compliance with laws and regulations. Member of this committee and their details are presented in Table 5:

Table 5: Members of the Appointment and Human Resources Management Committee for Academic Staff as at 30 June 2025

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
1.	Prof. Alfred S. Sife	Chairman	PhD	M	Tanzanian	1 April 2024	31 March 2027	52
2.	Prof. Fredy T. Kilima	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	55
3.	Prof. John G. Safari	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	51
4.	Prof. Fatihiya A. Massawe	Member	PhD	F	Tanzanian	1 April 2024	31 March 2027	51
5.	Dr. Alban D. Mchopa	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	38
6.	Dr. Cyril K. Komba	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	47
7.	Dr. Jafari M. Ponera	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	43
8.	Prof. Isaac E. Kazungu	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	49
9.	Dr. George E. Matto	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	44
10.	Prof. Gervas M. Machimu	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	47
11.	Mr. Joseph S. Mwitwa	Member	MA	M	Tanzanian	1 April 2024	31 March 2027	55

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
12.	Prof. Baltazar M. Namwata	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	51
13.	Dr. Nathaniel N. Towo	Member	PhD	M	Tanzanian	1 April 2021	31 March 2027	47
14.	Dr. Elisifa E. Nnko	Member	PhD	F	Tanzanian	1 April 2024	31 March 2027	45
5.	Adv. Hassan S. Herith	Member	PGDLP	M	Tanzanian	1 April 2024	31 March 2027	44
16.	Mr. Daudi A. Atanasio	Member	FTC	M	Tanzanian	1 April 2024	31 March 2027	55
17.	Dr. Shadrack S. Madila	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	40
18.	Prof. Peter L. Msoffe	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	58
19.	Prof. Mwatwala W. Mwatawala	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	54
20.	Mr. Maastajabu C. Mnyasa	Member	M.Sc.	M	Tanzanian	1 April 2024	31 March 2027	49
21.	CPA Danneil G. Slahhay	Member	MBA	M	Tanzanian	1 April 2024	31 March 2027	60
22.	Miss Irene S. Biseko	Member	LL.M	F	Tanzanian	1 April 2024	31 March 2027	38

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
23.	Mr. Massambu D. Massambu	Secretary	MBA	M	Tanzanian	1 April 2024	31 March 2027	59

Among the agenda discussed and approved during the Human Resource Management Committee for Academic Staff meetings were:

(a) Progress reports of the academic staff, study leave, and HEET Scholarship;
(b) Academic staff promotions, recruitment, transfers, and retentions; and
(c) Academic staff evaluation reports.

v. Appointment and Human Resources Management Committee for Administrative Staff

The appointment and Human Resources Management Committee for Administrative Staff provides oversight of all human resource matters, including employee benefits, and oversees compliance with laws and regulations. Member of this committee and their details are presented in Table 6:

Table 6: Members of the Appointment and Human Resources Management Committee for Administrative Staff as of 30 June 2025

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
1.	Prof. Alfred S. Sife	Chairperson	PhD	M	Tanzanian	1 April 2024	31 March 2027	52
2.	Prof. Fredy T. Kilima	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	55
4.	Prof. John G. Safari	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	51
5.	Mr. Ambokile C. Mwaitumile	Member	BSc	M	Tanzanian	1 April 2024	31 March 2027	46
6.	Mr. Joseph S. Mwitwa	Member	MA-CED	M	Tanzanian	1 April 2024	31 March 2027	55
7.	Adv. Hassan S. Herith	Member	PGDLP	M	Tanzanian	1 April 2024	31 March 2027	44
8.	Mr. George K. Ntakimazi	Member	MPA	M	Tanzanian	1 April 2024	31 March 2027	54

No.	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
9.	CPA Dr. Nicodemus S. Mwakilema	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	53
11.	Miss Marietha O. Shee	Member	ADCA	F	Tanzanian	1 April 2024	31 March 2027	56
12.	Mr. Massambu D. Massambu	Secretary	MBA	M	Tanzanian	1 April 2024	31 March 2027	59

The agenda discussed during the Human Resources Management Committee-Administration meetings were:

(a) Progress reports of the administrative staff, study leave, HEET Scholarship;
(b) Promotions, recruitment, transfers, and retentions;
(c) Staff evaluation reports;
(d) Transfer of staff to or from other Government institutions, recruitment and retention; and
(e) Performance evaluation reports to all administrative staff.

vi. Students' Affairs Committee

The appointment **Students' Affairs Committee** provides oversight of all human resource matters, including student welfare, and oversees compliance with laws and regulations. Member of this committee and their details are presented in Table 7:

Table 7: Members of the Students' Affairs Committee

No	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
1.	Dr. Shadrack S. Madila	Chairperson	PhD	M	Tanzanian	1 April 2024	31 March 2027	40
2.	Prof. Fredy T. Kilima	Member	PhD	M	Tanzanian	1 April 2024	31 March 2027	55
3.	Dr. Nathaniel N. Towo	Member	PhD	M	Tanzanian	1 April 2021	31 March 2027	47
4.	Mr. Rahimu M. Msofe	Member	MAP	M	Tanzanian	1 April 2024	31 March 2027	36
5.	Adv. Hassan S. Herith	Member	PGDLP	M	Tanzanian	1 April 2024	31 March 2027	44
6.	CPA Daniel I. Wankyo	Member	ADA	M	Tanzanian	1 April 2024	31 March 2027	41

No	Name	Position	Qualification	Gender	Nationality	Appointment Date	End Date	Age
7.	Mr. Hamis S. Abdulahaman	Member	Student	M	Tanzanian	1 April 2024	31 March 2027	25
8.	Miss. Georgetta A. Mukala	Member	Student	F	Tanzanian	1 April 2024	31 March 2027	33
9.	Mr. Godfrey A. Mwambola	Member	Student	M	Tanzanian	1 April 2024	31 March 2027	23
10.	Mr. Mohamedi H. Lukwaro	Member	Student	M	Tanzanian	1 April 2024	31 March 2027	23
11.	Dr. Elisifa E. Nnko	Secretary	PhD	F	Tanzanian	1 April 2024	31 March 2027	45

Among the agenda discussed and approved during the Students' Affairs Committee meetings were:

(a) Report on the student's accommodation for the Main Campus and KICoB;
(b) Student counselling and guidance reports;
(c) Sports and games activities;
(d) Students' recreation and innovation activities; and
(e) Students' disciplinary actions.

2.12.3 HEET Project Governance and Management Structure

i. Project Steering Committee

The Project Steering Committee provides an oversight role in project execution. It considers and approves quarterly project reports and approves detailed and timeline-bound work plans, fiduciary reports and support the UPIU. Member of this committee and their details are presented in Table 8:

Table 8: Members of the Project Steering Committee as at 30 June 2025

S/N	Name	Institution	Position	Qualification	Nationality	Appointment Date	End Date	Age
1.	Prof. A. S. Sife	MoCU	Chairperson	PhD	Tanzanian	15 November 2023	30 June 2026	52
2.	Prof. J.R. Kideghesho	College of African Wildlife Management, MWEKA	Member	PhD	Tanzanian	15 November 2023	30 June 2026	59
3.	Prof. J. G. Safari	MoCU	Member	PhD	Tanzanian	15 November 2023	30 June 2026	51
4.	Prof. F. T. Kilima	MoCU	Member and Secretary	PhD	Tanzanian	15 November 2023	30 June 2026	55
5.	Prof. G.M. Machimu	MoCU	Member	PhD	Tanzanian	15 November 2023	30 June 2026	47
6.	CPA (T) Dr. N. S. Mwakilema	MoCU	Member	PhD	Tanzanian	15 November 2023	30 June 2026	53
7.	QS. R. Sanga	Moshi Municipal Council	Member	MSc.CEM	Tanzanian	15 November 2023	30 June 2026	48
8.	CPA (T) B. Maro	MUWSA	Member	CPA (T), MBA	Tanzanian	15 November 2023	30 June 2026	46
9.	Adv. H. S. Herith	MoCU	Member	PGDLP	Tanzanian	15 November 2023	30 June 2026	44

In 2024/25, the Project Steering Committee executed its oversight mandate through four quarterly steering committee meetings, and Two (2) site visits to each construction site in Moshi and KICoB-Shinyanya. The Committee received, considered and approved key deliverables, including the Quarterly Implementation Reports, Fiduciary Reports, and Quarterly Project Workplans. Prior to approval, the Committee conducted physical inspections of project sites to verify reported progress against physical milestones. These efforts ensured alignment with project objectives and requirements.

ii. Monitoring Evaluation and Lesson Learned Committee

The Monitoring Evaluation and Lesson Learned Committee (MELLC) is responsible for carrying out routine Monitoring and Evaluation (M&E) for the Project's activities. Member of this committee and their details are presented in **Table 9**:

Table 9: Members of the Monitoring Evaluation and Lesson Learned Committee as at 30 June 2025

S/N	Names	Position	Qualification	Nationality	Appointment Date	Age
1	Ernest Lucas	Chairperson	MSc	Tanzanian	23 November 2023	47
2.	Prosper Kimaro	Secretary	Ph.D.	Tanzanian	23 November 2023	53
3.	Paulin Paul	Member	Ph.D.	Tanzanian	23 November 2023	48
4	Erick Samwi	Member	MSc	Tanzanian	23 November 2023	38
5.	Christina Mwakabumbe	Member	Ph.D.	Tanzanian	23 November 2023	42

During the reporting period, MELLC collected data towards the performance indicators, and submitted implementation reports for the First to the Fourth quarter and the 2024/25 Annual report describing progress towards achieving the annual targets.

iii. University Project Implementation Unit (UPIU)

The University Project Implementation Unit manages daily operations of the HEET project. It is composed of 17 specialists led by the Project Co-ordinator who is assisted by the Deputy Project Coordinator. Member of this UPIU and their details are presented in Table 10:

Table 10: Members of the University Project Implementation Unit as at 30 June 2025

SN	Name	Position	Qualification	Nationality	Appointment Date	Ending Date	Age
1.	Prof. Fredy T. Kilima	Project Coordinator	Ph.D.	Tanzanian	27 July 2021	30 June 2026	55
2.	Dr. Gervas M. Machimu	Deputy Project Coordinator and Monitoring and Evaluation Specialist	Ph.D.	Tanzanian	27 July 2021	30 June 2026	47
3.	Dr. George E. Matto	Education Technology and Digital Infrastructure Specialist	Ph.D.	Tanzanian	27 July 2021	30 June 2026	44
4.	CPA. Dr. Nicodemus S. Mwakilema	Director of Planning and Finance	Ph.D.	Tanzanian	25 October 2021	30 June 2026	53
5.	Dr. Alban D. Mchopa	Head -Procurement Unit	Ph.D.	Tanzanian	27 July 2021	30 June 2026	38
6.	Gabriel R. Sulle	Procurement Specialist	MA-PSM	Tanzanian	27 July 2021	30 June 2026	39

SN	Name	Position	Qualification	Nationality	Appointment Date	Ending Date	Age
7.	Mr. Yusuph M. Nassoro	Social Development Specialist	Bachelor Degree in Development Planning	Tanzanian	27 July 2021	30 June 2026	33
8.	Mr. Vincent S. Pande	Secretary and Environmental Development Specialist	MA-Demography	Tanzanian	27 July 2021	30 June 2026	44
9.	Deusdedith M. Youze	Curriculum/Programme Review Coordinator	MECI	Tanzanian	27 July 2021	30 June 2026	39
10.	Mr. Laurine H. Kilemwa	Stakeholder Engagement Specialist	MSc. DP	Tanzanian	27 July 2021	30 June 2026	45
11.	Mr. Massambu D. Massambu	Capacity Building for Academic and Administrative Staff	MBA	Tanzanian	27 July 2021	30 June 2026	59
12.	Eng. Joseph P. Kitange	Infrastructure Development Specialist	Bachelor Degree	Tanzanian	27 July 2021	30 June 2026	40
13.	Dr. Asteria Ngaiza	Gender and Inclusive Education Specialist	Ph.D	Tanzanian	21 April 2023	30 June 2026	45
14.	CPA. Dr. Emmanuel E. Lulandala	Financial Management Specialist	Ph.D	Tanzanian	25 October 2021	30 June 2026	39
15.	CPA. Jesca A. Massawe	Head - Department of Accounting and Finance	MBA	Tanzanian	27 July 2021	30 June 2026	50
16.	Mr. Vence S. Kaale	Project Accountant	ADA, PGD-SACCOS	Tanzanian	27 July 2021	30 June 2026	42
17.	Ms. Aneth J. Mtebene	Public Relations/Communication Specialist	MSc. Marketing	Tanzanian	27 July 2021	30 June 2026	41

During the reporting period, UPIU managed the operations of the Project in all seven Key Project Areas as described in Project documents.

2.13 Performance Review

2.13.1 Financial Performance Review

During the financial year 2024/25, the total revenue for the University was TZS 30.65 billion, compared to TZS 26.39 billion in the previous year. The increase in total revenue is mainly due to the increase in government subvention for personal emolument and development during the current year.

On the other hand, total expenses increased to TZS 24.82 billion compared to TZS 22.99 billion in the previous year. The increase is due to an increase in revenue received during the year concerning personal emoluments and development, which resulted in a surplus of TZS 5.67 billion compared to a surplus of TZS 3.24 billion in the previous year.

2.13.2 Academic Performance Review

In the financial year 2024/25, MoCU enrolled 7,838 students out of which 3,903 (49.8%) were female and 3,935 (50.2%) were male students. The enrolment dropped by 272 (3.4%) compared to 8,110 students in the 2023/24 academic year. During the year under review, 3,455 students graduated from various academic programmes. Of these, 1,766 (51.1%) were female and 1,689 (48.9%) were male. In addition, the University continued to offer various academic programmes; seven postgraduate degrees, four (4) postgraduate diplomas, 11 bachelor degrees, and 15 non-degree programmes. The University continued to enjoy good performance while maintaining quality academic standards.

2.13.3 Academic Staff Development

In the year under review, 74 new academic staff were employed and 12 retired. The total number of academic staff for the year under review was 243 compared to 205 academic staff for the year ended 30 June 2024. At the same time, the University continued to facilitate the training of 85 members of academic staff, including one at bachelor degree, 29 at master's degree and 55 at PhD levels.

2.13.4 Solvency evaluation

The University Council confirms that in the course of preparing these financial statements, International Public Sector Accounting Standards (IPSAS) have been complied with. The University Council ensures that Moshi Co-operative University has adequate funds to meet its objectives, which consist of training, research, outreach, and consultancy activities. The Government of the United Republic of Tanzania will continue to provide grants to the University for meeting personnel emoluments and development activities. Furthermore, the University will continue to generate funds from various internal sources including tuition fees, research activities and consultancy services to meet its operational and development activities. In view of this assessment, the University Council believes that the University has a sound financial position and will continue to operate for the foreseeable future.

2.14 Challenges and Future Development Plans

2.14.1 Challenges

During the year under review, the University continued to face challenges in its operations. These included:

(a) Difficulties in meeting of enrolment capacity;
(b) Inadequate number of senior staff;
(c) Delay in the release of funds for capital development projects;
(d) Partial funding of budgeted activities during the year; and
(e) Inadequate funding for research and other activities.

2.14.2 Future Development Plans

The University's future strategies include:

1. Building capacity of staff in writing research funding proposals;
2. Continuing to review the existing academic programmes and developing new ones to meet market demands;
3. Requesting Government financial support for teaching and learning infrastructure;
4. Increasing University income through strengthening the existing income-generating activities and introducing new avenues for income generation;
5. Strengthening and promoting joint research activities with regional and international organisations/institutions;
6. Establishing and fostering collaboration with other Universities locally and internationally;
7. Participating actively in the activities of the professional and academic organisation in which the University is a member; and
8. Implementing the Higher Education for Economic Transformation (HEET) project, which aims, among other things, to train staff and improving teaching and learning infrastructure.

2.15 Risk Management and Internal Control

The management perceives its internal controls to be of medium risk. The processing of transactions, from initiation and authorization to recording and processing, indicates that the controls are adequate. However, there are some areas highlighted in the management letter for the year 2023/24 and other previous years that need improvements so that internal controls and their control environment become adequate and more reliable. The management has worked on most of the recommendations and is committed to ensuring all recommendations by auditors are adequately addressed.

2.16 Human Resource Development

2.16.1 Staffing

As at 30 June 2025, the total permanent workforce was 435 (30 June 2024:386 employees), of which 270 were male (30 June 2024: 248 male), equivalent to 62%, and 165 were female (30 June 2024: 138 female), equivalent to 38%. Out of the total, 243 academic staff (30 June 2024: 205 staff) and 192 administrative staff (30 June 2024: 179 staff).

During the year, the University recruited 74 employees, including those employed through the Public Service Recruitment Secretariat (PSRS) and transferred from other government organizations. However, 21 employees left the University due to various reasons, which included retirement and transfers to other government institutions, as shown in Table 12.

Table 12: Analysis of Employee Movement during the year

Details	Male	Female	Total
Number of employees as at 1 July 2024	248	138	386
Less: Number of employees who exited the University during the year	(13)	(8)	(21)
Balance of Employees from the Prior Year	248	136	384
Add: New employees during the year	47	27	74
Number of employees as at 30 June 2025	270	165	435

2.17 HIV/AIDS

The University has developed an HIV/AIDS policy and programme that provides the framework, direction, and general principles for interventions, prevention, care, and support for those infected and affected by the epidemic to mitigate its impact. The University has conducted various awareness seminars and sensitization sessions on HIV/AIDS for staff and students using various forums. These seminars and sensitization events are coordinated by the Directorates of Administration and Human Resource Management, and Student Services. To ensure awareness creation on HIV/AIDS for the MoCU community, experts from various health facilities, including the MoCU Health Centre and Dispensary, are regularly invited to provide seminars, counselling, and guidance during such events. Also, the University has been allocating funds for special food for people living with HIV/AIDS.

2.18 Staff Development and Training

The University implements training programmes by supporting its employees to participate in different long- and short-term training programmes organised both within the country and outside to enable them to acquire knowledge, experience, and necessary skills to improve their capacity and ability to deliver quality services in teaching, research, and consultancy. In the year under review, 85 staff were on long-term training, of which 55 were at the PhD level, 29 were at the master's level, one was pursuing bachelor's degrees.

2.19 Sustainability Disclosures

Moshi Co-operative University (MoCU) integrates Environmental, Social, and Governance (ESG) considerations into its academic, research, consultancy, and administrative operations. This commitment aligns with Tanzania's national development priorities, the Sustainable Development Goals (SDGs), and the emerging global sustainability standards, including IFRS S1 (General Requirements for Sustainability-related Disclosures) and IFRS S2 (Climate-related Disclosures).

As a public higher-learning institution mandated to advance co-operative and business education, MoCU embeds sustainability principles across its core functions—teaching and learning, research and innovation, outreach and consultancy, and institutional governance.

These sustainability disclosures reflect the University's efforts to promote environmental stewardship, social inclusion, gender equity, ethical governance, and climate resilience within the higher-education and co-operative sectors, thereby contributing to sustainable socio-economic transformation in Tanzania.

MoCU's sustainability initiatives focus on responsible resource management, climate-resilient infrastructure, inclusive education and ethical governance across its main campus, KICoB campus and regional centres.

a) Governance

Sustainability governance is embedded within MoCU's institutional oversight. The University through its Director of Planning and Finance, provides strategic direction on the integration of Environmental, Social, and Governance (ESG) considerations across all University functions.

Oversight responsibilities include:

i. Providing policy direction on sustainability-related risks and opportunities;
ii. Engaging with the Ministry of Education, Science and Technology, the Tanzania Commission for Universities (TCU), the Treasury Registrar, and development partners to align institutional sustainability goals; and
iii. Ensuring compliance and alignment with international best practices, national environmental policies, and emerging public sector sustainability disclosure frameworks.

b) Strategy

MoCU's sustainability strategy, as outlined in its Corporate Strategic Plan (2021/22-2025/26), focuses on Enforcing Environmental Planning and Management through responsible education, research, consultancy and institutional management. The strategy prioritizes:

i. Environmental management, awareness and sensitization events
ii. Establish Strategies for environmental Management

MoCU's sustainability priorities are fully aligned with the Sustainable Development Goals (SDGs), the Tanzania Development Vision 2050, and the Third Five-Year Development Plan (FYDP III). Progress is monitored using measurable performance indicators integrated into the University's planning, budgeting, and reporting frameworks.

c) **Risk Management**

Sustainability-related risks are integrated into MoCU's Enterprise Risk Management Policy (2024), which forms part of the University's overall internal control and governance system. The framework recognizes that environmental, social, and governance (ESG) risks can materially influence operational performance, financial stability, and institutional reputation.

Mitigation measures include adaptive regulatory planning, stakeholder partnerships, ESG policy development, and workforce sensitization.

d) **Metrics and Targets**

MoCU monitors sustainability performance through key performance indicators (KPIs) embedded in its Corporate Strategic Plan (2021/22-2025/26) and annual performance reports. These indicators are structured around four thematic areas:

i. Environmental: Energy and water efficiency, and waste reduction, (Scopes 1 and 2); through minimize use of paper, conduct E-meetings, and E-office and developed resource mobilization and cost containment policy and guideline.
ii. Social: Gender balance, inclusivity of persons with special needs, student and community outreach, and health and safety compliance; through gender policy and anti-sexual harassment policy.
iii. Governance: Adherence to ethical standards, transparency, audit compliance, and effective institutional oversight; and
iv. Economic: Financial sustainability, growth in research and consultancy income, and progress in digital transformation.

Annual targets are reviewed by the Director of Planning and Finance and reported through the University's Report by Those Charged with Governance.

e) **Alignment with SDGs**

MoCU aligns its sustainability practices with Tanzania's national development priorities and the United Nations 8 Sustainable Development Goals (SDGs) that are relevant to the University. The University's contribution focuses on education, innovation, inclusion, and environmental stewardship as part of its teaching, research, consultancy, and community service mandate.

SDG	MoCU Sustainability Practices	Key Metrics / Targets (KPIs)	Achievements / Remarks (FY 2024/25)
SDG 4 - Quality Education	• Expanding access to co-operative and business education through digital and outreach programs.	• Student enrolment and • Distance learning course coverage. • Program development	• 7,838 students enrolled; • 1% accessed blended learning platforms with the future look to increase the percentage. • 7 distance learning programs
SDG 5 - Gender Equality	• Promoting gender parity and women's leadership in academia and administration.	• % of female staff in leadership; • Gender parity in enrolment.	• Women hold more than 10% of leadership positions; • Gender balance achieved in undergraduate enrolment.
SDG 7 - Affordable and Clean Energy	• Implementing solar street lighting, energy-efficient systems, and ICT infrastructure.	• % reduction in grid electricity use; renewable energy share.	• 35 solar streetlights installed at KICOB; • 24 solar streetlights installed at Moshi Main Campus • 20% reduction in electricity cost.
SDG 9 - Industry, Innovation, and Infrastructure	• Developing ICT and Computer laboratory infrastructure, and establishments of Innovation Hub	• % completion of infrastructure projects; number of innovation outputs.	• ICT and Academic Complex Improved (WIP). • 9 Innovation
SDG 12 - Responsible Consumption and Production	• Promoting paperless administration, waste segregation, and sustainable procurement.	• % digital transactions; waste reduction ratio.	• Effective use of E-office, E-meeting, Electronic Publication paper use reduction.
SDG 13 - Climate Action	• Implementing the Climate Action Programme tree planting,	• Number of trees planted; % of buildings with water-harvesting systems.	• 2,909 trees planted
SDG 16 - Peace, Justice, and Strong Institutions	• Upholding integrity, accountability, and transparency in governance.	• % of audit queries resolved; staff trained in ethics.	• 85% audit queries resolved;
SDG 17 - Partnerships for the Goals	• Strengthening collaboration with government, development partners, and cooperative networks.	• Number of MoUs signed; joint programmes implemented.	• 24 (Local) and 17 (International) MoUs signed as at FY 2024/25 with national and international partners.

This alignment ensures that MoCU contributes meaningfully to the achievement of Tanzania's Sustainable Development Goals (SDGs) by addressing key national priorities such as equitable access to quality education, research-driven innovation, youth employability, and good institutional governance.

Through strategic oversight, responsible resource management, and the promotion of ethical and accountable practices, MoCU strengthens the higher education and co-operative sectors, enhances community development, and supports the transition toward a more inclusive and climate-resilient economy.

Beginning July 2025, MoCU will adopt comprehensive sustainability reporting, including greenhouse gas (GHG) emissions disclosures aligned with Scope 1, Scope 2, and selected Scope 3 categories, in accordance with the NBAA Circular on Sustainability Disclosures. This marks a major step in aligning the University's academic, financial, and operational activities with national climate action priorities and international sustainability reporting standards (IFRS S1 and S2).

2.20 Auditors

The Controller and Auditor General (CAG) is the statutory auditor of the University under Article 143 of the Constitution of the United Republic of Tanzania, 1977 (as amended from time to time) as amplified in Section 10 of the Public Audit Act, Cap 418. However, under Section 33 of the same Act, M/S HLB Tanzania has been authorised to carry out the audit of the financial statements of the University for the year ended 30 June 2025 on behalf of the "CAG".

BY ORDER OF THE COUNCIL

.... Date 23.3. 2026

Mr. George D. Yambesi
Chairperson of the Council

.... Date 23.3. 2026

Prof. Alfred S. Sife
Vice Chancellor

3.0 STATEMENT OF RESPONSIBILITY BY THOSE CHARGED WITH GOVERNANCE

The Council is required under Section 85(1) of the MoCU Charter, 2015 made under Section 25 of the Universities Act No. 6, 2005 to prepare financial statements for each reporting period: a statement of financial performance, a statement of financial position, a cash flow statement, a statement of changes in net Assets, a statement of comparison of budget against actual amount, and notes to the financial statements of the reporting entity as at the end of the financial year that give a true and fair view of the state of affairs of the University. Further, the Council accepts responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control. The University is responsible for safeguarding the Assets of the reporting entity and, hence, for taking reasonable steps for the prevention and detection of fraud, error, and other irregularities.

The University accepts responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with the accrual basis of the International Public-Sector Accounting Standard (IPSAS), in the manner required by Section 30 of the Public Finance Act CAP 348 [revised, 2020] and University Act No. 7 of 2005. Council members hereby confirm that suitable accounting policies have been used and applied consistently and that reasonable and prudent judgments and estimates have been made in the preparation of the financial statements for the year ended 30 June 2025. To the best of our knowledge, the system of internal control has operated adequately throughout the reporting period, and the records and underlying accounts provide a reasonable basis for the preparation of the financial statement for the 2024/25 financial year. We accept responsibility for the integrity of the financial statements and the information it contains, as well as their compliance with the Public Finance Act CAP 348 (Revised, 2020) and other instructions from the Treasury Registrar.

Procurement of goods, works, consultancy, and non-consultancy services to the extent that they are reflected in these financial statements has been done in accordance with the Public Procurement Act CAP.410 (R.E. 2022). The council believes the financial statements give a true and fair view of the state of financial affairs at the University. Nothing has come to the attention of the Council to indicate that the MoCU will not remain a going concern for at least the next twelve months from the date of this statement.

BY ORDER OF THE COUNCIL

....	....
Mr. George D. Yambesi	Prof. Alfred S. Sife
Chairperson of the Council	**Vice Chancellor**
Date: 23·3·2026	Date: 23·3·2026

4.0 DECLARATION OF THE DIRECTOR OF PLANNING AND FINANCE

The National Board of Accountants and Auditors (NBAA), according to the power conferred under the Auditors and Accountants (Registration) Act. No. 33 of 1972, as amended by Act No. 2 of 1995, requires financial statements to be accompanied by a declaration issued by the Head of Finance responsible for the preparation of the financial statements of the entity concerned.

It is the duty of a Professional Accountant to assist the Governing Body/Management or management in discharge of the responsibility of preparing the financial statements of an entity showing a true and fair view of the entity's position and performance in accordance with applicable International Accounting Standards and statutory financial reporting requirements. Full legal responsibility for the preparation of financial statements rests with the Governing Body as under the council's responsibility statement on an earlier page.

I, **CPA Dr. Nicodemus Simon Mwakilema,** being the Director of Planning and Finance of Moshi Co-operative University (MoCU) hereby acknowledge my responsibility of ensuring that financial statements for the year ended 30 June 2025 have been prepared in compliance with applicable accounting standards and statutory requirements.

I thus confirm that the financial statements give a true and fair view of Moshi Co-operative University (MoCU) as of that date and that they have been prepared based on properly maintained financial records.

Signature: ....

Name: **ACPA Dr. Nicodemus S. Mwakilema**

Position: Director of Planning and Finance

NBAA Membership No. ACPA.: **3372**

Date: 23. 03. 2026

5.0 FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

5.1 STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

ASSETS	Note	30 June 2025 TZS	30 June 2024 TZS
Current Assets			
Cash and Cash Equivalents	2	13,337,921,886	18,112,545,178
Inventories	3	94,642,692	179,739,897
Prepayments	4	1,921,141,012	634,500,820
Receivables	5	1,629,507,570	1,322,308,407
Total Current Assets		**16,983,213,160**	**20,249,094,302**
Non-Current Assets			
Property, Plant and Equipment	6	71,570,170,906	65,082,957,620
Work in Progress	7	9,632,981,762	8,454,361,161
Total Non-Current Assets		**81,203,152,668**	**73,537,318,781**
TOTAL ASSETS		**98,186,365,828**	**93,786,413,083**
LIABILITIES			
Current Liabilities			
Deferred Income	8	12,932,661,731	16,259,915,803
Deposits	9	1,608,603,347	560,710,436
Payables and Accruals	10	2,968,841,711	1,904,168,383
Provisions	11	61,584,000	61,584,000
Total Current Liabilities		**17,571,690,789**	**18,786,378,622**
Non-Current Liabilities			
Building (Non-Monetary)	38	178,680,722	238,240,962
TOTAL LIABILITIES		**17,750,371,511**	**19,024,619,584**
NET ASSETS		**80,435,994,317**	**74,761,793,499**
NET ASSETS			
Capital Contributed by:			
Taxpayers' Fund		1,703,855,000	1,703,855,000
Accumulated Surplus		78,732,139,317	73,057,938,499
TOTAL NET ASSETS		**80,435,994,317**	**74,761,793,499**

The financial statements were adopted by the members of the council and signed on its behalf by:

....
George D. Yambesi
Chairperson of the Council
Date: 23·3·2026

....
Prof. Alfred S. Sife
Vice Chancellor
Date: 23·3·2026

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

Classification of expenses by Nature	Notes	2024/25 TZS	2023/24 TZS
REVENUE			
Revenue from Exchange Transactions	12	7,604,278,736	8,007,112,483
Levies	13	247,069,765	192,734,735
Fees, Fines, Penalties and Forfeits	14	309,955,000	326,470,000
Other Revenue	15	1,139,505,485	929,838,960
Subvention from other Government entities	16	21,355,220,443	16,933,745,402
Total Revenue		**30,656,029,429**	**26,389,901,580**
EXPENSES AND TRANSFERS			
Expenses			
Depreciation of Property, Plant and Equipment	6	1,364,765,928	1,172,190,269
Maintenance Expenses	17	458,440,312	138,187,893
Other Expenses	18	491,181,020	864,843,435
Social Benefits	19	20,438,599	13,958,182
Use of Goods and Service	20	4,857,344,599	5,400,530,787
Wages, Salaries and Employee Benefits	21	17,614,693,636	15,810,525,498
ECL (Loss Allowance)	32	9,091,121	-406,024,176
Impairment	23	6,873,396	-
Total Expenses		**24,822,828,611**	**22,994,211,888**
Transfer			
Other Transfers	22	159,000,000	150,000,000
TOTAL EXPENSES AND TRANSFERS		**24,981,828,611**	**23,144,211,888**
Surplus / Deficit		**5,674,200,818**	**3,245,689,692**

The financial statements were adopted by the members of the council and signed on its behalf by:

George D. Yambesi
Chairperson of the Council

Date: 23.3.2026

Prof. Alfred S. Sife
Vice Chancellor

Date: 23.3.2026

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

Details	Taxpayer's Fund TZS	Accumulated. Surplus/(Deficit) TZS	Total TZS
Opening Balance as at 1 July 2024	**1,703,855,000**	**73,057,938,499**	**74,761,793,499**
Surplus/ Deficit for the Year	-	5,674,200,818	5,674,200,818
Closing Balance as at 30 June 2025	**1,703,855,000**	78,732,139,317	**80,435,994,317**
Opening Balance as at 1 July 2023	**1,703,855,000**	**69,812,248,807**	**71,516,103,807**
Surplus/ Deficit for the Year	-	3,245,689,692	3,245,689,692
Closing Balance as at 30 June 2024	1,703,855,000	73,057,938,499	74,761,793,499

The financial statements were adopted by the members of the council and signed on its behalf by:

George D. Yambesi
Chairperson of the Council

Date: 23-3-2026

Prof. Alfred S. Sife
Vice Chancellor

Date: 23:3-2026

5.4 CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2025

	Note	2024/25	2023/24
CASH FLOWS FROM OPERATING ACTIVITIES		**TZS**	**TZS**
RECEIPTS			
Subvention from other Government entities	24	18,027,966,371	31,857,238,350
Revenue from Exchange Transactions	25	7,310,166,127	8,417,539,704
Other Revenue	26	1,078,902,120	871,321,845
Levies	13	247,069,765	192,734,735
Increase in deposit	9	141,401,800	283,531,100
Fees, Fines, Penalties and Forfeits	14	309,955,000	326,470,000
Total Receipts		**27,115,461,183**	**41,948,835,734**
PAYMENTS			
Wages, Salaries and Employee Benefits	27	(17,614,693,636)	(15,810,525,498)
Use of Goods and Service	28	(4,420,841,521)	(4,893,124,686)
Social Benefits	19	(20,438,599)	(13,958,182)
Other Transfers	22	(159,000,000)	(150,000,000)
Other Expenses	18	(484,739,624)	(860,408,323)
Maintenance Expenses	17	(458,440,312)	(138,187,893)
Total Payments		**(23,158,153,692)**	**(21,866,204,582)**
NET CASH FLOWS FROM OPERATING ACTIVITIES		**3,957,307,491**	**20,082,631,152**
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing Activities			
Payment for Work in Progress	7	(6,606,686,278)	(4,841,619,489)
Advance Payment for Acquisition of Property Plant and Equipment	4	(1,557,398,968)	-
Acquisition of Property, Plant and Equipment	29	(579,788,464)	(1,198,266,898)
Total Investing Activities		**(8,743,873,710)**	**(6,039,886,387)**
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(8,743,873,710)**	**(6,039,886,387)**
Net Increase/Decrease		(4,786,566,219)	14,042,744,765
Cash and cash equivalents at beginning of period		18,149,698,158	4,106,953,393
Cash and cash equivalents at end of period		**13,363,131,939**	**18,149,698,158**

The financial statements were adopted by the members of the council and signed on its behalf by:

George D. Yambesi
Chairperson of the Council
Date: 23. 3. 2026

Prof. Alfred S. Sife
Vice Chancellor
Date: 23. 3. 2026

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

Details	Original Budget (TZS)	Reallocations Adjustments (TZS)	Final Budget (B) (TZS)	Actual Amount on Comparison Basis (A) (TZS)	Variance Final Budget -Actual (A-B) (TZS)	Var (%)	Note
RECEIPTS							
Fees, Fines, Penalties and Forfeits	-		-	309,955,000	309,955,000	100%	
Increase in Deposit	-		-	141,401,800	141,401,800	100%	
Levies	-		-	247,069,765	247,069,765	100%	
Other Revenue	234,000,000		234,000,000	1,078,902,120	844,902,120	-361%	32.1
Revenue from Exchange Transactions	13,249,867,020		13,249,867,020	7,875,364,665	(5,374,502,355)	-41%	32.2
Subvention from other Government entities	31,908,029,756		31,908,029,756	18,027,966,371	(13,880,063,385)	-44%	32.3
Total Receipts	**45,391,896,776**		**45,391,896,776**	**27,680,659,721**	**(17,711,237,055)**		
PAYMENTS							
Other Expenses	743,876,258	15,605,942	759,482,200	491,181,020	(268,301,180)	-35%	32.5
Wages, Salaries & Employee Benefit	17,637,916,902	85,276,000	17,723,192,902	17,614,693,636	(108,499,266)	-1%	
Acquisition of Property, Plant and Equipment	19,157,654,035	56,519,310	19,214,173,345	9,271,768,530	(9,942,404,815)	-52%	
Maintenance Expenses	2,149,922,420	(67,880,000)	2,082,042,420	458,440,312	(1,623,602,108)	-78%	32.4
Use of Goods & Services	5,400,409,961	(99,911,252)	5,300,498,709	4,420,841,894	(879,656,815)	-17%	
Other Transfers	289,617,200	-	289,617,200	159,000,000	(130,617,200)	-45%	32.6
Social Benefits	12,500,000	9,400,000	21,900,000	20,438,599	(1,461,401)	-7%	
Total Payments	**45,391,896,776**		**45,390,906,776**	**32,436,363,991**	**(12,754,542,785)**		
NET PAYMENTS	-		-	**(4,755,704,270)**	**(4,756,694,270)**		

The financial statements were adopted by the members of the council and signed on its behalf by:

George D. Yambesi
Chairperson of the Council
Date: 23.3.2026

Prof. Alfred S. Sife
Vice Chancellor
Date: 23:3:2026

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

(a) Basis of Preparation

The financial statements are prepared in compliance with International Public Sector Accounting Standards (IPSAS) accrual basis. Except where otherwise stated in the accounting policies, the initial measurement applied is the historical cost and subsequent measurement is at cost less accumulated depreciation and accumulated impairment. The financial statements are prepared in Tanzania shilling (TZS).

The preparation of financial statements is in conformity with IPSAS that require the use of estimates and assumptions. The standards also require the management to exercise its judgment in the process of applying the University accounting policies. The areas involving a higher degree of judgment or complexity, or where assumptions and estimates are significant to the financial statements, are disclosed separately in the notes.

However, the basis of Budget preparation is on accruals basis in which the forecasted revenue will be the same as the forecasted expenditure.

(i) Reporting Period

The reporting period for these financial statements is the financial year of the University which runs from 1 July 2024 to 30 June 2025.

(ii) Authorization date

The Financial Statements will be submitted to the controller and Auditor (GAG) on or before 31 August 2025 and will be authorized for issuance after being tabled on and discussed by the Parliament by 31 December 2025.

(iii) New Standards on Issue not Yet Adopted by the University

There are new Standards issued by the International Public Sector Accounting Standards Board (IPSASB) that were not yet effective up to the date of issuance of the University's financial statements. The new Standards are:

- IPSAS 43 Leases, the effective date of is 1 January 2025, with earlier application permitted for entities that apply IPSAS 41, Financial Instruments at or before the date of initial application of this Standard. IPSAS 43 sets out a comprehensive model for the identification of lease arrangements and the treatment in the financial statements of both lessees and lessors. A notable aspect of IPSAS 43 is that the lessee and lessor accounting models are asymmetrical.

- IPSAS 44 Non-Current Assets Held for Sale and Discontinued Operations, the effective date of IPSAS 44 is 1 January 2025, with earlier application permitted. IPSAS 44 aligned with IFRS 5, Non-current Assets Held for Sale and Discontinued Operations which will specify the: Accounting for Assets held for sale; and Presentation and disclosure of discontinued operations.

- IPSAS 45, Property, Plant, And Equipment, the effective date of IPSAS 45 is 1 January 2025, with earlier application permitted for entities that apply IPSAS 43, Leases, IPSAS 44, Non-Current Assets Held for Sale and Discontinued Operations, and IPSAS 46, Measurement at or before the date of initial application of this Standard. IPSAS 45 update principles drawn from IPSAS 17, Property, Plant, and Equipment by adding new guidance for heritage Assets, infrastructure Assets, and measurement of property, plant, and equipment.

- IPSAS 46, Measurement, the effective date of IPSAS 46 is 1 January 2025, with earlier application permitted. IPSAS 46 aims to improve measurement guidance across IPSAS by: Providing further detailed guidance on the implementation of commonly used measurement bases, and the circumstances under which they should be used; Clarifying transaction costs guidance to enhance consistency across IPSAS; and amending, where appropriate, guidance across IPSAS related to measurement at recognition, subsequent measurement, and measurement-related disclosure.

- IPSAS 47, Revenue, the effective date of IPSAS 47 is 1 January 2026, with earlier application permitted. IPSAS 47 sets out the accounting requirements for revenue transactions in the public sector. This IPSAS replaces IPSAS 9, Revenue from Exchange Transactions, IPSAS 11, Construction Contracts, and IPSAS 23, Revenue from Non-Exchange Transactions (Taxes and Transfers).

- IPSAS 48, Transfer Expenses, the effective date of IPSAS 48 is 1 January 2026, with earlier application permitted for entities that apply IPSAS 47, Revenue, at or before the date of initial application of this Standard.

Therefore, The University is evaluating the impact of these standards on its financial statements and will adopt them in the preparation and presentation of its future financial statements where applicable.

(b) Property, Plant and Equipment

(i) Measurement

MoCU conducted revaluation of all of its Property, Plant and Equipment (PPEs) in June 2018. The values obtained during the exercise were considered to be the deemed cost of all PPE for accounting purpose in subsequent years when the University adopted the Cost Model of accounting for PPE as directed by the government circular. Therefore, PPEs are stated at deemed cost less accumulated depreciation and any accumulated impairment losses. The cost of self-constructed Assets includes the cost of materials, direct labour, the initial estimate, where relevant, of the costs of dismantling and removing the items and restoring the site on which they are located, and an appropriate proportion of overheads. Donated PPEs are recognised as income by the amount of the fair value of the PPE received in the year the PPE is donated.

Property that is being constructed or developed for future use as investment property is classified as property, plant and equipment and stated at cost until construction or development is complete, at which time it is reclassified as investment property.

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant, and equipment.

(ii) Subsequent Costs

Subsequent costs (major renovation costs) are included in the Assets's carrying amount or are recognized as a separate Assets, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Statement of Financial Performance during the financial year in which they are incurred.

(iii) Depreciation

Land is not depreciated. Depreciation is calculated using a straight-line method. To reduce the cost of each Assets to its residual value over their estimated useful lives at a given rate per annum as shown below: -

Particular	New Estimated Useful Life	New Rates
Buildings and stadium	50yrs	2%
Water wells and Schemes	25yrs	4%
Furniture and fittings	10yrs	10%
Computers	8yrs	12.5%
Communication systems & equipment	10yrs	10%
Library books	10yrs	10%
Motor vehicles	10yrs	10%
Plant and machinery	15yrs	7%
Road & streetlights	10yrs	10%
Motorcycles	7yrs	14%
Mattress	10yrs	10%
Boreholes and water system	25yrs	4%

Depreciation of an Assets begins when it is available for use; that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by the management. Depreciation of an Assets ceases at the earlier of the date that the Assets is classified as held for sale and the date that the Assets is derecognized.

The Assets's residual value and useful lives are reviewed, and adjusted if appropriate, at each statement of financial position date. In practice, the residual values of Assets are insignificant and therefore immaterial in calculation of the depreciable amount. An Assets's carrying amount is written down immediately to its recoverable amount if it is greater than its estimated recoverable amount.

The recoverable amount is the higher of the Assets's fair value less costs to sell and value in use.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the statement of financial performance.

Expenditure on tools and other minor Assets are written off during the year of acquisition. However, they are recorded in memorandum registers and controlled through annual stocktaking.

Books acquired for the library are capitalized and depreciated over their useful economic life. The University has been using the same depreciation charge method consistently.

(c) Intangible Assets

Acquired computer software licenses covering more than one year are capitalized and amortized over their estimated useful lives using reducing balance method, such licenses are recognized at cost and capitalized on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortized over their estimated useful lives of five years. Costs associated with developing or maintaining computer software programs are recognized as expenses incurred.

Costs that are directly associated with the production of identifiable and unique software products controlled by the University, and that would probably generate economic benefits exceeding costs beyond one year, are recognized as intangible Assets. Direct costs include the costs of software development, employees' cost, and an appropriate portion of relevant overheads.

(d) Research and Development Costs

Research expenditure is recognized as an expense as incurred. Costs incurred on development projects (relating to the design and testing of new or improved products/services) are recognized as intangible Assets when it is probable that the project will be a success, considering its commercial and technological feasibility, and costs can be measured reliably. Other development expenditures are recognized as an expense as incurred. Development costs previously recognized as an expense are not recognized as an Assets in a subsequent period. Development costs that have a finite useful life and that have been capitalized are amortized from the commencement of the commercial production of the product on a straight-line basis over the period of expected benefit, not exceeding five years.

(e) Revenue Recognition

Revenue on fees collected from students and Government subvention on personnel emolument (PE) is accounted for on accruals basis.

The revenue resources of the University comprise of: -

- Such sums as may be provided for the purpose of the University by Parliament, either by way of subvention, grant or loan;
- Such sums as the Council may from time to time borrow for the purpose of the University; and
- Such sums as that may in any manner become payable to or vested in the University either under the establishing Charter or in any form of grant or donation.

(f) Inventories

Inventories comprise stationery, spare parts and tyres, building, electrical & plumbing material, medical supplies. Inventories are stated at the lower of cost and net realizable value. Cost is determined on a first in first out (FIFO) basis. The cost of inventories comprises all costs of purchase and other costs incurred in bringing the inventories to their present location and condition. The treatment is in accordance with the provisions of IPSAS 12.

Books acquired for the library are capitalized and depreciated. Books purchased for re-sale are treated as current Assets and included in the inventories.

(g) Grants and Development Funds

Funds and Assets donated to the University by the Government or other donor agencies for meeting operating costs and expenses are credited to the Statement of Financial Performance.

During the year under review MoCU received revenue grants and development funds from the government as follows:

S/N	Particulars	Amount (TZS)
1	Personnel Emoluments	14,867,797,100
2	HEET Project Funds	0
3	Development Grants Local	1,000,000,000
Total		**15,867,797,100**

The above amounts have been accounted for as per provisions of circular Ref.No.EG.3/102/03/01 dated 7 November 2018 issued by the Ministry of Finance and Planning.

(h) Foreign Currency Transactions

Foreign currency transactions are translated into Tanzania Shillings using the exchange rates prevailing at the date of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary Assets and liabilities denominated in foreign currencies are recognized in the Statement of Financial Performance. Translation differences on non-monetary items, such as equities classified as available for sale financial Assets, are included in the fair value reserve in equity. The above treatment is in accordance with the provisions of IPSAS 4 issued by IPSASB.

(i) Trade Receivables

Trade receivables comprise student fees, other receivables, and staff advances. These are recognized initially at fair value and subsequently measured as amortized cost using the effective interest rates, less provision for impairment. A provision for impairment of receivables is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of the receivables. However, where the University collects the same in subsequent period, the same amount is released back to the statement of financial performance.

The amount of the provision is the difference between the carrying amount and the present value of estimated future cash flows discounted at the effective interest rate. The amount of the provision is recognized in the Statement of Financial Performance.

(j) Cash and Cash Equivalents

Cash and cash equivalents are carried in the statement of financial position at fair value. For the purpose of statement of cash flow, cash and cash equivalents comprise cash at bank and all deposits held in commercial banks and the Bank of Tanzania.

(k) Employment Benefits

(l) Retirement Benefit Obligation

Employees of the University are members of Public Service Social Security Fund (PSSSF). The Pension Funds are State owned pension schemes. The Funds are liable for all pension obligations due to the employees upon retirement from active employment with the University. The employees' contribution to the Funds equals 5% of the basic salaries directly withheld by the employer at the end of each month and remitted to the respective pension funds on monthly basis. The employer in turn contributes 15% of the basic salary to PSSSF (or any other defined scheme). The University's contribution is charged to the Statement of Financial Performance as and when due. The University has no legal or constructive obligation to pay any further amount to the employees after retirement if the pension schemes do not have sufficient funds to settle their obligations to the retirees.

(m) Other Long-Term Employees Benefits

Entitlements to annual leave are recognized when they accrue to employees. Provision is made for the estimated liability in respect of annual leave accrued on the reporting date. Liability on gratuity, is provided in the financial statements based on past service period until the benefit becomes payable.

(n) Risk Management

Risk is an inherent feature of the activities of any entity. MoCU endeavours to manage business risk by having in place appropriate functional structures, systems and procedures which evolve continuously in response to changes in the environment in which the University operates. The following are the main types of risks the University is exposed to in the course of executing its day-to-day functions which includes (Operational, Liquidity and, Credit)

i. Operational Risk

Operational risk is the risk of loss both financial and non-financial resulting from inadequate systems, management failures, ineffective internal control process, fraud, theft, and human errors. The University addresses this risk through endeavours geared at ensuring existence of a sound internal control system.

Managing operational risk is an integral part of the day-to-day functions by the University management. The risk is closely monitored by management and the Council.

ii. Liquidity Risk

Liquidity risk is the risk that an entity faces by not having adequate funds to settle day to day obligations as they fall due.

The University is limited in the management of this risk in view of the fact that significant part of its liquid resources is secured from Government subvention through budget allocations. Efforts to manage liquidity risk by management include forward planning and close monitoring of liquidity movement by the finance department.

iii. Credit Risk

Potential credit risk involves possible losses of trade and other receivables.

Management of risk associated with student and other receivables includes close follow up and requiring students and other regular customers to deposit money in advance to cover for services to be rendered and withholding students' certificate until all receivables are cleared.

(o) Taxation

No provision for corporation tax has been made in these accounts. The University being a government institution of higher learning is exempted from payment of corporation tax with the exception of Value Added Tax (VAT) which forms part of university expenses. However, the University remains to be tax collecting agent of the tax authority. So far there is no liability arising from university failing to perform its function as tax collecting agent.

(p) Impairment of Assets

Assets that have an indefinite useful life are not subject to amortization and are tested annually for impairment. Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the Assets's fair value exceeds its recoverable amount. The recoverable amount is the higher of Assets fair value less costs to sell and the value in use.

(q) Provisions

Provisions are recognized when the University has a present legal or constructive obligation as a result of past events, and it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

2. CASH AND CASH EQUIVALENTS

	30 June 2025	30 June 2024
	TZS	TZS
BoT Own source Collection Account	131,504,527	901,017,975
Deposit Account USD	57,264,326	59,699,051
Deposit General Cash Account	139,450,352	183,628,917
Development Expenditure Cash Account	648,399,440	1,629,408,539
HESLB Funds Account	8,457,000	18,999,500
Loan Cash Account	5,000,941	8,311,660
Own Source Collection Account - Stanbic	2,937,198	2,937,198
Ownsource Collection Account - NBC	-	220,000
Ownsource Collection Account - NMB	-	50,000
Ownsource Collection Account CRDB - USD	56,704,647	56,704,647
Ownsource Development Expenditure	302,986,211	383,986,725
Ownsource Recurrent Expenditure GF	335,531,216	566,901,888
Unapplied Cash Account	16,281,526	10,657,233
Loss Allowance	-25,210,053	-37,152,980
USD BOT Collection Account	11,658,614,555	14,327,174,825
	13,337,921,886	**18,112,545,178**

3. INVENTORIES

	2024/25	2023/24
	TZS	TZS
Building Materials - Inventory	34,249,138	34,244,460
Consumables	27,841,646	86,761,013
Spare parts and tires	-	1,980,000
Fuel	32,551,908	56,754,424
	94,642,692	**179,739,897**

4. PREPAYMENTS

	30 June 2025	30 June 2024
	TZS	TZS
Prepayments - Assets	1,921,141,012	634,500,820
	1,921,141,012	**634,500,820**

Movement of Prepayments is as follow;

	2024/25	2023/24
	TZS	TZS
Opening Balance	634,500,820	1,269,342,201
Recovery	(270,758,777)	(634,841,381)
Additional Prepayment	1,557,398,968	-
	1,921,141,012	**634,500,820**

5. RECEIVABLES

	30 June 2025	30 June 2024
	TZS	TZS
Imprest Receivable	75,180,999	41,060,397
Receivable from exchange transactions	1,987,428,368	1,693,315,759
Provision for Expected Credit Loss - Short Term	-433,101,797	-412,067,749
	1,629,507,570	**1,322,308,407**

6. PROPERTY, PLANT AND EQUIPMENT

PARTICULARS	Building	Communication System Equipments	Computers & Accessories	Furniture Fittings and Equipment	Land	Library Books	Matress	Motor Cycles	Motor Vehicles	Plant & Machinery	Roads and Street Lights	Water Boreholes & Water System	TOTAL
COST:													
Opening Cost 1.07.2024	26,534,615,687	394,715,863	1,268,637,385	3,690,204,213	37,608,000,000	835,073,306	62,808,134	28,840,000	2,280,458,053	376,456,136	1,664,506,801	203,491,000	74,947,806,578
Additions during the Year	5,987,584,412	60,508,160	279,612,800	1,262,452,238	-	-	-	-	-	226,400,000	3,895,000	38,400,000	7,858,852,610
Disposal during the Year	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing Cost 30.06.2025	32,522,200,099	455,224,023	1,548,250,185	4,952,656,451	37,608,000,000	835,073,306	62,808,134	28,840,000	2,280,458,053	602,856,136	1,668,401,801	241,891,000	82,806,659,187
DEPRECIATION:													
Accumulated Depreciation 1.07.2024	2,871,766,353	253,726,668	707,136,312	2,497,507,568	-	644,619,052	27,614,380	17,087,084	1,250,644,658	222,674,592	1,232,070,486	140,001,805	9,864,848,958
Impairment Charge	-	-	-	-	-	-	-	-	6,873,396	-	-	-	6,873,396
Depreciation Charge for the Year	558,801,806	35,808,279	157,009,120	270,608,612	-	34,454,018	7,252,801	2,488,558	124,485,202	31,717,076	133,550,101	8,590,355	1,364,765,928
Accumulated Impairment 30.06.2025									6,873,396				6,873,396
Accumulated Depreciation 30.06.2025	3,430,568,159	289,534,947	864,145,432	2,768,116,180	-	679,073,070	34,867,181	19,575,642	1,375,129,860	254,391,668	1,365,620,587	148,592,160	11,229,614,886
NET BOOK VALUES (NBV):													
NBV 2024/25	29,091,631,940	165,689,076	684,104,753	2,184,540,271	37,608,000,000	156,000,236	27,940,953	9,264,358	898,454,796	348,464,468	302,781,214	93,298,840	71,570,170,905
NBV 2023/24	23,662,849,334	140,989,195	561,501,073	1,192,696,645	37,608,000,000	190,454,254	35,193,754	11,752,916	1,029,813,395	153,781,544	432,435,315	63,489,195	65,082,957,620

7. WORK IN PROGRESS

	30 June 2025 TZS	30 June 2024 TZS
Buildings other than dwellings - WIP Monetary	2,411,141,773	0
Other Structure - WIP Monetary	7,221,839,989	8,454,361,161
	9,632,981,762	**8,454,361,161**

Movement of Work In Progress is as follow;

	2024/25 TZS	2023/24 TZS
Opening Balance	8,454,361,161	3,053,074,361
Other Structure - WIP (Additional Cost)	6,606,686,278	4,841,619,489
Additional Retention	1,070,643,888	559,667,311
Transferred to PPE	-6,498,709,565	0
	9,632,981,762	**8,454,361,161**

8. DEFERRED INCOME

	30 June 2025 TZS	30 June 2024 TZS
Deferred Subvention Capital	4,415,538,985	2,463,568,367
Development Deferred Income Addition	8,250,505,324	13,708,410,736
Recurrent Deferred Income	266,617,422	87,936,700
	12,932,661,731	**16,259,915,803**

Recurrent deferred income relates to funds collected during FY 2021/22 for constructing "Staff Student Business Centre". and Buildings constructed under Build Operate and Transfer (BOT). No extra funds were collected during the year and no construction works undertaken; activities are scheduled to commence next financial year. The amount for the current year has decreased from the previous year due to amortisation of the buildings under BOT arrangement.

9. DEPOSITS

	30 June 2025 TZS	30 June 2024 TZS
Applied Deposit	1,466,158,422	559,667,311
Unapplied Deposit Account Addition	142,444,925	1,043,125
	1,608,603,347	**560,710,436**

Unapplied Deposit Account: Is the account in MUSE that keep all bounced back transaction/payment that was due to incorrect information of payee available between in Muse and Bank.

10. PAYABLES AND ACCRUALS

	30 June 2025 TZS	30 June 2024 TZS
Meals, Accommodation and Stationaries	-	21,375,389
Purchase of Assets	780,354,581	-
Staff claim	1,057,460,553	1,057,460,553
Supplies of goods and services	1,130,800,345	819,310,829
Withholding tax	226,232	6,021,612
	2,968,841,711	**1,904,168,383**

11. PROVISIONS

	30 June 2025 TZS	30 June 2024 TZS
Legal Fees	61,584,000	61,584,000
	61,584,000	**61,584,000**

12. REVENUE FROM EXCHANGE TRANSACTIONS

	2024/25 TZS	2023/24 TZS
Printing and Publications	6,209,500	70,909,200
Interest from Quality Assurance Fees	13,284,000	16,440,000
Revenue from Conference Facilities	17,692,500	23,802,500
Revenue from Medical and Dental Charges	102,132,736	86,841,480
Tuition Fees for University/College Students- Exchange	7,464,960,000	7,809,119,303
	7,604,278,736	**8,007,112,483**

13. LEVIES

	2024/25 TZS	2023/24 TZS
Renting Space / Houses	247,069,765	192,734,735
	247,069,765	**192,734,735**

14. FEES, FINES, PENALTIES AND FORFEITS

	2024/25 TZS	2023/24 TZS
Registration Fees	309,955,000	326,470,000
	309,955,000	**326,470,000**

15. OTHER REVENUE

	2024/25 TZS	2023/24 TZS
Academic transcript fees	85,400,000	81,870,000
Application fee	6,810,000	6,030,000
Hire of Services	32,190,000	35,870,000
Interest from Revenue from Research Fees	15,000,000	9,500,000

Miscellaneous Revenue	137,264,000	122,229,450
Recovery of Public Money	967,000	4,662,006
Revenue from Consultancy Fees	140,814,899	67,221,307
Reversal of provision for impairment of Receivables (ECL)	-	4,598,457
Revenue from Examination Fees	159,435,000	159,870,000
Buildings (Non-Monetary_B.O.T) Revenue Amortized	59,560,240	59,560,240
Revenue from Rent of Government Quarters	86,619,346	1,300,000
Student Accommodation Fee	370,295,000	335,077,500
Student ID	42,150,000	40,160,000
Supervision Fees	3,000,000	1,890,000
	1,139,505,485	**929,838,960**

16. SUBVENTION FROM OTHER GOVERNMENT ENTITIES

	2024/25 TZS	2023/24 TZS
Government Grant Development Foreign	5,344,878,601	1,987,127,448
Government Grant Development Local	1,142,544,742	1,949,084,650
Subvention for Personal Emolument	14,867,797,100	12,997,533,304
	21,355,220,443	**16,933,745,402**

17. MAINTENANCE EXPENSES

	2024/25 TZS	2023/24 TZS
Air conditioners	3,601,903	-
Cement, Bricks and Building Materials	-	-
Cement, bricks and construction materials	339,701,420	2,187,720
Computers, printers, scanners, and other computer related equipment	-	3,289,000
Direct labour (contracted or casual hire)	4,544,500	2,528,000
Electrical cabling and equipment (traffic lights)	-	899,500
Fire Protection Equipment	3,787,800	1,652,000
Oil and Grease	-	500,000
Oil, grease, and other chemical materials	-	1,250,000
Outsource maintenance contract services - Machinery, Equipment and Plant	54,256,004	1,520,000
Electrical and Telephone Cable Installations	1,000,000	1,000,000
Outsource maintenance contract services	26,236,858	86,305,431
Photocopiers	300,000	677,700
Plumbing Supplies and Fixtures	663,000	1,640,776
Electrical and Other Cabling Materials - Buildings	183,000	76,000
Spare Parts	1,653,400	5,215,330
Telephone Equipment (ground line)	-	1,000,000
Tyres and Batteries	20,692,527	28,446,436

	2024/25	2023/24
	TZS	TZS
Outsource maintenance contract services - Water and Electricity Installations	1,200,000	-
Outsource maintenance contract services - Buildings	619,900	-
	458,440,312	138,187,893

18. OTHER EXPENSES

	2024/25	2023/24
	TZS	TZS
Agency fees	3,960,000	41,100,000
Audit fees	144,613,655	252,026,253
Bad and Doubtful expenses	6,441,396	4,435,112
Bank Charges and Commissions	201,900	54,251
Burial Expenses	8,845,000	2,600,000
Director's Fee	137,945,150	143,100,000
Insurance Expenses	49,118,353	40,122,622
Reimbursable Costs - Other Operating Expenses	2,500,000	-
Other Payments	12,535,756	37,768,717
Registration Fees	33,511,135	23,365,000
Sundry Expenses	44,908,675	107,162,080
consultancy fees	-	97,930,000
Reimbursable Costs	46,600,000	115,179,400
	491,181,020	864,843,435

19. SOCIAL BENEFITS

	2024/25	2023/24
	TZS	TZS
Settlement of Medical Treatment Claims	20,438,599	13,958,182
	20,438,599	13,958,182

20. USE OF GOODS AND SERVICE

	2024/25	2023/24
	TZS	TZS
Advertising and publication-Communication & Information	3,157,500	4,710,648
Advertising and publication	14,222,182	17,802,000
Air Travel Tickets	179,880,425	102,640,885
Archive Materials	-	1,350,000
Classroom Teaching Supplies	90,870,200	84,664,346
Cleaning Supplies	875,620	5,500
Computer Supplies and Accessories	3,650,000	22,679,808
Conference Facilities	33,566,475	100,001,132
Consumable Medical Supplies	7,931,750	5,900,000
Courier Services	-	1,228,600
Depreciation Charge for Library Books	9,633,309	22,816,105

	2024/25	2023/24
	TZS	TZS
Diesel	250,323,615	209,438,709
Drugs and Medicines	26,196,479	33,534,568
Electricity	128,239,221	117,283,458
Entertainment	15,600,000	19,150,000
Examination Expenses	83,679,564	63,383,876
Exhibition, Festivals and Celebrations	42,140,400	19,115,000
Food and Refreshments	193,912,942	122,412,853
Fumigation	7,599,300	8,200,000
Gifts and Prizes	30,000,000	28,780,000
Ground Transport (Bus, Train, Water)	9,958,863	26,852,791
Ground travel (bus, railway taxi, etc.)	119,311,380	145,056,307
Ground travel (bus, railway taxi, etc.) Travel Out Of Country	-	900,000
Hospital Supplies	-	1,194,000
Internet and Email connections	294,376,447	255,011,239
Laboratory Supplies	15,076,000	16,777,000
Laundry and Cleaning Expenses	8,000,000	5,900,000
Lodging/Accommodation	7,484,450	29,824,000
Lubricants	117,836	3,822,549
Newspapers and Magazines	2,932,000	3,151,000
Office Consumables (papers, pencils, pens and stationaries)	81,365,716	124,242,372
Outsourcing Costs (includes cleaning and security services)	558,469,210	506,056,024
Per Diem - Domestic	1,853,101,182	2,274,033,772
Per Diem - Foreign	8,080,000	6,478,410
Printing and Photocopying Costs	8,167,455	10,965,510
Printing Material	63,517,634	52,169,312
Production and Printing of Training Materials	37,613,400	36,909,800
Publicity	60,405,350	51,342,630
Research and Dissertation	180,519,615	171,493,000
Research and Dissertation Training - Foreign	17,782,604	78,195,294
Remuneration of Instructors	7,992,500	-
Special Foods (diet food)	2,000,000	2,500,000
Special Needs material and supplies	2,660,000	2,700,000
Special Uniforms and Clothing	2,380,000	2,380,000
Sporting Supplies	8,000,000	52,241,256
Subscription Fees	129,220,778	67,654,401
Technical Materials	10,823,000	18,649,900
Technical Service Fees	-	16,770,000
Telephone charge	25,603,827	31,240,000
Training Allowances	1,100,000	5,088,740
Training Materials	1,699,800	6,705,600
Tuition Fees	85,220,035	151,486,261

	2024/25	2023/24
	TZS	TZS
Uniforms and Ceremonial Dresses	16,104,000	55,000,000
Upkeep/ Stipend Allowance	35,876,026	121,849,201
Visa Application Fees	618,000	519,500
Water Charges	79,421,009	80,273,430
Uniforms -Clothing, Bedding, Footwear and Services	867,500	-
	4,857,344,599	5,400,530,787

21. WAGES, SALARIES AND EMPLOYEE BENEFITS

	2024/25	2023/24
	TZS	TZS
Acting Allowance	54,586,000	128,413,692
Assessors Allowance	120,915,890	167,402,920
Casual Labour	47,049,000	37,445,264
Civil Servants	14,867,797,100	12,997,533,304
Electricity	-	43,200,000
Court Attire Allowance	800,000	-
Extra-Duty	402,089,497	417,238,651
Facilitation Allowance	13,880,000	15,200,000
Field (Practical Allowance)	-	3,450,000
Food and Refreshment	9,690,300	19,786,064
Furniture	-	-
Honoraria	467,737,741	509,086,357
Housing Allowance	240,000,000	177,000,000
Invigilators Allowances	33,935,000	35,060,000
Leave Travel	27,143,849	24,499,000
Local Based Staff Salary	117,607,056	10,699,645
Moving Expenses	45,937,613	53,886,873
Outfit Allowance	3,000,000	2,700,000
Professional Allowances	336,415,700	329,991,117
Responsibility Allowance	324,303,333	335,620,000
Retired Officer Reward	37,500,000	15,000,000
Sitting Allowance	233,081,451	221,402,663
Special Allowance	12,475,000	34,685,500
Subsistence Allowance	35,520,000	21,206,500
Telephone	43,420,000	43,200,000
Telephone Allowance	-	240,000
Transport Allowance	45,068,780	52,838,308
Casual Labour Discretionary	2,054,000	7,188,000
Fuel Allowance	32,656,157	65,286,410

Heavy Teaching Load Allowance	9,242,820	19,132,025
Local Staff Salaries	-	20,233,205
Risk Allowance	4,320,000	1,200,000
Transport Expenses	-	700,000
Staff debts Expenses	4,067,349	-
Electricity Allowance	42,400,000	-
	17,614,693,636	**15,810,525,498**

22. OTHER TRANSFERS

	2024/25 TZS	2023/24 TZS
Contribution to Consolidated Fund to Treasury Registrar (15%)	150,000,000	150,000,000
Corporate Social Responsibilities Operational Expenses	9,000,000	
	159,000,000	**150,000,000**

23. IMPAIRMENT OF PPE

	2024/25 TZS	2023/24 TZS
Impairment Motor Vehicle	6,873,396	0
	6,873,396	0

24. GOVERNMENT SUBVENTION

	2024/25 TZS	2023/24 TZS
Balance as at 1 July (Deferred Income: Note 8)	-16,259,915,803	-1,336,422,855
Subvention for Personal Emolument (Note 16)	14,867,797,100	12,997,533,304
Government Grant Development Foreign (Note 16)	5,344,878,601	1,987,127,448
Government Grant Development Local (Note 16)	1,142,544,742	1,949,084,650
Deferred Income (Note 8)	12,932,661,731	16,259,915,803
Cash received	**18,027,966,371**	**31,857,238,350**

25. REVENUE FROM EXCHANGE TRANSACTION

	2024/25 TZS	2023/24 TZS
Balance as at July	1,693,315,759	2,103,742,980
Revenue from Exchange Transactions for the year (Note 12)	7,604,278,736	8,007,112,483
Balance as at 30 June	-1,987,428,368	-1,693,315,759
Cash received	**7,310,166,127**	**8,417,539,704**

26. OTHER REVENUE

	2024/25 TZS	2023/24 TZS
Balance as at July	-1,043,125	-
Other revenue (Note 15)	1,139,505,485	929,838,960
Buildings (Non-Monetary B.O.T) Revenue Amortized (Note 38)	-59,560,240	-59,560,240
Balance as at 30 June	-	1,043,125
Cash received	**1,078,902,120**	**871,321,845**

27. WAGES, SALARIES AND OTHER EMPLOYEES BENEFITS EXPENSES PAID

	2024/25 TZS	2023/24 TZS
Balance as at July	1,057,460,553	1,057,460,553
Wages and Salaries and employee benefit (Note 22)	17,614,693,636	15,810,525,498
Balance as at 30 June (Note 10)	-1,057,460,553	-1,057,460,553
CASH PAID	**17,614,693,636**	**15,810,525,498**

28. SUPPLIES OF GOODS AND SERVICES

	2024/25 TZS	2023/24 TZS
Balance as at July (Note 10)	840,686,218	808,300,923
Closing stock at the end/closing balance of the year (Note 3)	94,642,692	179,739,897
Supplies and Consumable used (Note 20)	4,857,344,599	5,400,530,787
Prepayment & Unretired Imprest Movement	-34,120,602	10,964,397
Meals, Accommodation and Stationaries	-21,375,388	-
Trade payables - Withholding Tax	-5,795,756	-8,218,34
Balance as at 30 June (Note 10)	-1,130,800,345	-840,686,218
Less: Opening stock at the beginning (Note 3)	-179,739,897	-657,506,756
CASH PAID	**4,420,841,521**	**4,893,124,686**

29. ACQUISITION OF PROPERTY, PLANT AND EQUIPMENT

	2024/25 TZS	2023/24 TZS
WIP-Transferred to PPE (Note 7)	-6,498,709,565	-
Capitalized Cost of Additions (Note 6)	7,858,852,610	1,483,568,327
Payable - Assets Addition (Note 10)	-780,354,581	66,802,042
Non-Monetary Assets Addition Transfer (Land)	-	-8,000,000
Non-Monetary Assets Addition Transfer (Building)	-	-46,302,269
Non-Monetary Assets Addition Transfer (Building under B.O.T) Further Disclosure on Note 38	-	-297,801,202
CASH PAID	579,788,464	1,198,266,898

30. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS

	Note	2025/24 TZS	2023/24 TZS
Surplus for the Period		5,674,200,818	3,245,689,692
Add/ (Less) Non-Cash Item			
Amortization of Intangible Assets			
Bad Doubtful Debts	18	6,441,396	4,435,112
E.C.L Provision (Note 32)	32	9,091,121	-406,024,176
Buildings (Non-Monetary B.O.T) Revenue Amortized (Note 38)	38	-59,560,240	-59,560,240
Loss on Disposal		-115,681,917	-164,531,682
Depreciation of Property, Plant and Equipment	6	1,364,765,928	1,172,190,269
Operating cash flows before working capital changes		6,879,257,106	3,792,198,975
Add/ (Less) Change in Working Capital			
Deferred Income	8	-3,327,254,072	14,923,492,948
Deposit	9	1,047,892,911	284,574,225
Inventories	3	85,097,205	477,766,859
Payables and Accruals	10	1,064,673,328	-42,635,092
Prepayments	4	-1,286,640,192	634,841,382
Unretired Imprest	28	34,120,602	-10,964,397-
Account Payable Withholding Tax	28	5,795,380	8,218,345
Receivables	5	307,199,163	15,137,911
Cash Flows generated from Operating Activities		-2,921,949,615	16,290,432,181
Net Cash Flow from Operating Activities		3,957,307,491	20,082,631,156

31. RECONCILIATION OF CASH FLOW AND BUDGET

	2025/24 TZS	2023/24 TZS
Net Increase/Decrease in the Statement of Cash Flow	-4,786,565,857	14,042,744,765
Basis of Differences		
Add: Retention.	-1,070,643,888	-559,667,311
Accrued Revenue		-4,435,112
Less: Deferred Income		
Prepayments	634,141,185	-634,500,820
Accrued Expenses		-22,418,514

Net Receipts/Payments on Comparable Basis	-5,223,068,561	12,821,722,008

32. ECL (Loss Allowance)

	2025/24 TZS	2023/24 TZS
Balance as at 1 July 2024	449,220,729	**855,244,905**
ECL - Allowance	9,091,121	-406,024,176
Balance as at 30 June 2025	**458,311,850**	**449,220,729**
Breakdown of closing balance		
Impairment - Cash and Cash Equivalent	25,210,053	37,152,980
Impairment - Account Receivable	433,101,797	412,067,749
Balance as at 30 June 2024	**458,311,850**	**449,220,729**

33. EXPLANATION ON VARIANCES OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30 JUNE 2025

The approved budget of the University was prepared and presented on Cash basis for the year ended 30 June 2025.The budget items were classified based on economic nature. Similarly, the financial statement items were classified based on economic nature.

33.1. Revenue from exchange transactions fell TZS 5.37 billion short of budget, representing a 41% variance. The underperformance is mainly due to a decline in internally generated revenue, resulting from three key factors: lower student enrolment, delinquent tuition fee payments, and the failure of certain other sources to meet their collection targets.

33.2. A variance of 40% was recorded between the budgeted subvention from government entities (TZS 31.90 billion) and the actual funds received (TZS 18.02 billion). The primary cause was a reclassification in the MUSE system, where TZS 1.77 billion was allocated to a different account code.

33.3. Maintenance expenses were underspent by TZS 1.62 billion (equivalent to 78%) compared to budget; the variance is due to shortage of funds from internal sources.

33.4. A TZS 491.18 million expenditure was recorded for Other Expenses, significantly below the TZS 759 million budget and representing a 35% variance. This underspend is directly associated with a shortage of internally generated funds.

33.5. Expenses reported on Other Transfers were underspent by TZS 130.61 million (equivalent to 45%) compared to budget; the variance is due to shortage of funds from internal sources.

34. CONTINGENT LIABILITIES

(i) Various lawsuits and claims, including those involving ordinary routine litigation incidentals to university activities, are pending, or have been asserted, against the University.

Although the outcome of these matters cannot be predicted with certainty, and some of them may be disposed of unfavourably to the University, the University management has no reason to believe that their disposition will have a materially adverse effect on the financial position of the University. The current estimated claims if they materialise amounted to TZS 371,091,060 at the year end.

SN	CASE NO	PARTIES	CLAIMS	STATUS
1	Labour dispute No. 1 MOS//CMA/M/61/2010	Former Employee Vs	The applicant applied for extension of time to set aside an expert award in labour Dispute No. MOS/CMA/294/2008.	On progress
2	Labour Revision No.20/2021	Former Employee Vs MUCCoBS	The applicant is claiming for re-institution in the government quarter and rehabilitation of the suit land and items lost during eviction.	On progress
3	Land Appl.No.306/2019	MoCu Vs Beatrice Mtaju	The applicant filed an application for declaration that the respondent is a trespasser onto the suit land.	On progress

(ii) The University has an 'end of service' benefit contract with employees where benefits are calculated based on the number of years served. However, payment is dependent on availability of funds from internal sources. No provision has been made in the financial statements.

35. RELATED PARTY TRANSACTIONS

Related Party Transactions are in respect of salaries, responsibility and utility allowances showing the aggregate amounts provided to Key Management Personnel and Council Members of MoCU during the reporting period.

	2024/25	2023/24
	TZS	TZS
Key Personnel Salaries and Allowances	1,200,600,000	1,000,700,000
Council expenses	450,050,000	323,230,000
Other benefits (Pension)	219,800,000	211,650,000
Total	**1,870,450,000**	**1,535,580,000**

36. COMPARATIVE FIGURES

Previous year's figures have been re-arranged whenever considered necessary in order to make them comparable with current year's figures.

37. EVENTS AFTER REPORTING DATE

Events after the reporting period are those events, favourable and unfavourable, that occur between the end of the reporting period and the date when the financial statements are authorised for issuance of conditions that existed at the end of the reporting period (adjusting events after the reporting period); and

Those that are indicative of conditions that arose after the reporting period (non-adjusting events after the reporting period).

The university had no adjusting and non-adjusting events after the reporting date.

38. BUILDING OPERATING TRANSFER (B.O.T)

MoCU has entered into agreement with different local investors to build business premises in Moshi Compound for business purpose under the scheme called Build Operate Transfer (B.O.T). The main purpose of the project is to enhance the social service environment that will favour the community around university specifically for students. The project is for 5 years that started on 2023/2024 financial year expected to end on financial year 2027/2028. The total cost of the project is TZS 297,801,202 on which the amount of TZS 59,560,240 is expected to be amortised to revenue in each year during the period of five years of the project.

	2024/25	2023/24
	TZS	TZS
Balance as at July	238,240,962	-
Addition during the year	-	297,801,202
Amortization during the period	-59,560,240	-59,560,240
Balance as at 30 June	**178,680,722**	**238,240,962**

To recognise this project in MoCU's book of account, The IPSAS 32, Service Concession Arrangements provide criteria for Recognition and Measurement of a Service Concession Assets in financial statement on the following condition;

i. The grantor (University) shall recognize an Assets provided by the operator and an upgrade to an existing Assets of the grantor as a service concession Assets if:

(a) The grantor controls or regulates what services the operator must provide with the Assets, to whom it must provide them, and at what price; and

(b) The grantor controls through ownership, beneficial entitlement or otherwise any significant residual interest in the Assets at the end of the term of the arrangement. International Public Sector Accounting Standard 32, Service Concession Arrangements

ii. This Standard applies to an Assets used in a service concession arrangement for its entire useful life (a "whole-of-life" Assets) if the conditions in paragraph 9(a) are met.

iii. The grantor shall initially measure the service concession Assets recognised in accordance with paragraph 9 (or paragraph 10 for a whole- of-life Assets) at its fair value, except as noted in paragraph 12.

iv. Where an existing Assets of the grantor meets the condition specified in paragraph 9(a) and 9(b) (or paragraph 10 for a whole-of-life Assets), the grantor shall reclassify the existing Assets as a service concession Assets. The reclassified service concession Assets shall be accounted for in accordance with IPSAS 17, Property, Plant, and Equipment or IPSAS 31, Intangible Assets, as appropriate.

v. After initial recognition or reclassification, service concession Assets shall be accounted for as a separate class of Assets in accordance with IPSAS 17, Property, Plant and Equipment or IPSAS 31, Intangible Assets, as appropriate.