

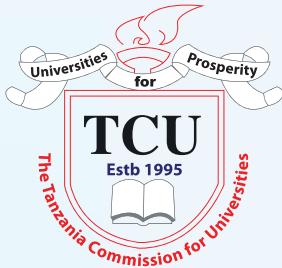


# ANNUAL REPORT AND AUDITED FINANCIAL STATEMENTS

FINANCIAL YEAR 2023/24

May, 2024

THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF EDUCATION SCIENCE AND TECHNOLOGY



THE TANZANIA COMMISSION FOR UNIVERSITIES

**ANNUAL REPORT  
AND  
AUDITED FINANCIAL STATEMENTS**

**FINANCIAL YEAR 2023/24**

**MAY, 2024**



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## ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
AKU	Aga Khan University
AMUCTA	Archbishop Mihayo University College of Tabora
CAG	Controller and Auditor General
CFR	Certificate of Full Registration
CoA	Certificate of accreditation
DA	Director of Accreditation
DAD	Director of Admissions Coordination and Database Management
DCS	Director of Cooperate Services
DVC	Deputy Vice-Chancellor
ES	Executive Secretary
FASS	Foreign Award Assessment System
FY	Financial Year
GePG	Government Electronic Payment Gateway
HEAC	Higher Education Accreditation Council
HEIs	Higher Education Institutions
HESLB	Higher Education Students' Loans Board
HIV	Human Immunodeficiency Virus
HKMU	Herbert Kairuki Memorial University
HoDs	Head of Departments
HRMA	Human Resource Management and Administration
ICT	Information and Communication Technology
IUCEA	Inter-University Council for East Africa
JKT	Jeshi la Kujenga Taifa
KCMUCo	Kilimanjaro Christian Medical University College
KICoBE	Kizumbi Institute of Cooperative Business Education
KIU	Kampala International University in Tanzania
MAKISATU	Mashindano ya Kitaifa ya Sayansi Teknolojia na Ubunifu
MARCo	Marian University College
MoEST	Ministry of Education, Science and Technology
MTEF	Medium Term Expenditure framework
MUCE	Mkwawa University College of Education
MUCo-KICoB	Moshi University College - Kizumbi Institute of Cooperative Business Education

MUM	Muslim University of Morogoro
MWECAU	Mwenge Catholic University
MzU	Mwanza University
NACTE	National Council for Technical Education
NECTA	National Examination Council
NM-AIST	Nelson Mandela African Institution of Science and Technology
NOC	No Objection Certificate
OSRA	Overseas Student Recruitment Agencies
OUT	Open University of Tanzania
PMS	Programmes Management System
QA	Quality Assurance
RSP	Rolling Strategic Plan
SADC	Southern African Development Cooperation
SFUCHAS	St. Francis University College of Health and Allied Sciences
SJUT	St. John's University of Tanzania
SJUIT	St. Joseph University of Tanzania
SMMUCo	Stefano Moshi Memorial University College
SO	Strategic Objective
SUZA	State University of Zanzibar
TAHOSSA	Tanzania Heads of Secondary Schools Association
TCU	Tanzania Commission for Universities
TEKU	Teofilo Kisanji University
TUDARCo	Tumaini University Dar es Salaam College
UAUT	United African University of Tanzania
UDOM	University of Dodoma
UIMS	Universities Information Management System
VC	Vice Chancellor
ZA	Zanzibar University

## COMMISSION MEMBERS



Prof. Peninah Mlama Chairperson



Prof. Makenya Maboko  
Vice Chairperson



Prof. Paschalis  
Rugarabamu Member



Prof. Lughano J. Kusiluka  
Member



Dr Leonard Akwilapo  
Member



Ms. Neema Ringo  
Member



Dr. Kennedy Hosea  
Member



Ms. Aida Maoulid  
Member



Prof. Charles Kihampa  
*Ex-officio* Member  
(Executive Secretary)

## EXECUTIVE MANAGEMENT TEAM



Prof. Charles Kihampa  
**Executive Secretary**



Dr. Telemu Kassile  
**Director of  
Accreditation**



Dr. Fulgence Matimbo  
**Ag. Director of Admissions  
Coordination  
and Database  
Management**



Mr. Buyamba Kassaja  
**Director of Corporate  
Services**

## MESSAGE FROM THE CHAIRPERSON



It gives me great pleasure to present to our valued stakeholders of the Tanzania Commission for Universities (TCU) the Annual Activity Report and Audited Financial Statements for the Financial Year 2023/24. The report highlights the Commission's successes, financial performance, and challenges that TCU faced during the reporting year.

I am pleased to report that, the Commission was able to complete most of the planned activities within the limited financial resources allocated.

During the reporting period, major activities implemented included accreditation and quality assurance, promotion of access to higher education, coordination of admissions, promotion of knowledge, national ideals and networks among universities, advisory services, dissemination of information on higher education, and harmonization of university education systems that produce nationally and globally competitive outputs.

The achievements worth noting include improvement of quality assurance practices in university institutions, an increase access and enrolment into higher education institutions, accreditation and re-accreditation of university institutions, efficiency in administrations, management, and financial controls, improved relations and linkages with local and international higher education institutions, and development of various standards and guidelines for quality assurance. Notably, through HEET Project support, the Commission continued to provide capacity building trainings for university management, members of university senates and councils. It supported top university leaders to visit abroad to learn best practices in the management of university institutions.

In conclusion, I extend my sincere appreciation to the Government of the United Republic of Tanzania for the support accorded to the Commission. My heartfelt gratitude also goes to the Ministry of Education, Science, and

Technology as well as the members of the Commission, for their assistance and guidance.

I extend further my heartfelt appreciation to the TCU management and staff for their continued commitment and dedication to attaining the Vision and Mission of the Commission. Let us continue working together with a common goal of ensuring that higher education is of high quality and produces nationally and globally competitive outputs capable of solving socio-economic problems for the sustainable development of the country.



.....  
Prof. Peninah O. M. Mlama  
**TCU Chairperson**

## STATEMENT FROM THE EXECUTIVE SECRETARY



I am pleased to present the Annual Activity Report and Audited Financial Statements for the Tanzania Commission for Universities for the period covering July 1, 2023, to June 30, 2024.

TCU was established on 1<sup>st</sup> July 2005 under the Universities Act, Cap. 346 of the Laws of Tanzania with the mandate to recognise, approve, register, and accredit Universities operating in Tanzania, and local or foreign

University-level programmes offered by registered university institutions. It also ensures the proper functioning of all university institutions in Tanzania to foster a harmonised higher education system that produces nationally and globally competitive. To realise its mandates, TCU has a five-year Rolling Strategic Plan (RSP) 2020/21-2024/2025, which is being operationalised each year through annual action plans. This Annual Report and Audited Financial Statements for the period of 1<sup>st</sup> July, 2023 to 30<sup>th</sup> June, 2024, provide achievements and challenges experienced during the period, and the way forward.

### **Major Achievements**

#### **Quality Assurance, Supportive, and Advisory Accomplishments**

During the year under review, the Commission continued with her major functions of regulating university education, supporting and advising the government and the general public on matters of higher education. Thus, to ensure quality of the universities and education provided, the Commission conducted both regular and impromptu audits to 20 institutions out of 47 institutions that were offering education, conducted 18 technical visitations to universities for the purpose accreditation or re-accreditation, granted Certificate of Accreditation (CoA) to three (03) universities, granted licences to seven (07) Overseas Student Recruitment Agencies (OSRAs), accredited 289 curricula, recognised 3,166 foreign awards.

As part of its supporting and advisory roles, the Commission conducted capacity development on pedagogical skills to 198 academic staff from all 49 university institutions, leadership and management training to 106 heads of academic departments from all the 49 university institutions, workshop on system maintenance and application interface to 60 computer programmes from higher education institutions (HEIs), and handling of students applications and admission procedures to 83 admission officers from HIEs. The Commission also conducted education awareness and career guidance to 50,828 prospective applicants for bachelor's degree admission who were in the 19 National Service Camps, coordinated application for bachelor's degree of 144,755 applicants, whereby 133,617 (92%) applicants were admitted in various higher education institutions, and issued no objections certificates to 1,360 applications aspiring to pursue higher education studies abroad.

The Commission has also continued with promoting regional and international cooperation with other higher education institutions, through participating in technical committees of the Inter Universities Council for East Africa (IUCEA), SADC Technical Committee for Certification and Accreditation (SADC-TCCA), East African Quality Assurance Network (EAQAN) conference, and African Union technical meeting on African Continental Qualifications Framework (ACQF). The Commission also continued collaborating with regulatory agencies and qualifications authorities within and outside the region.

### **Institutional Management, Finance, and Administration**

The Commission has continued to enjoy the peace and harmony that exists in the country. Being a Government institution, the revenue has continued to be government subvention, collections of fees, and projects. Regarding projects, the Commission continued to implement a five-year Higher Education for Economic Transformation (HEET) project (2021/2022–2025/2026) amounting US\$ 5,000 000. The project funded some of the core TCU business described above, including capacity development, development of benchmarks, and strengthening of ICT facilities and systems.

Generally, all the administrative, supportive and core functions of the Commission were adequately financed during the year under review, which

include the Commission's and Committees' meetings, staff trainings and development, staff transfers, staff promotions, acquisition and maintenance of physical facilities and infrastructure, and improvement of ICT infrastructure, among others.

## **Challenges**

Significant challenges encountered were those affecting the growth and quality of higher education in the country and other parts of Africa, which include, but are not limited to, the shortage of competent leaders to run the universities, the shortage and ageing of academic staff, the low higher education gross enrolment rate in higher education, and limited admission capacities in priority programmes, especially STEM.

## **Future Outlook**

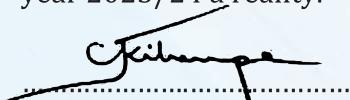
The Commission is progressing well and will continue to strengthen its quality assurance systems in tandem with supportive and advisory programmes to various stakeholders. To ensure relevance of education and acceptability of graduates, the Commission will continue to advise different stakeholders on matters relating to access, equity and quality in the provision of higher education with a view to developing a sufficient and competitive human resources base for national development.

## **Audit Report for the Period Ended 30<sup>th</sup> June, 2024**

For the period under review, the Controller and Auditor General (CAG) issued an unqualified opinion (clean report) to the audited Financial Statements for the period ended 30<sup>th</sup> June, 2024.

## **Appreciation**

I would like to sincerely thank the Management Team for their hard work in completing this report. In addition, I want to thank the Commissioners for their vital role, direction, and instructions. Many thanks to all staff members who contributed their time and abilities to making TCU's goals for the fiscal year 2023/24 a reality.



Prof. Charles D. Khampha  
Executive Secretary

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## **1.0 INTRODUCTION**

### **1.1. Background**

The Tanzania Commission for Universities (TCU) is a body corporate established on 1<sup>st</sup> July, 2005, under the Universities Act, Cap. 346 of the Laws of Tanzania with the mandate to recognise, approve, register, and accredit Universities operating in Tanzania, and local or foreign University level programmes offered by registered higher education institutions (HEIs). It also coordinates the proper functioning of all universities in Tanzania to foster a harmonised higher education system.

### **1.2. Mandates and Core Functions**

The mandates and core functions of the Commission are provided for under section 5(1) of the Universities Act, Cap. 346 of the Laws of Tanzania. These functions are clustered into three major areas, namely regulatory, advisory and supportive.

#### **1.2.1. Regulatory Function**

To conduct regular and impromptu periodic evaluations of universities, their systems, and programmes to regulate the quality assurance systems at new and established universities, and in the process, institutions are registered and accredited to operate in Tanzania. Also, to validate programmes to ensure their credibility, and evaluates for recognition university qualifications attained from local and foreign institutions for use in Tanzania.

#### **1.2.2. Advisory Function**

To advise the government and the general public on matters related to University education in Tanzania and international issues of higher education, including advice on programme and policy formulation and other best practices.

### **1.2.3. Supportive Function**

To ensure the orderly conduct of university operations and management adherence to set standards and benchmarks, by providing support to universities in terms of offering training and other sensitisation interventions in key areas like quality assurance, university leadership and management, fundraising and resources mobilisation, coordinating the admission of students, entrepreneurial skills and gender mainstreaming.

## **1.3. Vision, Mission, Core Values and Motto**

### **1.3.1. Vision**

To become a leading regional higher education regulatory agency supporting systematic growth and excellence of university education in Tanzania.

### **1.3.2. Mission**

To promote accessible, equitable, harmonised and quality university education systems that produce nationally and globally competitive outputs.

### **1.3.3. Motto**

Universities for prosperity.

### **1.3.4. Core Values**

Professionalism, transparency, efficiency, integrity, tolerance, equity, accountability, commitment and creativity.

## **1.4. The Governance Structure of the Commission**

The Commission is the supreme decision-making organ, providing overall guidance and control of the organisation's affairs. It sets policies, directs strategic priorities, and ensures that the vision and mission are effectively achieved. In carrying out its role, the Commission is supported by the Committees, which serve in an advisory capacity, each focusing on specific functions such as accreditation, admissions, funding, audit, and staff

matters. These committees provide recommendations that strengthen decision-making and enable the Commission to address issues in a more focused and informed manner.

#### **1.4.1. The Commission**

The Commission is the governing and principal policy-making organ, with the overall responsibility for its affairs, including financial matters and physical assets. It comprises the Chairman, appointed by the President of the United Republic of Tanzania, and at least seven members appointed by the Minister responsible for higher education. The tenure of the Commission and its members is three years, renewable subject to satisfactory performance. The names of the members who served the Commission during the FY 2023/2024 are provided on page 63 of Appendix II.

The Commission meets quarterly. In the year ended 30<sup>th</sup> June, 2024, it convened four times to deliberate matters recommended by the Committees.

#### **1.4.2. The Accreditation Committee**

The Accreditation Committee advises the Commission on quality promotion, quality assurance, and accreditation of institutions and programmes, and related matters. The names of the members who served on the Committee during the FY 2023/2024 are provided on page 64 of Appendix II.

The Committee meets quarterly. In the year ended 30<sup>th</sup> June, 2024, it convened three times. The matters considered were submitted to the Commission for approval.

#### **1.4.3. The Admissions Committee**

The Admission Committee advises the Commission on student admissions to universities, including the coordination of admissions, promotion of cooperation and linkages between universities, dissemination of information on higher education training, research and consultancy, and development of strategies to curb cheating and forgery in higher education. The names of the members who served the Committee during the FY 2023/2024 are provided on page 65 of Appendix II.

The Committee meets quarterly. In the year ended 30<sup>th</sup> June, 2024, it convened three times. The matters considered were submitted to the Commission for approval.

#### **1.4.4. Grants Committee**

The Grants Committee advises the Commission on funding matters, including allocation of public resources, assessment of universities' financial needs, and cost sharing in higher education. It provides guidelines on budgeting norms, resource allocation, university fees, and strategies to broaden institutional funding bases. It also oversees the implementation of the TCU strategic plan, review of operational policies and fee regulations, and annual budget and annual action plans. The names of the members who served the Committee during the FY 2023/2024 are presented on pages 65-66 of Appendix II.

The Committee meets quarterly. In the year ended 30<sup>th</sup> June, 2024, it convened four times. The matters considered were submitted to the Commission for approval.

#### **1.4.5. The Audit Committee**

The Audit Committee advises the Commission on risk assessment and mitigation, scrutiny of audit plans and reports, and monitoring of the overall performance. It also supports compliance with regulations, promotes accountability in the use of resources, and ensures that audit recommendations are effectively implemented. The names of the members who served the Committee during the FY 2023/2024 are provided on page 67 of Appendix II.

The Committee meets quarterly. In the year ended 30<sup>th</sup> June, 2024, it convened six times. The matters considered were submitted to the Commission for approval.

#### **1.4.6. Staff Appointment, Disciplinary and Development Committee**

The Staff Appointment, Disciplinary and Development Committee advises the Commission on staff recruitment, deployment, development, performance appraisals and promotion. It also ensures fairness and

accountability in human resource management and supports capacity building to strengthen the Commission's workforce. The names of the members who served the Commission during the FY 2023/2024 are provided on page 66 of Appendix II.

The Committee meets quarterly. In the year ended 30<sup>th</sup> June, 2024, it convened four times. The matters considered were submitted to the Commission for approval.

#### **1.4.7. Tender Board**

The Tender Board worked and maintained an independent working environment, conducted its business, and made decisions through meetings and circulars. The names of the members who served the Tender Board during the FY 2023/2024 are presented on page 70 of Appendix II.

During the year ended 30th June, 2024, the Tender Board Committee held six meetings and made 72 circular resolutions.

### **1.5. The Secretariat of the Commission**

The Secretariat of the Commission is headed by the Executive Secretary (ES), who is the Chief Executive Officer responsible for the management of the day-to-day operations of the Commission and its Committees. The ES is supported by three Directors, one responsible for Accreditation (DA), the second is responsible for Admissions and Database Management (DAD), and the third is responsible for Corporate Services (DCS). Further, the Executive Secretary is supported by five heads of units, one responsible for internal audit, the second responsible for procurement and logistics, the third responsible for legal matters, the fourth accountable for information and communication technology and the fifth responsible for public relations and education. Each of the Directorates and units reports to the respective Committee on any matter that requires the attention or approval of the Commission. The management carries out various routine and planned functions of the Commission and advises the Commission as appropriate.

### **1.5.1 Directorate of Accreditation**

The directorate is headed by the Director of Accreditation, who is supported by two Heads of Sections, one responsible for accreditation of institutions and the second responsible for accreditation of programmes and awards. The main functions of the directorate are to provide advice on efficiency and effective coordination of all matters on registration, certification and quality assurance of university systems, programmes and awards.

### **1.5.2 Directorate of Admissions Coordination and Database Management**

The directorate is headed by the Director of Admissions Coordination and Database Management, who is supported by two Heads of Sections, one responsible for admissions coordination and the second responsible for database management. The main functions of the Directorate are to coordinate and oversee admissions of students into higher education institutions. It is also responsible for developing systems and management of data collection related to admission and students' enrolments, as well as academic staff and other important information from higher education institutions.

### **1.5.3 Directorate of Corporate Services**

The directorate is headed by the Director of Corporate Services, who is supported by three Heads of Sections, one responsible for human resources management and administration, the second responsible for finance and accounts, and the third responsible for research and planning. The main functions of the Directorate are to provide technical advice on matters about planning, finance, human resources and administration. It is also responsible for developing and implementing effective and efficient plans for human resources development, finance and administration matters and ensuring the effective use of all resources accruing to the Commission.

### **1.5.4 Management Committee**

The Management Committee advises the five standing Committees on matters requiring submission to the Commission for approval. It meets quarterly to deliberate on the implementation of the planned activities, as

well as to address emerging issues, challenges, and opportunities. During the financial year 2023/2024, the Committee held five meetings in which it discussed and endorsed matters for consideration by the Committees, the Commission, and, where relevant, the wider public.

## **2.0 INSTITUTIONAL PERFORMANCE FOR FINANCIAL YEAR 2023/2024**

During the year under review, the Commission implemented its revised Rolling Strategic Plan 2020/21-2025/26, through the Annual Action Plan. For financial year 2023/2024, the Annual Action Plan included 10 strategic objectives, 48 targets, and 73 activities, which enabled the Commission to deliver its functions. Progress was monitored through quarterly reports which were presented to the Commission.

### **2.1. Regulatory, Supportive and Advisory Functions**

#### **2.1.1. Accreditation of Universities and Registration of Overseas Students Recruitment Agencies**

##### **2.1.1.1 Accreditation of University Institutions**

In the FY 2023/2024, no new institution was registered, therefore the number of registered universities remained at 49 (Error! Reference source not found. and **Appendix 1**).

**Table 1:** Three Years Trends of Registered Universities in Tanzania

SN	Types of Registration	2023/24		2022/23		2021/22	
		Public	Private	Public	Private	Public	Private
1.	Full-fledged	12	22	12	18	12	18
2.	Colleges	7	8	7	12	7	10
<b>Sub Total</b>		<b>19</b>	<b>30</b>	<b>19</b>	<b>30</b>	<b>19</b>	<b>28</b>
<b>Grand Total</b>		<b>49</b>		<b>49</b>		<b>47</b>	

##### **2.1.1.2 Registration of Overseas Students Recruitment Agencies (OSRAs)**

Eight (08) agencies responsible for the recruitment of students for overseas studies were licensed or re-licensed during the year. These agencies include Goodwill International Educational Consultancy Limited, R10 Overseas

Agency and Global Scholarships, YIPT Consultancies, Edu China Company, Universities Abroad Representatives Limited, Cari Vision Study Abroad Universities Limited, and Tebeth Mentors Scholarship Information Centres Limited. Details on the number and locations of the registered OSRAs are presented in **Table 2** and are also available on the TCU website at [www.tcu.go.tz](http://www.tcu.go.tz)

**Table 2:** Three Year Trends of OSRAs Registration

SN	Location of Head Office	Number of OSRAs in FY		
		2023/24	2022/23	2021/22
1.	Dar es Salaam	21	14	21
2.	Mwanza	1	1	1
3.	Zanzibar	1	1	1
4.	Morogoro	1	0	0
<b>Total</b>		<b>24</b>	<b>16</b>	<b>23</b>

### 2.1.2. Institutional Audits

The Commission conducts quality audits in university institutions to promote accountability, effectiveness, and continuous improvement in teaching, learning, and public services. During the year ended 30<sup>th</sup> June 2025, a total of 20 audits were conducted across 19 universities, representing 100% achievement of the planned audits. **Table 3** presents the list of institutions that were audited.

**Table 3:** Audited University Institutions in the FY 2023/24

S/N	University Institution	S/N	University Institution
1.	Tumaini University Makumira	10.	St. Augustine University of Tanzania
2.	Open University of Tanzania	11.	Mzumbe University Dar Es Salaam Campus College.
3.	State University of Zanzibar	12.	Kampala International University in Tanzania
4.	Zanzibar University	13.	United African University of Tanzania
5.	Abdulrahman Al-Sumait University	14.	University of Arusha
6.	Nelson Mandela Africa Institutions of Science and Technology		

7.	St. Augustine University of Tanzania – Arusha Center	15.	Stefano Moshi Memorial University College
8.	Dar Es Salaam University College of Education	16.	Kilimanjaro Christian Medical College
9.	Ruaha Catholic University College	17.	Moshi Cooperative University
		18.	Mwenge Catholic University
		19.	Mwanza University

Similarly, to ensure that agencies recruiting students for overseas studies operate in compliance with the terms and conditions of their licenses, the Commission conducts annual monitoring and audit exercises. During the year ended 30<sup>th</sup> June 2025, audits were carried out for four (4) agencies, namely Edu China Company, Universities Abroad Representatives Limited, Cari Vision Study Abroad Universities Limited, and Tebeth Mentors Scholarship Information Centres Limited.

### **2.1.3. Accreditation of Academic Programmes and Recognition of Academic Awards conferred by Foreign Universities**

The Commission evaluated and approved 289 curricula, representing 145% of the projected annual target. Of these, 179 curricula were granted accreditation or reaccreditation, while the remaining submissions were not successful. Table 4 provides the segregation of programmes accredited in various levels of study

**Table 4:** Academic Programmes Evaluated and Accredited in FY 2023/2024

<b>S/N</b>	<b>Award level</b>	<b>Number of Programmes</b>
1.	Certificate	0
2.	Diploma	15
3.	Bachelor	46
4.	Masters	116
5.	PhDs	2
	<b>Total</b>	<b>179</b>

Similarly, the Commission evaluated and issued recognition for 3,166 applications related to foreign awards. Out of these, 2,577 applications were successful, while 589 were not approved due to various reasons. The trend of successful foreign awards over the past four years is presented in **Table 5**.

**Table 5:** Foreign Awards Successful Recognised in Four Years

S/N	Award level	Award Recognised in FY		
		2023/24	2022/23	2021/22
1	Certificate/ Post Certificate	34	38	38
2	Diploma/ Postgraduate Diploma	140	138	134
3	Bachelor	1,502	1,992	1,952
4.	Masters	703	929	1,117
5.	PhDs	198	269	292
<b>Total</b>		<b>2,577</b>	<b>3,366</b>	<b>3,533</b>

#### **2.1.4. Capacity Building Programmes to University Institutions**

In implementing its supportive and advisory functions, the Commission organised at least seven (7) capacity-building programmes for various cadres of universities personnel on quality assurance in higher education. The aim was to enhance the quality of university education through knowledge sharing and benchmarking among universities within and outside Tanzania. The programmes conducted included the following:

- i) A leadership and management workshop for 106 Heads of Academic Departments from all university institutions.
- ii) A workshop for computer system programmers and admissions officers from higher education institutions on ICT system integration.
- iii) A consultative workshop for data custodians from higher education institutions focusing on issues and challenges in higher education data.
- iv) A training session on pedagogical skills for 198 universities academic staff.
- v) A sensitisation workshop for Deputy Vice-Chancellors, Provosts, Rectors, Principals, and staff responsible for admissions in university institutions.

- vi) Facilitation of six (6) university leaders to undertake study visits to successful foreign universities to learn best practices in quality assurance.
- vii) Participation of five (5) TCU staff in a study visit to the Commission for University Education (CUE) in Kenya to learn best practices in quality assurance systems and management.

#### **2.1.5. Public Awareness and Consultative Programmes**

As part of its advisory and supportive functions, the Commission organised exhibitions, consultative meetings, and outreach and career guidance programmes for prospective students. It also participated in various exhibitions organised by other institutions. In addition, the Commission disseminated information on higher education through radio, television, press conferences, and social media platforms.

Some exhibitions and events organised by the Commission include the following:

- i) The 18<sup>th</sup> Higher Education, Science and Technology Exhibitions (HEE) were held in Dar es Salaam from 17<sup>th</sup> to 22<sup>nd</sup> July 2023 under the theme *"Enhancing Skills Development through Higher Education, Science and Technology for a Competitive Economy."* A total of 86 institutions, including higher education institutions, professional bodies, government agencies, research institutions, industries, and financial institutions, showcased their services and products. The event attracted over 90,000 visitors and provided a platform for institutions to share experiences, promote quality education, and guide prospective students on available academic programmes.
- ii) Organised a two-day working session with members of the Accreditation Committee to share stakeholders' views on the draft Programme Benchmarks for the Information and Communication Technology, Tourism and Hospitality, and Engineering clusters.
- iii) Conducted awareness and career guidance programmes for over 50,000 prospective higher education aspirants participating in National Service Training across 19 camps nationwide. The sessions provided information on higher education opportunities within and outside Tanzania, guidance on the admissions process, and the

importance of obtaining a No Objection Certificate (NOC) from TCU for those seeking to study abroad.

- iv) As part of its corporate social responsibility, the Commission donated TZS 20.0 million to support various initiatives, including TAHLISO meetings, Hanang flood victims, the Taifa Stars football team, and the ATE Annual Leadership Conference. Additionally, donations of essential items were made to the children's ward, including care for premature babies at Muhimbili National Hospital, Dar es Salaam.

The Commission also participated in various stakeholders' meetings, forums, and exhibitions as part of its engagement and collaboration efforts, as outlined below:

- i) Participated in the National Week of Education, Skills and Innovations held in Tanga from 25<sup>th</sup> to 31<sup>st</sup> May 2024.
- ii) Participated in the Higher Education Week held in Zanzibar from 30<sup>th</sup> July to 5<sup>th</sup> August 2023.
- iii) Attended the 32<sup>nd</sup> Meeting of the Committee of Vice Chancellors, Principals/Provosts of Universities and University Colleges in Tanzania (CVCPT) held at the Nelson Mandela African Institution of Science and Technology (NM-AIST) on 10<sup>th</sup> November 2023.
- iv) Participated in a collaboration meeting between the Ministry of Education and Vocational Training (MoEVT) and the Ministry of Education, Science and Technology (MoEST) held at the Zanzibar Institute of Tourism Development on 23<sup>rd</sup> November 2023.
- v) Joined the commemoration of 62 years of independence of Tanzania Mainland and the first national meeting of the National Development Vision 2050, held at the Jakaya Kikwete Convention Centre, Dodoma, on 9<sup>th</sup> December 2023.
- vi) Engaged in a meeting with the Standing Committee for Social Welfare of the Zanzibar House of Representatives, held on 11<sup>th</sup> December 2023 at the TCU Boardroom, Dar es Salaam.
- vii) Participated in a meeting between MoEST and all institutions implementing the Higher Education for Economic Transformation

(HEET) Project, held on 18th December 2023 at the NACTVET Conference Hall, Dar es Salaam.

viii) Took part in the UTUMISHI Week held from 16th to 23rd June 2024 at Nyerere Square, Dodoma.

### **2.1.6. Promoting Regional and International Cooperation**

In promoting regional and international cooperation in higher education, the Commission continued its active membership and participation in various regional and international meetings, conferences, and forums held within the East African Community, the African Union, and SADC. Key engagements included participation in the technical committees of the Inter-University Council for East Africa (IUCEA), hosting the African Quality Assurance Network (AfriQAN) Forum held from 28<sup>th</sup> to 29<sup>th</sup> November 2023 in Dar es Salaam, and participating in an international study visit organised by AfriQAN and the Higher Education Commission (HEC) of Mauritius. The objective of these engagements was to share experiences and best practices on the establishment and regulatory frameworks of higher education.

### **2.1.7. Increase Access to University Education in Tanzania and Abroad**

The Commission continued its advisory role to the Government, owners of higher education institutions, and the public on opportunities available in higher education. Investments in bachelor's degree programmes have continued to grow, leading to an increase in admission capacities and the number of students enrolled. **Table 6** presents the trend in higher education institutions, programmes, capacities, and admissions for bachelor's degrees in Tanzania over the past five years.

**Table 1:** Five-Year Trend of Bachelor's Degree Admission

<b>SN</b>	<b>FY</b>	<b>No. of HEIs</b>	<b>No. of Programmes</b>	<b>Admission Capacities</b>	<b>Admitted Students</b>
1.	2019/20	75	645	149,809	87,813
2.	2020/21	74	686	157,770	87,934
3.	2021/22	76	724	164,901	100,620
4.	2022/23	76	729	165,049	113,383
5.	2023/24	82	822	187,384	133,617

Similarly, the Commission continued to support individuals aspiring to study abroad by providing them with assurance of the recognition status of

overseas institutions and programmes. This has been implemented through the issuance of No Objection Certificates (NOCs), which confirm that the institutions are recognised in their countries of origin, and that the applicants meet the required qualifications for the chosen programmes. During the year under review, the Commission issued 1,360 NOCs. **Table 7** presents the trend of NOCs issuance, indicating growing public awareness and increased access to higher education opportunities outside Tanzania.

**Table 2:** Five-Year Trends of NOCs Issuance

S/N	Award level	Financial Year		
		2023/24	2022/23	2021/22
1.	Foundation	6	33	18
2.	Diploma	209	169	159
3.	Bachelor	954	1016	732
4.	Masters	155	106	107
5.	PhDs	36	37	23
<b>Total</b>		1,360	1,361	1,039

## 2.2 INSTITUTIONAL MANAGEMENT, FINANCE AND ADMINISTRATION

### 2.2.1. Meetings of the Commission and Committees

To ensure good governance, the Commission prepares an annual almanack outlining the schedule for Commission and Committee meetings. In cases where urgent matters arise outside the approved schedule, special sessions are convened in accordance with existing government circulars. During the year under review, 24 meetings were held, covering issues such as the accreditation of institutions and programmes, approval of various instruments, student admissions, audit and financial matters, and staff affairs. **Table 8** provides a summary of the Commission and Committee meetings.

**Table 3:** Commission and Committee Meetings

S/N	Organ	Type of meeting	
		Ordinary	Special
1.	Commission	3	1
2.	Accreditation Committee	3	0
3.	Admissions Committee	3	0
4.	Grants Committee	4	0
5.	Audit Committee	4	2
6.	Staff Appointment, Disciplinary, and Development Committee	3	1
<b>Total</b>		<b>20</b>	<b>4</b>

### **2.2.2. Workers Council and THTU Meetings**

During the year under review, the Commission held two (2) Workers' Council meetings on 6<sup>th</sup> October 2023 and 9<sup>th</sup> February 2024. The meetings deliberated, among other matters, on the implementation of the annual work plan for FY 2023/24 and the TCU budget for FY 2024/25. In addition, the THTU-TCU branch conducted one (1) members' meeting on 4<sup>th</sup> April 2024, facilitated staff participation in the May Day celebrations on 1<sup>st</sup> May 2024, and supported female staff in commemorating International Women's Day on 8<sup>th</sup> March 2024.

### **2.2.3. Staff of the Commission, Training and Development**

During FY 2023/2024, the Commission's Secretariat had 63 staff (*41 males and 22 females*), representing 67% of the approved establishment of 94 positions. In line with its Staff Training and Training Needs Assessment Policies, the Commission continued to strengthen staff capacity through both long- and short-term training. Nine staff members continued to pursue PhD and Master's programmes at UDOM, ESAMI, UDSM, OUT, and NM-AIST. At the same time, 44 attended short and tailor-made courses relevant to their professions, including cross-cutting training on HIV/AIDS and the National Anti-Corruption Strategy (NACSAP). Staff were encouraged to undertake voluntary HIV testing and uphold ethics and good governance. Additionally, the Commission organised management training on HR assessment systems (PEPMIS and PIPMIS), ICT security, disaster recovery,

business continuity, risk management, and conducted a two-day induction for Audit Committee members from 14<sup>th</sup> to 15<sup>th</sup> March 2024.

#### **2.2.4. Worker's Day and Best Worker Award**

In recognition of staff performance and commitment, the Commission annually allocates funds to support Workers' Day celebrations (1<sup>st</sup> May), which are preceded by a week of related activities. To motivate and appreciate its staff, the Commission provides morale and financial support through its incentive scheme, including best worker awards. Employees who demonstrate outstanding performance in their respective units, as well as the overall best performer, receive a certificate of recognition and a monetary token. During the year under review, the overall best worker of the Commission was from the Directorate of Corporate Services.

#### **2.2.5. Commission Budget and Expenditure for FY 2023/2024**

The Commission's annual budget is developed in line with the MoEST objectives, government directives, and the TCU Strategic Plan 2020/21–2025/2026. The budgeting and costing process follows the Medium-Term Expenditure Framework (MTEF), which enables cost centres (Directorates, Sections, and Units) to set annual targets and activities. During the year under review, the Commission planned to collect and spend TZS 14,584,381,250 for its activities. By 30<sup>th</sup> June 2024, a total of TZS 14,057,122,400 had been realised, representing 96.4% of the target, while TZS 11,161,193,584 was spent, equivalent to 76.3%. Details of budget execution are presented in **Table 4** and **Table 5** Respectively.

**Table 4:** Approved Budget Vs Actual Revenue for FY 2023/24

Revenue Description	Original/Final Budget (TZS)	Actual Revenue (TZS)	Performance Difference (TZS)	Achievements (%)
Government Subvention (PE)	3,453,120,000	3,375,769,656	(77,350,344)	98%
Admission Fees	110,000,000	130,900,000	20,900,000	119%
QA Fees	4,164,000,000	5,439,807,090	1,275,807,090	131%
Other Income	1,212,862,575	1,285,524,476	72,661,901	106%
HEET Project	3,535,261,250	1,716,003,753	(1,819,257,497)	49%

Revenue Description	Original/Final Budget (TZS)	Actual Revenue (TZS)	Performance Difference (TZS)	Achievements (%)
Cash balance from the previous year	2,109,137,425	2,109,137,425	-	100%
<b>TOTAL REVENUE</b>	<b>14,584,381,250</b>	<b>14,057,122,400</b>	<b>(527,258,850)</b>	<b>96%</b>

**Table 5:** Approved Budget Vs Actual Expenditure for FY 2023/24

Expenditure Descriptions	Original/Final Budget (TZS)	Actual Expenditure (TZS)	Performance Difference (TZS)	Achievements (%)
Personnel Expenses	4,969,648,000	4,745,107,710	224,540,290	95%
Accreditation, Admission and Grants Expenses	5,191,881,250	3,253,114,560	1,938,766,690	63%
Administrative Expenses	2,667,772,000	2,043,210,426	624,561,574	77%
Other Expenses	1,050,080,000	802,241,988	247,838,012	76%
Finance Expenses	15,000,000	11,967,100	3,032,900	80%
Capital Expenditure	690,000,000	305,551,800	384,448,200	44%
<b>TOTAL EXPENSES</b>	<b>14,584,381,250</b>	<b>11,161,193,584</b>	<b>3,423,187,666</b>	<b>77%</b>
<b>SURPLUS FOR THE YEAR</b>	<b>0</b>	<b>2,895,928,816</b>	<b>2,895,928,816</b>	

## 2.2.6. Physical Facilities and Infrastructure

The Commission continued to maintain a conducive working environment by providing essential facilities and infrastructure to enhance staff efficiency and institutional performance. During the year under review, it procured and supplied items such as computers, laptops, printers, air conditioners, cabinets, and chairs, and ensured effective maintenance of buildings, vehicles, water systems, cleanliness, and security.

### **3.0. CHALLENGES**

Despite the notable achievements, the Commission also faced several challenges during the implementation of its planned activities, which affected the growth and quality of higher education in the country, as outlined below:

- i) Low level of internationalisation;
- ii) Shortage of competent leaders to run the universities;
- iii) Low higher education gross enrolment rate;
- iv) Shortage and ageing of academic staff;
- v) Limited admission capacities to priority programmes, especially STEM programmes;
- vi) Limited number of prospective students to fill the available slots/capacities in universities; and
- vii) Low motivation towards research in universities.

### **4.0. FUTURE OUTLOOK**

The Commission will continue to strengthen its systems, tools, and mechanisms for monitoring the quality of education, with emphasis on access, equity, and excellence in the provision of higher education. It also aims to develop a skilled, adaptable, and competitive human resource base capable of responding to the evolving global landscape of higher education. To address this, the Commission will focus on three key components: enhancing internationalisation and collaboration; promoting micro-credentials and flexible learning pathways; and integrating digital transformation and artificial intelligence to support innovation and quality improvement across the sector.

### **5.0 REPORT OF AUDITORS ON FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30<sup>TH</sup> JUNE, 2024**

For the period under review, the Controller and Auditor General (CAG) audited the Financial Statements of the Tanzania Commission for Universities and HEET project for the period ending 30<sup>th</sup> June, 2024. The Report of the CAG forms part of this Annual Report as Appendix II.

## **Appendix 1: List of Full-Fledged Universities and University Colleges**

### **Appendix 1.1: Full-Fledged Universities**

#### **A: Public Universities**

<b>S/N</b>	<b>Name of the University</b>	<b>Approved Acronym</b>	<b>Head Office</b>	<b>Current Status</b>
1.	University of Dar es Salaam	UDSM	Dar es Salaam	Accredited and Chartered
2.	Sokoine University of Agriculture	SUA	Morogoro	Accredited and Chartered
3.	Open University of Tanzania	OUT	Dar es Salaam	Accredited and Chartered
4.	Ardhi University	ARU	Dar es Salaam	Accredited and Chartered
5.	State University of Zanzibar	SUZA	Zanzibar	Accredited
6.	Mzumbe University	MU	Morogoro	Accredited and Chartered
7.	Muhimbili University of Health and Allied Sciences	MUHAS	Dar es Salaam	Accredited and Chartered
8.	Nelson Mandela African Institute of Science and Technology	NMAIST	Arusha	Accredited and Chartered
9.	University of Dodoma	UDOM	Dodoma	Accredited and Chartered
10.	Mbeya University of	MUST	Mbeya	Accredited and Chartered

<b>S/N</b>	<b>Name of the University</b>	<b>Approved Acronym</b>	<b>Head Office</b>	<b>Current Status</b>
	Science and Technology			
11.	Moshi Cooperative University	MoCU	Moshi	Accredited and Chartered
12.	Mwalimu Julius K. Nyerere University of Agriculture and Technology	MJNUAT	Musoma	Accredited

**B: Private Universities**

S/N	Name of the University	Approved Acronym	Head Office	Current Status
1.	Hubert Kairuki Memorial University	HKMU	Dar es Salaam	Accredited and Chartered
2.	Tumaini University Makumira	TUMA	Arusha	Accredited and Chartered
3.	St. Augustine University of Tanzania	SAUT	Mwanza	Accredited and Chartered
4.	Zanzibar University	ZU	Zanzibar	Accredited and Chartered
5.	University of Arusha	UoA	Arusha	Accredited and Chartered
6.	Teofilo Kisanji University	TEKU	Mbeya	Certificate of Full Registration and Chartered
7.	Muslim University of Morogoro	MUM	Morogoro	Accredited and Chartered
8.	St. John's University of Tanzania	SJUT	Dodoma	Accredited and Chartered
9.	Catholic University of Health and Allied Sciences	CUHAS	Mwanza	Accredited
10.	St. Joseph University in Tanzania	SJUIT	Dar es Salaam	Accredited
11.	United African University of Tanzania	UAUT	Dar es Salaam	Accredited
12.	University of Iringa	UoI	Iringa	Accredited
13.	Abdulrahman Al-Sumait University	SUMAIT	Zanzibar	Accredited
14.	Mwenge Catholic University	MWECAU	Moshi	Accredited
15.	Ruaha Catholic University	RUCU	Iringa	Accredited
16.	Aga Khan University	AKU	Dar es	Accredited and

<b>S/N</b>	<b>Name of the University</b>	<b>Approved Acronym</b>	<b>Head Office</b>	<b>Current Status</b>
			Salaam	Chartered
17.	Kampala International University in Tanzania	KIUT	Dar es Salaam	Accredited
18.	Mwanza University	MzU	Mwanza	Provisional License
19.	Rabininsia Memorial University of Health and Allied Sciences	RMUHAS	Dar es Salaam	Provisional License
20.	University of Medical Sciences and Technology	UMST	Dar es Salaam	Provisional License

## Appendix 1.2: University Colleges

### A: Public University Colleges

S/N	Name of the Institution	Approved Acronym	Affiliation	Head Office	Current Status
1.	Mkwawa University College of Education	MUCE	University College under UDSM	Iringa	Accredited and Chartered
2.	Dar es Salaam University College of Education	DUCE	University College under UDSM	Dar es Salaam	Accredited and Chartered
3.	Mbeya College of Health and Allied Sciences	MCHAS	Campus College under UDSM	Mbeya	Accredited
4.	Mbeya University of Science and Technology – Rukwa Campus College	MUST-RC	Campus College under MUST	Rukwa	Accredited
5.	Mzumbe University, Mbeya Campus College	MU – Mbeya Campus College	Campus College under MU	Mbeya	Accredited
6.	Mzumbe University, Dar es Salaam Campus College	MU – Dar es Salaam Campus College	Campus College under MU	Dar es Salaam	Accredited
7.	Sokoine University of Agriculture – Mizengo Pinda Campus College	SUA – MPC	Campus College under SUA	Katavi	Accredited

**B: Private University College**

S/N	Name of the Institution	Approved Acronym	Affiliation	Head Office	Current Status
1.	Kilimanjaro Christian Medical College	KCMUCo	University College under TUMA	Moshi	Accredited and Chartered
2.	Tumaini University Makumira, Dar es Salaam College	TUDARCo	University College under TUMA	Dar es Salaam	Accredited and Chartered
3.	Stefano Moshi Memorial University College	SMMUCo	University College under TUMA	Moshi	Certificate of Full Registration
4.	Archbishop Mihayo University College of Tabora	AMUCTA	University College under SAUT	Tabora	Accredited
5.	St. Francis University College of Health and Allied Sciences	SFUCHAS	University College under SAUT	Morogoro	Certificate of Full Registration
6.	Jordan University College	JUCo	University College under SAUT	Morogoro	Accredited
7.	Stella Maris Mtwara University College	STeMMUCo	University College under SAUT	Mtwara	Accredited
8.	Marian University College	MARUCo	University College under SAUT	Bagamoyo	Accredited

<b>S/N</b>	<b>Name of the Institution</b>	<b>Approved Acronym</b>	<b>Affiliation</b>	<b>Head Office</b>	<b>Current Status</b>
9.	St. Joseph University College of Health and Allied Sciences	SJCHAS	University College under SJUIT	Dar es Salaam	Accredited
10.	Catholic University College of Mbeya	CUCoM	University College under SAUT	Mbeya	Accredited



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



ISO 9001:2015 Certified

**TANZANIA COMMISSION FOR  
UNIVERSITIES (TCU)**

**REPORT OF THE CONTROLLER AND AUDITOR GENERAL  
ON THE FINANCIAL AND COMPLIANCE AUDIT FOR THE  
FINANCIAL YEAR ENDED 30 JUNE 2024**

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March 2025  
AR/PA/TCU/2023/24

# 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.



### Independence and objectivity

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

### Teamwork Spirit

We value and work together with internal and external stakeholders.

### Results-Oriented

We focus on achievements of reliable, timely, accurate, useful, and clear performance targets.



### Professional competence

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

### 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.

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## ABBREVIATIONS

<b>AfriQAN</b>	African Quality Assurance Network
<b>API</b>	Application Programming Interface
<b>BEST</b>	Basic Education Statistics in Tanzania
<b>CAG</b>	Controller and Auditor General
<b>DUCE</b>	Dar es Salaam University College of Education
<b>ECL</b>	Expected Credit Loss
<b>ESIA</b>	Environmental Social Impact Assessment
<b>FAAS</b>	Foreign Awards Assessment System
<b>FY</b>	Financial Year
<b>GACS</b>	Government Accounting Consolidation System
<b>GAMIS</b>	Government Asset Management Information System
<b>GARI-ITS</b>	Government Auditing Recommendations Implementation Information Tracking System
<b>GePG</b>	Government electronic Payment Gateway
<b>GPSA</b>	Government Procurement and Supplies Agency
<b>HCMIS</b>	Human Capital Management Information System
<b>HIV/ AIDS</b>	Human Immunodeficiency Virus/Acquired Immunodeficiency syndrome
<b>HEET</b>	Higher Education for Economic Transformation
<b>HESLB</b>	Higher Education Student's Loans Board
<b>HEIs</b>	Higher Education Institutions
<b>ICT</b>	Information and Communication Technology
<b>IPSAS</b>	International Public Sector Accounting Standards
<b>IUCEA</b>	Inter-University Council for East Africa
<b>JKT</b>	Jeshi la Kujenga Taifa
<b>KCMUCo</b>	Kilimanjaro Christian Medical University Collage
<b>KIUT</b>	Kampala International University in Tanzania
<b>MoEST</b>	Ministry of Education, Science and Technology
<b>MoCU</b>	Moshi Cooperative University
<b>MU-DCC</b>	Mzumbe University - Dar es Salaam Campus College
<b>MWECAU</b>	Mwenge Catholic University
<b>MzU</b>	Mzumbe University
<b>NACTVET</b>	National Council for Technical and Vocational Education and Training

<b>NBAA</b>	National Board of Accountants and Auditors
<b>NECTA</b>	National Examinations Council of Tanzania
<b>NM-AIST</b>	Nelson Mandela African Institution of Science and Technology
<b>NOC</b>	No Objection Certificate
<b>OSRAs</b>	Overseas Students Recruitment Agencies
<b>OTR-MIS</b>	Office of the Treasury Registrar Management Information System
<b>OUT</b>	Open University Tanzania
<b>SMMUCo</b>	Stefano Moshi Memorial University Collage
<b>SUMAIT</b>	Abdulrahman Al-Sumait University
<b>SUZA</b>	State University of Zanzibar
<b>PE</b>	Personnel Emoluments
<b>PhD</b>	Doctor of Philosophy
<b>PLANREP</b>	Planning and Reporting
<b>PMS</b>	Programme Management System
<b>PSSSF</b>	Public Service Social Security Fund
<b>REL</b>	Remaining Economic Life
<b>RSP</b>	Rolling Strategic Plan
<b>RUCU</b>	Ruaha Catholic University
<b>SAUT</b>	St Agustine University of Tanzania
<b>TCU</b>	Tanzania Commission for Universities
<b>THTU</b>	Tanzania Higher Learning Institutions Trade Union
<b>ToR</b>	Term of Reference
<b>TRA</b>	Tanzania Revenue Authority
<b>TUMA</b>	Tumaini University Makumira
<b>TVET</b>	Technical and Vocational Education and Training
<b>TZS</b>	Tanzanian Shillings
<b>UAUT</b>	United African University of Tanzania
<b>UIMS</b>	Universities Information Management System
<b>UOA</b>	University of Arusha
<b>ZHELB</b>	Zanzibar Higher Education Loans Board
<b>ZU</b>	Zanzibar University

<b>Principal Place of Business:</b>	Tanzania Commission for Universities (TCU), SUMA JKT Building, Fourth Floor, P. O. Box 2600, 1 JKT Street, 41104 Tambukareli, DODOMA.
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	CRDB Bank PLC, Azikiwe Branch, P. O. Box 268, DAR ES SALAAM.
	National Bank of Commerce, Cooperative Branch, P.O. Box 1863, DAR ES SALAAM.
<b>Secretary to the Commission:</b>	Executive Secretary Tanzania Commission for Universities (TCU), SUMA JKT Building, Fourth Floor, P. O. Box 2600, 1 JKT Street, 41104 Tambukareli, DODOMA.
<b>Auditors:</b>	Controller and Auditor General National Audit Office of Tanzania 4 Ukaguzi House, 411014 Tambukareli, P.O. Box 950, DODOMA.

## **1.0 INDEPENDENT REPORT OF THE CONTROLLER AND AUDITOR GENERAL**

Chairperson of the Commission,  
Tanzania Commission for Universities,  
P. O. Box 2600,  
41104 Tambukareli  
DODOMA

### **1.1 REPORT ON THE AUDIT OF FINANCIAL STATEMENTS**

#### **Unqualified Opinion**

I have audited the financial statements of the Tanzania Commission for Universities (TCU), which comprise the statement of financial position as at 30 June 2024, 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 Tanzania Commission for Universities as at 30 June 2024 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 and the manner required by the Public Finance Act, Cap. 348.

#### **Basis for Opinion**

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

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

### **Key Audit Matters**

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

### **Other Information**

Management is responsible for the other information. The other information comprises the Report by those charged with governance, statement of management responsibility, 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 ISSAI will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 ISSAI, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or

conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my audit report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the entity to cease to continue as a going concern; and

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

Further, Section 48 (3) of the Public Procurement Act, Cap 410 requires me to state in my annual audit report whether the audited entity has complied with the procedures prescribed in the Procurement Act and its Regulations.

## **1.2 REPORT ON COMPLIANCE WITH LEGISLATIONS**

### **1.2.1 Compliance with the Public Procurement laws.**

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

I performed a compliance audit on procurement of goods, works and services in the Tanzania Commission for Universities for the financial year 2023/24 as per the Public Procurement laws.

#### **Conclusion**

Based on the audit work performed, I state that procurement of goods, works and services of the Tanzania Commission for Universities is generally in compliance with the requirements of the Public Procurement laws.

### **1.2.2 Compliance with the Budget Act and other Budget Guidelines**

**Subject matter: Budget formulation and execution**

I performed a compliance audit on budget formulation and execution in the Tanzania Commission for Universities for the financial year 2023/24 as per the Budget Act and other Budget Guidelines.

#### **Conclusion**

Based on the audit work performed, I state that Budget formulation and execution of the Tanzania Commission for Universities is generally in compliance with the requirements of the Budget Act and other Budget Guidelines.

Charles E. Kichere  
**Controller and Auditor General,**  
**Dodoma, United Republic of Tanzania.**  
**March 2025**

## **2.0 THE REPORT BY THOSE CHARGED WITH GOVERNANCE FOR THE YEAR ENDED 30 JUNE 2024**

### **2.1 INTRODUCTION**

The Commission as a supreme body of the Tanzania Commission for Universities established by The Universities Act, Cap. 346 responsible for Governance presents this report together with the Financial Statements for the year ended 30 June 2024 in compliance with the Tanzania Financial Reporting Standard No. 1 (TFRS 1) issued by The National Board of Accountant and Auditors (NBAA) which became effective on 1 January 2021. Other information from the Commission is provided for in the subsequent section of this report.

### **2.2 CORPORATE CULTURE**

The strategic direction of the Commission is encapsulated in the statements of TCU vision, mission and motto which forms institutional culture during the implementation of its core functions.

#### **2.2.1 Vision**

To become leading regional higher education regulatory agency supporting systematic growth and excellence of university education.

#### **2.2.2 Mission**

To promote accessible, equitable and harmonized quality university education systems that produce nationally and globally competitive outputs.

#### **2.2.3 Core values and philosophy**

Professionalism	Treat every individual with kindness, dignity, and care; consider the thoughts and ideas of others inside and outside TCU with a strong commitment to exemplary personal and institutional altruism, accountability, integrity and honour;
Transparency	TCU employees shall build up a work culture where employees rigorously communicate with their peers and

	exchange ideas and thoughts, to gradually build up trust and pride;
Efficiency	TCU staff should manage resources smartly, focus on activities that create value and deliver at appropriate, speed and quality at all times.
Integrity	Staff to ensure that all the academic outputs are produced in line with international quality by introduction of quality control and assurance measures;
Tolerance	A spirit of equality that embraces mutual respect, fair play and compassion for those in need and pursuit of the public good;
Equity	Equal opportunities for all with equality of men and women;
Accountability	Taking charge of our choices and actions by showing maturity and not shifting blame or taking improper credit. TCU staff will pursue excellence with diligence, perseverance, and continued improvement.
Commitment	Demonstrate honesty in our communication and conduct while managing ourselves with integrity and reliability; and
Creativity	We anticipate and respond to each challenge, research or otherwise, with innovative solutions and passion, welcoming the challenge of attempting which has never been accomplished before.

#### **2.2.4 TCU Motto**

Universities for Prosperity.

#### **2.2.5 The Commission's Culture Statement**

The Commission culture is to ensure high quality of university education in Tanzania by meeting stakeholders' expectations through competent and highly motivated employees who work collaboratively as a team in service delivery while observing applicable legislation and established procedures.

## 2.3 NATURE OF OPERATIONS AND PRINCIPAL MANDATES

The Tanzania Commission for Universities (TCU) was established in 2005 through enactment of The Universities Act, Cap. 346 of the laws of Tanzania.

The principal mandates of the Commission are regulatory, supportive, and advisory:

- (i) **Regulatory:** To conduct regular and impromptu periodic evaluation of universities, their systems, and programmed so as to regulate the quality assurance systems at new and established universities and in the process, institutions are registered and accredited to operate in Tanzania. Also, TCU evaluates and validate programs to ensure their credibility and evaluates and recognize universities awards attained from local and foreign institutions for use in Tanzania.
- (ii) **Supportive:** To ensure the orderly conduct of university operations and management adherence to set standards and benchmarks, by providing support to universities in terms of coordinating the admission of students, offering training and other sensitization interventions in key areas like quality assurance, university leadership and management, fundraising and resources mobilization, entrepreneurial skills and gender mainstreaming.
- (iii) **Advisory:** To advise the Government and the public on matters related to University education in Tanzania as well as international issues pertaining to higher education, including advice on programme and policy formulation and other best practices

## 2.4 OBJECTIVES AND STRATEGIES

The objectives of the Commission are vested into its core mandates which are to recognize, approve, register and accredit universities operating in Tanzania, and local or foreign university level programmes being offered by non-TCU registered higher education institutions. TCU also coordinates the proper functioning of all university institutions in Tanzania so as to foster a harmonized higher education system in the country. In order to ensure that such a harmonious higher education system does not compromise institutional peculiarities and autonomy, each university has the legal right to operate under its own charter. In exercising these functions, the Commission develops objectives and strategies through five year Rolling Strategic Plans which are aligned with the objectives of the

Ministry of Education, Science and Technology. Currently, the Commission has in place a reviewed Six year Rolling Strategic Plan (RSP) 2020/21-2025/26. Through this RSP there are thirteen (13) strategic objectives, namely:

- (i) Prevention against the HIV/AIDS pandemic strengthened;
- (ii) Support to staff infected with HIV /AIDS strengthened;
- (iii) Prevention against Non-Communicable Disease Strengthened;
- (iv) Implementation of National Anti-corruption strategy and good governance enhanced;
- (v) Quality assurance management systems improved;
- (vi) Equitable access, coordination of student's admission and programme fee charges enhanced;
- (vii) Revenue generation to sustain institution operations enhanced;
- (viii) Internal control, risk management and governance systems enhanced;
- (ix) Linkages with internal and external partners and university support system enhanced;
- (x) Corporate image and visibility enhanced;
- (xi) Research and publication function promoted;
- (xii) Data collection, management and dissemination improved; and
- (xiii) Staff development, welfare and working environment improved.

The Commission prepares annual plans, budget and strategies as means to ensure that Commission mandates and functions are fulfilled.

### **i) Strategies to Achieve Objectives**

The Commission is in its fourth year of implementation of RSP 2020-26. The Commission uses various strategies in implementing its objectives which are agreed annually during the planning and budgeting process. Depending on the nature of objectives to be implemented, the Commission categorizes them based on short term, medium- and long-term duration and broken down into targets and activities which are medium term and short-term duration, usually based on annual budget allocation.

### **ii) Statement of Service Performance Information**

The Commission gathers information and provides the information to the public as part of accountability and transparency after making decisions on various issues presented by the Management during the implementation of annual approved plans. The performance information generally covers all areas including accreditation of institutions and programmes, admission of

students in various programmes and institutions, administrative and staff matters, governance matters and general advice to the public on university education in Tanzania. The reporting of service performance information is based around two elements:

- (a) Outcomes: what the Commission seeks to achieve in terms of its impact to the society; and
- (b) Outputs: the goods or services in terms of results that the Commission delivers during the financial year.

Some of the annual service performance information for FY 2023/24 is provided in detail under Key Performance Indicators in this Report.

### **iii) The Commission Operating Model**

The Commission operational model is informed by her aspiration to ensure proper functioning of all university institutions in Tanzania so as to foster a harmonized higher education system in the country that produce nationally, regionally and globally accepted outputs in all core functions of a university institution in line with its Vision and Mission. As a result, the operating model of TCU is geared towards ensuring *inter alia*, availability of adequate, qualified and competent staff, availability of adequate financial resources, and making effective and efficient use of the available human and financial resources in order to implement the core functions of the Commission. Detailed account of Commission's operating model is provided hereunder:

#### **➤ Inputs**

##### **(a) Human Capital**

The principal resource that TCU has is human capital. TCU's available workforce has the necessary knowledge, skills and competence in a multiplicity of disciplines to perform their respective responsibilities optimally. Though the Commission has not attained her optimal level of staff as per the approved establishment, the currently available staff are well motivated in a manner that permits them to perform their obligations effectively, with minimal supervision, to yield the intended results. For the year ending 30 June 2024, the Commission had a total of 63 employees (Male 40: Female 23) for the year ending 30 June 2023 the Commission had a total of 62 employees (Male 40: Female 22).

### **(b) Financial Capital**

The Commission's financial resources come from different sources. However, the most noticeable source of funding is Government subvention through annual parliamentary budgetary allocations and government funds collected and retained for financing of the institution's annual operations. The latter include collection of quality assurance income received from registered university students, annual institutional fees and fees for recognition of foreign awards, admission fee, institutional accreditation and accreditation of academic programmes. The other source of income during the 2023/24 financial year was the Higher Education for Economic Transformation (HEET) project implemented by the Government of United Republic of Tanzania under the loans from the World Bank (WB) through the Ministry of Education, Science and Technology (MoEST) of the United Republic of Tanzania.

### **(c) Social and Relationship Capital**

TCU's operations cut across numerous stakeholders' interests. In this regard, the Commission has established good working relationships with all her stakeholders including universities, national and international agencies and networks, regional and international Commissions/Councils, and national professional, registration bodies and the general public. Key to the established relationships has been improved service delivery commensurate with the core functions of the Commission.

### **(d) Intellectual Capital**

In order to effectively and efficiently provide the services to her stakeholders, the Commission has developed online systems, some of which allow real-time communication. These systems include the Universities Information Management System (UIMS) used for collection, storage and retrieval of university information through the Application Programming Interface (API), which allows universities' systems to communicate directly with the Commission's system during the admission process; the Foreign Award Assessment System (FAAS) which is designed to facilitate submission and processing of applications for recognition of foreign awards; the Programme Management System (PMS), which is designed to receive and store curricula for academic programmes offered by university institutions;

and No Objection Certificates (NOC), which is design to receive, process and store application for Tanzanian students aspiring to study abroad.

#### **(e) Natural Capital and Environmental Sustainability**

The Commission has no natural capital. However, during execution of its functions, it ensures total compliance with the laws and regulations that govern the protection of national stock of natural assets including water bodies, protected areas and other living things of national interest.

Various interventions have been taken by the Commission to preserve and promote environmental sustainability through development of online systems which reduced extensive use of papers, printing, movement of hard documents from one place to the other, etc. Further the Commission cooperates with private sector to ensure that environment we are working in is clean and conducive.

### **➤ Operating Activities**

The Commission implements several activities clustered into the three core functions of regulatory, supportive, and advisory. To effectively exercise its mandates and regulatory function, the Commission has three full Directorates responsible for Accreditation, Admissions Coordination and Database Management, and Corporate Services. Accordingly, implementation of core functions of the Commission is done by the respective directorates. The specific functions of each Directorate are summarized as follows:

#### **(a) Directorate of Accreditation**

- i) To ensure that universities have an organizational structure and adherence to the law, standards and guidelines for quality education;
- ii) To ensure programmes in universities are of quality and standards to have quality graduates who are competitive and with required skills;
- iii) To put in place quality assurance systems;
- iv) To conduct periodical monitoring and evaluation of universities on adherence to guidelines on quality assurance; and
- v) To ensure recruitment of universities staff with relevant qualifications as per guidelines for University Education in Tanzania.

**(b) Directorate of Admissions Coordination and Database Management**

- i) To coordinate and ensure admission of students with the necessary qualifications into accredited programmes;
- ii) To disseminate information on programmes offered, research and other important issues related to the higher education sub-sector to the public and stakeholders;
- iii) To coordinate admission of students to HEIs in Tanzania to provide equal opportunity for all; and
- iv) To monitor universities' programmes admission capacity.

**(c) Directorate of Corporate Services**

- i) To assess financial needs and advise on higher education funding and ways of income generation for sustainability of universities and Commission;
- ii) To receive annual reports from Universities, disseminate information and advice on emerging issues; and
- iii) To regulate and advise on fees for programmes offered in universities.

➤ **Outputs**

**(a) Directorate of Accreditation**

During the 2023/24 financial year, the Commission implemented a number of activities related to her regulatory, advisory and support functions by the Directorate of Accreditation as follows:

- i) Eighteen technical visitations to university institutions which applied for accreditation or re-accreditation were conducted to establish the extent to which the institutions complied with the laws, regulations, and standards and guidelines for grant of accreditation/re-accreditation;
- ii) One university institution granted Certificate of re-accreditation;
- iii) Three university institutions with Certificate of Full Registration (CFR) were granted Certificate of Accreditation (CoA);
- iv) Three progress reports of institutions with provision license were processed;
- v) Four applications to establish university institutions were received, processed and provided feed-backs;
- vi) Twelve new applications for licensing of institutions to serve as Overseas Student Recruitment Agencies (OSRAs) were reviewed;
- vii) Twelve technical visitations to Overseas Student Recruitment Agencies (OSRAs) which applied for licensing and re-licensing were

conducted to establish the extent to which the agencies complied with the laws, regulations, and standards and guidelines;

- viii) Seven Overseas Student Recruitment Agencies (OSRAs) were granted licenses;
- ix) Two hundred and eighty-nine curricula were reviewed and validated;
- x) Fifteen regular and five impromptu institutions monitoring visit conducted;
- xi) Fifty-eight curricula were audited from nine university institutions;
- xii) A total of 3,166 applications for recognition of foreign awards were processed;
- xiii) Thirteen appeals for Recognition of Foreign awards were processed;
- xiv) A total of 198 universities academic staff from university institutions were trained on Pedagogy;
- xv) A total of 106 University Heads of academic departments were trained on leadership and Management; and
- xvi) Three regulars of Accreditation Committee Meetings of the Commission conducted.

**(b) Directorate of Admissions Coordination and Database Management**

During the 2023/24 financial year, the Commission implemented several activities related to her regulatory, advisory and support functions by the Directorate of Admissions Coordination and Database Management as follows:

- i) A total of 144,755 applicants for admission into various Bachelor degree programmes were coordinated. Out of these, 133,617 (92%) applicants were admitted;
- ii) A total of 21,674 applications for admission into Certificates and Diploma were coordinated. Out of these, 19,270 (89%) students were admitted into various Certificates and Diploma;
- iii) A total of 1,360 applications for No Objection Certificates were processed.
- iv) A total of 8,030 first year Bachelor's degree students transfer requests were processed. Out of these 6,097 were internal transfer and 1,933 were inter-institutional transfer;
- v) Three (03) Admission Committee meetings were conducted;
- vi) Education, awareness, and career guidance to 50,828 prospective Higher Education aspirants who were in the National Service Camps were conducted;
- vii) Reviewed Admissions Guidebooks for undergraduate and postgraduate applicants as follows:
  - Bachelor's degree Admissions Guidebooks for Form Six and Equivalent applicants;

- Admission Guidebooks for Postgraduate applicants; and
- Admission Guidebooks for Certificate and Diploma applicants.

viii) Reviewed programme admission capacities for 48 university institutions;

ix) Conducted consultative workshop to data custodians from higher education institutions on submission and processing of data and related challenges;

x) Conducted enrolment audit to 86 higher education institutions (HEIs);

xi) Collected data on academic programmes, staff, students' enrolment, graduates, drop-out from 86 HEIs for 2023/24 academic year;

xii) Disseminated data obtained from various stakeholders including MoEST and UNESCO;

xiii) A capacity building workshop for DVCs/Provosts/Rectors/Principals and person responsible for admission matters was conducted;

xiv) A capacity building workshop for 60 Computer System Programmers and system developers was conducted.

xv) A capacity building workshop for 83 admission officers was conducted;

xvi) Prepared Higher Education Statistical reports for various stakeholders including Basic Education Statistics in Tanzania (BEST) for MoEST and Vital Stats for 2023/24 academic year; and

xvii) Higher education database updated.

**(c) Directorate of Corporate Services**

During the 2023/24 financial year, the Commission implemented a number of activities related to her regulatory, advisory and support functions by the Directorate of Corporate Services as follows:

- i) Four (04) Ordinary and one (01) Special Commission meetings, four (04) Ordinary and two (02) Special Audit Committee meetings, four (04) Grants Committee meetings, three (03) Accreditation Committee meetings, three (03) Admissions Committee meetings and three (03) Staff Appointment and Development Committee meetings were coordinated;
- ii) Participated in two (02) meetings of the Committee of Vice Chancellor, Principal/Provosts of Universities and Universities Colleges in Tanzania (CVCPT) held at Nelson Mandela African Institution of Science and Technology in Arusha;
- iii) Organized the 18<sup>th</sup> Higher Education Science and Technology Exhibition, participated in the Education Week organized by MoEST held in Tanga, and Higher Education Week organized by Ministry of Education in Zanzibar;
- iv) Administered on time regular staff entitlements and motivation;

- v) Administered transfers/employment of two (02) staff from other Employment secretariat;
- vi) Five (05) staff were confirmed to fill the positions for Head of units/sections;
- vii) Facilitated thirty-five (35) staff to attend short courses/workshop related to their area of work professional;
- viii) Conducted two (02) days of training and inductions to Members of the Audit Committee and Management;
- ix) Facilitated workers to participate in 2024 May Day;
- x) Facilitated staff to participate and commemorate the International Day for Women;
- xi) Facilitated four (04) staff to attend long course at master's level and five (05) staff at PhD level;
- xii) Facilitated two (02) THTU Branch Meetings;
- xiii) Facilitated technical team for reviewing of Universities Acts, Cap 346;
- xiv) Conducted two (02) staff meetings;
- xv) Conducted two (02) Workers' Council meetings;
- xvi) Prepared the Annual Procurement Plan for the FY 2024/25;
- xvii) Prepared the Risk Register and mitigation plan for FY 2023/24;
- xviii) Prepared and submitted Budget projections for the FY 2024/25 to relevant authorities;
- xix) Five (05) staff conducted study visit to the Commission for University Education (CUE) in Kenya to learn best practices in quality assurance and systems;
- xx) Six (06) top university leaders conducted study visits to successful foreign Universities to learn best practices on leadership and management;
- xxi) Conducted twelve (12) press conferences, published fourteen (14) news articles in the newspapers of wider circulation, participated in ten (10) television and radio programmes and posted information's in various social media platforms;
- xxii) Conducted five (05) corporate social responsibility activities;
- xxiii) Conducted awareness to all staff on HIV/AIDS, Non-communicable disease, change of lifestyle and behaviourist bonanza and Anti-corruption and ethics;
- xxiv) Hosted the African Quality Assurance Network (AfriQAN) Forum;
- xxv) Participated in four (04) IUCEA meetings held in Kenya, Uganda, Burundi and Rwanda;
- xxvi) Participated in two (02) SADC Technical Committee meetings held in South Africa and Mozambique;
- xxvii) Conducted awareness training to staff on ICT Security, Business Continuity and Disaster Recovery Plans;
- xxviii) Provided staff with working facilities for efficient implementation of the Commission operations;

- xxix) Reviewed and executed approved staff Scheme of Service;
- xxx) Conducted training to all staff on the implementation of the new Performance Appraisal Systems known as PEPMIS';
- xxxi) Conducted capacity enhancement to nine (09) staff on critical thinking, effective communication and report writing for decision making;
- xxxii) Reviewed ICT Policy, Business Continuity Plan and Disaster Recovery Plan;
- xxxiii) Continued with the preparation for construction of TCU office Building at Dodoma including the following: -
  - Completed provision of consultancy services for Environmental and Social Impact Assessment (ESIA);
  - Completed design review of structural drawings and detailed drawings;
  - Secured a year Environmental Impact Assessment (EIA) Certificate from NEMC; and
  - Advertised tendering for Construction of office building in Dodoma.

### ➤ Outcomes

The following outcomes were observed during the course of the 2023/24 financial year:

- Improved quality assurance management systems;
- Improved capacities in leaderships and management of university institutions;
- Enhanced linkage with national, regional and international higher education stakeholders;
- Enhanced coordination of students' admission in university institutions;
- Improved data collection, management and dissemination;
- Improved staff development, welfare and working environment;
- Strengthened prevention against HIV/AIDS;
- Enhanced implementation of the National Anti-Corruption Strategy and Good Governance;
- Enhanced corporate image and visibility; and
- Improved financial management systems and control.

## 2.5 CURRENT AND FUTURE DEVELOPMENT

The Commission's current and future development and performance are explained below:

## 2.5.1 Commission Rolling Strategic Plan (RSP)

The Commission has in place the 6-Year Strategic Plan (2020/21 - 2025/26) which is in the fourth year of its implementation as at 30 June 2024. The Management conducted midterm review of its RSP in December 2022. The Review shown that the Commission is in the right track of implementation of RSP. Some improvements were proposed and incorporated in the second phase of implementation of RSP ending June 2026.

In each financial year the Management prepares annual action plans, which are implemented in quarterly basis, and implementation reports are prepared in quarterly basis to monitor implementation of the RSP. For FY 2023/24 the Commission registered various achievements as follows:

- Increase in programmes that are being offered by Higher Education Institutions from 757 to 822;
- Increase in Higher Education Institutions from 47 to 49;
- Increase in number of TCU staff from 62 to 63;
- Increase in number of students admitted in Bachelor's degree programmes from 113,383, to 133,617;
- Strengthen in the ICT application systems to enhance its operations and service delivery;
- Increase in number of staff pursuing PhD programme from three (03) to five (05).
- Enhanced staff skills in their areas of expertise and improved performance in operations and service delivery; and
- Improved collaborations and visibility of Commission nationally, regionally and internationally.

However, one of the major challenges encountered by the Commission was inability of some university institutions to comply with procedures, guidelines and standards issued by the Commission. The Management through various forums and face to face consultation has been continuing to provide supports including training on capacity building and urged institutions to adhere to quality assurance issues related to accreditation, admissions, and data management.

The Commission's future development plan includes construction of permanent office buildings at Plot No. 56/4 Kisasa B area, Dodoma Municipal. The Commission continued to utilize funds from the Government for construction of office building through the loan from World Bank. The Commission has advertised tender to procure a contractor for the

construction of office building. It is anticipated that construction will be completed by June 2026.

The Commission plan also include to modernize its operations by enhancing the ICT application systems, enhancing staff performance on service delivery through short and long-term training, and increase levels of engagements with key stakeholders.

### **2.5.2 Development Plans**

The Commission owns two plots of land. Plot No. 59 at Uporoto Street Ursino, Dar es Salaam and Plot No. 56/4 Kisasa B area, Dodoma City. The government allocated funds through the loan from World Bank with a total of TZS 5.5 billion for construction of permanent office buildings at Plot No. 56/4 Kisasa B area, Dodoma City and installation of ICT facilities. These initiatives are expected to improve the day-to-day activities of the Commission that leads to achievement of its strategic objectives. The Commission will continue to look for other financing sources for the development of Plot No. 59 at Uporoto Street Ursino, Dar es Salaam.

## **2.6 COMMISSION'S PERFORMANCE**

### **2.6.1 Significant Aspects of the Statement of Financial Performance**

#### **(a) Revenue**

The Commission's total recognized revenue during the year ended 30 June 2024 was TZS 10,852.56 million (30 June 2023: TZS 9,611.71 million), which is an increase of annual recognized revenue by TZS 1,240.85 million equivalent to an increase of 13%. The increase was attributed to:

- i) Review of staff salaries and salary structure;
- ii) Staff promotions and salary arrears;
- iii) Increase in number of students enrolled into university Institutions from 240,523 students in 2022/23 to 253,701 students in 2023/24;
- iv) Increase of number of staff from 62 in 2022/23 to 63 in 2023/24, led to increase of government subventions;
- v) Increase of demand of technical visitation for re-accreditation for university institutions;
- vi) Operationalization of HEET project; and
- vii) Increase in number of applicants applying for recognition of Foreign Awards from 3,121 applicants in 2022/23 to 3,166 applicants in 2023/24.

## **(b) Expenses**

The Commission's expenses for the financial year ended 30 June 2024 amounted to TZS 11,014.711 million (30 June 2023: TZS 9,667.17 million), which is an increase of annual recognized expenses by TZS 1,347.54 million equivalent to an increase of 14%. The major components of expenditure during the year ended 30 June 2024 were:

- (i) Personnel expenses at TZS 4,745.11 million (30 June 2023: TZS 3,733.34 million), this increase was attributed by the increase of staff salaries, payment of arrears and staff promotion;
- (ii) Accreditation, Admission and Grants expense at TZS 3,253.11 (30 June 2023: TZS 2,903.11 million), this increase was attributed by the increase in number of university institutions requiring re-accreditation and monitoring visits, increase in number of programmes submitted for validation and accreditation, development of new operating tools and guidelines;
- (iii) Other Expenses at TZS 707.46 million (30 June 2023: TZS 565.09 million), this increase was attributed by participation in various exhibitions and audit costs;
- (iv) Finance expense at TZS 11.97 million (30 June 2023: TZS 11.27 million), this increase was attributed by increased volume of banking transactions; and
- (v) Deficit during the year was TZS 162.15 million (30 June 2023: TZS 55.47 million deficit).

### **2.6.2 Significant Aspects of Statement of Financial Position**

#### **(a) Cash and Cash Equivalents**

The Commission's cash and cash equivalents as at 30 June 2024 was TZS 5,550.49 million (30 June 2023: TZS 4,450.96 million), which is an increase of TZS 1,099.54 million, equivalent to 25%. The increase was attributed by collection of Quality Assurance Fees and unspent HEET project funds for the construction of office building which the tendering procedures are yet to be completed.

#### **(b) Receivables and Prepayments**

- (i) The analysis of the recorded performance on recognized revenue as at 30 June 2024 indicates that the Commission had cumulative revenue receivables of TZS 430.70 million (30 June 2023: TZS 2,269.91

million) resulted from non-exchange transactions. The decrease was attributed by the payment of current and previous year's quality assurance fees by some university's institutions; and

(ii) Prepayments during the year ended 30 June 2024 was TZS 26.62 million (30 June 2023: TZS 35.62 million), the components of prepayment during the year ended 30 June 2024 were purchase of fuel paid to GPSA, motor vehicle insurance and payment of storage of ICT systems to e-Government Authority.

**(c) Property and Equipment**

The Net value of Property and Equipment during the year ended 30 June 2024 stood at TZS 1,555.25 million (30 June 2023: TZS 1,624.87 million) the decrease was attributed by the depreciation charges for the year under review.

**(d) Intangible Assets**

The intangible assets as at 30 June 2024 was TZS 160.14 million (30 June 2023: TZS 80.18 million) the increase TZS 79.96 million was the attributed by the development of new online system known as No Objection Certificate and the amortization charges of the intangibles.

**(e) Trade Payables**

The trade payables - exchange transactions (sundry creditors) and non-exchange transactions (QA fees advances) as at 30 June 2024 was TZS 55.94 million (30 June 2023: TZS 48.46 million) The increase for sundry creditors was because of the unpaid invoices by the end of the year submitted by suppliers for the services rendered to the Commission and overpayment of QA fees by University Institutions.

**(f) Deferred Grant Revenue**

The deferred Grant Revenue at 30 June 2024 was TZS 3,091.27 million (30 June 2023: 2,086.94), the balance resulted from receipt of the third instalment for the HEET Project TZS 1,716.00 million received on 12 December 2023 and unspent balance of project funds for the construction of office building due to World Bank procurement procedures.

### 2.6.3 Overall Performance

The Commission's Statement of Financial Position as at 30 June, 2024 reported Net Assets amounting to TZS 4,312.14 million (30 June 2023: TZS 5,950.34 million) which is composed of Taxpayer's Fund worth TZS 785.70 million (30 June, 2023: TZS 785.70 million) and Accumulated surpluses of TZS 3,526.44 million (30 June 2023: TZS 5,164.64 million). The decrease was because of the adjustments of amount of TZS 1,464.08 due to application of the IPSAS 41 for previous financial year impairment of receivables.

#### (a) Overall Position

- (i) The Commission's total Current Assets amounted to TZS 6,076.94 million (30 June 2023: TZS 6,842.75 million) as at 30 June 2024. The Current Assets is made up of:
  - Cash and Cash Equivalents TZS 5,550.49 million (30 June 2023: TZS 4,450.96 million);
  - Staff Receivables from exchange transactions TZS 54.68 million (30 June 2023: TZS 63.69 million);
  - Trade Receivables from non-exchange transactions TZS 430.71 million (30 June 2023: TZS 2,269.91 million);
  - Prepayment/Deposits TZS 26.62 million (30 June 2023: TZS 35.62 million); and
  - Inventories TZS 14.44 million (30 June 2023: TZS 14.23 million).
- (ii) The Commission's total Current Liabilities amounted to TZS 3,241.09 (30 June 2023: TZS 2,392.18 million) made up of:
  - Trade payables - exchange transactions (sundry creditors) and non-exchange transactions (QA fees advances) amounted to TZS 55.94 million (30 June 2023: TZS 48.46 million);
  - Other Payables amounted to TZS 93.88 million (30 June 2023: TZS 256.78 million); and
  - Deferred Grant Revenue amounted to TZS 3,091.27 million (30 June 2023: 2,086.93 million).
- (iii) The Commission's total Non-Current Liabilities made up of Deferred Capital Grant for donor fund received for implementation of HEET Project amounted to TZS 379.46 million (30 June 2023: TZS 205.28 million).

(iv) The Commission's total Non-Current Assets as at 30 June 2024 amounted to TZS 1,855.75 million (30 June 2023: TZS 1,705.05 million) made up of:

- Property and Equipment at TZS 1,555.25 million (30 June 2023: TZS 1,624.87 million) and Intangible Assets at TZS 160.14 million (30 June 2023: TZS 80.18 million); and
- Work in Progress of TZS 140.36 million for consultancy services for the construction of office building in Dodoma, (30 June 2023: nil)

The general financial performance indicates that the Commission's existing sources of revenue sustained the execution of the Commission's functions for FY 2023/24. However, the Commission shall continue to closely monitor its current sources of revenue, explore other sources of revenue to enable it to sustain its operations services to the public, monitor expenditure operations and control expenses for the particular fiscal year within the approved budget and plans.

**(b) Level of Capital Expenditure**

The Commission had no capital commitments as at 30 June 2024. However, the Commission in its approved budget for the year 2023/24 had set aside TZS 2,600.00 million for construction of permanent office buildings at Plot No. 56/4 Kisasa B area, Dodoma Municipal. During the year the Commission engaged the consultants for Environmental and Social Impact Assessment (ESIA), and design review for construction of office building in Dodoma. A total of TZS 140.36 million has been spent for consultancy works as Work In Progress (WIP) towards the construction of office building. It is planned that the construction of new office building will commence in the coming financial year 2024/25.

## **2.7 INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM**

The Commission being a government institution is connected and integrated in various governance, accounting, auditing and management systems which are introduced by the Government from time to time with the objective of improving efficiency in accounting, reporting, and management and in various aspects of the Commission.

## 2.8 DESCRIPTION OF BUDGET INFORMATION

The Commission's approved revenue budget for the financial year ended 30 June 2024 was TZS 14,584.38 million (30 June 2023: TZS 15,612.25 million) and the actual revenue on comparable basis for the year was TZS 14,057.14 million (30 June 2023: TZS 15,612.25 million) which is TZS 527.26 million below the approved budget (30 June 2023: TZS 3,367.52 million). The major reason for this performance was attributed to decrease in Government Subvention (PE) and HEET project funds.

The approved expenditure budget for the Commission for the financial year ended 30 June 2024 was TZS 14,584.38 million (30 June 2023: TZS 15,612.25 million) and the actual expenditure was TZS 11,161.19 million (30 June 2023: TZS 10,075.24 million), which was below the approved budget by TZS 3,423.19 million (30 June 2023: TZS 5,537.01 million).

The under-spending was attributed to the following factors:

- Long procedure for commencement of construction project funded under HEET project;
- Cost cutting measures on administrative costs; and
- Unimplemented activities related to Accreditation and Admission due to interference with other emerging activities.

## 2.9 ANALYSIS OF COMMISSION'S EXTERNAL ENVIRONMENT

The analysis of the Commission's external environment helps to determine potential opportunities and challenges that might affect the Commission's operations. The key dimensions of TCU external environment are described as follows:

### 2.9.1 Political conditions

Tanzania under sixth phase Government has enjoyed a stable political climate since independence and the political stability of a country is among the factors attributed to the growth of different sectors, including the education sector. The existing political stability provides opportunities for stakeholders of the education sector, including TCU, to perform their functions successfully. Similarly, the government's emphasis and decisions on key matters of higher education in terms of expansion of education at all levels, introduction of free basic education, and increased financing of higher education offer opportunities for TCU to perform its functions

effectively. The stable political conditions are among the reasons for the increase of registered universities from 1 in 1961 to 49 by June 2024.

### **2.9.2 Economic environment**

The effectiveness of TCU to perform its functions is tied to the economic situation of the country. At the macro level, the sixth phase government like other phases of government have controlled inefficient and non-priority spending, a measure that has opened opportunities for increasing development spending in higher education and other sector of the economy. At the micro-level, the purchasing power of individual and sponsors of education services has enabled students/parents to pay for the cost of further studies in higher education and hence, strengthened the ability of Commission to cover some operational costs from fees paid by universities and students as part of internally generated revenue.

### **2.9.3 Socio-cultural environment**

There is a growing awareness on the importance of education across the country. The Tanzanian society recognise the critical role of higher education in ensuring sustainable socio-economic development. The public understand that tertiary education provides not only the high-level skills necessary for the labour market but also it is essential for training professionals who make decisions that have a big impact on communities and societies.

The social influences and emphasis of peer groups in societies on education matters have raised the demand for education services at all levels. Admission statistics in Higher Education Institutions show that there is an increase of bachelors' degree applicants in higher education from 112,228 students in 2021/22 to 144,755 students in 2023/24. This trend indicates that there is a growing public demand for higher education in Tanzania. The Commission has assumed that socio-cultural influences will continue to create norms that emphasise the importance of education to society members.

Similarly, the social environment in which TCU operates presents a variety of challenges to TCU and its staff. The prevalence of HIV/AIDS, non-communicable diseases and other pandemics are social challenges that may affect the Commission to accomplish its Vision and realise its Mission

successfully. HIV/AIDS and non-communicable diseases are given high priority in the country and considered in a National Agenda in all plans of the government and its institutions.

#### **2.9.4 Technological environment**

In the current era, technology has revolutionised the approaches of performing organisational activities. Players in the higher education sector and TCU, in particular, cannot afford to lag behind in adopting appropriate technologies for delivering educational-related services. However, the advancement in technology offers both opportunities and challenges to TCU. The adoption of appropriate technological systems and facilities offers TCU an opportunity to improve efficiency and serve its customers better. In contrast, volatility and high cost of appropriate technology may be challenging to TCU. The Commission will monitor changes in its technological environment and continue to invest in technological systems and facilities as a way of exploiting the opportunities and overcoming challenges associated with technology volatility and cost including building capacity to ICT staff to cope with technological changes including Cyber Security and Artificial Intelligence issues.

In this regard, the Commission have developed various operational systems including University Information Management System (UIMS), Foreign Award Assessment System (FAAS), Program Management System (PMS), and No Objection Certificate System (NOC). These systems have reduced a lot of paper works and facilitated smooth execution of Admissions and Accreditation activities. Further the Commission adopted various systems initiated by the Government including e-office, GePG, PlanREP, GAMIS, MUSE, GACS, OTR-MIS, NeST, GARI-ITS, PEPMIS, PIPMIS and HCMIS.

#### **2.9.5 Legal and regulatory framework**

The growth of the higher education sector and performance of higher education players owes much to the existing legal and regulatory framework of the education sector. The performance of TCU functions is guided by a variety of policies, laws, regulations, and other regulatory mechanisms.

Current policies relevant to TCU operations include: The education and training policy of 2014 revised in 2023 (The policy puts forward a number

of policy statements geared towards improved quality education as well as increased access and equity to higher education); the National Higher Education Policy of 1999 (It addresses, among other things, the changing needs of higher education, resources, financing, and governance of higher education as well as provisions for cooperation among higher education institutions); The Universities Act, Cap. 346 (this is the principal legislation providing TCU with the legal mandate to perform its functions) and its Regulations of 2013, and Vision 2025 (an instrumental in guiding the functioning of TCU). The Universities Act, Cap. 346 are being reviewed to accommodate emerging local and global developments.

The Commission also considers other cross-cutting policies, regulations, guidelines and plans while implementing its functions. These include the Intellectual Property Rights Laws (The Copyright and Neighbouring Rights Act of 1999, Trade and Service Marks Act, Act No. 12 of 1986, and The Patent (Registration) Act, [Cap 217 R.E. 2002]), National Strategy for Growth and Reduction of Poverty II, and The Five-Year National Development Plan II.

#### **2.9.6 Demographic environment**

The demographic environment offers growth opportunities for the education sector in Tanzania. The population is growing annually, implying that the demand for education services at all levels will increase over time, hence expansion to other areas in the country which has no centre/institution for the provision of higher education is necessary. The increase in population mirrors the increasing number of students enrolled in Higher Education Institutions.

#### **2.9.7 Societal issues**

The Commission upholds good corporate social responsibility practices. It identifies itself with the community that it works with and maintains peace and good working environment. The level of responsibility depends on the nature of operations within the vicinity. Besides the Commission have in place a client service charter that has put in place a work relationship between the Commission and key stakeholders including people with special needs.

## 2.10 RESOURCES

The Commission is endowed with both tangible and intangible resources including intellectual resources, human resources, social and relationship resources, financial resources and some other resources and/or instruments. All these are explained as follows:

### 2.10.1 Intellectual resources

The Commission intellectual resources are patents, proprietary skills, software, admission data base and repository. In particular, the Commission has automated most of daily business operations to improve efficiency. Some of developed and operationalized systems are UIMS, PMS, FAAS, NOC and Asset Management Information System.

Potential factors that may affect availability, quality and affordability of intellectual resources include fast technological changes and advancement, change and volatility of societal needs, system malpractices and influence of governmental directives. The Commission is making deliberate efforts to cope with potential future changes to ensure that all intellectual resources will readily be available to meet future demand.

### 2.10.2 Human resources

The Commission has a competent team of employees which is highly skilled, oriented and motivated. Each employee is familiarized and devoted to performance for results of quality service delivery. The Management has been always promoting good working environment with strong labour relations orchestrated by good governance practices. The Commission has been practically continuing investing on the human capital by nurturing their skills, knowledges, awareness and attitudes by capacity building interventions. In additional, employees are well incentivised in term of recognition, awards, competitive renumerations and career growth.

By 30 June 2024, the Commission had a total number of 63 employees (30 June 2023: 62 employees). Potential factors that may affect the Commission in ensuring availability of competent and motivated employees at an approved establishment includes but not limited to absence of academic career advancement, outdated package of Incentive/Retention Scheme, low level of support to staff development, poor implementation of approved Action Plans. The Commission is keen to the human capital and

is highly continually motivating and retaining the resources to an acceptable level to meet the current and future human resources' needs.

#### **2.10.3 Social and relationship resources**

The Commission has a dependable social and relationship resources to the entire stakeholder's base. Social and relationship resources are shared values, commitment, networks which form basis of the established trust between the Commission with Higher Education Institutions, Agents, Suppliers, Financial Institutions, Government and the public. The Commission appreciates the value of these resources and in its strategy has included activities which are either geared to attract new resources or enhance the current resources in terms of dialogues/discussion meeting in relation to higher learning, education socioeconomic linkages, curricula development, financial inclusion, environmental issues and diversity issues.

During the reporting period, the Commission organized various stakeholder meetings and forums. The Commission also organized a structured visit to JKT camps to assist in admission matters. In addition, the Commission contributes where necessary as corporate social responsibility.

Factors that may affect availability, quality and affordability of social and relationship resources include Commission failure to continually organize annual exhibitions, failure to participate in local, regional and international sector meetings, low level of stakeholder engagement, non-payment of contributions and subscription to respective legitimate organs. However, the Commission will continue to make commitments to stabilize the current social and relationship resources for current and future business needs.

#### **2.10.4 Financial resources**

The Commission mobilize financial resources from available sources and sufficiently maintaining to meet both strategic and operational objectives. The revenue generated from the given sources are allocated for implementation of the Commission Plan.

According to The Universities Act, Cap. 346, the Commission sources of finance are derived from:

- i) Money appropriated by the Parliament.
- ii) Fees, charges and contributions due to the Commission in respect of matters incidental to its functions.

- iii) Any grants, donations, bequests, money delivered from loans and other payment or property due to the Commission in respect of any matter incidental to its functions; and
- iv) Such sums of money or property due to the Commission in respect of any matter incidental to its functions.

Factors that may affect the availability of sufficient financial resources includes change of government policy which limit the scope of collection, lack or inefficient debt collection strategies and non-compliance of institutions to Commission directives. Nonetheless the Commission is intensifying follow up to approved government subvention and administrative enforcements to improve collections on internally generated revenue.

#### **2.10.5 Other resources and/or instruments**

In discharging its functions, the Commission applies various legal and administration instruments including among others: The Universities Act, Cap. 346, The Budget Act, Finance Act, and their respective Regulations, Standing Orders for the Public Service, Sector legislations, Quality Assurance Standards and Guidelines, Admission Guidebook for Undergraduates/Postgraduates, Risk Register, Staff Regulations, Schemes of Service, Incentive/Retention Schemes, ICT Policy and Guidelines, Financial Regulations and Internal Audit Charter. All these are key working tools to make sure that the Commission business operations are efficiently discharged.

Factors that may affect availability of other resources include bureaucracy on approval, periodic amendments and change of policies. However, the Commission has been increasingly promoting collaborative relationship with stakeholders to make these resources available for current and future needs.

### **2.11 Principal Risks, Uncertainties and Opportunities**

#### **2.11.1 Principal Risks**

The Commission has a Risk Management Framework/Policy approved by the Commission to guide on risk management issues. Every individual within the Commission is responsible for risks inherent at his/her place of work. Risk assessment responsibility rests with the Management. The Commission's Audit Committee has an oversight role of the overall risk management.

This part enlightens principal risks and uncertainties at the Commission with their impacts and the proposed mitigations. The summary is provided in Table 1.

**Table 6: The Commission Risks, Impacts and Mitigations**

SN	Risks and their impacts	Risk Mitigations
1.	<p><b>Compliance</b></p> <p>The Commission have in place various Quality Assurance Guidelines, Standards and Procedures in which our main stakeholders including HEIs, students and OSRAs have to comply to.</p> <p>Failure to comply to the set standards, guidelines and procedures may impair quality of higher education in the country.</p>	<ul style="list-style-type: none"> <li>• To remind universities to comply to the set standards and guidelines through sensitization workshops and dialogues.</li> <li>• To take action against non-compliant universities/institutions.</li> <li>• To conduct public awareness on the Quality assurance matters to Commission stakeholders.</li> <li>• To conduct roundtable discussions with individual university and agencies when deemed appropriate.</li> <li>• To remind individual agencies to adhere to terms and conditions of the license.</li> <li>• To enforce fully integration of HEI's Admissions systems in accordance with the API documentation.</li> <li>• To conduct regular/impromptu audits to university institutions and agencies.</li> <li>• To conduct awareness programmes to foreign university institutions on the need to comply with the Tanzanian laws, regulations, and standards and guidelines on registration of university institutions in the country.</li> <li>• To advise investors of university institutions to use the available avenues on operating a university institution in Tanzania as per the Universities Act,</li> </ul>

SN	Risks and their impacts	Risk Mitigations
		<p>Cap. 346 of the Laws of Tanzania and the attendant Regulations.</p> <ul style="list-style-type: none"> <li>• To continue issuing written warnings/penalties/administrative or legal action to noncompliance university institutions.</li> <li>• To review of the universities Act, Cap 346 of the Laws of Tanzania.</li> </ul>
2.	<p><b>Quality Service Delivery</b></p> <p>In fulfilling regulatory and supportive roles, the Commission prioritize quality service delivery to our stakeholders as critical to improve effectiveness and efficiency to meet our stakeholders' expectations timely and in a friendly manner.</p> <p>Most of the information, guidelines and instructions are published on the Commission website in order to reach our stakeholders world-wide. The online systems are always accessible to our stakeholders.</p> <p>Poor service delivery to Commission's stakeholders may result in failure to regulate quality of higher education hence impact the quality of higher education provided in the universities.</p>	<ul style="list-style-type: none"> <li>• To Implement Risk Based Internal Audit Plan.</li> <li>• To continue training quality assurance officers and University management on various quality assurance matters.</li> <li>• To continue conducting awareness on guidelines and procedures for NOC and FAAS through various platforms including the media.</li> <li>• To conduct public awareness on the need for recognition of foreign awards.</li> <li>• To strengthen security features in the TCU Certificates of Recognition of foreign awards.</li> <li>• To monitor university institutions on the application of plagiarism checker software.</li> <li>• To provide updated admission requirements information in the UIMS.</li> <li>• To continue conducting capacity building to universities Quality Assurance/Admission Officers/Computer Programmers.</li> <li>• To conduct awareness to applicants on admission criteria and requirements.</li> </ul>

SN	Risks and their impacts	Risk Mitigations
		<ul style="list-style-type: none"> <li>• To develop an Online System for assessment and issuance of NOC.</li> <li>• To remind university institutions to submit expired curriculum for re-accreditation.</li> <li>• To establish feedback mechanisms in the PMS to remind and notify Universities on expired curricula.</li> <li>• To conduct capacity building to university management and quality assurance officers on the requirement to conduct review of the curricula.</li> <li>• To conduct public awareness on the presence of unregistered virtual universities.</li> <li>• To facilitate TCU staff for training and/or study visits to learn best practices on how to assess, evaluate and equate foreign awards.</li> <li>• To contact respective regulatory authorities/institutions in case of contentious applications, requesting the required information to enable the Commission to make a well-informed decision.</li> <li>• To conduct awareness on guiding principles of foreign education system through Exhibitions, National Service Camps and media.</li> <li>• To conduct vulnerability assessment and penetration testing regularly.</li> <li>• To update database on Higher Education and</li> </ul>

SN	Risks and their impacts	Risk Mitigations
		<p>disseminate statistics to stakeholders and the public.</p> <ul style="list-style-type: none"> <li>• To conduct monitoring on the performance of university institution on engagement in research and consultancy.</li> <li>• To continue to advise university institutions to revisit the type of programmes on offer to reflect the market demands.</li> <li>• To conduct a rigorous awareness programme on admission matters to potential applicants.</li> <li>• To develop an Online System for assessment and issuance of NOC</li> </ul> <p>To review the Universities Act, Cap. 346 of the Laws of Tanzania and the Universities (General) Regulations, G.N. No. 226 of 2013.</p>
3.	<p>Reputation</p> <p>The Commission considers reputation as a critical matter basing on Commission's regulatory and supportive roles to the universities as well as advisory role to the government.</p> <p>It is evident that any negative perception of Commission's stakeholders in relation to our institution functions and mandates may lead in distortion of Commission image to the stakeholders and public. Hence affect our efforts to advocate for positive</p>	<ul style="list-style-type: none"> <li>• To enhance branding and publicity activities.</li> <li>• To implement Communication Strategy.</li> <li>• To implement Client Service Charter.</li> <li>• To update TCU Website regularly.</li> <li>• To enhance media relations.</li> <li>• To update TCU digital repository.</li> </ul>

SN	Risks and their impacts	Risk Mitigations
	<p>outcomes as aligned to our vision, mission and core values of the institution. Such situation may also affect institutional budget and financial resources at the institution.</p>	
4.	<p><b>Data and information management</b></p> <p>ICT is very critical when it comes to implementation of Commission's functions. Most of the institutional services offered at the Commission are fully automated for proper management of data and information of the institution as well as to increase access and hasten the communication with our stakeholders.</p> <p>Management is also aware of the advancement in ICT and the possibility of malicious attack due to system vulnerability which may alter and loss of TCU data/information.</p> <p>Failure in accessibility of the institution systems and safety of its data may lead to loss of data or failure to provide intended support hence significantly impact on the efficiency on TCU functions, relationship with the Stakeholders and may raise customer complaints.</p>	<ul style="list-style-type: none"> <li>To provide training to TCU staff on the basics of information security, data back up and restoration.</li> <li>To conduct vulnerability assessment and penetration testing regularly.</li> <li>To update and take backup of TCU systems regularly.</li> <li>To conduct preventive maintenance regularly.</li> <li>To implement Disaster Recovery Plan.</li> <li>To implement Computer Systems Data Backup procedure.</li> <li>To conduct preventive maintenance regularly.</li> <li>To upgrade/improve the power backup system</li> <li>To continue to renewal software licenses</li> <li>To upgrade online systems regularly.</li> <li>To continue patching and updating/upgrading server operating systems, firewalls and online systems.</li> <li>To continue building capacity to Data Managers, Admission officers, Computer Programmers and Quality Assurance Officers from HEIs on data management</li> <li>To remind HEIs to submit accurate data as required.</li> <li>To enforce HEIs to provide evidence of authentication/</li> </ul>

SN	Risks and their impacts	Risk Mitigations
5.	<p><b>Employee capability</b></p> <p>The employees are critical to the success and proper functioning of the Commission. The Commission ensures that the employees are in a good working environment and enabled to meet the stakeholders' needs and expectations.</p> <p>The Commission acknowledges the need to address inadequate skills among employees, the absence of capacity-building programmes, and the incorporation of new emerging technologies to fulfil its vision, mission, and functions effectively.</p> <p>Failure to develop/equip staff with requisite skills hence will significantly impact on the effectiveness and efficiency on the TCU functions.</p>	<ul style="list-style-type: none"> <li>authorization of the data when making submission to TCU.</li> <li>To conduct regular assessment of HEIs Admission and Data Management systems.</li> <li>To allocate funds to operationalize approved incentive packages.</li> <li>To implement staff retention scheme.</li> <li>Continuing capacity building on contract management skills</li> <li>To prepare a project, write up to secure donor funded project.</li> <li>To participate in existing local, regional and/or international conferences and forums.</li> <li>To conduct study visits to learn best practice regionally and internationally.</li> <li>To continue attending training/seminars and workshop on audit matters.</li> </ul>
6.	<p><b>Financial management</b></p> <p>Effective management of financial resources is of critical importance. The Commission is exposed to financial management risks including financial and liquidity risks.</p>	<ul style="list-style-type: none"> <li>To write proposals to seek funds from development partners.</li> <li>To solicit funds from external and internal sources.</li> <li>To request funding support from the government.</li> <li>To intensify efforts to collect institutional</li> </ul>

SN	Risks and their impacts	Risk Mitigations
	<p>The Financial risk- occurs when the institution's cash flow becomes insufficient to meet the planned activities of the institution.</p> <p>Liquidity risk is when the institution is unable to fulfil payments obligations in a timely manner which result into incurring unacceptable losses to the institution.</p> <p>The Management is aware of both the financial and liquidity risks that may cause loss, damage or distortion of reputation of the Commission. The Commission has put in place some strategies to avoid leading into such situation.</p>	<p>chargeable fees from University Institutions.</p> <ul style="list-style-type: none"> <li>• To review chargeable fees regularly and introduction of news fees.</li> </ul>
7.	<p>Social and environmental impact.</p> <p>The Commission considers social and environmental impact as critical matters to the achievement of the objectives and beyond.</p> <p>Being the Regulator the Commission also maintain good relations with its stakeholders including HEIs, the Ministry, NACTVET, NECTA and HESLB.</p> <p>The favourable social relations increase staff morale and performance. The Commission understands that failure to maintain favourable social</p>	<ul style="list-style-type: none"> <li>• Organized sports bonanza to promote good social relations at work.</li> <li>• Participated in various forums, conferences and exhibitions to promote networking and social relations with stakeholders.</li> <li>• To enhance social corporate responsibility.</li> </ul>

SN	Risks and their impacts	Risk Mitigations
	and environmental issues have an impact to the staff and stakeholders.	
8.	<p>Business continuity</p> <p>The Commission is aware and prepared to deal with emergency situations or events caused by an external environment that can threaten its operations, staff, assets or reputation.</p> <p>The Commission's business reliance and continuity plan describes how the Commission will respond to any disruption to enable its critical operations to continue to function in case of emergencies. Examples of such situations include diseases such as COVID-19 pandemic, political instability, cyber-attacks, or any other calamities.</p> <p>Failure to have well defined business continuity procedure /guideline will have great negative impact to the operation and loss of Commission reputations</p>	<ul style="list-style-type: none"> <li>• To implement ICT Business Continuity Plan.</li> <li>• To implement Disaster Recovery Plan</li> <li>• To implement Computer Systems Data Backup procedure</li> <li>• To monitor and assess emerging risks.</li> </ul>

### 2.11.2 Opportunities

The Commission's risk assessment process identified some opportunities through the proposed mitigations that if implemented would enhance the strategic plan's performance. The opportunities identified are provided herein:

- i) Participation in existing local, regional and/or international conferences and the establishment of new collaborations/partnerships with regional and/or international

forums will increase commission's visibility, enhance networking and learn best practices which is critical towards improvement of quality assurance matters in higher education;

- ii) Conducting study visits to learn best practice regionally and internationally will add value to the Commission and gain experience in operationalization of higher education matters;
- iii) The advancement of ICT is critical to any organization. The Commission makes use of its ICT staff to develop various systems that aim at smoothening its operations and managing any risks that may affect the achievement of Commission's objectives;
- iv) Continue to solicit funds from development partners for financing strategic functions of the Commission;
- v) Increasing drives towards harmonization of higher education system nationally, regionally and globally; and
- vi) Increasing willingness of the public and private sectors to invest in higher education in Tanzania.

### **2.11.3 Assumptions on Risks, Uncertainties and Opportunities**

- i) Various guidelines, standards and procedures developed by the Commission will properly be monitored and reviewed regularly to reflect the current situation in TCU operations.
- ii) Good relationships with the MoEST and other key stakeholders including HEIs, NACTVET, NECTA, HESLB, ZHELB will be maintained for smoothly operation of the Commission's functions;
- iii) Capacity enhancement programmes will be provided to HEIs staff to improve compliance among the HEIs
- iv) Competent, skilled and self-motivated staff will be maintained by the Commission throughout;
- v) Financial support from the government and other sources will continue to flow to the Commission for implementation of its activities; and
- vi) Reputation and good image of the commission will be maintained.

## **2.12 STAKEHOLDERS RELATIONSHIP**

TCU operations are guided by various laws and regulations for public service. Being a sole national regulatory agency of university education in the country has a number of stakeholders. Accordingly, the Commission has always been implementing its services in line with the existing laws, regulations and Client Service Charter.

In recognition of the importance of meeting its clients' and stakeholders' expectations in service delivery, TCU has developed various instruments to

guide its day-to-day operations with a view to not only meeting prescribed standards, but also promoting a more open, transparent and responsive public service emphasized by the Government. One of the instruments developed is the Client Service Charter which is a social agreement between the Commission and its clients and stakeholders. Among others, the Charter specifies services and standards for service delivery, which the Commission believes that its clients and stakeholders have the right to expect, and sets out standards, feedback and complaint handling mechanisms.

As a strategy to promote service delivery, TCU has been engaging with its clients and stakeholders through different means including conducting consultative and roundtable discussions with MoEST, owners and top leader of university institution, professional registration bodies, etc. to deliberate on different matters. These types of engagements have had significant impacts on several aspects of quality assurance of university education provision.

Further, the Commission interacts with the following key stakeholders, namely, Higher Education Institutions; Students and Graduates; Students unions; Parents/Guardians; Employers; Employees: Ministries, Departments and Agencies (MDAs); Professional bodies; Media; Suppliers of Goods and Services: and the Public.

The Commission enjoys good and cooperative support from all stakeholders. The key to this relationship has been prompt and informed communication systems. The key concerns of each stakeholder are addressed in the TCU Rolling Strategic Plan 2020-26.

### **2.12.1 The Government**

The Government is a key stakeholder in university education in the country. In order to ensure that both public and private universities produce graduates who meet national, regional and international standards, the Government established the Commission with a view to, among other things, coordinate and rationalize the establishment and operations of different types and categories of universities in the country.

#### **(a) Key concerns**

The key Government's concerns on university education are; -

- i) Low enrolment in higher education institutions;
- ii) Quality of outputs of universities; and
- iii) Alignment of curricula to meet the labour market needs.

**(b) Value we create**

- i) Promotion of quality assurance culture in university institutions;
- ii) Capacity building workshops with various groups of university staff on different quality assurance matters;
- iii) Constant monitoring of university institutions to ensure compliance to quality assurance standards and guidelines for provision of university education in the country;
- iv) Enhanced linkages with regional and international regulatory bodies of university education for sharing best practices on the provision of university education; and
- v) Promotion of equitable access to university education.

**2.12.2 Employees**

Like any other institution, the Commission's employees are the agents of success. In this regard, the Commission has put in place a conducive and attractive working environment to ensure that they perform their duties effectively and efficiently. Besides, employees are encouraged to pursue further studies in their respective professions with a view to ensuring that they attain the requisite level of knowledge and skills to be able to optimally provide the required services.

**(a) Key concerns**

Limited office space due to lack of TCU building.

**(b) Value we create**

- i) Securing development funds for construction of TCU headquarters;
- ii) Timely provision of requisite office and working facilities in order to improve the working environment; and
- iii) Timely provision of employees' entitlements.

**2.12.3 Regulated service providers**

TCU's regulated services are the provision of university education, research, and consultancies. It is evident that the development of the

nation depends largely on the quality of outputs produced by the universities as they produce human capital for the country. In this regard, they are required to comply with the prescribed standards and guidelines for the provision of university education in the country in order to meet the intended objectives for their establishment.

**(a) Key concerns**

Some universities institutions have key concerns to the Commission as follows: -

- i) Some standards and guidelines hinder the expansion of students' enrolment in university institutions;
- ii) Allocation of funds to cater for some operations in some university institutions; and
- iii) Times outcomes on various applications.

**(b) Value we create**

- i) Engagements with various categories of leaders in university institutions to enhance the understanding of the standards and guidelines for provision of university education; and
- ii) Amendment of some standards and guidelines that seem to hinder the provision of university education in the country.
- iii) Capacity building workshops with different groups of university academic staff.

#### **2.12.4 Suppliers**

TCU has various service providers who are normally engaged based on existing Government laws, rules and regulations that govern contractual processes in the public sector. In order to ensure smooth implementation of the Commission's functions, all contracts for provision of goods and services to the Commission are implemented based on annual procurement processes and plan.

**(a) Key Concerns**

- i) Inability of special groups to procure from the Commission;
- ii) Fair process of goods and services; and
- iii) Timely settlements of suppliers' demands and invoices.

**(b) Value we create**

- i) Payment of dues for the goods and services delivered as per the agreement;
- ii) Effective procurement process through the Tanzanian National e-Procurement System; and
- iii) Value for money in procurement.

**2.12.5 Students, Student Unions and Graduates**

Students, Student Unions and graduates are the primary beneficiaries of university education. Thus, they have a critical role to play in the provision of university education in many ways including through provision of feedback on the quality of education they receive.

**(a) Key concerns**

- i) Timely feedback on various matters;
- ii) Information on accredited programmes;
- iii) Conducive learning environment; and
- iv) Involvement and engagement in the decision-making process.

**(b) Value we create**

- i) Publication of Admissions Guidebooks annually;
- ii) Strengthen the coordination of students' admissions into higher education institutions;
- iii) Publication of Vital Statistics on university education;
- iv) Increased monitoring visits to university institutions in order to check compliance with quality assurance standards; and
- v) Tracer studies on employability of graduates.

**2.12.6 Parents/Guardians/Sponsors**

Parents/guardians/sponsors are key stakeholders of university education in the sense that they decide on whether or not to invest in human capital of their children. As a result, they also have concerns that need to be considered.

**(a) Key concerns**

- i) Employability of graduates;
- ii) Reasonable fees chargeable by higher education institutions;

- iii) Accurate and adequate information regarding higher education institutions; and
- iv) Timely feedback on appeals and complaints.

**(b) Value we create**

- i) Increased monitoring visits to university institutions in order to check compliance with quality assurance standards;
- ii) Regulating fees charged by university institutions in order to ensure that they do not exceed set benchmarks;
- iii) Publication of Vital Statistics on university education annually;
- iv) Publication of Admission Guidebooks on programmes on offer annually; and
- v) Ensuring that university institutions operate according to existing rules, regulations and procedures.

### **2.12.7 Employers**

Employers are the key end users of university graduates. In this regard, they have a critical role in informing the design and development of educational programmes in various fields.

**(a) Key concerns**

- i) High skilled graduates;
- ii) Employable graduates;
- iii) Recognition of awards from graduates; and
- iv) Quality services and outputs.

**(b) Value we create**

- i) Ensuring that university institutions produce high skilled graduates;
- ii) Ensuring that university institutions engage relevant stakeholders during the design, development and review of curricula;
- iii) Strengthening the quality of university operations and systems through various strategies including impromptu and regular institutional visits and capacity building for quality assurance personnel in universities; and
- iv) The existence of an online system for submission and processing of applications for recognition of foreign awards.

### **2.12.8 Professional Bodies**

The Commission recognizes that quality assurance in higher education is complex and hence requires concerted efforts of various stakeholders. Professional Bodies are mandated to register professionals before they

practice their professions in the country. While TCU is the sole regulatory agency of university education in the country, Professional Bodies are also supposed to regulate professionally oriented institutions based on their legal instruments.

**(a) Key concerns**

- i) Cooperation and effective communication;
- ii) Compliance with existing rules and regulations; and
- iii) The existence of an online system for submission and processing of applications for recognition of foreign awards.

**(b) Value we create**

- i) Strengthening the collaborations between TCU and Professional Bodies.
- ii) Conducted joint inspections of higher education institutions between TCU and Professional Bodies;
- iii) Agreed to harmonize some standards and guidelines or criteria between those used by TCU and those used by Professional Bodies to avoid confusing higher education institutions during implementation of the same; and
- iv) Agreed to conduct regular roundtable meetings between TCU and Professional Bodies to discuss various issues related to the regulation of respective professions.

### **2.12.9 Media**

The Commission works closely with the media. Through the media, TCU services can reach a wide range of stakeholders through various broadcasting channels providing news, information and feature stories to the general public by means of newspapers, periodicals, social media and the internet, television and radio stations that are widely accessed. For that reason, TCU has established a good working relationship with various media in the country.

**(a) Key concern**

- i) Strengthen good relations with media houses; and
- ii) Timely and accurate information regarding TCU issues.

**(b) Value we create**

- i) Developed the Communication and Corporate Social Responsibility Guidelines and Communication Strategy with a view to improving provision of information to the public through various media outlets; and
- ii) Source of information we provide to them for the public.

**2.12.10 Regional and International partners**

The Commission has established collaborations with regional and international institutions that are undertaking quality assurance activities. These include National Commissions, Councils, and Associations.

**(a) Key concerns**

- i) Competent personnel during joint activities/project implementations;
- ii) Effective inter-regional cooperation on the implementation of regional policies and guidelines; and
- iii) Active member and participation in regional and international activities.

**(b) Value we create**

- i) Enhanced regional and international collaborations and networks and
- ii) Participated in various international workshops and meetings.

**2.12.11 Development Partners**

Development partners are considered by the Commission as key stakeholders in her pursuit to promote quality assurance in university institutions and hence, produce graduates who meet national, regional and international standards. Development partners' linkage with TCU is in many different ways including financing of different activities and capacity-building initiatives.

**(a) Key concerns**

- i) Proper use of resources;
- ii) Timely implementation of planned activities; and
- iii) Timely reporting of agreed targets.

**(b) Value we create**

- i) Effective financial control systems that are in line with existing Government rules, regulations and procedures;
- ii) Committed human resources with requisite knowledge and skills to implement the planned activities; and
- iii) Established schedule of activities and framework for monitoring the implementation of the planned activities and evaluating performance.

**2.12.12 Trade Unions**

Trade Unions are agents of development at any organization as they serve as a link between the employees and the management with a view to ensuring that the Commission prospers and achieves her mission and vision. The Commission has an established and active Tanzania Higher Learning Institutions Trade Union (THTU) and a Workers Council. These institutions provide valuable input to the Commission in various aspects.

**(a) Key concerns**

- i) Improved staff welfare and morale;
- ii) Fair treatment of all staff; and
- iii) Good industrial relations.

**(b) Value we create**

- i) Timely payments of employees' entitlements;
- ii) Career development of the employees through short-and long-term courses;
- iii) Enhanced working relationship with THTU leaders; and
- iv) Conducting staff meetings and urging all staff to freely air their views.

**2.12.13 Investors in Higher Education**

The expansion of the higher education sub-sector depends partly on the number of investors who invest in the sector. The Government of the United Republic of Tanzania has created a conducive environment for investors to invest in the country. Accordingly, TCU has clearly stated procedures for establishment of university institutions in the country as per the provisions of The Universities Act, Cap. 346 and the attendant regulations therein.

**(a) Key concerns**

- i) Clear and user-friendly service procedures;
- ii) Effective communication and timely feedback;
- iii) Quality service delivery;
- iv) User-friendly and well-integrated ICT systems;
- v) Inter-institutional coordination and cooperation; and
- vi) Availability of tools and guidelines.

**(b) Value we create**

- i) Engagements with investors to discuss procedures for establishment of a university institution in the country;
- ii) Availability of self-explanatory procedures for establishment of a university institution;
- iii) Existence of a pool of trained experts conducting technical evaluation of institutional self-assessment reports; and
- iv) The existence of effective communication systems.

**2.12.14 General Public/Society**

TCU is cognizant of the fact that it is responsible to society in various aspects including the services that it regulates. Being a public institution, it is obliged to comply with the laws, rules and regulations governing public institutions. To ensure that the aforesaid obligation is realized in a consistent and orderly manner, the Commission developed Communication and Corporate Social Responsibility Guidelines and Communication Strategy.

**(a) Key Concerns**

- i) Employable graduates;
- ii) Reasonable fees chargeable by higher education institutions;
- iii) Accurate and adequate information regarding higher education institutions;
- iv) Timely feedback and quality services; and
- v) Recognition of awards from graduates.

**(b) Value we create**

- i) Strengthening the quality of university operations and systems through various strategies including impromptu and regular institutional visits and capacity building for quality assurance personnel in universities;

- ii) Publication of Vital Statistics on university education annually;
- iii) Publication of Admission Guidebooks on programmes on offer annually;
- iv) Ensuring that university institutions operate according to existing rules, regulations and procedures;
- v) Ensuring that university institutions engage relevant stakeholders during the design, development and review of curricula; and
- vi) The existence of an online system for various services offered by the Commission.

## 2.13 CAPITAL STRUCTURE AND TREASURY POLICIES

### 2.13.1 Capital Structure

The Commission's capital structure for the year under review is shown in the Statement of Financial Position. The source of funding has been through Capital Grants and Government Annual Parliamentary budgetary allocations in respect of Personnel Emoluments, Development Fund and Other Charges. During the year development expenditure and other charges of capital nature (OC) were not funded through Parliamentary budgetary allocations.

The Commission capital structure for the year ended 30 June 2024 consists of Capital Fund of TZS 785 million and Accumulated Surplus of TZS 3,526.44 million (30 June 2023: TZS 5,164.64 million).

Therefore, the capital structure for the financial years ended 30 June 2024 and 30 June 2023 are summarized below:

	30 June 2024 TZS '000'	30 June 2023 TZS '000'
<b>CAPITAL STRUCTURE:</b>		
Taxpayer's Fund	785,700	785,700
Accumulated surpluses	3,526,443	5,164,640
<b>TOTAL NET ASSETS</b>	<b>4,312,143</b>	<b>5,950,340</b>

### 2.13.2 Treasury Policies

The Treasury Policies involve mechanisms established by the Commission, which delegate financial decisions to Management in a controlled manner. The control instruments in place include legislation, Government Circulars, Guidelines and the Commission resolutions on opening, operating and signing mandate to the bank accounts. The main objective is to ensure

proper control and safeguard of the Government financial resources. Under these mechanisms, the Commission revenue is collected and remitted directly to the Commission revenue collection account maintained at designated commercial banks using GePG system; and revenue collection account maintained at Bank of Tanzania. All expenditures of the Commission are incurred within the approved limits in the approved annual budget by Commission.

## **2.14 CASH FLOWS**

The cash flow statement reports the cash inflows and outflows during a reporting period and serves to analyse the changes in cash and cash equivalents. The Commission cash flows can be analysed from the cashflows statement under three classifies according to cashflows from operating activities, cashflows from investing activities and cashflows from financing activities. The detail analysis of cash inflows and outflows during the financial year 2023/24 along with the Commission ability to generate cash in order to meet known or probable cash requirements and to fund growth is summarized below:

### **2.14.1 Cash Flow from Operating Activities**

The net cash flow from operating activities is TZS 1,092.34 million as compared to TZS (73.24) million as at 30 June 2023, the difference being between cash receipts amounting to TZS 11,948.00 million (30 June 2023: TZS 9,535.61 million); and payments amounting to TZS 10,855.64 million (30 June 2023: TZS 9,608.85 million).

### **2.14.2 Cash Flow from Investing Activities**

Net cash flows from investing activities decreased to TZS 305.55 million, compared to TZS 466.18 million as of 30 June 2023. This decrease resulted from cash capital expenditures, including property acquisition, equipment, Work In Progress, and development of the NOC online system.

### **2.14.3 Cash Flow from Financing Activities**

The Commission for the year under review did not have any cash flow from financing activities except the effect of foreign exchange amounting to TZS 316.06 (30 June 2023: TZS 15.33 million) arising from exchange gain.

## 2.15 LIQUIDITY

The Commissioners have reviewed the current financial position of the Commission and the working capital needs. On the basis of this review, the Commissioners are of the opinion that, in order for the Commission to perform effectively and efficiently, it needs additional internal and external sources of financing which include review of the current charge rate for services rendered by the Commission. The subsidy received from the Government is inadequate and it covers staff salaries only. To enable the Commission to carry out its operations effectively, the Commissioners will continue to request the Government to inject more funds in order to execute effectively its role as per given mandates. The annual operating results are as shown in the financial statements attached to this report.

Therefore, the Commission's liquidity is favourable during the year under review whereby the Commission was able to meet its short-term obligations as they fell due (liquidity ratio) or the working capital (current) ratio stands at 1.87 (30 June 2023: 2.86). This indicates that the Commission was able to cover its current liabilities 1.87 times as at 30 June 2024 (30 June 2023: 2.86 times) without any serious challenges.

## 2.16 KEY PERFORMANCE INDICATORS

The Commission performance indicators are reported based on the implementation of the approved action plan and budget for FY under review. The annual plan is derived from the Six years Rolling Strategic Plan 2020-26. The key performance Indicators for each planned target are provided in Table 2.

**Table 7: Key Performance Indicators Matrix for FY 2023/24**

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
Quality assurance management systems improved	Five (05) University Institutions holding Certificate of Full Registration (CFR) accredited by June 2024	Number of Institutions visited	Conducted technical visitation at TEKU and STEMUCO and they were granted a Certificate of Accreditation (CoA).	Implemented (40%)	44,600
	Four (04) regular Accreditation Committee Meetings conducted by June 2024	Number of meetings conducted	Three (03) regular meetings conducted.	Implemented (75%)	146,300
	Two hundred (200) curricula submitted by university	Number curricula reviewed and validated.	A total of 289 curricula have been reviewed and validated.	Implemented (145%)	647,490

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
institutions accredited or re-accredited by June 2024.	Quality accredited curricula	Out of this, a total of 65 curricula were accredited.			
Database for accredited programmes updated by June 2024.	Approved programme database updated	Forty-two (42) new programmes and 25 programmes on offer accredited and re-accredited by the Commission were updated in the database.	Implemented (100%)	1,340	
Database for Peer Reviewers established by June 2024	Enhanced database for approved programmes.	A total of five (5) new peer reviewers in the following discipline have been added in the database:	Implemented (100%)	940	
	Established data base for Peer Reviewers	i) Electronics Instrumentation ii) Forensic Science iii) Wildlife and biodiversity Conservation iv) Spinal Orthotics, and v) Lower Limb Prosthetics			
Delivery and Assessment of 60	Number of curricula audited	A total of 58 curricula have been audited from 17	Implemented (97%)	52,900	

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
curricula offered by universities audited by June 2024	Ensured only accredited curricula are running.	Expected Outcome: Ensured only accredited curricula are running.	university institutions as follows: i) Master in Educational Management at SAUT-Arusha Centre. ii) 15 curriculums from Kampala International University in Tanzania, iii) 11 curriculums from Mzumbe University. iv) Eight curricula from SAUT v) One curriculum MzU vi) Two Curricula from UAUT vii) 10 curricula from MU viii) 5 curricula from MUM ix) 5 curricula from JUCo		

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
Seventeen (17) University Institutions re-accredited by June 2024	Number of University Institutions re-accredited	<b>Expected Outcome:</b> Recognized foreign awards	Assessed submitted reports and conducted 18 technical visitations for re-accreditation to the following university institutions:	(100%) Depends on the appeals received Implemented (106%)	154,820

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
			and Technology (NM-AIST); Jordan University College (JUCo); Muslim University of Morogoro (MUM); Mzumbe University (MU); Ruaha Catholic University (RUCU); St Augustine University of Tanzania (SAUT); Zanzibar University (ZU); State University of Zanzibar (SUZA); Mbeya University Science and Technology (MUST); University of Dodoma (UDOM); and Dar es salaam University College of Education (DUCE)		
Applications submitted for establishing new university institutions processed June 2024	Number of applications processed	Expected Outcome:	Received, reviewed and provided feedback to four (04) applications submitted for establishment of new	Implemented (100%)	47,550

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
		New university institutions registered	university institutions as follows: - i) African School of Economics, and Islamic University of East Africa. ii) Establish a campus in Tanzania by the University of Africa (a Zambian-accredited University) iii) Establishment of a campus by Mwenge Catholic University.		
Two (02) university institution with Provisional License accredited June 2024		Number of university institution with Provisional License accredited	Received and analyzed the progress report of the Commission's directives submitted by Mwanza University. The University of Medical Sciences and Technology (UMST), and Rabininstia Memorial University of Health and Allied Sciences (RMUHAS).	Implemented (150%)	20,340

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	Number of OSRA licensed/re -licensed applications for licensing/ re licensing of overseas students'	Received and reviewed applications for licensing/re-licensing of seven (07) Overseas Students Recruitment Agencies (OSRAs) as follows:	Implemented 70%	3,000
	Four (04) Applications for licensing/ re licensing of overseas students'	Expected Outcome: OSRA registered by TCU recruitment agencies OSRA processed by June 2024	<p>A) New licensed OSRAs</p> <ul style="list-style-type: none"> <li>i) Goodwill International Educational Consultancy Limited;</li> <li>ii) R10 Overseas Agency and Global Scholarships;</li> <li>iii) YIPT Consultancies;</li> </ul> <p>B) Re-licensed OSRAs</p> <ul style="list-style-type: none"> <li>i) Edu China Company;</li> <li>ii) Universities Abroad Representatives limited;</li> <li>iii) Cari Vision Study Abroad Universities Limited; and</li> <li>iv) Tebeth Mentors Scholarship Information Centre Limited.</li> </ul>	Conducted twelve (12) technical visitations for the	Implemented 120%
	Ten (10) technical visitation to OSRAs	Number of OSRA visited			30,350

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
1	conducted by June 2024	Quality of OSRA improved	<p>purpose of licensing/re-licensing to:-</p> <ul style="list-style-type: none"> <li>i) Universal Career Development Pivot, Mega Universities Link Abroad,</li> <li>ii) Goodwill International Educational Consultancy Limited;</li> <li>iii) R10 Overseas Agency and Global Scholarships; YIPT Consultancies; Universities Abroad Representatives limited;</li> <li>iv) EduChina Company, UBC New Hope,</li> <li>v) Chenga Edu Tech,</li> <li>vi) Mtishbi Scholars Company Limited.</li> <li>vii) Cari Vision Study Abroad Universities Limited,</li> <li>viii) Tebeth Mentors Scholarship Information Centre Limited,</li> <li>ix) Cari Vision Study Abroad Universities Limited,</li> <li>x) Tebeth Mentors Scholarship Information Centre Limited,</li> <li>xi) Cari Vision Study Abroad Universities Limited,</li> <li>xii) Tebeth Mentors Scholarship Information Centre Limited,</li> </ul>		
Twenty (20) Impromptu and regular institutional	Number of institutions visited.	Conducted twenty (20) (15 regular and five (5) impromptu) institutional	Implemented (100%)	73,200	AR/PA/TCU/2023/24

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
visits conducted June 2024	Expected Outcome: Quality of university institutions improved.	monitoring visits to the following University institutions.			
3,000 Foreign Awards assessed and equated by June 2024	A. Regular audits: TUMA, UoA, SMMUCo, KCMUCo, MoCU, SAUT-Arusha Centre, MWECAU, NM-AIST, SUZA, SUMAIT, ZU, OUT, DUCE, MU-DCC, and KIUT. B. Impromptu Audit: KIUT, RUCU, SAUT, MzU, and UAUT.	Evaluated and recognized 2,577 out of 3,166 foreign awards applications received in the following categories: (a) Certificates 16; (b) Diploma 108; (c) Bachelors 1,502; (d) Post Certificates 18; (e) Post graduate Diploma 32; (f) Masters 703; and (g) PhDs 198;	Implemented (120%)	120,600	

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	Number of participants attended	4	5	332,620
	200 university academic staff trained in pedagogy by 2024	Expected Outcome Enhance pedagogical skills in teaching	Two training sessions on pedagogy have been conducted and a total of 198 participants attended.	Implemented (99%)	
	134 University staff trained on leadership and management matters by June 2024.	Number of participants attended Expected Outcome Enhance Leadership and Management skills	106 university heads of academic departments trained on leadership and management matters.	Implemented (79%)	157,340
Equitable Access, Coordination of Student's Admission and Programme Fee Charges Enhanced.	100,000 applicants into Bachelor's degree Programme and 25,000 students into non degree programme coordinated by June 2024.	Number of students admitted into HEIs. Expected Outcome: Enhanced equity access into HEIs.	Coordinated the admission of 144,755 applicants. Out of these 133,617 (92%) were admitted to Bachelor's degrees.	Implemented (134%)	14,800
			Coordinated the admission of 21,674 Certificates and Diploma applicants. Out of the 21,674 students 19,270 (89%) students were admitted into various Certificates and Diploma.	Implemented (77%)	3,000

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
		Coordinated transfer of a total of 8,030 first year bachelor's degree students.	Coordinated transfer of a total of 8,030 first year bachelor's degree students.	Implemented (100%)	4,800
		Coordinated credit transfer of a total of 37 students. Out of these 34 were cleared.	Coordinated credit transfer of a total of 37 students. Out of these 34 were cleared.		
		Conducted sensitization seminars and held the meeting with DVCs/Provosts/Rectors/principals and persons responsible for admissions matters in HEIs	Conducted sensitization seminars and held the meeting with DVCs/Provosts/Rectors/principals and persons responsible for admissions matters in HEIs	Implemented 100%	44,100
		Undergraduate and postgraduate admission guidebook reviewed	Reviewed Admission Guidebooks for undergraduate applicants:	Implemented (100%)	65,700
		Expected Outcome: Updated undergraduate and postgraduate admission guidebooks.	a) Bachelor's Degree admissions guidebooks for Form Six and Equivalent applicants; and b) Admission Guidebooks for Certificate and Diploma applicants.		

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
1	Conduct Enrolment and Admission audit in 48 University institutions by June 2024.	Number of Institutions Admission enrollment audited	Conducted enrollment audit to 86 higher education institutions (HEIs) for the 2023/24 academic year.	Implemented (179%)	1,800
		Expected Outcome: Admission enrollment audit reports			
	Conduct Outreach programme to 50,000 prospective Higher Education Students by June 2024.	Number of Higher Education aspirants reached	Conducted awareness, and education guidance to 50,828 prospective Higher Education aspirants in nineteen (19) National Service Camps.	Implemented (102%)	29,340
		Expected Outcome: Education awareness and career guidance enhanced.			
	Review Programme Admission Capacities in 48 University institutions by June 2024.	Number of Programme Admission Capacities reviewed	Reviewed the Programme Admission Capacities for 48 University Institutions	Implemented (100%)	1,800
		Expected Outcome: Enhanced admission capacity			

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
1	Conduct three (03) capacity building workshops for Computer System Programmers and Admission Officers in HEIs.	Number computer programmers trained and institutions participated Expected Outcome: Enhanced capacity of computer programmers on the new updates.	Conducted one (01) capacity building workshops for Computer System Programmers and Admission Officers in HEIs.	Implemented for 33%	60,000
	Four (04) Admission Committee Meetings conducted by June 2024.	Number of meetings conducted Expected Outcome: Made decisions on various matters regarding Admission matters	Held three (3) Admission Committee meeting.	Implemented (75%)	81,520
	Database on Higher Education Statistics Updated and Disseminated by June 2024.	Number of Higher Education Statistics Database updated. Expected Outcome: Enhanced	i) Collected Data on academic programmes, staff, and students' enrolment, graduate and dropout from HEIs. ii) Collected Data on academic programmes, staff, and students' enrolment, graduate and	Implemented (100%)	1,800

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
		Enhanced Quality data of Higher education system	<p>dropout from 86 HEIs for 2023/24 academic year.</p> <p>iii) 21 out of 40 pending cases of students identified with admission anomalies during the 2022/23 Admission and Enrolment Audit were re-evaluated and cleared.</p> <p>iv) 19 pending cases (14 from non-university institutions and 5 from University Institutions) of unrecognized students are still pending owing clarifications from respective HEIs.</p>		

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	8,450
Consultative Workshop to 200 Universities Data Custodians on Data Management conducted by June 2024.	Number of consultative meetings on data management conducted	The Higher Education Database for academic year 2023/24 was updated.	Conducted one consultative workshop to data custodians from HEIs on the issues and challenges related to submission and processing of higher education data.	Implemented (100%)	38,420
Linkages with internal and external partners and University support systems enhanced.	Number of meetings attended	Expected Outcome: Enhanced linkages and collaboration with national, regional and international partners.	Hosted the African Quality Assurance Network (AfriQAN) Forum held on 28 -29 November 2023 at Serena Hotel in Dar es Salaam. Participated in five regional and international meetings organized by IUCEA held in Uganda, Burundi and Ethiopia. Participated in one international study visit organized by AFROQAN and Commission for Mauritius.	Implemented (80%)	81,100

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	One higher education exhibition organized	Organized the 18 <sup>th</sup> Higher Education, Science, and Technology Exhibitions held at Mnazi Mmoja Grounds in Dar es Salaam.	Implemented (100%)	202,655
		Expected Outcome Enhanced linkages and collaboration among higher education institutions and other stakeholders.			
		To Participate in six Local Exhibitions and other Stakeholders Forums by June 2024	<p>Number of local exhibitions participated</p> <p>Expected Outcome Enhanced linkages and collaboration among higher education institutions and other stakeholders.</p>	<p>i) Participated in the National Week of Education Skills and Innovations held in Tanga.</p> <p>ii) Participated in the UTUMISHI Week held in Dodoma at Nyerere Square.</p> <p>iii) Participated in the Higher Education Week in Zanzibar.</p>	<p>Implemented (50%)</p> <p>35,400</p>
		100 university staff trained on Leadership and Management matters by June 2023.	Number of university leaders attended	106 Heads of Academic Departments from university institutions trained on leadership and management matters.	Implemented (106%)
		Expected Outcome			157,340

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
		Enhanced leadership and management capacity of university leaders			
14 top universities, TCU Management and staff undertake study visit to learn modern approaches to university leadership and Management by June 2024	Number of university leaders, TCU Management and staff attended	Six (06) university leaders have undertaken study visit to successful foreign university best practice on quality assurance.	Six (06) university leaders have undertaken study visit to successful foreign university best practice on quality assurance.	Implemented (79%)	205,771
Corporate image and visibility enhanced	TCU communication, branding and promotional materials created/acquired and distributed to stakeholders and the public by June 2024.	Expected Outcome Enhanced leadership and management capacity of university leaders and Commission	Five (05) staff conducted study visit to the Commission for University Education (CUE) in Kenya to learn best practices in Quality assurance systems and management.		
		Communication materials created and distributed.	a) Conducted twelve (12) press conferences, live streamed through TCU TV on YouTube about TCU mandates and core functions, undergraduate admission 2023/24 and the African Quality Assurance Forum.	Implemented (100%)	106,300

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	Improved awareness to public and other stakeholders.	<p>b) Published fourteen news articles in The Citizen, Mwananchi and Habari Leo Newspapers.</p> <p>c) Participated in ten (10) television and radio programmes on ZBC TV, AZAM TV, Channel Ten, Clouds TV, Clouds FM, Magic FM and ZBC FM respectively.</p> <p>d) Posted 57 video clips on social media platforms (YouTube, Instagram, X (Twitter), Facebook, WhatsApp).</p> <p>e) Purchased and distributed various promotional materials.</p> <p>f) Designed and disseminated 72 posters about TCU through social media platforms (Instagram, Facebook, and Twitter)</p>	4	5

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	30,000
To undertake two corporate social responsibility (CSR) activities by June 2024.	Number of CSR activities conducted.	<p>Expected Outcome: Enhanced social and public relations.</p> <p>i) Contributed TZS 3,000,000/- to sponsor the Senate General Meeting of the Tanzania Higher Learning Institutions Students' Organization (TAHLISO).</p> <p>ii) Donated TZS 10,000,000 during a fundraising to facilitate victims of the Hanang floods.</p> <p>iii) Donated TZS 2,000,000 to the National football team Taifa Stars during a special fundraising gala aimed to raise funds for Taifa Stars, who were participating in the Africa Cup of Nations (Afcon) finals, and other national teams representing the country internationally.</p> <p>iv) Contributed TZS 5,000,000 to sponsor the 6th Annual Leadership Conference organised by Association of Tanzania Employers (ATE),</p>			

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
			aiming to ignite meaningful dialogue and catalyse tangible action towards achieving gender equality and propelling societal development forward. v) Donated various items (worth TZS 2,445,000) to the children's ward, including premature babies being treated at the Muhimili National Hospital - Muloganzila, in Dar es Salaam.		
Staff development, welfare and working environment improved	A well-organized effective and efficient delivery of administration and operations services maintained by June 2024.	Number of meetings conducted Expected Outcome: Made decisions on various matters regarding governance, accreditation, admission, staff	Conducted five Commission meeting, six Audit Committee meetings, three Accreditation Committee meetings, three Admission meetings, Four Grant Committee meetings and four Staff Appointment and Development Committee meetings	Implemented (100%)	433,400

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	matters, finance and procurements	4	5	
		Staff incentive scheme implemented	<p>a) Administered on time regular payment of staff and entitlements</p> <p>b) Reviewed salary structure and approved by PO-PSMGG.</p>	Implemented (100%)	952,200
		Expected Outcome: Staff welfare, morale and productivity enhanced.	Staff welfare fairly administered	<p>Staff welfare was well administered by ensuring that working environment is conducive, provision of working tools and transport facilities for duty work, staff leave and provision of morning tea and refreshments.</p> <ul style="list-style-type: none"> <li>• Two (2) staff were transferred to TCU from other public institutions.</li> </ul>	<p>Implemented (100%)</p> <p>378,000</p>
		Expected Outcome: Enhanced staff administration and service delivery	Number of staff employed/transferred	<ul style="list-style-type: none"> <li>• Five (5) staff were confirmed to their position</li> </ul>	88,610
		Expected Outcome: Improved efficiency and working environment			

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	323,825

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
		<ul style="list-style-type: none"> <li>• Coordinated training to staff on ICT Security, Disaster Recovery and Business Continuity Plan.</li> <li>• Coordinated training to staff on Risk Management for sixteen (16) Risk champions.</li> </ul>			
THTU meeting and events attended		<ul style="list-style-type: none"> <li>• Held one (01) staff meeting for THTU</li> <li>• Facilitated workers to participate in May Day on 1 May 2024.</li> </ul>	Implemented (100%)	12,680	
Expected Outcome: TCU THTU Branch participation in national THTU meetings and events enhanced.		<ul style="list-style-type: none"> <li>• Facilitate staff (Woman) to participate and commemorate the International Day for Women on 8 March 2024.</li> </ul>			
Number of meetings conducted		Coordinated two (2) workers Council Meetings	Implemented (100%)	31,770	
Expected Outcome Involved in decision making on Strategic matters of the					

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
Commission by Workers Council.		Number of Capacity building conducted	<p>a) Conducted one day induction to Commission on the performance appraisal of the Commission Members.</p> <p>b) Conducted two days induction to Members of the Audit Committee and Management.</p>	Implemented (100%)	45,870
Staff development, welfare and working environment improved	Conduct system vulnerability assessment and penetration testing by 30 June 2024	Systems security assessed	<p>Expected Outcome: Enhanced level of security of the existing systems.</p>	The Vulnerability Assessment to TCU systems and Infrastructure has been performed.	13,050
	Develop new system (No Objection Certification) by June 2024.	Number of new online system developed	Expected Outcome: Improved efficiency in the evaluation process	The No Objection Certification system has been developed and operational.	44,250

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3 and records management.	4	5	
	Six (6) existing online systems for handling TCU functions upgraded by 30 June 2024	Number of systems upgraded Expected Outcome: Enhanced performance and efficiency of the systems and intended results.	<p>The following systems have been upgraded:</p> <p>i) UIMS: Minor upgrade has been done.</p> <p>ii) PMS: Minor upgrade has been done. System evaluation has been conducted.</p> <p>iii) FAAS: System evaluation has been conducted.</p> <p>iv) Website was redesigned and updated regularly.</p> <p>v) Exhibition registration portal was updated.</p>	<p>Implemented (100%)</p>	51,570

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3 Enhanced performance, efficiency and networking of ICT devices.	4	5	
Conduct training to 50 university ICT staff on ICT systems integration by June 2024.	Number ICT staff trained	Capacity Building programme for Computer programmers and admission officers of HEIs on ICT system integration was conducted.	Implemented (100%)	28,540	
	Expected Outcome Enhanced ICT systems integration				
Conducting the Preventive Maintenance	Number of preventives maintenances done	Preventive Maintenance for 66 Desktops, 5 Servers, 46 laptop computers and 48 Printers conducted.	Implemented (100%)	10,600	
	Expected Outcome: Enhanced performance and efficiency of ICT equipment and devices.				
Review and develop five (05) ICT tools by June 2024.	Number of ICT tools developed and reviewed.	ICT Policy, Business continuity plan (BCP), Disaster Recovery Plan (DRP), and ICT Steering Committee Charter has been reviewed and approved	Implemented (80%)	43,780	
	Expected Outcome:				

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	Enhanced performance and efficiency of ICT service delivery.	4	5	
	Working environment, tools and facilities provided and maintained by June 2024.	Number of tools/equipment and working facilities procured	Procured, supplied and installed various office equipment/facilities and stationeries and or information materials as follows: Expected Outcome: Enhanced performance and efficiency in the service delivery.	Implemented (60%)	378,000
	Represent the Commission in courts of Law and Tribunals by June 2024	Frequency of attendance	Expected Outcome: In collaboration with the office of the Solicitor General, prepared the requisite legal documents (Pleadings) and appeared in High Court for Miscellaneous Civil Application	Implemented (100%)	49,510

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
	Defended the Commission in courts of Law and Tribunals.	No. 619 of 2021 between Ramadhani Kipanya and 312 others Versus St. Joseph University in Tanzania, Tanzania Commission for Universities and the Attorney General. The matter has been heard by the way of written submission. The matter came for Ruling on 29 May, 2024.			
	The Universities Act, Cap. 346 reviewed by June 2024.	Universities Act Cap 346 reviewed  Expected Outcome: The Universities Act, Cap. 346 reviewed.	Conducted the review of the Universities Act, Cap. 346 and proposed issues to be considered. Report has been submitted for further action.	Implemented (80%)	50,000
	Ten (10) contracts and agreements involving the Commission Drafted and Reviewed by June 2024	Contracts and agreements reviewed  Expected Outcome: Reviewed Commission contracts and agreements	<ul style="list-style-type: none"> <li>Drafted and reviewed three (03) Memorandum of Understanding between TCU and MoEST for provision of data sharing.</li> <li>Memorandum of Understanding between TCU and EWURA for provision of</li> </ul>	Implemented (30%)	4,100

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
Users' Charters Reviewed by June 2024	Users' Charters of institutions amended	<ul style="list-style-type: none"> <li>Followed up on forgery incidences that were previously reported to the Director of Criminal Investigation (DCI).</li> </ul>	Received and reviewed three (03) application for the review of Charter and Rules (Muslim University of Morogoro, UDSM and ARU) feedback has been provided to the university for appropriate action	Implemented (100%)	27,000
Risk Register, Mitigation Action Plan for FY 2023/24 reviewed by June 2024.	Risk Register and Mitigation Action Plan prepared and implemented.	<ul style="list-style-type: none"> <li>Coordinated preparation of Risk Register and mitigation Plan for FY 2023/24.</li> <li>Coordinated and prepared Annual Risks implementation report for FY 2023/24.</li> <li>Coordinated Mid-Year Review of Risk Register.</li> </ul>	Expected Outcome Risk Register and Mitigation Plan in place	Implemented (100%)	38,505
Assess adequacy and effectiveness of risk management, internal control and	Number of Audit Reports prepared	<ul style="list-style-type: none"> <li>Prepared Risk Based Audit Plan for FY 2024/25.</li> <li>Conducted six meetings (Four ordinary and two</li> </ul>	Expected Outcome	Implemented (98%)	330,000

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
governance processes enhanced by June 2024.	Enhanced adequacy and effectiveness of risk management, internal control and governance processes	<ul style="list-style-type: none"> <li>• special meeting) of the Audit Committee.</li> <li>• Coordinated audit exercise conducted by CAG for the Financial statements ended 30 June 2023.</li> <li>• Prepared four periodical internal audit reports for the deliberation of Audit Committee and Commission meetings.</li> </ul>	Continued preparation for construction of TCU office Building at Dodoma including the following:	<ul style="list-style-type: none"> <li>i) Completed provision of consultancy services for Environmental and Social Impact Assessment (ESIA);</li> <li>ii) Completed design review of structural drawings and detailed drawings;</li> <li>iii) Secured Environmental Impact Assessment (EIA) Certificate from NEMC; and</li> </ul>	2,156,791
Staff development, welfare and working environment improved	Office building constructed by June 2024.	Expected Outcome Improved working environment for efficiency and effective operation of Commission functions		Implemented (25%)	

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
Revenue generation to sustain institutional operations enhanced	At least TZS 14.6 billion funding received by June 2024	Annual budget and Plans prepared and approved by relevant organs.  Expected Outcome: Organized implementation of strategic and operational issues.	A total of TZS 11,81 out of TZS 14.6 billion have been collected / received to run the commission from government (PE) and internal sources and HEET Project.	Implemented (100%)	33,600
		Coordinate preparation of Annual budget, Annual Action Plans and Reports and submit for decision making by June 2024	Annual budget and Plans prepared and approved by relevant organs.  Expected Outcome: Organized implementation of strategic and operational issues for decision making.	• Annual budget /Recast budget for FY 2023/24 prepared and approved by the Commission. • Annual budget for FY 2024/25 prepared and submitted to the MOEST and OTR. • Prepared Annual Procurement Plan (APP) for 2023/24 and 2024/25 Financial year.	Implemented (100%)  781,789

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
			<ul style="list-style-type: none"> <li>Prepared Implementation Report of Risk Register and Rolling Strategic Plan F/Y 2022/23.</li> <li>Prepared three (03) Quarterly Implementation Reports, Procurement plan and Rolling Strategic Plan F/Y 2023/24.</li> <li>Prepared HEET project plan and Budget for FY 2023/24 (July 2023-June 2024).</li> <li>Prepared Draft Financial Statements for FY 2022/23 and submit to CAG for audit purposes.</li> </ul>		
Prevention against the HIV/AIDS pandemic and Non-Communicable Diseases strengthened	1. Awareness education on HIV/AIDS and Non-Communicable Diseases provided to all Staff by June 2024.	Number of staff sensitized on HIV/AIDS	Conducted awareness training to all staff on HIV/AIDS. Provided staff with protective gears to prevent against HIV and AIDS.	Implemented (100%)	21,580

Objective	Target	Key Performance Indicators	Implementation Status	Remarks	Budget in TZS (000)
1	2	3	4	5	
Implementation of National Anti-Corruption Strategy and Good Governance enhanced	Number of staff sensitized on Non-Communicable Diseases	Number of staff sensitized on Non-Communicable Diseases	Coordinated an awareness Programme on lifestyle and behaviour's that prevent Non-Communicable Diseases and seminar on Team Building and staff Bonanza.	Implemented (100%)	8,600
Implementation of National Anti-Corruption Strategy and Good Governance enhanced	2. Awareness on corruption ethics, policies and procedures to all TCU staff implemented by June 2024.	Number of staff sensitized on corruption and ethics	<ul style="list-style-type: none"> <li>Coordinated awareness training which was conducted by PCCB to all staff on corruption, ethics and policies.</li> </ul> <p>Expected Outcome: Enhanced awareness on corruption practices, ethical behaviour and good governance among staff.</p>	Implemented (100%)	13,800

## 2.17 ACCREDITATION AND ADMISSION PERFORMANCE

During the year under review, the Commission re-accredited three (03) university institutions. Five (05) institutions were upgraded to Certificate of Accreditation (CoA) and no institution granted Provisional License as shown below:

(a) **Number of accreditation certificates awarded during the year**

Type of Registration	2023/24	2022/23
	Number of Institutions	
Certificate of Accreditation	5	2
Certificate of Re- Accreditation	3	0
Provisional License	0	2
<b>Total</b>	<b>8</b>	<b>4</b>

Also, the Commission conducted a total of 38 audits comprising of technical visits, impromptu audits, and institutional monitoring (last year a total of 25 audits were conducted). Also, the Commission reviewed and validated a total of 289 programmes curricula (last year a total of 285 programme curricula were validated). The Commission further assessed 3,166 foreign awards submitted for recognition (last year a total of 3,121 foreign awards were assessed).

As at 30 June 2024 the cumulative list of institutions registered/recognized by the Commission is 49 as outlined below: -

(b) **Number of Institution by Level of Registration**

Types of Registration	2023/24	2022/23
Certificate of Accreditation	45	39
Certificate of Full Registration	0	6
Certificate of Provisional License	4	4
<b>Total</b>	<b>49</b>	<b>49</b>

- Institutions established by the Acts of Parliament, Government Notice, Universities Act, with Certificate of Accreditation conduct convocations and graduations.
- Institutions with Certificate of Provisional License are allowed to run academic and research activities, but they are not allowed to conduct convocations and graduations until they are granted Certificate of Accreditation.

(c) University level Institutions operating in Tanzania by Status and ownership.

	Public		Private		Total	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Fully fledged Universities	12	12	22	18	34	30
Colleges	7	7	8	10	15	17
Campus, Centers and Institutes	2	2	3	3	5	5
<b>Total</b>	<b>21</b>	<b>21</b>	<b>33</b>	<b>31</b>	<b>54</b>	<b>52</b>

During the year the Commission coordinated, harmonized, and cleared admission of 133,617 students to undertake bachelor's degree programmes in various higher education institutions (last year admission was 113,383). Further, the Commission collected data from institutions and established that a total of 253,701 students were enrolled in University Institutions in the year under review (last year's enrolment was 240,523) as listed below:

(d) Number of students enrolled to university institutions

S/N	Type of institution	2023/24	2022/23
1	Public Universities	162,479	162,553
2	Private Universities	91,222	77,970
	<b>Total</b>	<b>253,701</b>	<b>240,523</b>

During the year under review, the Commission received twelve (12) new applications for licensing of institution to serve as OSRAs. The applications were assessed and technical visitation to all applications were conducted. A total of seven (07) were granted licenses (3-new and 4- Re-licensed) to operate as OSRAs as shown below. This makes a total of twenty-five (25) OSRAs licensed to operate in Tanzania by the Tanzania Commission for universities.

(e) Registration of Overseas Students Recruitment Agencies (OSRAs)

Registration status	2023/24	2022/23
	Number of Agencies	
Applications	12	3
Licensed (New)	3	3
Re-licensed	4	3
Deregistered	0	0

## **2.18 FINANCIAL PERFORMANCE FOR THE YEAR 2023/24**

The Commission recorded a deficit of TZS 162.15 million during the year ended 30 June 2024 against a deficit of TZS 55.47 million recorded in the year ended 30 June 2023. The deficit is mainly attributed to the write off bad debts and the transfer cost to the Dodoma office.

## **2.19 FUTURE DEVELOPMENT PLANS**

The Commission's future development plan includes construction of permanent office buildings at Plot No. 56/4 Kisasa B area, Dodoma Municipal. The Commission secured funds from the Government for construction of office building through World Bank. The Commission has started initial processes by engaging consultants for the design review of construction of office building. It is planned that construction will be completed by June 2026.

The Commission plan also include to modernize its operations by enhancing the ICT application systems, enhancing staff performance on service delivery through short and long-term training, and increase levels of engagements with key stakeholders.

## **2.20 KEY PERFORMANCE RATIOS**

There are a number of ratios that can be applied by an institution depending on the nature of its operations. The said ratios include, among others liquidity ratio, profitability ratio, leverage ratios, efficiency ratios, market value ratios, etc. According to TCU operations, liquidity ratios are applied for the purpose of measuring the position of the institution to sustain its operations.

A table showing the current and acid test ratios for year 2023/24 were attained compared to the last financial year 2022/23.

<b>Liquidity Ratios</b>	<b>2023/24</b>	<b>Desired</b>	<b>2022/23</b>
Current ratio	1.88	2:1	2.85
Acid test	1.87	1:1	2.85

Therefore, during the year under review the Commission's ability to meet its short-term obligations as they fall due (liquidity ratio) or the working capital (current) ratio stands at 1.88 (30 June 2023: 2.85). This indicates

that the Commission can cover its current liabilities 1.88 times as at 30 June 2024.

## **2.21 CHALLENGES AND MEASURES TAKEN**

Despite the number of achievements, there were equally a number of challenges encountered during the implementation of the Commission planned activities as follows:

- (i) Non-compliance by some university institutions on Commission's directives especially on procedures, guidelines and standards; and
- (ii) Delayed payment of outstanding quality assurance fees from previous years and current financial years; and

The Commission addressed these challenges, and the following are the actions taken so far:

- (i) The Management through various forums and face- to - face consultations emphasized to all institutions to adhere to quality assurance issues related to accreditation, admissions, and data management; and
- (ii) The Management continued to make physical follow up to all university institutions with outstanding quality assurance fees, Institutional accreditation and costs for validation of new programme curricula and stressed the need to pay their outstanding debts for previous years and current financial year.

## **2.22 CORPORATE GOVERNANCE MATTERS**

### **2.22.1 Composition of the Commission Members and Functions**

The Commission consists of eight non-executive members and the Executive Secretary. The Commission takes overall responsibility, including responsibility for identifying key risk areas, considering and monitoring investment decisions, considering significant financial matters, and reviewing the performance of management business plans and budgets. The Commission is also responsible for ensuring that a comprehensive system of internal control policies and procedures is operative, and for compliance with sound corporate governance principles.

The Commission delegates the day-to-day management of the business to the Executive Secretary assisted by three Directors and other senior management team members. The senior management team is invited to

attend Commission and Committee meetings where deemed appropriate to facilitates the effective and efficiency operations of Commission activities. They act as a medium of communication and coordination between all the various business units.

#### **2.22.2 Commission and Committees Members and work performed during the FY 2023/24**

The Commission is committed to the principles of effective corporate governance. The Commissioners also, recognise the importance of integrity, transparency and accountability. As one of its several strategies of fostering a high standard of good corporate governance, the Commission appointed five committees comprising members from the Commission and co-opted members from the public who have experiences in various fields relevant to the committee. The total number shown in the bracket exclude secretariat of the Committee, namely,

(i)	The Accreditation Committee	(5)
(ii)	The Admissions Committee	(5)
(iii)	The Grants Committee	(5)
(iv)	Staff Appointment, Disciplinary and Development Committee	(5)
(v)	The Audit Committee	(5)

Members of the committees possess various expertise and are well-versed in the technical operational requirements of TCU. All these members bring to the Commission a wealth of knowledge and experience, a requisite for the Commission's good governance.

During the financial year ended 30 June 2024, membership to the Commission and its various Committees was as follows:

##### **(a) Commission Members**

The names of members who served the Commission for the FY 2023/24 are as shown in Table 3

**Table 8: List of Commission members who served in the FY 2023/24**

S/N	Name	Academic Qualification	Position	Gender	Nationality	Appointment/ (Retirement)	Age
1.	Prof. Peninah O. M. Mlama	PhD (Theatre, Language and Linguistics)	Chairperson	F	Tanzanian	19.10.2021 (18.10.2024)	76

S/N	Name	Academic Qualification	Position	Gender	Nationality	Appointment/ (Retirement)	Age
2.	Prof. Makenya Maboko	PhD (Geology)	Member	M	Tanzanian	06.01.2023 (05.01.2026)	67
3.	Dr. Leonard Akwilapo	PhD (Chemistry)	Member	M	Tanzanian	06.01.2023 (05.01.2026)	63
4.	Prof. Paschalis Rugarabamu	MDENT (Dental Public Health)	Member	M	Tanzanian	06.01.2023 (05.01.2026)	67
5.	Prof. Lughano J. Kusiluka	PhD (Vet. Medicine)	Member	M	Tanzanian	06.01.2023 (05.01.2026)	64
6.	Dr. Kennedy Hosea	PhD (Microbiology)	Member	M	Tanzanian	06.01.2023 (05.01.2026)	59
7.	Ms .Aida M.Juma	Master of Education	Member	F	Tanzanian	06.01.2023 (05.01.2026)	52
8.	Ms.Neema Ringo	Master of Law	Member	F	Tanzanian	06.01.2023 (05.01.2026)	54
9.	Prof. Charles Kihampa (ES)	PhD (Chemistry)	Secretary	M	Tanzanian	2023 to date	52

The Commission is required to meet every quarter. During the year ended 30 June 2024, the Commission held three ordinary meetings and one special meeting. During those meetings, matters that were deliberated upon included the following:

- i. Feedback and follow-up on the implementation of Commission directives;
- ii. Approval of accreditation of various programmes (Curricula);
- iii. Approval of reports on admission and transfer of students into higher education institutions;
- iv. Approval of plans and budget, financial and procurement progress reports;
- v. Approval of accreditation and quality assurance of institutions;
- vi. Approval of other administrative matters/tools/instruments as brought in by the Management;
- vii. Approval of Audit Report for Financial Year 2022/23;
- viii. Approval of Internal audit reports and follow up of implementation of previous audit findings and recommendations;
- ix. Approval of staff matters and staff training programme;
- x. Approval of Human resource reports and positions; and
- xi. Advised the Minister on various issues relating to Higher Education.

**(b) Committees of the Commission are as follows:**

In exercising the provisions of Section 9(4) of the Universities Act, Cap. 346 of the Laws of Tanzania, the Commission appointed members to serve in five committees namely: Accreditation Committee, Admission Committee, Grants Committee, Audit Committee, and Staff, Disciplinary and Development Committee

The composition of its committees are as shown in Table 4, 5, 6, 7, and 8

**Table 9: Accreditation Committee**

No.	Name	Position	Gender	Nationality	Meetings attended	Remarks
1.	Prof. Makenya Maboko	Chairperson	M	Tanzanian	3 out of 3	Continued from 06.01.2023
2.	Prof. Paschalis Rugarabamu	Member	M	Tanzanian	3 out of 3	Continued from 06.01.2023
3.	Prof. Bertram Mapunda	Member	M	Tanzanian	3 out of 3	Continued from 06.01.2023
4.	Dr. Adolf Rutayuga	Member	M	Tanzanian	3 out of 3	Continued from 06.01.2023
5.	Ms. Agnes Mtawa	Member	F	Tanzanian	2 out of 3	Appointed 06.01.2023
6.	Prof. Charles Kihampa (ES)	Ex- officio Member	M	Tanzanian	3 out of 3	Secretariat
7.	Dr. Telemu Kassile (DA)	Secretary	M	Tanzanian	3 out of 3	Secretariat

The Committee reports to the Commission and is required to meet on a quarterly basis. During the year ending 30 June 2024, the Committee held three ordinary meetings. During those meetings, matters that were deliberated upon included the following:

- i. Recommendations for approval of institutional accreditation;
- ii. Recommendations for approval on accreditation of programme curricula;
- iii. Reports on evaluation of foreign academic awards; and
- iv. Recommendations for approval on quality assurance matters of university institutions.

**Table 10: Admissions Committee**

S/N.	Name	Position	Gender	Nationality	Meetings attended	Remarks
1.	Prof. Lughano Kusiluka	Chairperson	M	Tanzanian	3 out of 3	Continued from 06.01.2023
2.	Prof. Nelson Boniface	Member	M	Tanzanian	3 out of 3	Continued from 06.01.2023
3.	Ms. Aida Maoulid Juma	Member	F	Tanzanian	3 out of 3	Continued from 06.01.2023
4.	Prof Mohamed Makame Haji	Member	M	Tanzanian	3 out of 3	Appointed 06.01.2023
5.	Mr. Abdulrazak Badru/Dr. Bili Kiwia	Member	M	Tanzanian	3 out of 3	Appointed 06.01.2023
6.	Prof. Charles Kihampa (ES)	Ex- officio Member	M	Tanzanian	3 out of 3	Secretariat
7.	Dr. Kokuberwa Katunzi-Mollel (DAD)/Dr Fulgence Matimbo(Acting DAD)	Secretary/acting Secretary	F/M	Tanzanian	3 out of 3	Secretariat

The Committee reports to the Commission and is required to meet on a quarterly basis or as circumstances may necessitate. During the year ended 30 June 2024 the Committee held three ordinary meetings. During those meetings, matters that were deliberated upon included the following:

- i) Recommendations for approval of report on Admission Guidebooks and Admission Almanac for Academic year 2023/24.

- ii) Recommendations on reports of applicants selected by individual institutions for academic year 2023/24.
- iii) Updates on the University Information Management System (UIMS) for data collections and management.
- iv) Report on data and systems audit to all university institutions.
- v) Recommendations on the request for transfers and transfer procedures; and
- vi) Recommendations on higher education data management and statistics.

**Table 11: Grants Committee**

S/N	Name	Position	Gender	Nationality	Meetings attended	Remarks
1.	Ms. Aida Juma Maoulid	Chairperson	F	Tanzanian	4 out of 4	Appointed 06.01.2023
2.	Prof Neema Mori	Member	F	Tanzanian	4 out of 4	Appointed 06.01.2023
3.	Dr. Leonard Akwilapo	Member	M	Tanzanian	4 out of 4	Appointed 06.01.2023
4.	Prof. Alex Makulilo	Member	M	Tanzanian	3 out of 4	Continued from 06.01.2023
5.	Ms Bahati Geuze/Dr Erasmus Kipesha	Member	F	Tanzanian	4 out of 4	Continued from 06.01.2023
6.	Prof. Charles Kihampa (ES)	Ex- officio Member	M	Tanzanian	4 out of 4	Secretariat
7.	Mr. Buyamba Kassaja (DCS)	Secretary	M	Tanzanian	4 out of 4	Secretariat

The Committee reports to the Commission and is required to meet on quarterly basis. During the year ended 30 June 2024 the Committee held four ordinary meetings. During those meetings, matters that were deliberated upon included the following:

- (i) Recommendation for approval of Annual Report for FY 2022/23;
- (ii) Recommendation for approval of the revised Annual Budget and Plans for FY 2023/24;
- (iii) Recommendation for approval of proposed Annual Budget and Plans for the Financial year 2023/24;
- (iv) Recommendation for approval of Financial and Activity Progress Quarterly Reports for the Financial year 2023/24;

- (v) Recommendation for approval of Quarterly Procurement Reports for 2023/24;
- (vi) Recommendation for approval of proposed Annual Procurement Plan for the Financial year 2024/25 for Higher Education for Economic Transformation Project (HEET);
- (vii) Quarterly implementation Reports for HEET project for FY 2023/24;
- (viii) Recommendation for Approval of fees and charges for services rendered by the Commission;
- (ix) Recommendation for Approval of revision ICT Policy and Guidelines; and
- (x) Quarterly implementation Reports on the Rolling Strategic Plan for FY 2023/24.

**Table 12: Staff Appointment, Disciplinary and Development Committee**

S/N	Name	Position	Gender	Nationality	Meetings attended	Remarks
1.	Dr. Leonard Akwilapo	Chairperson	M	Tanzanian	4 out of 4	Appointed 06.01.2023
2.	Ms. Neema Ringo	Member	F	Tanzanian	4 out of 4	Appointed 06.01.2023
3.	Ms. Hilda Kabissa	Member	F	Tanzanian	3 out of 4	Continued from 06.01.2023
4.	Dr. Aggrey Mlimuka	Member	M	Tanzanian	4 out of 4	Continued from 06.01.2023
5.	Prof. David Mfinanga	Member	M	Tanzanian	4 out of 4	Continued from 06.01.2023
6.	Prof. Charles Kihampa (ES)	Ex- officio Member	M	Tanzanian	4 out of 4	Secretariat
7.	Mr. Buyamba Kassaja (DCS)	Secretary	M	Tanzanian	4 out of 4	Secretariat

The Committee reports to the Commission and is required to meet on quarterly basis. During the year ended 30 June 2024, the Committee held three ordinary and one special meetings. During the meetings, matters that were deliberated upon included the following:

- i. Recommendation on staff promotions and confirmation;
- ii. Reports on staff position, training and development;

- iii. Report on Human Resource audit;
- iv. Recommendation on the Annual Staff Performance; and
- v. Recommendation on the Staff Training programmes.

**Table 13: Audit Committee**

S/N	Name	Position	Gender	Nationality	Meetings attended	Remarks
1.	Prof. Lughano Kusiluka	Chairperson	M	Tanzanian	3 out of 6	Continued from 06.01.2023
2.	Prof. Godwin Mjema	Member	M	Tanzanian	6 out of 6	Continued from 06.01.2023
3.	FCPA. Juma Muhimbi	Member	M	Tanzanian	6 out of 6	Continued from 06.01.2023
4.	Prof Esther Ndungumaro	Member	F	Tanzanian	6 out of 6	Appointed 06.01.2023
5.	Dr. Kennedy Hosea	Member	M	Tanzanian	3 out of 6	Appointed 06.01.2023
6.	Prof. Charles Kihampa (ES)	Ex - officio Member	M	Tanzanian	6 out of 6	Secretariat

The Committee reports to the Commission and is required to meet on quarterly basis. During the year ended 30 June 2024 the Audit Committee held four ordinary meetings and two Special meetings. During those meetings, matters that were deliberated upon included the following:

- i) Recommendations on the draft financial statement for financial year 2022/23 and approval for submission to external auditors to commence audit process;
- ii) Recommendations on the audited report and financial statements for the year ended 30 June 2023;
- iii) Recommendations on Management Letter issued by CAG for FY 2022/23;
- iv) Recommendation on the implementation of issues raised in the Management letter for Financial Year 2022/23;
- v) Recommendation on external audit fees for financial year 2022/23;
- vi) Recommendations on quarterly Internal Audit Reports for FY 2023/24;
- vii) Follow up implementation report of CAG Management Letter and Internal Audit findings and recommendations.
- viii) Recommendation for approval of Risk Register and Mitigation Action Plan for FY 2023/24; and

- ix) Recommendations on quarterly Risk Management Implementation and assurance Reports for FY 2023/24;

### **2.22.3 The Commission Instruments**

#### **(a) Commission Charter**

The Commission has in place the Commission Charter and Code of Ethics and conduct 2022 established in order for the Commission to regulate its own procedures in relation to its meetings, transaction of its business and pursuant to the provisions of the Act.

The purpose of the Charter is to provide clear statement of the roles, responsibilities, processes and operations of the Commission for the benefit of both, the Commission and the Management.

The Charter ensures that the conduct of the Commission is compliant to, consistent with, and reflects the Commission's commitments to the best practice in corporate governance.

#### **(b) Other operating instruments approved by the Commission**

Besides, the Commission approved various operational tools, policies and guidelines to guide the management in the implementations of its functions as listed below;

- (i) Handbook for Standards and Guidelines for University Education in Tanzania, December 2019;
- (ii) Principles and Guidelines for Licensing Overseas Students Recruitment Agencies and Insurance of a No Objection Certificate, 2019;
- (iii) Principles and Guidelines for Evaluation of Foreign Awards and Recognition of Qualifications, 2019;
- (iv) Evaluation of Foreign Awards and Recognition of Qualifications Appeal Procedures, 2020;
- (v) Evaluation of Foreign Awards and Recognition of Qualifications Appeal Procedures, 2020;
- (vi) Benchmarks for the Doctor of Medicine (MD) / Bachelor of Medicine and Bachelor of Surgery (MBBS/MBChB) programme, 2022;
- (vii) Benchmarks for the Bachelor of Science in Nursing (BScN) programme, 2022.
- (viii) Guidelines for Online and Blended Delivery Modes of Courses for University Institutions in Tanzania, 2022;
- (ix) Rolling Strategic Plan 2020/21-2025/26;

- (x) Risk Register, 2023/24;
- (xi) Risk Management Framework, 2019;
- (xii) Staff Training and Development Guidelines, 2019;
- (xiii) Staff Regulations, 2021;
- (xiv) Accounting Procedures and Controls Manual, 2021;
- (xv) Accounting Policies, 2021;
- (xvi) Guidelines on Acceptable use of information and Communication Technology Resources, 2018;
- (xvii) Succession Plan (2021/22 - 2025/26);
- (xviii) Retention and Disposal Schedule, 2021;
- (xix) Communication Strategy, 2021;
- (xx) Communication and Corporate Social Responsibility Guidelines, 2021;
- (xxi) ICT Master Plan, 2021;
- (xxii) ICT Assets Replacement Guidelines, 2021;
- (xxiii) Client Service Charter, 2020;
- (xxiv) Reviewed Internal Audit Charter, 2021;
- (xxv) Reviewed Audit Committee Charter, 2021;
- (xxvi) Three-year Risk Based Internal Audit Strategic Plan for FY 2022/23-2024/25;
- (xxvii) Reviewed Scheme of Service, 2023;
- (xxviii) Reviewed Organization Structure, 2018;
- (xxix) Staff Regulations 2021;
- (xxx) Financial Regulations and Control, 2017;
- (xxxi) University Qualification Framework 2012;
- (xxxii) Internal Audit Charter and Manual 2021;
- (xxxiii) Disaster Recovery Plan, 2024;
- (xxxiv) Operational Level Agreement (OLA), 2024;
- (xxxv) ICT Policy, 2024; and
- (xxxvi) Business Continuity Plan, 2024

**(c) Commissioners' Remuneration**

The Commissioners' remuneration for services rendered as directors of the Commission for the year are governed by the Government Circular No. 1 of 2020 issued by Treasury Registrar and details are provided under Note No. 26 covering Related Party Transactions.

**(d) Management of the Commission**

The Management of the Commission is under the Executive Secretary assisted by three Directors namely:

- i) Director of Accreditation;
- ii) Director of Admission, Coordination and Database Management; and

- iii) Director of Finance and Administration (Corporate Services).

Currently, there are five support services units that report directly to the Executive Secretary as shown below:

- i) Internal Audit Unit - Administratively reports to the Executive Secretary; functionally reports to the Audit Committee of the Commission;
- ii) Procurement Management Unit;
- iii) Legal Unit;
- iv) Public Relations unit; and
- v) Information, Communication Technology unit

#### **(e) Tender Board**

The Tender Board of the Commission was established and members were appointed by the Executive Secretary inline the Public Procurement Act, 2011 and its Regulations, 2013 for period of three years since 9 April 2024. The names of members who served the Tender Board during the year under review were as shown in **Table 9**.

**Table 14: Members of the Tender Board**

SN	Name	Position	Gender	Nation/ality
1.	Dr. Fulgence Matimbo	Chairperson	M	Tanzanian
2.	Dr. Mariam Ramadhani	Member	F	Tanzanian
3.	Mr. Mathayo Mafang'ha	Member	M	Tanzanian
4.	Mr. Augustine Swai	Member	M	Tanzanian
5.	Mr. Yusuf I. Rauna	Member	M	Tanzanian
6.	Ms. Godness Kisoka	Member	F	Tanzanian
7.	Ms. Jorlin Kagaruki	Member	F	Tanzanian
8.	Mr. Nsubisi Mwansangubo	Secretary	M	Tanzanian

The Tender Board worked and maintained an independent working environment and conducted its business and made decisions through meetings and circularization methods depending on the nature of issues requiring the approval of the Tender Board Committee. During the year ended 30 June 2024 the Tender Board Committee held six (06) meetings and made 72 circular resolutions. During those meetings and circularization, matters that were deliberated upon included the following:

- (i) Approval of Annual Procurement Plan for Financial Year 2024/25;
- (ii) Approval of various procurements through tenders and circular resolutions as per procurement plan;
- (iii) Approval of advert for quotation documents for various procurements;
- (iv) Approval of procurement quarterly reports;
- (v) Continued with the preparation for construction of TCU office Building at Dodoma including the following:
- (vi) Completed provision of consultancy services for Environmental and Social Impact Assessment (ESIA);
- (vii) Completed design review of structural drawings and detailed drawings;
- (viii) Secured Environmental Impact Assessment (EIA) Certificate from NEMC; and
- (ix) Advertised tendering for Construction of office building in Dodoma.

## **2.23 APPOINTMENT OF AUDITORS AND ITS RESPONSIBILITIES**

The Controller and Auditor General is the statutory auditor of The Tanzania Commission for Universities (TCU) by virtue of Article 143 of the Constitution of the United Republic of Tanzania, 1977 (as amended from time to time) and amplified in section 10(1) of the Public Audit Act, Cap 418 (R.E 2021). However, in accordance with section 33(1) of Public Audit Act Cap 418 (R. E 2021), the Controller and Auditor General authorized BASIL & ALRED, to carry out the audit of The Tanzania Commission for Universities for three years starting from FY 2022/23 to FY 2024/25. The Commission through the Audit Committee approves the remuneration of the external auditors.

The Controller and Auditor General (CAG) has a statutory responsibility to report to the stakeholders as to whether, in his opinion, the financial statements of the Commission present fairly the financial position, financial performance and cash flows for the year then ended in accordance with the International Public Sector Accounting Standards (IPSASs), the Tanzania Financial Reporting Standard (TFRS 1) and in the manner required by The Universities Act, Cap. 346 and the Public Finance Act, Cap. 348.

## **2.24 POLITICAL, CHARITABLE DONATIONS AND CORPORATE SOCIAL RESPONSIBILITIES**

During the year the Commission made a charitable donation of TZS 22,445,000 to victims of the Hanang floods, the National football team

Taifa Stars, the children's ward, including premature babies being treated at the Muhimbili National Hospital - Mloganzila, Association of Tanzania Employers (ATE), and the Tanzania Higher Learning Institutions Students' Organization (TAHLISO). The Commission continues to hold good corporate social responsibility practices and cooperate with the community that it works with for the purpose of maintaining good relationships, peace and a good working environment.

## **2.25 EMPLOYEES' WELFARE**

### **2.25.1 Retirement Benefits**

The Commission has statutory obligations to contribute to pensionable scheme in favour of all the employees employed under permanent and pensionable terms. The Commission pays contributions to PSSSF scheme which is for public employees. Contributions to this fund are recognized as an expense in the period the employees render the related services. However, the Government has taken responsibility to pay salaries and employers pension contributions directly to the employee and PSSSF Pension Fund.

### **2.25.2 Short Term Benefits**

The cost of all short-term employees' benefits such as salaries, employees' entitlements to leave pay, medical aids, long service award, other benefits, etc as per Commission Incentive Scheme are recognized during the period in which the employees render the related services.

### **2.25.3 Terminal Benefits**

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Commission recognizes termination benefits when it is constructively obliged to either terminate the employment of the current employees according to detailed formal plan without possibility or to provide termination benefits as a result of an offer made to encourage voluntary redundancy.

#### **2.25.4 Promotion**

During the financial year 2023/24, twenty-three (23) staff promotion with effect from 1 June 2024 as per directive from the President's Office, Public Service Management and Good Governance (UTUMISHI).

#### **2.25.5 Staff training and capacity building**

The Commission continued to provide training for its employees as need arose. Opportunities to attend seminars and courses inside and outside the country were also provided as per approved Annual Training Program. A total of four staff are pursuing master's and five staff PhD courses as part of staff capacity building. Further five (05) staff conducted study visit to the Commission for University Education (CUE) in Kenya to learn best practices in Quality assurance systems and management. Further, during the year under review some of the members of the staff attended various capacity-building training courses and short courses to sharpen their skills and widen their practical knowledge while executing the Commission's daily activities.

#### **2.25.6 Medical Assistance**

The Commission meets the cost of medical consultation and treatment for all employees and their immediate family dependents through contributions made to the National Health Insurance Fund (NHIF). The Commission joined the Fund in July 2011.

#### **2.25.7 Financial Assistance to Staff**

This is available to all employees depending on the merit of each case as assessed by management as well as the liquidity position of the Commission. However, employees are also encouraged to obtain loans or advances from Commercial banks to meet their various financial needs. Currently we have contractual agreements with five commercial banks namely Azania Bank, Tanzania Commercial Bank, Bank of Africa, CRDB Bank Ltd Plc and National Micro Finance Bank.

#### **2.25.8 Management and Employees relationship**

There were continued good relations between employees and management for the year 2023/24. There were no unresolved complaints received by

management from the employees during the year. A healthy relationship continues to exist between management and employees. The Commission is an equal opportunity employer. It gives equal access to employment opportunities and ensures that the best available person is appointed to any given position free from discrimination of any kind and without regard to factors like gender, marital status, tribe, religion and disability which does not impair the ability to discharge duties.

## **2.26 PERSONS WITH DISABILITIES**

The Commission does not discriminate against people with disability. In the event of a member of staff becoming disabled, every effort is made to ensure that his/her employment with the Commission continues, and appropriate training is arranged. It is the policy of the Commission that training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

## **2.27 GENDER BALANCE**

The Commission has an equal opportunity employment policy as far as gender issues are concerned. Every effort is made to ensure that the Commission's employment policy maintains gender balance subject to technical and experience considerations. During the year under review the gender balance between male and female were as follows.

Gender	30-June 2024	30-June 2023
Male	41	40
Female	22	22
<b>Total</b>	<b>63</b>	<b>62</b>

## **2.28 SERIOUS PREJUDICIAL MATTERS**

During the period under review, there was a Civil Case. No. 122 of 2016 Ramadhan Kipenya & others Versus Tanzania Commission for Universities (TCU) & St. Joseph University in Tanzania (SJUIT). On 9 and 13 May 2024, the matter comes for hearing. The matter has been dismissed on the merit of the Commission for the reasons that the applicants have failed to account for each day of delay and have not given sufficient reasons for the Court to grant the extension of time to file the application for review.

## **2.29 SHAREHOLDERS OF THE COMMISSION**

The Commission is wholly owned by the Government of Tanzania through the Treasury Registrar.

## **2.30 HIV/AIDS AWARENESS PROGRAMME**

The Commission has an HIV/AIDS awareness programme in operation and sets aside annual budget for awareness for all employees. The Commission encourages her employees to undergo regular voluntary HIV tests and for those in need of medical assistance such assistance is provided free of charge by the Commission.

## **2.31 RELATED PARTY TRANSACTIONS**

All related party transactions and balances are disclosed in Note 27 to these financial statements.

## **2.32 STATEMENT OF COMPLIANCE**

The Commission complied with laws, rules and regulations relating to the higher education sector, labour, environmental, and all other laws in the country which affect the Commission during the year.

Further, this report is prepared in compliance with the Tanzania Financial Reporting Standard No. 1 (TFRS No. 1) as issued by the National Board of Accountants and Auditors (NBAA) and became effective from 1 January 2021. The Commission financial statements have been prepared in compliance with the International Public Sector Accounting Standards (IPSASs) as issued by the International Public Sector Accounting Standards Board (IPSASB) and underlying disclosures checklist.

## **2.33 SIGNIFICANT EVENTS AFTER REPORTING DATE**

There were no other events during the reporting period which required adjustment to or disclosure in the financial statements.

## **2.34 APPROVAL**

This Report was approved and authorized for issue by the Members of the Commission during its Ordinary Meeting held on .....13 - 12 - 2024..... and signed on its behalf by:

BY ORDER OF THE COMMISSION

SIGNATURE



NAME

Dr. Leonard

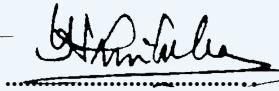
Akwilapo

POSITION

Chairperson

DATE

11 - 03 - 2025

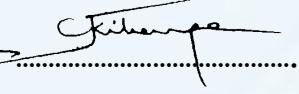


Prof. Lughano

Kusiluka

Audit Committee

Chairperson



Prof. Charles Kihampa

Executive Secretary

### 3.0 STATEMENT OF RESPONSIBILITY BY THOSE CHARGED WITH GOVERNANCE

The TCU Establishment Order requires the Commissioners to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Commission as at the end of the financial year and of its statement of financial performance for that year. It also requires the Commissioners to ensure that the Commission maintains proper accounting records that disclose, with reasonable accuracy, the financial position of the Commission. The Commissioners are also responsible for safeguarding the assets of the Commission and hence for taking reasonable steps for the prevention and detection of fraud, error and other irregularities.

The Commissioners accept responsibility for the preparation and presentation of financial statements that are free from material misstatement whether due to fraud or error. Nothing has come to the attention of the Commissioners to indicate that the Commission will not remain a going concern for the foreseeable future.

Therefore, the Commissioners are of the opinion that the financial statements for the financial year give a true and fair view of the state of affairs of the Commission as at the end of the financial year and of its statement of financial performance ended 30 June 2024.

SIGNATURE .....

NAME	Dr. Leonard Akwilapo	Prof. Lughano Kusiluka Audit Committee	Prof. Charles Kihampa
POSITION	Chairperson	Chairperson	Executive Secretary
DATE	11 - 03 - 2025		

#### **4.0 DECLARATION OF THE DIRECTOR OF CORPORATE SERVICES (FINANCE and ADMINISTRATION)**

The National Board of Accountants and Auditors (NBAA) according to the power conferred under the Auditors and Accountants (Registration) Act, 1972 (as amended by the Auditors and Accountants (Registration) (Amendment) Act No. 2 of 1995 CAP 286 (R.E 2002), requires financial statements to be accompanied with a declaration issued by the Head of Finance/Accounting responsible for the preparation of financial statements of the entity concerned.

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

**I Buyamba Kassaja** being the Director of Corporate Services (Finance and Administration) of the Tanzania Commission for Universities (TCU) hereby acknowledge my responsibility of ensuring that financial statements for the year ended 30 June 2024 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 position of Tanzania Commission for Universities (TCU) as on that date and that they have been prepared based on properly maintained financial records.

Signed by: 

**Name:** Buyamba Kassaja

**Position:** Director of Corporate Services

**NBAA Membership No:** ACPA 5355

**Date:** 11 - 03 - 2025

## 5.0 FINANCIAL STATEMENTS

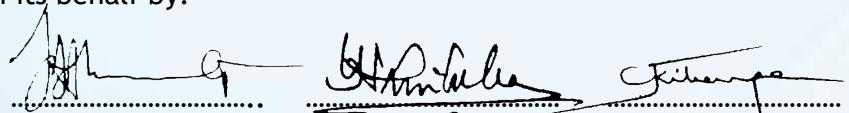
## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2024

	NOTE	30 JUNE 2024	30 JUNE 2023
		TZS	TZS
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	16 (b)	5,550,499,072	4,450,963,004
Staff Receivables from exchange transactions	17	54,676,743	63,687,280
Trade Receivables from non-exchange transactions	18	430,705,513	2,269,912,606
Prepayment/Deposits	19	26,618,795	35,622,813
Inventories	20	14,439,754	14,230,423
Non-Current Assets Held for Sale	21	0	8,334,871
<b>TOTAL CURRENT ASSETS</b>		<b>6,076,939,877</b>	<b>6,842,750,997</b>
<b>NON-CURRENT ASSETS</b>			
Property and Equipment (Net)	7(a)	1,555,251,329	1,624,866,165
Intangible Assets	7(c)	160,138,609	80,180,797
Work in Progress - Office Building (Note)	22	140,362,500	0
<b>TOTAL NON-CURRENT ASSETS</b>		<b>1,855,752,438</b>	<b>1,705,046,962</b>
<b>TOTAL ASSETS</b>		<b>7,932,692,315</b>	<b>8,544,797,959</b>
<b>CURRENT LIABILITIES</b>			
Trade payables from Exchange Transactions	23(a)	40,578,344	29,328,397
Advances from Non-Exchange Transactions	23(b)	15,364,000	19,132,000
Other Payables	24	93,880,649	256,779,271
Deferred Grant Revenue	25	3,091,269,923	2,086,938,452
<b>TOTAL CURRENT LIABILITIES</b>		<b>3,241,092,916</b>	<b>2,392,178,120</b>
<b>NON-CURRENT LIABILITIES</b>			
Deferred Capital Grant	26	379,455,775	205,279,930
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>379,455,775</b>	<b>205,279,930</b>
<b>TOTAL LIABILITIES</b>		<b>3,620,548,691</b>	<b>2,597,458,050</b>
<b>NET ASSETS</b>		<b>4,312,143,624</b>	<b>5,950,339,909</b>
<b>NET ASSETS</b>			
Taxpayer's Fund		785,700,000	785,700,000
Accumulated Surpluses		3,526,443,624	5,164,639,909
<b>NET ASSETS</b>		<b>4,312,143,624</b>	<b>5,950,339,909</b>

TANZANIA COMMISSION FOR UNIVERSITIES

These financial Statements were approved and authorized for issue by the Commission during its ~~12/12/2023~~ Ordinary meeting held on ~~13-12-2024~~ and signed on its behalf by:

SIGNATURE



NAME

Dr. Leonard Akwilapo

Prof. Lughano Kusiluka

Prof. Charles

Kihampa

POSITION

Chairperson

Audit Committee  
Chairperson

Executive Secretary

DATE

11-03-2025

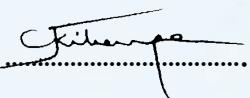
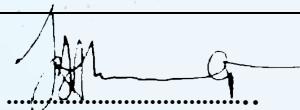
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2024

	NOTE	30 JUNE 2024 TZS	30 JUNE 2023 TZS
<b>REVENUE</b>			
Revenue from non-exchange transactions	8	9,005,240,972	8,366,802,529
Revenue from exchange transactions	9	1,847,319,108	1,244,902,792
<b>TOTAL REVENUE</b>		<b>10,852,560,080</b>	<b>9,611,705,321</b>
<b>EXPENSES</b>			
Accreditation, Admission and Grants Expenses	10	3,253,114,560	2,903,113,439
Personnel Expenses	11	4,745,107,710	3,733,336,410
Administrative Expenses	12	2,144,695,450	2,225,108,257
Other Expenses	13	707,458,161	565,090,400
Finance Expenses	14	11,967,100	11,265,594
Depreciation and Amortization	15	152,368,324	229,258,705
<b>TOTAL EXPENSES</b>		<b>11,014,711,305</b>	<b>9,667,172,805</b>
<b>(DEFICIT) FOR THE YEAR</b>		<b>(162,151,225)</b>	<b>(55,467,484)</b>

These financial Statements were approved and authorized for issue by the Commission during its ~~12/12/2023~~ Ordinary meeting held on ~~13-12-2024~~ and signed on its behalf by:

TANZANIA COMMISSION FOR UNIVERSITIES

SIGNATURE



NAME Dr. Leonard Akwilapo Prof. Lughano Kusiluka Prof. Charles Kihampa

Audit Committee

POSITION Chairperson

Chairperson

Executive Secretary

DATE

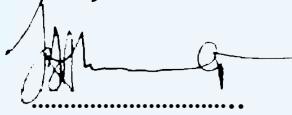
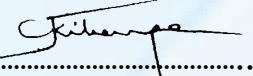
11 - 03 - 2025

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**STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30  
JUNE 2024**

	Capital Fund TZS	Retained Earnings TZS	Total TZS
<b>2023/24</b>			
At the start of year	<b>785,700,000</b>	<b>5,164,639,909</b>	<b>5,950,339,909</b>
Previous Years Adjustments (Impairment- Receivable) (Note 37)	0	(1,464,087,333)	(1,464,087,333)
Previous year Adjustment (Impairment- Cash and Cash Equivalent) (Note 37)	0	(11,957,727)	(11,957,727)
Deficit for the year		(162,151,225)	(162,151,225)
<b>As at 30 June 2024</b>	<b>785,700,000</b>	<b>3,526,443,624</b>	<b>4,312,143,624</b>
<b>2022/23</b>			
At the start of year	785,700,000	5,220,107,393	6,005,807,393
Deficit for the year		(55,467,484)	(55,467,484)
<b>As at 30 June 2023</b>	<b>785,700,000</b>	<b>5,164,639,909</b>	<b>5,950,339,909</b>

These financial Statements were approved and authorized for issue by the Commission during its Ordinary meeting held on 11-03-2024. and signed on its behalf by:

SIGNATURE			
NAME	Dr. Leonard Akwilapo	Prof. Lughano Kusiluka Audit Committee Chairperson	Prof. Charles Kihampa
POSITION	Chairperson	Chairperson	Executive Secretary
DATE	11 - 03 - 2024		

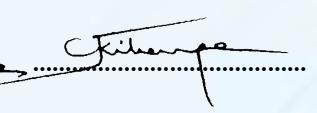
## CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2024

	NOTE	2023/24	2022/23
<b>Cash generated From Operating Activities</b>		<b>TZS</b>	<b>TZS</b>
<b>Receipts:</b>			
Government Subvention	8	3,375,769,656	2,548,193,016
Admission Fees	9	130,900,000	122,400,000
Quality Assurance Fees	29	5,439,807,090	4,054,305,022
Other income	30	1,285,524,476	1,233,480,935
HEET Project Fund	25	1,716,003,753	1,577,231,260
<b>Total Receipts</b>		<b>11,948,004,975</b>	<b>9,535,610,233</b>
<b>Payments:</b>			
Accreditation, Admission and Grants Expenses	10	(3,253,114,560)	(2,903,113,439)
Personnel Expenses	11	(4,745,107,710)	(3,733,336,410)
Administrative Expenses	31	(2,043,210,426)	(2,264,424,371)
Other Expenses	32	(802,241,988)	(696,705,900)
Finance Expenses	14	(11,967,100)	(11,265,594)
<b>Total Payments</b>		<b>(10,855,641,784)</b>	<b>(9,608,845,714)</b>
<b>Net Cash generated from Operating Activities</b> (Note 34)	(A)	<b>1,092,343,191</b>	<b>(73,235,481)</b>
<b>Cash flow From Investing Activities</b>			
Cash paid for purchase of Property and equipment	33	(77,189,300)	(466,182,455)
Work in Progress	22	(140,362,500)	0
Cash Paid for Purchase of Intangibles	7(c)	(88,000,000)	0
<b>Net Cash flow Used in Investing Activities</b>	(B)	<b>(305,551,800)</b>	<b>(466,182,455)</b>
<b>Cash flow From Financing Activities</b>			
<b>Net Cash Flow from Financing Activities</b>	(C)	<b>0</b>	<b>0</b>
<b>Net Foreign Exchange Difference</b>	(D)	<b>316,056,071</b>	<b>15,327,456</b>

(A+B+

<b>Net (decrease)/ Increase in cash and cash equivalents</b>	<b>C+D)</b>	1,102,847,462	(524,090,480)
Cash and cash equivalents at the beginning of the year		4,450,963,004	4,975,053,484
<b>Cash and cash equivalents at end of year</b>	<b>16(a)</b>	<b>5,553,810,466</b>	<b>4,450,963,004</b>

These financial Statements were approved and authorized for issue by the Commission during its 121<sup>st</sup> Ordinary meeting held on 13 - 12 - 2024 and signed on its behalf by:

**SIGNATURE**   

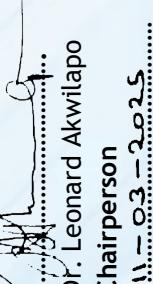
<b>NAME</b>	Dr. Leonard Akwilapo	Prof. Lughano Kusiluka	Prof. Charles Kihampa
<b>POSITION</b>	<b>Chairperson</b>	<b>Audit Committee Chairperson</b>	<b>Executive Secretary</b>
<b>DATE</b>	<u>11 - 03 - 2025</u>		

## STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE FINANCIAL YEAR 2023/24

	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Performance Difference
Government Subvention	3,105,915,000	347,205,000	3,453,120,000	3,375,769,656	-77,350,344
Admission Fees	70,000,000	40,000,000	110,000,000	130,900,000	20,900,000
Quality Assurance Fees	4,164,000,000	0	4,164,000,000	5,439,807,090	1,275,807,090
Other Income	1,250,000,000	-37,137,425	1,212,862,575	1,285,524,476	72,661,901
HEET Project	3,535,261,250	0	3,535,261,250	1,716,003,753	-1,819,257,497
Cash balance from previous year	1,000,000,000	1,109,137,425	2,109,137,425	2,109,137,425	0
<b>TOTAL RECEIPTS</b>	<b>13,125,176,250</b>	<b>1,459,205,000</b>	<b>14,584,381,250</b>	<b>14,057,142,400</b>	<b>-527,258,850</b>
Personnel Expenses	4,469,443,000	500,205,000	4,969,648,000	4,745,107,710	224,540,290
Accreditation, Admission and Grants Expenses	4,841,881,250	350,000,000	5,191,881,250	3,253,114,560	1,938,766,690
Administrative Expenses	2,398,772,000	269,000,000	2,667,772,000	2,043,210,426	624,561,574
Other Expenses	950,080,000	100,000,000	1,050,080,000	802,241,988	247,838,012
Finance Expenses	15,000,000	0	15,000,000	11,967,100	3,032,900
Capital Expenditure	450,000,000	240,000,000	690,000,000	305,551,800	384,448,200
<b>TOTAL EXPENSES</b>	<b>13,125,176,250</b>	<b>1,459,205,000</b>	<b>14,584,381,250</b>	<b>11,161,193,584</b>	<b>3,423,187,666</b>
<b>NET RECEIPTS</b>				<b>2,895,928,816</b>	<b>2,895,928,816</b>

**NB:** Details on Statement of Comparison of Budget and Actual Amounts showing percentage difference and reason for deviation for the financial year 2023/24 have been shown under **Note 43** to the financial statements.

  
 Prof. Charles Khampa  
 Executive Secretary  
  
 Prof. Lughano Kusiluka  
 Audit Committee Chairperson  
 DATE: 11-03-2025

  
 Dr. Leonard Akwila  
 Chairperson  
 DATE: 11-03-2025

## NOTES TO THE FINANCIAL STATEMENTS

### NOTE 1 COMMISSION'S GENERAL INFORMATION

#### 1.1. Introduction

Tanzania Commission for Universities (TCU) was established under The Universities Act, Cap. 346, with a noble aim of regulating and promoting the quality of the higher education in the country through setting of minimum benchmarks with which the universities are required to comply. Tanzania Commission for Universities discharges its functions under the Ministry of Education, Science and Technology.

#### 1.2. The Management of the Commission

The Management of the Commission is headed by the Executive Secretary. The Executive Secretary is the Chief Executive Officer of the Commission responsible for management of the day-to-day operations of the Commission and its Committees. The Management carries out various routine and planned functions. The Executive Secretary is supported by three Directors as follows:

- i. Director of Accreditation.
- ii. Director of Admission Coordination and Database Management; and
- iii. Director of Corporate Services.

#### 1.3. Place of Business

Tanzania Commission for Universities (TCU),  
SUMA JKT Building,  
Fourth Floor,  
P. O. Box 2600,  
1JKT Street,  
411014 Tambukareli, DODOMA.

#### 1.4. Bankers:

Bank of Tanzania  
2 Mirambo Street,  
P.O. Box 2939  
11884 DAR ES SALAAM.

CRDB Bank PLC,  
Azikiwe Branch,

P.O. Box 268,  
**DAR ES SALAAM.**

National Bank of Commerce,  
Cooperative Branch,  
P.O. Box 1863,  
**DAR ES SALAAM**

## **NOTE 2: BASIS OF PREPARATION**

The financial statements have been prepared on a historical cost convention except for investment properties, certain items of property, plant and equipment and financial instruments that have been measured at fair value.

The financial statements are presented in Tanzanian Shillings (TZS) and all values are stated in whole except when otherwise indicated.

### **Statement of compliance**

The financial statements of the Commission have been prepared in accordance with International Public Sector Accounting Standards (IPSAS accrual basis) as issued by the International Public Sector Accounting Standards Board (IPSASB) and comply with The Universities Act, Cap. 346, Public Finance Act (2001), Public Procurement Act (2011) and Tanzania Financial Reporting Standards (TFRS 1: Report to those charged with Governance).

## **NOTE 3: CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES**

The financial statements of the Commission have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) as directed by the government through Circulars No EB/AG/FNA/14/VOL IV/78 dated 9 January 2015 and EG.03/102/09/198 dated 01 June 2023 which are in line with Public Finance Act 2001. Updates and circulars are being issued from time to time by the Accountant General, Ministry of Finance and Planning of the United Republic of Tanzania on financial matters which the Commission have complied with.

## **NOTE 4: NEW STANDARDS ISSUED BUT NOT YET EFFECTIVE**

There are new standards issued by the International Public Sector Accounting Standard Board (IPSASB) but not yet effective though early adoption is allowed.

IPSAS 44: Non-current Assets Held for Sale and Discontinued Operations	Effective for annual financial statements covering periods beginning on or after 1 January 2025
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IPSAS 45: Property Plant and Equipment	Effective for annual financial statements covering periods beginning on or after 1 January 2025
IPSAS 47: Revenue	Effective for annual financial statements covering periods beginning on or after 1 January 2026
IPSAS 48: Transfer Expenses	Effective for annual financial statements covering periods beginning on or after 1 January 2026
IPSAS 49: Retirement Benefit Plans	Effective for annual financial statements covering periods beginning on or after 1 January 2026

Standards issued but not yet effective at the date of issuance of the Commission's financial statements shall be applicable at a future date. The Commission intends to adopt those applicable standards when they become effective.

**NOTE 5: SUMMARIES OF SIGNIFICANT ACCOUNTING POLICIES**

The accounting policies adopted, which are consistent with those of previous years, are shown below:

**5.1 Foreign Currency Translation*****Functional and Presentation Currency***

The financial statements are presented in Tanzanian Shillings (TZS), which is the Commission's functional and presentation currency.

***Transactions and balances***

Foreign currency transactions are translated into Tanzanian Shillings using the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency spot rate of exchange ruling at the reporting date. 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 Profit or Loss and Other Statement of financial performance.

**5.2 Revenue recognition**

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

***Government grants***

Government grants are non-exchange transactions which are recognized where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. When the grant relates to an

expense item, it is recognized as income over the period necessary to match the grant on a systematic basis to the costs that it is intended to compensate.

### ***Rendering of services***

Revenue from the rendering of services is recognized by reference to the stage of completion. The stage of completion is measured by reference to labour hours incurred to date as a percentage of total estimated labour hours for each contract. Where the contract outcome cannot be measured reliably, revenue is recognized only to the extent that the expenses incurred are eligible to be recovered.

### ***Interest income***

For all financial instruments measured at amortized cost and interest-bearing financial assets classified as available-for-sale, interest income or expense is recorded using the effective interest rate (EIR), which is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability. Interest in income is included in the statement of financial performance.

## **5.3 Property, Plant and Equipment**

Plant and equipment are stated at cost, net of accumulated depreciation and/or accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of property, plant and equipment are required to be replaced in intervals, the Commission recognizes such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in the statement of financial performance as incurred. The present value of the expected cost for the decommissioning of the asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Land and buildings are measured at fair value less accumulated depreciation on buildings and impairment losses recognized after the date of the revaluation. Reviews are performed frequently to ensure that the fair value of an asset does not differ materially from its carrying amount.

Depreciation is calculated on a straight-line basis over the estimated useful life of the assets. The annual depreciation rates which have been applied are:

No.	Class	Rate
1	Leasehold Land	NIL
2	Building	2%
3	Computers (desktops, laptops, tablets, servers)	12.5%
4	Motor Vehicles	10%
5	Intangible Assets	10%
6	Office Equipment	10%
7	Office Furniture	10%
8	Fixture and Fittings- Partitions	33.33%

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

Fixture and Fittings- Partition is reorganized as assets when cost are incurred and shall be depreciated depending on the duration of lease agreement.

The assets' residual values, useful lives and methods of depreciation are reviewed at each financial year end, and adjusted prospectively, if appropriate. For the financial year 2023/24 the management reviewed its assets under guidance of the Ministry of Finance (Public Assets Management Section) by reviewing the remaining economic life of each asset (REL) in line with Public Finance (Management of Public Property) Regulations,2024 issued by the Ministry of Finance as per letter with Ref. No. KA.32/233/01/174 dated 12 June 2024. The review of REL will be guided by the following table:

Condition	ESTIMATION OF REMAINING ECONOMIC LIFE														
	Economic Life (Years)														
	4	5	7	8	10	15	20	25	30	35	40	50	60	75	100
Estimated Remaining Economic Life (Years)															
New	4	5	7	8	10	15	20	25	30	35	40	50	60	75	100
Very Good	4	5	7	8	10	15	19	24	29	34	38	48	57	72	95
Good	3	4	6	7	9	13	17	22	26	30	34	43	51	64	85
Fair	3	3	5	5	6	9	12	15	18	21	24	30	36	45	60
Poor	2	2	3	4	4	6	8	10	12	14	16	20	24	30	40
Very Poor	2	2	2	2	2	3	3	4	5	6	6	8	9	12	15

#### 5.4 Intangible assets

Intangible assets acquired are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and any accumulated impairment losses. Internally generated intangible assets are not capitalized and expenditure is reflected in the statement of financial performance in the year in which the expenditure is incurred.

The useful lives of intangible assets are assessed to be finite. Intangible assets with finite live are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The management reviewed useful life of its intangible assets and maintained the annual rate of amortization of 10%.

The amortization period and the amortization method for an intangible asset are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the Amortization period or method, as appropriate, and treated as changes in accounting estimates.

The amortization expense on intangible assets is recognized in the statement of financial performance. Gains or losses arising from derecognizing of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of financial performance when the asset is derecognized.

## 5.5 Impairment of Non-Financial Assets

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

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses of continuing operations are recognized in the statement of financial performance in those expense categories consistent with the function of the impaired asset.

An assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such a reversal is recognized in the statement of financial performance. After such a reversal the depreciation charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

## 5.6 Non-current assets held for sale and discontinued operations

Non-current assets and disposal groups of assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell.

Non-current assets and disposal groups are classified as held for sale if their carrying amounts will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable, and the asset or disposal group is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

Property, plants, equipment and intangible assets once classified as held for sale are not depreciated or amortized.

## 5.7 Government grants

Government grants are non-exchange transactions which are recognized where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. When the grant relates to an expense item, it is recognized as income over the period necessary to match the grant on a systematic basis to the costs that it is intended to compensate. Where the grant relates to an asset, it is recognized as deferred income and released to income in equal amounts over the expected useful life of the related asset.

## 5.8 Financial assets

### *(a) Initial recognition and measurement*

Financial assets within the scope of IPSAS 29 are classified as financial assets at fair value through statement of financial performance, loans and receivables, held-to-maturity investments or available-for-sale financial assets as appropriate.

The Commission determines the classification of its financial assets at initial recognition.

All financial assets are recognized initially at fair value plus, in the case of investments not at fair value through statements of financial performance, directly attributable transaction costs.

All regular purchases and sales of financial assets are recognized on the trade date, which is the date that the Commission commits to purchasing the asset. Regular way purchases or sales are purchases or sales of financial

assets that require delivery of assets within the period generally established by regulation or convention in the marketplace.

The Commission's financial assets include cash and short-term deposits, trade and other receivables, loans and other receivables.

**(b) Subsequent measurement**

The subsequent measurement of financial assets depends on their classification as follows:

**6.0 *Financial assets at fair value through statement of financial performance***

Financial assets at fair value through statement of financial performance include financial assets held for trading and financial assets designated upon initial recognition as at fair value through statement of financial performance.

Financial assets are classified as being held for trading if they are acquired for the purpose of selling or repurchasing in the near term.

**(ii) *Cash and cash equivalents***

Cash and bank balances in the statement of financial position comprise cash at banks and in hand and short-term deposits with an original maturity of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts. Overall, adherence to IPSAS 41 supports enhanced financial management and accountability in the public sector. The Expected Credit Loss is computed used simplified approach Model taken into consideration the following assumption:

**IPSAS 41 Stages**

Description	Stage
No significant deterioration in credit risk since origination	1
Significant deterioration in credit risk since origination	2
Non-performing	3

- We have used the Standard and Poor (S&P) Global Recovery rates to determine the Loss given default (LGD)

- We have used the Standard and poor (S&P) Marginal Corporate Probability of default to determine the PD for the corporates and Standard and Poor (S&P) Marginal Sovereign probability of default to determine PD for the country
- For entities which are not rated we have used the lower credit rating of the peer entities
- We have used the government (TANZANIA) credit rating for all the government owned banks; and for Bank of Tanzania we have rated as investment grade with credit rating of BBB by S&P
- We have assumed the day to maturity of 365 days for all Cash and cash equivalent

#### ***(iii) Loans and receivables***

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

After initial measurement loans and receivables are carried at amortized cost using the effective interest method less any allowance for impairment. Gains and losses are recognized in the statement of financial performance when the loans and receivables are derecognized or impaired, as well as through the amortization process.

#### ***(iv) Fair value***

The fair value of investments that are actively traded in organized financial markets is determined by reference to quoted market bid prices at the close of business on the financial year end date. For investments where there is no active market, fair value is determined using valuation techniques. Such techniques include using recent arm's length market transactions; reference to the current market value of another instrument which is substantially the same; discounted cash flow analysis or other valuation models.

#### ***(v) Amortized cost***

Held-to-maturity investments and loans and receivables are measured at amortized cost. This is computed using the effective interest method less any allowance for impairment.

The calculation considers any premium or discount on acquisition and includes transaction costs and fees that are an integral part of the effective interest rate.

***(vi) Impairment of financial assets***

The Commission assesses at each financial year end date whether a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated.

***(vii) Financial assets carried at amortized cost***

If there is objective evidence that an impairment loss on assets carried at amortized cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not been incurred) discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition). The carrying amount of the asset is reduced through use of an allowance account. The amount of the loss shall be recognized in statement of financial performance statement. If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed, to the extent that the carrying value of the asset does not exceed its amortized cost at the reversal date. Any subsequent reversal of an impairment loss is recognized in statement of financial performance

***(Viii) Financial assets - Trade Receivable***

In relation to trade receivables, a provision for impairment is made when there is objective evidence (such as the probability of insolvency or significant financial difficulties of the debtor) that the Commission will not be able to collect all of the amounts due under the original terms of the invoice. The applicability of IPSAS 41 in the public sector, especially for trade receivables from public institutions using the simplified approach, ensures more accurate financial reporting by requiring recognition of expected credit losses. This standard helps public entities better assess and

manage credit risk associated with receivables, promoting transparency and reliability in financial statements.

Implementing IPSAS 41 encourages the use of a consistent methodology for estimating credit losses, improving comparability across institutions. However, public sector entities must overcome challenges related to data collection, risk assessment, and continuous monitoring to effectively apply this standard. Overall, adherence to IPSAS 41 supports enhanced financial management and accountability in the public sector.

The carrying amount of the receivable based on IPSAS 41 is computed using simplified approach model taken into consideration the following assumption:

- i) Historical data from 1 July 2020 to 30 June 2023 has been used in order to arrive at loss rate estimates;
- ii) 365 Days Past Due (DPD) has been considered as the point of loss or default threshold, hence, 100% loss rate has been applied for receivables with more than 365 DPD;
- iii) If for a particular account the outstanding balance is in more than one bucket, then the worst bucket is considered for exposure calculation;
- iv) Through the Cycle (TTC) loss rates are computed using the Flow Rate approach;
- v) Macroeconomic indicators for conversion of Through the Cycle (TTC) to Point in Time (PIT) loss rates have been taken from World Bank database - <https://data.worldbank.org/> and IMF database <https://www.imf.org/en/Publications/WEO/weo-database/2023/April>;
- vi) The TTC loss rates are transformed into Point in Time (PIT) using the Vasicek approach Standard deviation (+1 SD) and (-1 SD) has been used for forecasting the macro-economic variables for Best- and Worst-case scenarios respectively; and
- vii) Average maturity for our customers (Universities /Institution and Overseas Student Recruitment Agencies) is considered as 1 year.

#### ***(ix) Available-for-sale financial investments***

If an available-for-sale asset is impaired, an amount comprising the difference between its cost (net of any principal payment and amortization) and its current fair value, less any impairment loss previously recognized in statement of financial performance, is transferred from equity to statement of financial performance. Reversals in respect of

equity instruments classified as available-for-sale are not recognized in statement of financial performance. Reversals of impairment losses on debt instruments are reversed through statement of financial performance; if the increase in fair value of the instrument can be objectively related to an event occurring after the impairment loss was recognized in statement of financial performance.

#### ***(x) Derecognizing financial assets***

A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognized when:

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

Where the Commission has transferred its rights to receive cash flows from an asset and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Commission's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Commission could be required to repay.

### **5.9 Financial liabilities**

#### ***(a) Initial recognition and measurement***

Financial liabilities within the scope of IAS 39 are classified as financial liabilities at fair value through statement of financial performance, or loans and borrowings as appropriate. The Commission determines the classification of its financial liabilities at initial recognition. All financial liabilities are recognized initially at fair value and in the case of loans and borrowings, plus directly attributable transaction costs.

The Commission's financial liabilities include trade and other payables, bank overdraft, loans and borrowings.

***(b) Subsequent measurement***

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

- Financial liabilities at fair value through statement of financial performance;
- Financial liabilities at fair value through statement of financial performance includes financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through statement of financial performance. Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term; and
- Gains or losses on liabilities held for trading are recognized in the statement of financial performance.

***(i) Interest bearing loans and borrowings***

All loans and borrowings are initially recognized at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the effective interest method. Gains and losses are recognized in the statement of financial performance when the liabilities are derecognized as well as through the amortization process.

***(ii) Derecognizing financial liabilities***

Financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognizing of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the statement of financial performance.

## **5.10 Provisions**

Provisions are recognized when the Commission has a present obligation (legal or constructive) as a result of a past event, it is probable that an

outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Commission expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognized as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the statement of financial performance net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

## **5.11 Employment benefits**

### ***(a) Short-term benefits***

These include salaries and wages, annual leave and other short-term benefits. Liabilities related to annual leave at the end of the financial year are accrued in the financial statements.

### ***(b) Post-employment benefits***

The Commission operates a defined contribution plan by PSSSF.

### ***(c) Defined contribution plan***

The Commission's employees are members of one state-owned pension scheme, namely the Public Service Social Security Fund (PSSSF). PSSSF was formed after the change of establishing laws of Parastatal Pension Fund (PPF), Public Service Pension Fund-PSPF, Local Authority Pension Fund (LAPF) and Government Employee Pension Fund (GEPF). The Commission pays contributions to PSSSF scheme which is for public employees. However, the Government has taken responsibility to pay salaries and employer's pension contributions directly to the employee and PSSSF Pension Fund. The Commission's contributions to the funds are charged to the statement of financial performance in the year to which they relate.

**(d) *Other long-term employment benefits***

These include gratuities for contract staff which are paid at the end of the contract terms.

**(e) *Termination benefits***

Termination benefits are payable when employment is terminated by the Commission before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Commission recognizes termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than twelve months after financial year end date are discounted to present value.

**Taxes**

**(a) *Income Tax***

The Tanzania Commission for Universities is a non-trading government agency, thus is not liable to pay tax. The Commission is exempted under the Second Schedule of Income Tax Act, 2004.

**(b) *Value added tax***

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

- where the value added tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the value added tax is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of value added tax included.

The net amount of value added tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

**NOTE 6: SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS**

The preparations of financial statements in conformity with IPSAS require the use of certain accounting estimates. It also requires management to exercise its judgment in the process of applying the Commission's accounting estimates. The Commission makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next period. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

***Impairment of non-financial assets***

The Commission assesses whether there are any indicators of impairment for all non-financial assets at each reporting date. Non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

***(a) Fair value of financial instruments***

Where the fair value of financial assets and financial liabilities recorded in the statement of financial position cannot be derived from active markets, they are determined using valuation techniques including the discounted cash flows model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

***(b) Inventory (Stocks and Stores)***

Stocks and store (Inventory) are measured in terms of costs upon initial recognition. The extent that inventory was received through non-exchange transactions (for no cost or for nominal costs) the costs of the inventory is its fair value at the date of acquisition. Inventories are recognized as expenses when deployed for utilization or consumption in the ordinary course of operations of the Commission using First In First Out (FIFO) method.

## NOTE 7 (a): PROPERTIES AND EQUIPMENT (30 JUNE 2024)

Description	Leasehold Land	Buildings	Computers	Office Equipment	Furniture & Fittings	Motor Vehicles	Fixture & Fittings (Partitions)	Total
	TZS	TZS	TZS	TZS	TZS	TZS	TZS	TZS
Carrying Amount at costs / revaluation as at 01 July 2023	477,000,000	77,000,000	718,609,484	348,562,523	330,191,168	1,162,355,256	72,569,160	3,186,287,591
Additions - Current year	0	0	52,033,800	13,713,500	8,964,000	0	0	74,711,300
Carrying Amount at costs / revaluation as at 30 June 2024	477,000,000	77,000,000	770,643,284	362,276,023	339,155,168	1,162,355,256	72,569,160	3,260,998,891
Total Accumulated Depreciation as at 01 July 2023	0	15,290,542	385,725,395	129,171,720	260,505,503	752,702,134	18,026,132	1,561,421,426
Depreciation -Current year	0	1,435,104	48,218,299	25,504,327	8,059,674	42,927,723	18,181,009	144,326,136
Total Accumulated Depreciation as at 30 June 2024	0	16,725,646	433,943,694	154,676,047	268,565,177	795,629,857	36,207,141	1,705,747,562
Net Assets as at 30 June 2024	477,000,000	60,274,354	336,699,590	207,599,976	70,589,991	366,725,399	36,362,019	1,555,251,329

## NOTE 7 (b): PROPERTIES AND EQUIPMENT (30 JUNE 2023)

Description	Leasehold Land	Buildings	Computers	Office Equipment	Furniture & Fittings	Motor Vehicles	Fixture & Fittings (Partitions)	Total
	TZS	TZS	TZS	TZS	TZS	TZS	TZS	TZS
Carrying Amount at costs / revaluation as at 01 July 2022	477,000,000	77,000,000	519,553,057	200,570,555	281,148,268	1,162,355,256		2,717,627,136
Additions - Current year	0	0	199,056,427	147,991,968	49,042,900	0	72,569,160	468,660,455
Carrying Amount at costs / revaluation as at 30 June 2023	477,000,000	77,000,000	718,609,484	348,562,523	330,191,168	1,162,355,256	72,569,160	3,186,287,591
Total Accumulated Depreciation as at 01 July 2022	0	13,822,540	327,272,222	103,363,438	248,768,076	647,845,422		1,341,071,698

Description	Leasehold Land	Buildings	Computers	Office Equipment	Furniture & Fittings	Motor Vehicles	Fixture & Fittings (Partitions)	Total
Depreciation -Current year	0	1,468,002	58,453,173	25,808,282	11,737,427	104,856,712	18,026,132	220,349,728
Total Accumulated Depreciation as at 30 June 2023	0	15,290,542	385,725,395	129,171,720	260,505,503	752,702,134	18,026,132	1,561,421,426
Net Assets as at 30 June 2023	477,000,000	61,709,458	332,884,089	219,390,803	69,685,665	409,653,122	54,543,028	1,624,866,165

**NOTE 7 (c): INTANGIBLE ASSETS**

			Cost			10% Amortization			Carrying Amount
			Date of Effective Usage	Cost/Valuation	Additions	Total Cost/Valuation	As at 01 July 2023	Charge for the year	
Software									
Admission System (UMIS)	13-Mar	143,495,000	0	143,495,000		81,048,547	6,244,645	87,293,192	56,201,808
Aruti Software (Payroll Module)	13-Apr	5,600,000	0	5,600,000		3,338,881	226,112	3,564,993	2,035,007
Programme Management System (PMS)	13-Apr	14,500,000	0	14,500,000		8,645,323	585,468	9,230,791	5,269,209
Asset Management Enterprises Software	12-Jul	14,774,000	0	14,774,000		9,072,106	570,189	9,642,295	5,131,705
Sage Pastel Version 11.2	13-Jul	9,551,360	0	9,551,360		5,634,706	391,665	6,026,371	3,524,989
No Objection Certificate	30-Jun	0	88,000,000	88,000,000	0	0	24,109	24,109	87,975,891
<b>TOTAL</b>		<b>187,920,360</b>	<b>88,000,000</b>	<b>275,920,360</b>	<b>107,739,563</b>	<b>8,042,188</b>	<b>115,781,751</b>	<b>160,138,609</b>	<b>80,180,797</b>

	2023/24	2022/23
	TZS	TZS
<b>NOTE 8: REVENUE FROM NON-EXCHANGE TRANSACTIONS</b>		
Government Subvention	3,375,769,656	2,548,193,016
Quality Assurance Fees	4,563,000,000	4,343,940,000
Institutional Fees (Annual Fees)	230,000,000	240,000,000
HEET Project (Note 25 (b))	836,471,316	1,234,669,513
<b>TOTAL</b>	<b>9,005,240,972</b>	<b>8,366,802,529</b>
<b>NOTE 9: REVENUE FROM EXCHANGE TRANSACTIONS</b>		
Institutional Fees (Programmes & Visitations)	510,172,000	383,584,974
Exhibition Contributions	164,622,655	245,546,520
Admission Fee (No Objection Certificates)	130,900,000	122,400,000
Miscellaneous income	496,885,417	429,349,441
Gain on foreign exchange	17,081,193	15,327,456
Gain on Impairment for bad & doubtful Debts	519,031,510	-
Gain on Impairment cash and cash equivalent	8,626,333	-
<b>TOTAL</b>	<b>1,847,319,108</b>	<b>1,244,902,792</b>
<b>NOTE 10: ACCREDITATION, ADMISSION AND GRANTS</b>		
Visitation and Evaluation Expenses (Local)	256,379,667	96,134,175
Admission Expenses	329,767,386	171,745,000
Certificate Evaluation Expenses	77,660,000	68,420,000
Grants Expenses	741,630,082	690,311,755
Programme Evaluation Expenses	239,839,237	153,820,000
Task Force Expenses	16,430,000	93,830,000
Quality Assurance Expenses	440,255,625	169,985,788
Printing expenses	90,690,939	53,488,264
Data Management Information System	72,796,780	12,258,135
HEET Project	987,664,844	1,393,120,322
<b>TOTAL</b>	<b>3,253,114,560</b>	<b>2,903,113,439</b>

	2023/24	2022/23
	TZS	TZS
<b>NOTE 11: PERSONNEL EXPENSES</b>		
Salaries and Wages	3,375,769,656	2,561,158,538
Housing Allowance	286,100,000	244,600,000
Transport / Fuel Allowance	159,850,108	101,837,800
Hospitality Allowance	7,380,000	9,480,000
Overtime Allowance	88,130,000	110,980,000
Staff Welfare	71,019,780	54,292,300
Pension Contribution	0	34,103,230
Employer / Gratuity	5,585,382	5,558,382
Staff Insurance	156,901,698	227,439,100
Other Allowances	293,682,324	156,055,000
Responsibility Allowance	32,774,962	33,012,660
Leave Travel Allowance	267,913,800	191,159,400
Short term Training (Local)	0	3,660,000
Long-term Training (Local)	4,745,107,710	3,733,336,410
<b>TOTAL</b>		

<b>NOTE 12: ADMINISTRATIVE EXPENSES</b>		
Travelling on Duty (Local)	340,669,712	355,685,947
Travelling on Duty (Foreign)	29,532,758	74,148,466
Recruitment and Transport	88,064,000	15,928,240
Staff Transfer	0	288,468,000
Stationery and Office Supplies	98,740,917	138,571,250
Telephone, Fax and Internet	103,099,294	90,772,721
Electricity	50,336,064	41,485,805
Water	8,026,719	1,670,000
Postage and Telegrams	9,888,024	9,866,250
Property Insurance	15,216,271	15,216,271
Legal Matters	4,786,000	2,310,000
Office General Cleanliness	43,873,497	37,925,132
Security Expenses	100,477,000	86,685,700
System Development and Acquisition	39,007,166	35,097,075
Land Rent and Taxes	254,300	0
Computer Accessories	107,000	3,804,514
Maintenance and Repair of Computer	11,525,720	6,985,800
Fuel and Oil	140,739,847	98,949,372

TANZANIA COMMISSION FOR UNIVERSITIES

Maintenance of Motor Vehicles	39,906,839	43,935,710
Motor Vehicle Insurance	48,881,992	46,610,000
Tyres and Tubes	7,939,561	10,377,740
Repair of Offices	11,929,888	25,163,578
Repair of Office Equipment &		
Furniture	12,928,533	20,720,684
Rent	139,917,656	104,965,242
Commission Expenses	184,195,000	199,013,839
Commission Committee		
Expenses	384,011,696	294,018,254
Tender Board Committee		
Expenses	15,330,000	9,250,000
Workers Council and annual staff retreats	67,814,000	92,627,627
Consultancy and Honoraria	39,440,155	71,956,000
HIV/AIDS/PCCB Sensitization	38,394,000	0
Loss on Disposal -Assets Held for Sale	6,209,871	0
Bad and Doubtful Staff Receivables	0	2,899,040
Bad and Doubtful Debts- written off	63,451,970	0
<b>TOTAL</b>	<b>2,144,695,450</b>	<b>2,225,108,257</b>

**NOTE 13: OTHER EXPENSES**

Advertising and Publicity	12,217,017	22,432,900
Newsletters, Newspapers and Periodicals	15,254,000	20,971,000
Annual fees and Events	26,035,000	30,375,000
Donations and Contributions	22,445,000	0
Research, Evaluation and Consultancy	0	75,290,000
Audit Fees	89,000,000	59,400,000
Exhibition Expenses	542,507,144	356,621,500
<b>TOTAL</b>	<b>707,458,161</b>	<b>565,090,400</b>

**NOTE 14: FINANCE EXPENSES**

Bank Charges	11,967,100	11,265,594
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<b>TOTAL</b>	<b>11,967,100</b>	<b>11,265,594</b>
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**NOTE 15: DEPRECIATION / AMORTIZATION EXPENSES**

Depreciation Expenses	144,326,136	220,349,728
Amortization of Intangibles	8,042,188	8,908,977
<b>TOTAL</b>	<b>152,368,324</b>	<b>229,258,705</b>

**NOTE 16: CASH AND CASH EQUIVALENTS**

General Account CRDB	8,464,140	169,073,374
Revolving Fund CRDB	0	136,832,000
Forex Account USD CRDB	151,394,823	99,967,007
CAS Account CRDB	44,454,870	44,722,861
Bank of Tanzania	2,258,226,710	1,913,429,310
BOT HEET Project Acc	3,086,531,100	1,782,626,703
NBC HEET Project	4,738,823	304,311,749
<b>A Total</b>	<b>5,553,810,466</b>	<b>4,450,963,004</b>
Provision ECL (Note 37 B)	(3,311,394)	(11,957,727)
<b>B TOTAL NET</b>	<b>5,550,499,072</b>	<b>4,439,005,277</b>

**NOTE 17: STAFF RECEIVABLES FROM EXCHANGE TRANSACTIONS**

Loans	47,124,233	59,235,393
<b>Sub Total 1</b>	<b>47,124,233</b>	<b>59,235,393</b>
Outstanding Imprest	9,053,760	7,350,927
<b>Sub Total 2</b>	<b>9,053,760</b>	<b>7,350,927</b>
<b>TOTAL</b>	<b>56,177,993</b>	<b>66,586,320</b>
Provision for doubtful debts	(1,501,250)	(2,899,040)
<b>TOTAL</b>	<b>54,676,743</b>	<b>63,687,280</b>

**NOTE 18: TRADE RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS**

Aga Khan University	7,740,000	0
Anada Recruitment Agency	5,000,000	2,500,000
Archbishop Mihayo University	17,696,000	12,192,000
Colg Tabora		
Big Hope Study in India	5,000,000	2,500,000
Consultancy		
Cari Vision Study Abroad	0	5,000,000
Universities Lt		
Catholic University of Health & Allied Sc	3,852,000	2,718,000
Catholic University College of Mbeya	2,000	2,000
Dar es Salaam University College of Edu	71,490,700	85,356,000
Darwin Education Agency Ltd	5,000,000	5,000,000
Education Study Link	5,000,000	5,000,000
Edukwanza Consultants Limited	2,500,000	2,500,000
Elimu Solutions Tanzania Limited	5,000,000	5,000,000
Gelson University Link Limited	5,000,000	5,000,000
Global Education Link Ltd	2,500,000	5,000,000
Gradoverseas Education Services Ltd	5,000,000	2,500,000
Hubert Kairuki Memorial University	144,000	144,000
J. P. Group Limited	2,500,000	0
Kampala International University	0	111,660,000
Livjene International	2,500,000	2,500,000
LSC Africa	7,500,000	7,500,000
Marian University College	0	36,000
Mbeya University of Science & Technology	112,388,000	1,350,000
Mkwawa University College of Education	37,386,000	8,622,000
Moshi Cooperative University	0	14,094,000
Muhimbili Univ of Health & Allied Science	0	79,164,000
Mwalimu Julius K Nyerere University of Agriculture and Technology	504,000	0
Mwenge Catholic University	0	2,088,000

Mzumbe University	15,224,000	8,694,000
Nelson Mandela African Inst of Scn &Tech	42,492,000	46,140,000
Open University of Tanzania	3,774,000	478,574,000
Overseas Education Agency	7,500,000	7,500,000
Phoenix (T) Assurance Ltd	0	16,503,970
Rafiki China Elite University	5,000,000	5,000,000
Ruaha Catholic University	1,584,000	0
Sangeni International	5,000,000	2,500,000
Satguru Overseas Tanzania Limited	5,000,000	2,500,000
Skoolsity Ltd	5,000,000	2,500,000
Sokoine University of Agriculture	34,956,000	112,662,000
St Augustine University DSM Centre	216,000	216,000
St Jonh's University of Tanzania	80,248,000	27,482,000
	2023/24	2022/23
	TZS	TZS
St. Augustine University	118,856,000	306,252,000
Stella Maris University College	144,552,000	123,182,000
Stephano Moshi Memorial College	0	46,948,000
TASSAA Limited	7,500,000	7,500,000
Tebeth Mentors Scholarship Information Centre Limited	2,500,000	0
Teofilo Kisanji University	82,603,000	59,189,000
Tumaini DSM College	1,080,000	187,056,000
Tumaini University Makumira	47,406,000	0
Uni-Edu Link Africa Limited	5,000,000	2,500,000
United African University of Tanzania	466,000	448,000
Universities Abroad		
Representative Tz Lt	0	5,000,000
University of Arusha	0	484,000
University of Dar es Salaam	350,677,542	335,481,542
University of Dodoma	201,641,100	301,641,100
University of Iringa	107,532,000	0
UTUMISHI	0	19,300,000
Mwanza University	18,000	0
Yohoma Educational Ltd	4,000,000	5,000,000

<b>Total</b>	<b>1,583,528,342</b>	<b>2,477,679,612</b>
<b>Provision for doubtful debts</b>		
<b>(Note 37 B)</b>	<b>(1,152,822,829)</b>	<b>(207,767,006)</b>
<b>Total Net</b>	<b>430,705,513</b>	<b>2,269,912,606</b>

**AGEING OF TRADE RECEIVABLES**

<b>0-90 Days</b>	<b>232,820,567</b>	<b>742,810,667</b>
<b>91-180 Days</b>	<b>465,641,133</b>	<b>371,405,333</b>
<b>181-270 Days</b>	<b>64,720,000</b>	<b>354,930,391</b>
<b>271-365 Days</b>	<b>129,440,000</b>	<b>177,465,196</b>
<b>Above 365 Days</b>	<b>690,912,642</b>	<b>831,068,025</b>
<b>TOTAL</b>	<b>1,583,534,342</b>	<b>2,477,679,612</b>

**Reconciliation of the trade receivable from non-exchange transactions**

Receivables as at 1 July 2023	2,477,679,612	2,155,904,201
Add: Invoices during the year	4,793,000,000	4,583,940,000
<b>Outstanding trade receivable from non-exchange transactions</b>	<b>7,270,679,612</b>	<b>6,739,844,201</b>
<b>Less</b>		
Amount Collected in relation to previous year	1,503,203,000	792,188,589
Amount Collected in relation to current year	4,135,860,300	3,470,048,000
Advance Paid in relation to the Current Year	(15,364,000)	(72,000)
Bad & Doubtful Debt Written Off	63,451,970	0
<b>Total Collections</b>	<b>5,687,151,270</b>	<b>4,262,164,589</b>
<b>Receivables as at 30 June 2024</b>	<b>1,583,528,342</b>	<b>2,477,679,612</b>

**NOTE 19: PREPAYMENTS / DEPOSITS**

Purchase of Fuel GPSA (Prepayment)	9,051,054	4,347,601
Reos Insurance Broker (Moto vehicles)	17,498,908	17,582,000
e- Government Authority (e- Office)	0	2,556,667
e- Government Authority (GMS)	0	295,295
e- Government Authority (TAMIS)	0	1,548,750
e- Government Authority (Storage)	68,833	7,743,750
e- Government Authority (UMIS)	0	1,548,750
<b>TOTAL</b>	<b>26,618,795</b>	<b>35,622,813</b>

	2023/24	2022/23
	TZS	TZS
<b>NOTE 20: INVENTORIES</b>		
Stationery and office supplies	14,439,754	14,230,423
<b>TOTAL</b>	<b>14,439,754</b>	<b>14,230,423</b>

**NOTE 21: NON-CURRENT ASSETS HELD FOR SALE**

IPSAS 44 specifies the accounting for assets held for sale and the presentation and disclosure of discontinued operations. It requires assets that meet the criteria to be classified as held for sale, measured at the lower of carrying amount and fair value less costs to sell and depreciation on such assets to cease. For the Financial Year 2022/23 the Ministry of Finance and Planning (MoFP) office grant permission to sale unserviceable asset vide letter with Ref.No.KA.32/159/01/PART A/157 dated 23 May 2023. The actual disposal of non-current assets held for sale was done on 26 July 2023 whereby a total of TZS 2,125,000 received from the sale of assets. The Report was submitted vide letter with Ref.No.SV/DSM/261/03/76 dated 10 August 2023.

Description	Computers	Office Equipment	Furniture & Fittings	Total
Carrying Amount at costs / revaluation as at 01-07-2023	80,939,514	13,792,193	815,603	95,547,310
Total	(74,214,306)	(12,350,922)	(647,211)	(87,212,439)
Accumulated Depreciation as at 25.07.2023				
Net Assets as at 25.07.2023	6,725,208	1,441,271	168,392	8,334,871
Amount Received from Sale of Asset				(2,125,000)
Loss on Disposal				6,209,871

**NOTE 22: WORKS IN PROGRESS (WIP)**

Work in Progress relates to construction of Commission office building in Dodoma Region Plot No.56/4 Block E/KISASA B Centre financed by Word Bank under HEET Project. Work in Progress is an asset category of Property, Plant and Equipment (PPE) and is stated at cost and not depreciated. Depreciation for WIP will commence when the asset is ready for the intended use. The construction of office building involves engagement of consultants and contractors. During the year consultants for ESIA and design review for structural drawings and construction supervision were contracted whereby a total of TZS 140,362,500 was spent as shown below:

S/No	Consultancy/works	Contract Amount (TZS)	Amount Paid (TZS)
1	Environmental and Social Impact Assessment (ESIA)	45,560,500	45,560,500
2	Design Review of Structural drawings and construction supervision	554,281,000	94,802,000
3	Construction Works	0	0
	<b>Total</b>	<b>599,841,500</b>	<b>140,362,500</b>
		2023/24	2022/23
		TZS	TZS

**NOTE 23 TRADE/ADVANCES PAYABLES****A Trade Payables from Exchange Transactions**

Inter Press of Tanzania Ltd	8,985,700	0
DAWASA	6,784,760	0
TERNET	1,080,000	0
Tanzania Standard Newspaper	1,416,000	0
Vemi Safaris Ltd	1,382,100	0
Shally General Supply Ltd	4,246,820	0
Zonal Africa	3,465,001	0
Mama Cadlah Services Centre	3,702,500	0
Toyota Tanzania Ltd	0	1,593,590
Tanzania Telecommunication Company Ltd	7,234,287	7,072,640
Tanzania Electric Supply Company	0	2,992,467
Abdulhakim Amani	0	2,684,000
Sutibega Co. Ltd	0	6,000,000
NA7E Technology Co. Ltd	0	2,478,000
Uhuru Publications Limited	0	4,312,900

Berith Consultants T Ltd	2,281,176	0
Chan Enterprises	0	2,194,800
<b>TOTAL</b>	<b>40,578,344</b>	<b>29,328,397</b>
<b>B Advances from Non-Exchange Transactions</b>		
AbdulRahaman Al-Sumait		
Memorial University	4,608,000	4,050,000
KCMC College	36,000	54,000
Moshi Cooperative University	216,000	0
Mwenge Catholic University	252,000	0
St Augustine University of Tanzania Arusha	0	72,000
St Francis University College of Health & Allied Science	2,610,000	0
St. Joseph University in Tanzania	6,056,000	14,950,000
Tumaini University Makumira & Mbeya	0	6,000
University of Arusha	1,586,000	0
<b>TOTAL</b>	<b>15,364,000</b>	<b>19,132,000</b>
<b>GRAND TOTAL (A + B)</b>	<b>55,942,344</b>	<b>48,460,397</b>

**Reconciliation of Payables from Exchange Transactions and Advances**

Payable at start of the period	48,460,397	64,526,185
Less: Payments made in relation to previous year	(29,328,397)	(34,596,185)
Less: Previous Year Advances	(19,132,000)	(29,930,000)
Add: Invoices received during the year	1,444,560,567	1,178,833,053
Less: Invoices paid relating to trade payables during the year	(1,403,982,223 )	(1,149,504,656)
Add: Advances During the year	15,364,000	19,132,000
<b>Payable at the end of the period</b>	<b>55,942,344</b>	<b>48,460,397</b>

**NOTE 24: OTHER PAYABLE**

Provision for Audit Fees	89,000,000	59,400,000
NIC	0	197,579
Withholding Tax / Stamp Duty	(2,714,983)	(743,695)
Other Institutions Deductions	7,595,632	7,087,312
TRA	0	190,838,075
<b>TOTAL</b>	<b>93,880,649</b>	<b>256,779,271</b>

**Reconciliation of Other Payables**

<b>Payable at start of the period</b>	<b>256,779,271</b>	<b>401,155,168</b>
Less: Payments made in relation to previous year	(176,299,427)	(54,012,400)
Less: Tax liability Adjustment	(75,757,807)	
Add: Invoices received during the year	4,246,397,932	2,561,158,538
Add: Unsettled Tax Liability	0	190,838,075
Less: Invoices paid relating to other payables during the year	(4,157,239,320)	(2,842,360,110)
<b>Payable at the end of the period</b>	<b>93,880,649</b>	<b>256,779,271</b>

**NOTE 25: DEFERRED GRANT REVENUE**

Deferred Grant Revenue relates to cash received from the World Bank to finance Commission activities under HEET Project of which the related expenditure has not been incurred. Therefore, the activities are deferred to the next financial period.

	<u>2023/24</u> <u>TZS</u>	<u>2022/23</u> <u>TZS</u>
Project funds at beginning of year	2,086,938,452	1,963,814,500
Adjustments Previous-Exchange Rate (loss)	0	(5,244,500)
Add: Receipts during the year	1,716,003,753	1,577,231,260
<b>Total Funds Available for Utilization</b>	<b>3,802,942,205</b>	<b>3,535,801,260</b>
Less: Expenditure during the year	(811,960,070)	(1,227,581,426)
Less: Capital Expenditure During the Year	0	(212,368,017)
Less: Intangible Assets Purchased During the Year	(88,000,000)	0
Less: Work in Progress-Office Building	(110,687,091)	0
<b>Total Expenditure</b>	<b>(1,010,647,161)</b>	<b>(1,439,949,443)</b>
Difference in Exchange Rate	298,974,879	(8,913,365)
<b>TOTAL</b>	<b>3,091,269,923</b>	<b>2,086,938,452</b>

<b>Reconciliation of total expenditure</b>		
Total expenditure	1,010,647,161	1,439,949,443
Less: Grant Capital Expenditure		(212,368,017)
Less: Intangible Asset Purchased During the Year	(88,000,000)	0
Less: Work in Progress During the year	(110,687,091)	0
<b>Expenditure on Project funds</b>	<b>811,960,070</b>	<b>1,227,581,426</b>
Add: Grant Amortization Capital Expenditure	24,511,246	7,088,087
<b>Funds released to statement of performance (Revenue from non- exchange transactions) note 9</b>	<b>836,471,316</b>	<b>1,234,669,513</b>

**NOTE 26: DEFERRED CAPITAL GRANT**

Deferred Capital Grants represent grants received in monetary form for the purchase of capital items. The capital expenditure used to acquire long term monetary items are recognized as deferred capital grant or restricted cash available for purchase of capital items in the statement of financial position and the value of monetary capital items are amortized in the statement of financial performance on straight line basis during the useful life of the respective monetary capital items.

		2023/24	2022/23
		TZS	TZS
<b>A</b>	<b>Deferred Capital Grant</b>		
	<b>Opening Balance</b>	212,368,017	0
	Add: Deferred Capital Grant		
	During the Year (ICT & Office Eq)	0	212,368,017
	Add: Intangible asset Purchased	88,000,000	0
	Add: Work in Progress- Office Building	110,687,091	0
	<b>Total Deferred Capital Grant</b>	<b>411,055,108</b>	<b>212,368,017</b>
	<b>Accumulated Amortization Capital Grant</b>		
	Opening Balance 01.07.2023	7,088,087	0
	Amortization During the Year	24,511,246	7,088,087

<b>Accumulated Amortization</b>		
<b>30.06.2024</b>	<b>31,599,333</b>	<b>7,088,087</b>
<b>Net Deferred Capital Grant (A-B)</b>	<b>379,455,775</b>	<b>205,279,930</b>

**NOTE 27: RELATED PARTY TRANSACTIONS AND BALANCES**

IPSAS 20 requires disclosure of related party transactions in relation to remuneration received by key management personnel and Commission members. The total remunerations paid to key management personnel and members of the Commission for the period ended 30 June 2024 are shown below: -

		2023/24	2022/23
		TZS	TZS
<b>A.</b>	<b>Key Management Employees</b>		
Short-term Employee Benefits	(Executive Secretary, Director of Accreditation, Director of Admission and Data Base Management and Director of Corporate Services and Heads of Sections and Units.	1,757,354,120	1,242,162,436
Post-employment Benefits		0	0
		<b>1,757,354,120</b>	<b>1,242,162,436</b>
Number of Key Management Personnel		14	13
Commissioners' Annual Fees / Meetings		105,800,000	73,000,000
		<b>105,800,000</b>	<b>73,000,000</b>
Number of Commissioners		8	8

**NOTE 28: CAPITAL COMMITMENTS**

The Commission has capital commitments of TZS 6,522,000,000 as at 30 June 2024 for construction of Commission office building in Dodoma Region Plot No. 56/4 Block E/KISASA B Centre financed by Word Bank under HEET Project. The tender for construction of office building was advertised on 21 June 2024.

The construction of office building involves engagement of consultants and contractors. During the year consultant for ESIA and design review for structural drawings and construction supervision were contracted whereby a total of TZS 140,362,500 was spent.

	2023/24 TZS	2022/23 TZS
<b>NOTE 29: QUALITY ASSURANCE FEES</b>		
Gross Collection (Ref to Note 8)	4,563,000,000	4,343,940,000
Less, Account receivable for the year	(577,327,910)	(1,024,582,000)
Less, Last year Advances	(19,132,000)	(29,930,000)
Add, Account receivable paid for previous year	1,457,903,000	745,745,022
Add Advance Received for the Year	15,364,000	19,132,000
<b>Actual collected at the end of the year</b>	<b>5,439,807,090</b>	<b>4,054,305,022</b>
<b>NOTE 30: OTHER INCOME (Ref to Note 9)</b>		
Institutional Fees		
(Programmes & Visitations)	510,172,000	383,584,974
Exhibition Contributions	164,622,655	245,546,520
Institutional fees	230,000,000	240,000,000
Miscellaneous Income		
(Evaluation of Foreign Awards)	1,041,624,453	478,043,842
Less, Amount not collected for the year	(65,000,000)	(70,000,000)
Less: Non-Cash Items (Bad & Doubtful Debts)	(519,031,510)	(48,694,401)
Less: Non-Cash items (provision-cash and cash equivalent)	(8,626,333)	
Less: Non-Cash items (Staff receivable)	(1,397,790)	
Less: Non-Cash Items (Gain on Exchange Rates)	(17,081,193)	(15,327,456)
Previous Year Adjustment - Tax	(75,757,807)	0
Add, Account receivable paid for previous year	26,000,000	5,000,000
<b>Actual collected at the end of the year</b>	<b>1,285,504,475</b>	<b>1,218,153,479</b>

**NOTE 31: ADMINISTRATIVE EXPENSES**

Gross expenses (Ref to Note 12)	2,144,695,450	2,225,108,257
<b>Less:</b> Write off Bad & Doubtful Debts		0
<b>Less:</b> Bad & Doubtful Debts - Staff Receivable	0	(2,899,040)
Less: Bad & Doubtful Debts- Write off	(63,451,970)	
Loss on Write Down of Assets Held for Sale	(6,209,871)	0
Accrued expenses for the year	(36,881,993)	(13,853,497)
Last year Prepayment	(35,622,813)	(11,736,973)
Last year Stock (Opening Stock)	(14,230,423)	(16,643,797)
<b>Add;</b> Accrued expenses paid during the year	13,853,497	34,596,185
<b>Add:</b> Prepayment during the year	26,618,795	35,622,813
<b>Add:</b> Closing Stock for the year	14,439,754	14,230,423
<b>Actual expenses during the year</b>	<b>2,043,210,426</b>	<b>2,264,424,371</b>

**NOTE 32: OTHER EXPENSES**

Gross expenses (Ref to Note 13)	707,458,161	565,090,400
<b>Less;</b> Accrued expenses for the year	(3,702,500)	(12,996,900)
<b>Less;</b> Provision for the year & Last year not Paid	(89,000,000)	(59,400,000)
<b>Add;</b> Accrued expenses paid during the year	128,086,327	150,000,000
<b>Add;</b> Last year Provision Paid During the year	59,400,000	54,012,400
<b>Actual expenses during the year</b>	<b>802,241,988</b>	<b>696,705,900</b>

**NOTE 33: PROPERTY AND EQUIPMENT**

Gross expenses (Ref to Note 7 (A))	74,711,300	468,660,455
Less, unpaid Capital Expenditure for the year	0	(2,478,000)
Add: Unpaid capital expenditure the last year	2,478,000	0
<b>Actual Capital Expenditure during the year</b>	<b>77,189,300</b>	<b>466,182,455</b>

**NOTE 34: Reconciliation of Net Cash Flows from Operating Activities to Surplus/ (Deficit)**

<b>Surplus/ (Deficit) for the Period</b>	<b>(162,151,225)</b>	<b>(55,467,484)</b>
<b>Adjustment for non-cash items</b>		
Depreciation and Amortization Expense	152,368,324	229,258,705
(Decrease) in Provision for Doubtful Debts& accruals (Note 37)	(519,031,510)	(48,694,401)
(Decrease) increase in Provision for Doubtful Debts - Staff Receivables	(1,397,790)	2,899,040
Loss on Sale of Assets Held for Sale	6,209,871	0
(Gain) on cash excepted credit loss (Note 37)	(8,626,333)	0
Bad & Doubtful Debts - Written Off	63,451,970	0
(Increase) Accumulated Amortisation of Deferred Capital Grant	(24,511,246)	0
Recovery from Tax Liability	(75,757,807)	0
(Gain) on Foreign Exchange	(21,798,669)	0
<b>Add/(less) Movements in Working Capital</b>		
(Increase) Decrease in Receivables	1,848,217,630	(354,809,159)
Increase (Decrease) in Payables	(155,416,675)	(160,441,685)
Deferred grant revenue	0	123,123,952
(Increase) decrease in Prepayments expenses	(9,004,018)	(23,885,840)
(Increase) decrease Inventories	(209,331)	2,413,374
Capital expenditure during the year (Note 25)	0	212,368,017
<b>Net Cash flow from Operating Activities</b>	<b>1,092,343,191</b>	<b>(73,235,481)</b>

### **NOTE 35: NUMBER OF EMPLOYEES**

The number of employees as at 30 June 2024 was 63 as compared to 62 by 30 June 2023.

### **NOTE 36: CAPITAL MANAGEMENT**

The primary objective of the Commission's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value. The Commission manages its capital structure and makes adjustment to it, in light of changes in economic conditions to maintain or adjust the capital structure as it may deem necessary. No changes were made in the objectives, policies or processes during the year ended 30 June 2024.

## NOTE 37: EXPECTED CREDIT LOSS ON RECEIVABLES AND CASH AND CASH EQUIVALENTS

### A. Overview of IPSAS 41

IPSAS 41, *Financial Instruments*, introduces a unified classification, measurement, and recognition framework for financial instruments. This standard requires entities to estimate and recognise potential credit losses proactively, ensuring a transparent and prudent reflection of financial risks. Under IPSAS 41, the commission adopted a simplified model to assess receivables and bank balances for expected credit losses (ECL).

The simplified model involves evaluating lifetime expected credit losses using historical loss trends, current conditions, and forward-looking information, enabling a more efficient calculation while adhering to IPSAS 41 guidelines.

#### Assumptions considered during computation of ECL under IPSAS 41 using the simplified approach modal

The carrying amount of the receivable based on IPSAS 41 is computed using simplified approach model taken into consideration the following assumption:

- i) Historical data from 1 July 2020 to 30 June 2023 has been used in order to arrive at loss rate estimates;
- ii) 365 Days Past Due (DPD) has been considered as the point of loss or default threshold, hence, 100% loss rate has been applied for receivables with more than 365 DPD;
- iii) If for a particular account the outstanding balance is in more than one bucket, then the worst bucket is considered for exposure calculation;
- iv) Through the Cycle (TTC) loss rates are computed using the Flow Rate approach;
- v) Macroeconomic indicators for conversion of Through the Cycle (TTC) to Point in Time (PIT) loss rates have been taken from World Bank database - <https://data.worldbank.org/> and IMF database

<https://www.imf.org/en/Publications/WEO/weo-database/2023/April;>

- vi) The TTC loss rates are transformed into Point in Time (PIT) using the Vasicek approach Standard deviation (+1 SD) and (-1 SD) has been used for forecasting the macro-economic variables for Best- and Worst-case scenarios respectively; and
- vii) Average maturity for our customers (Universities /Institution and Overseas Student Recruitment Agencies) is considered as 1 year.

The carrying amount of the cash and cash equivalent based on IPSAS 41 is computed used simplified approach model taken into consideration the following assumption:

#### IPSAS 41 Stages

Description	Stage
No significant deterioration in credit risk since origination	1
Significant deterioration in credit risk since origination	2
Non-performing	3

- We have used the Standard and Poor (S&P) Global Recovery rates to determine the Loss given default (LGD)
- We have used the Standard and poor (S&P) Marginal Corporate Probability of default to determine the PD for the corporates and Standard and Poor (S&P) Marginal Sovereign probability of default to determine PD for the country
- For entities which are not rated we have used the lower credit rating of the peer entities
- We have used the government (TANZANIA) credit rating for all the government owned banks; and for Bank of Tanzania, we have rated as investment grade with credit rating of BBB by S&P
- We have assumed the day to maturity of 365 days for all Cash and cash equivalent

#### B. Summary of ECL calculation on:

Computation Step	Description
Segmentation of Receivables	Receivables categorized into aging buckets: 0-90 days, 91-180 days, 181-270 days, 271-365 days, and over 365 days.
Exposure at Default (EAD)	Outstanding balance of receivables at the reporting date.

Historical Loss Rates	Past default and recovery trends applied to each aging category.
Forward-Looking Adjustments	Adjustments based on macroeconomic indicators (GDP, inflation, exchange rate volatility).
Probability-Weighted ECL	Computed using three scenarios' weights: <ul style="list-style-type: none"> <li>• Base Case (Most likely) weight: 0.682,</li> <li>• Best Case (Optimistic) weight: 0.106,</li> <li>• Worst Case (Pessimistic) weight: 0.212</li> </ul>
Final ECL Recognition	The weighted average of the three scenarios is recorded in the financial statements as seen below.

**i. Accounts receivables as at 30 June 2024**

Delinquency Bucket	Exposure	Expected Credit Loss	Loss Ratio (%)
0-90 days	232,818,567	74,383,572	0.319491581
91-180 days	465,637,133	233,293,148	0.501019209
181-270 days	64,720,000	50,066,209	0.773581726
271-365 days	129,440,000	104,167,258	0.804753231
above 365 days	690,912,642	690,912,642	1
Total	1,583,528,341	1,152,822,829	3.398845747

**ii. Accounts receivables as at 30 June 2023**

Delinquency Bucket	Exposure	Expected Credit Loss	Loss Ratio (%)
0-90 days	742,810,667	237,321,754	0.319491581
91-180 days	371,405,333	186,081,206	0.501019209
181-270 days	354,930,391	274,567,665	0.773581726
271-365 days	177,465,196	142,815,690	0.804753231
above 365 days	831,068,025	831,068,025	1
Total	2,477,679,612	1,671,854,339	3.398845746

**iii. Cash and Cash Equivalents as at 30 June 2024**

Instrumental details	Global S&P Ratings equivalent	Exposure at reporting date in local currency	Days to maturity	Expected Credit Loss	Loss Ratio (%)
CRDB Expenditure Account- General	B+	8,464,140	366	134,072	0.01584
CRDB Expenditure Account - CAS	B+	44,454,870	368	704,165	0.01584
CRDB Collection (USD)	B+	151,394,823	369	2,398,094	0.01584
TCU HEET Project (Tzs)	B+	4,738,823	365	75,063	0.01584
		209,052,656		3,311,394	

**iv. Cash and Cash Equivalents as at 30 June 2023**

Instrumental details	Global S&P Ratings equivalent	Exposure at reporting date in local currency	Days to maturity	Expected Credit Loss	Loss Ratio (%)
CRDB Collection Account (RF - Collection Acc)	B+	169,073,374	365	2,678,122	0.01584
CRDB Expenditure Account- General	B+	136,832,000	366	2,167,419	0.01584
CRDB Expenditure Account - CAS	B+	44,722,861	368	708,410	0.01584
CRDB Collection (USD)	B+	99,967,007	369	1,583,477	0.01584
TCU HEET Project (TZS)	B+	304,311,749	365	4,820,298	0.01584
		<b>754,906,991</b>		<b>11,957,727</b>	

**C. Expected Credit Loss on Receivables****For the Financial Year 2022/2023**

Description	Amount in TZS
ECL as per IPSAS 41 model ( <b>Note 37 B(ii)</b> )	1,671,854,339
ECL under old model	207,767,006
Adjustment passed on Net Assets	1,464,087,333

**For the Financial Year 2023/2024**

Description	Amount in TZS
Previous Year ECL	1,671,854,339
ECL for 2023/2024 ( <b>Note 37 B(i)</b> )	1,152,822,829
Gain on ECL	519,031,510

Loss allowances for receivables are recognised in the statement of financial performance and directly reduce the carrying value of receivables in the statement of financial position. The adjustment from the old model to the IPSAS 41-compliant ECL framework ensures a more accurate representation of the commission's credit risk exposure.

#### D. Expected Credit Loss on Bank Balances

##### For the Financial Year 2022/2023

The computed ECL for bank balances was TZS 11,957,727, which was adjusted against the accumulated surplus.

##### For the Financial Year 2023/2024

Description	Amount in TZS
Previous Year ECL (Note 37 B(iv))	11,957,727
Computed ECL for 2023/2024 (Note 37 B(iii))	3,331,394
Gain on ECL	8,626,333

The recovery of amounts previously provided for under ECL is recorded in the statement of financial performance, aligning with IPSAS 41 principles.

#### E. Impact of ECL Adjustments on Financial Statements

##### Receivables:

- Loss allowances are recognized in the statement of financial performance as an expense and reduce the carrying value of receivables on the balance sheet.

##### Bank Balances:

- Adjustments to ECL for bank balances are reflected in the statement of changes in net assets through the accumulated surplus.

#### F. Comparative Analysis of Models

**Nature of Adjustment:** Prior Year Adjustment Due to Transition to IPSAS 41  
During the current reporting period, the Commission adopted IPSAS 41 - Financial Instruments, replacing IPSAS 29. The adoption of IPSAS 41 introduces the Expected Credit Loss (ECL) model for impairment of financial assets, which accounts for potential losses based on forward-looking information. This method differs from the previous model under IPSAS 29, which recognised losses only when they were incurred.

##### Effect on Financial Statements:

The transition to the ECL model resulted in an increase in the impairment of receivables due to the recognition of expected future credit losses. The change in the impairment provision has been treated as a prior year

adjustment in accordance with IPSAS 3: Accounting Policies, Changes in Accounting Estimates, and Errors.

#### Impact on Net Assets:

The adjustment was applied retrospectively, affecting the opening balance of net assets for the comparative period as follows:

Description	2022/2023 (Old Model)	2022/2023 (IPSAS 41)	Change
Receivables ECL (TZS)	207,767,006	1,671,854,339	1,464,087,333
Bank Balances ECL (TZS)	Not Applicable	11,957,727	11,957,727

#### G. Sensitivity Analysis

The calculation of ECL involves significant judgement and estimation. Changes in key assumptions, such as default rates or macroeconomic conditions, could materially affect the reported loss allowances.

#### H. Future Developments

The commission continues to refine its ECL estimation process to incorporate more robust data and tools. Planned enhancements include integrating advanced risk assessment methodologies and expanding the use of macroeconomic scenario analysis to improve accuracy and reliability in compliance with IPSAS 41.

By adopting IPSAS 41, the commission ensures that its financial reporting reflects a realistic view of credit risk, promoting transparency and trust among stakeholders.

**NOTE 38: INTRA GOVERNMENT ENTITIES TRANSACTIONS****A. Revenue from Related Parties:**

During the financial year, the Commission provided services to various government agencies and public institutions, including:

S/N	Description	Related Entity	Amount Received (TZS)	Receivable Balance (TZS)
1	Staff Salaries	Ministry of Education Science and Technology	3,375,769,656	-
2	Contribution to the Higher Edu Exhibition	Ardhi University	2,950,000	-
3	QA Fees/ Annual Fees	Ardhi University	125,294,000	-
4	Contribution to the Higher Edu Exhibition	Arusha Technical College	2,500,000	-
5	Contribution to the Higher Edu Exhibition	Bank of Tanzania Academy	2,500,000	-
6	Contribution to the Forum	Baraza la Uuguzi na Ukinga Tanzania	1,000,000	-
7	Contribution to the Higher Edu Exhibition	College of African Wildlife Manageme	2,500,000	-
8	Technical Visitation Fee	Dar es Salaam University College of	13,715,000	-
9	QA Fees/ Annual Fees	Dar es Salaam University College of Education	110,450,300	-
10	Contribution to the Higher Edu Exhibition	Daresalaam Marine Institute	2,500,000	-
11	Contribution to the Higher Edu Exhibition	Institute of Finance Management	2,950,000	-
12	Contribution to the Higher Edu Exhibition	Institute of Social Work	2,500,000	-
13	Contribution to the Higher Edu Exhibition	Institute of Tax Administration	2,500,000	-
14	Contribution to the Higher Edu Exhibition	Mbeya University of Science and Tech	2,950,000	-
15	Technical Visitation Fee	Mbeya University of Science and Tech	17,875,000	-
16	QA Fees/ Annual Fees	Mbeya University of Science and Technology	101,214,000	-

TANZANIA COMMISSION FOR UNIVERSITIES

S/N	Description	Related Entity	Amount Received (TZS)	Receivable Balance (TZS)
17	QA Fees/ Annual Fees	Mbeya University of Science and Technology & Rukwa	-	-
18	Technical Visitation Fee	MJNUAT	7,000,000	-
19	QA Fees/ Annual Fees	Mkwawa University College of Education	88,502,000	-
20	Contribution to the Higher Edu Exhibition	Moshi Cooperative University	2,500,000	-
21	QA Fees/ Annual Fees	Moshi Cooperative University	152,240,000	-
22	Technical Visitation Fee	Moshi Cooperative University	16,770,000	-
23	Technical Visitation Fee	Moshi Cooperative University	15,600,000	-
24	Technical Visitation Fee	Moshi Cooperative University	26,832,000	4,079,700
25	QA Fees/ Annual Fees	Muhimbili University of Health and Allied Sciences	86,612,000	111,326,000
26	QA Fees/ Annual Fees	Mwalimu Nyerere	-	1,062,000
27	QA Fees/ Annual Fees	Mzumbe University	271,026,000	28,764,000
28	Review of Programmes	Mzumbe University	3,120,000	(198,000)
29	Technical Visitation Fee	Mzumbe University	18,772,000	-
30	Contribution to the Higher Edu Exhibition	National Board of Accountants and Aud	2,500,000	6,530,000
31	Contribution to the Higher Edu Exhibition	National Council of Technical Education	2,500,000	12,492,000
32	Technical Visitation Fee	Nelson Mandela African University of	22,503,000	3,774,000
33	QA Fees/ Annual Fees	Open University of Tanzania	200,000,000	-
34	Contribution to the Forum	PSPTB	1,000,000	32,004,000
35	Contribution to the Higher Edu Exhibition	Sokoine University of Agriculture	4,300,000	93,996,000
36	QA Fees/ Annual Fees	Sokoine University of Agriculture	295,142,000	-

S/N	Description	Related Entity	Amount Received (TZS)	Receivable Balance (TZS)
37	QA Fees/ Annual Fees	Sokoine University of Agriculture - Mizengo Pinda Campus College	-	504,000
38	Contribution to the Higher Edu Exhibition	Tanzania Public Service College	2,500,000	-
39	Contribution to the Higher Edu Exhibition	The Mwalimu Nyerere Memorial Academy	2,500,000	-
40	Contribution to the Higher Edu Exhibition	The Mwalimu Nyerere Memorial Academy	900,000	-
41	Contribution to the Higher Edu Exhibition	The National Examination Council of	2,950,000	-
42	QA Fees/ Annual Fees	The Nelson Mandela African Inst of Scn &Tech	5,000,000	-
43	Contribution to the Higher Edu Exhibition	The University of Arusha	2,500,000	-
44	Review of Programmes	The University of Arusha	3,120,000	-
45	Review of Programmes	The University of Dodoma	9,360,000	-
46	QA Fees/ Annual Fees	University of Dar es Salaam	492,278,000	-
47	Contribution to the Higher Edu Exhibition	University Of Daresalaam	2,500,000	-
48	Contribution to the Higher Edu Exhibition	University Of Dodoma	7,000,000	-
49	QA Fees/ Annual Fees	University of Dodoma	635,720,000	-
50	Review of Programmes	University of Dodoma	9,360,000	-
51	Technical Visitation Fee	University of Dodoma	17,108,000	-
<b>Total</b>			<b>6,178,882,956</b>	<b>294,333,700</b>

#### B. Expenses Incurred by Related Parties:

The entity incurred expenses for services such as conference facilities, withholding tax, and telephone expenses from related parties. The total payments and outstanding balances are as follows:

TANZANIA COMMISSION FOR UNIVERSITIES

S/N	Description	Related Entity	Amount (TZS)	Paid	Payable Balance (TZS)
1	Conference Facilities	Mzinga Corporation	53,441,356.00	-	
	Withholding Tax on Rent, Directors Fees, Goods and	Commissioner for Domestic Revenue			
2	Services Telephone	TTCL	170,228,078.07	-	
3	Expenses Internet	TTCL	8,147,784.16	-	
4	Data Services		77,880,000.00	-	
5	Conference Facilities	TASUBA	22,673,800.00	-	
6	Conference Facilities	APC Investment Centre	39,805,033.00	-	
7	Adverts Electricity	Uhuru Publications	4,130,150.00	-	
8	Charges	TANESCO			
9	Fuel Expenses Data/Storage	GPSA Electronic Government	46,659,165.96	-	
10	Office Rent	Authority Ministry of Land and Housing	14,917,068.33	-	
11	Conference Facilities	ADEM	254,300.00	-	
12	Adverts	Zanzibar Broadcasting Corporation	2,750,000.00	-	
13	Fee For Forum Participation	Public Sector CEO's Association	708,000.00	-	
14	Rent/Electricity	SUMA JKT Construction Company Ltd	3,000,000.00	-	
15	Adverts	Tanzania Broadcasting Corporation	132,923,949.57	-	
16	Water Bill	DAWASA	4,068,000.00	-	
17	Conference	MUHAS	1,241,958.94	-	
18	Facilities Conference	UDSM Silversand Hotels	2,400,000.00	-	
19	Facilities	SUMA JKT Guard Ltd	1,867,373.00	-	
20	Security Contribution to the Government	Treasury Imprest Account	59,212,000.00	-	
21			10,000,000.00	-	

S/N	Description	Related Entity	Amount (TZS)	Paid	Payable Balance (TZS)
22	Consultance Service- Contraction Contribution	DIT Institute Consultancy Bureau	19,000,000.00		-
23	Inspection Fee - Area for Construction of	Association of Tanzania Employer	5,150,000.00		-
24	Office Building Contribution to the National	National Environment Management		5,000,000.00	-
25	Footbal Team Adverts	The National Sport Council		2,000,000.00	-
26	Conference Facilities	Public Procurement Regulatory Authority		2,000,000.00	-
27	Training Fees	TNMC		3,900,000.00	-
28	Contribution to the Government	Uongozi Institute		3,600,000.00	-
29	Inspection Fee - Area for Construction of	The Treasury		10,000,000.00	-
30	Office Building Conference	Registrar		5,000,155.00	-
31	Facilities Coordination of	Fire and Rescue Force		400,000.00	-
32	TCU Audit Conference	National Institute of Medical Research		4,435,000.00	-
33	Facilities	Controller and Auditor General		3,000,000.00	-
34	Stamps, EMS and Box Fee	University of Dar es Salaam		10,188,024.00	-
35	National Week of Education	Tanzania Post Corporation		2,500,000.00	-
36	Exhibition Conference Facilities	Ps Minister of Education Science and Technology		3,540,000.00	-
		Sokoine University of Agriculture			881,021,196.03

#### NOTE 39: FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The commission's principal financial instruments comprise project funds and trade payables. The main purpose of these financial instruments is to raise finance for the Commission's operations. The Commission has various financial assets such as trade receivables and cash and short-term deposits,

which arise directly from its operations and other government revenue sources.

The main risks arising from the Commission's financial instruments are Market risk, credit risk and liquidity risk. The Commission reviews and agrees on policies for managing each of these risks which are summarized below:

**a) Market Risk**

The market risk is the risk of changes in market prices, such as foreign-exchange rates and interest rates, affecting the Commission income or the value of its financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on the risk. This risk includes the following:

**(i) Interest rate risk**

The interest rate risk is the risk that the fair value or future cash flow of a financial instrument will fluctuate because of changes in market interest rates. The Commission's exposure to the risk of changes in market interest rates is insignificant as the Commission has a fixed interest rate on borrowings.

**(ii) Foreign currency risk**

Foreign exchange risks are quantified by identifying all currently liabilities denominated in foreign currency and identifying contractually committed future currency transactions. The foreign exchange exposure will exist until settlement or until the exchange rate is fixed. The foreign exchange exposure is determined by aggregating these balances by currency and settlement date and converting to reporting currency i.e., Tanzania Shilling

**b) Credit risk management.**

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. This risk arises principally from receivable and cash and cash equivalent. The Commission deposits short-term cash surpluses only with banks of high credit standing. Trade debtors are presented net of allowance for doubtful

debts. The maximum exposures to credit risk as at 30 June 2024 and 30 June 2023 respectively were:

	2023/24	2022/23
	TZS	TZS
Trade receivable	430,705,513	2,269,912,606
Cash and cash equivalent	5,550,499,072	4,450,963,004
Maximum exposure to credit risk	<b>5,981,204,585</b>	<b>6,720,875,610</b>

**c) Liquidity risk**

Liquidity risk is the risk of the Commission not being able to meet its obligations as they fall due. The Commission approach to managing liquidity risk is to ensure that sufficient liquidity is available to meet its liabilities when due, without incurring unacceptable losses or risking damage to the Commission reputation.

The Commission adopts a liquidity policy that addresses acceptable ranges of operational liquidity and a maximum limit on liquidity borrowings sources. The Commission is ensuring enough liquidity to guarantee the day-to-day operations costs by employing measures on debts collection and funds mobilization.

**NOTE 40: COMPARATIVE FIGURES**

The previous year's figures were regrouped whenever appropriate to make them comparable with the current year's figures.

**NOTE 41: EVENTS AFTER THE REPORTING DATE**

There were no events after the reporting dates which require adjustments or disclosure in the financial statements.

**NOTE 42: AUTHORIZATIONS OF FINANCIAL STATEMENTS**

The Commission financial statements for the year ended 30 June 2024 were adopted and authorized for issue by the Members of the Commission during the

..... Meeting held on .....

**TANZANIA COMMISSION FOR UNIVERSITIES**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

**NOTE 43** **STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE FINANCIAL YEAR 2023/24**

	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Performance Difference	Variance % of Final Budget	Reasons for variance
	TZS	TZS	TZS	TZS	TZS		
Government Subvention	3,105,915,000	347,205,000	3,453,120,000	3,375,769,656	(77,350,344)	-2.24%	The decrease was due to the transfer of one senior staff from TCU and employment of new employees
Admission Fees	70,000,000	40,000,000	110,000,000	130,900,000	20,900,000	19.00%	The increase was due to the increase of number of applicants applying for NOC
QA Fees	4,164,000,000	0	4,164,000,000	5,439,807,090	1,275,807,090	30.64%	The increase was because of Increased number of students and Settlement of previous outstanding debts.

**TANZANIA COMMISSION FOR UNIVERSITIES**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

**NOTE 43** **STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE FINANCIAL YEAR 2023/24**

	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Performance Difference	Variance % of Final Budget	Reasons for variance
	TZS	TZS	TZS	TZS	TZS		
Other Income	1,250,000,000	(37,137,425)	1,212,862,575	1,285,524,476	72,661,901	6.0%	The increase was due to the increase of demand for Technical Visitation (Re-accreditation of Universities Institutions and New Programmes)
HEET Project	3,535,261,250	0	3,535,261,250	1,716,003,753	(1,819,257,497)	-51.46%	The decrease was due to non-disbursement of funds for construction of office building in Dodoma

**TANZANIA COMMISSION FOR UNIVERSITIES**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

**NOTE 43** **STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE FINANCIAL YEAR 2023/24**

	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Performance Difference	Variance % of Final Budget	Reasons for variance
	TZS	TZS	TZS	TZS	TZS	TZS	
Cash balance from previous year	1,000,000,000	1,109,137,425	2,109,137,425	2,109,137,425	-	-	N/A
<b>TOTAL REVENUE</b>	<b>13,125,176,250</b>	<b>1,459,205,000</b>	<b>14,584,381,250</b>	<b>14,057,122,400</b>	<b>(527,258,850)</b>	<b>-3.62%</b>	
Personnel Expenses	4,469,443,000	500,205,000	4,969,648,000	4,745,107,710	224,540,290	4.52%	The decrease was due to the transfer of one senior staff from TCU and employment of new employees
Accreditation, Admission and	4,841,881,250	350,000,000	5,191,881,250	3,253,114,560	1,938,766,690	37.34%	Decrease was because of

**TANZANIA COMMISSION FOR UNIVERSITIES**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

**NOTE 43** **AR/PA/TCU/2023/24**  
**STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE FINANCIAL YEAR 2023/24**

	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Performance Difference	Variance % of Final Budget	Reasons for variance
	TZS	TZS	TZS	TZS	TZS		
Grants Expenses							unimplemented planned activities
Administrative Expenses	2,398,772,000	269,000,000	2,667,772,000	2,043,210,426	624,561,574	23.41%	The decrease was due to cost cutting measures
Other Expenses	950,080,000	100,000,000	1,050,080,000	802,241,988	247,838,012	23.60%	The decrease in cost cutting measures taken in the implementation of related activities.
Finance Expenses	15,000,000	0	15,000,000	11,967,100	3,032,900	20.22%	This is due to a decrease in bank transactions.
Capital Expenditure	450,000,000	240,000,000	690,000,000	305,551,800	384,448,200	55.72%	No more purchase was needed during the year because most of facilities

**TANZANIA COMMISSION FOR UNIVERSITIES**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

**NOTE 43** **STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE FINANCIAL YEAR 2023/24**

	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Performance Difference	Variance % of Final Budget	Reasons for variance
	TZS	TZS	TZS	TZS	TZS		
<b>TOTAL EXPENSES</b>	13,125,176,250	1,459,205,000	14,584,381,250	11,161,193,584	3,423,187,666	23.74%	were in good working condition
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	-	-	-	2,895,928,816	2,895,928,816		

**The Tanzania Commission for Universities**

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