



**THE REVOLUTIONARY GOVERNMENT OF
ZANZIBAR**



**MINISTRY OF FINANCE AND
PLANNING**

THE OFFICE OF TREASURY REGISTRAR

**GUIDELINES FOR PREPARATIONS OF
ANNUAL BUDGET FOR PUBLIC ENTITIES**

March, 2026

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

Table of Contents

ACRONYMS	4
FOREWORD	5
VISION, MISSION AND GUIDELINE STATEMENTS	6
1. INTRODUCTION	7
2. INTERPRETATION	7
3. PURPOSE AND OBJECTIVES	8
4. SCOPE OF THE GUIDELINE	9
5. STATUTORY FRAMEWORK	9
6. RESPONSIBILITIES	9
7. BUDGET GUIDING PRINCIPLES	10
8. MANDATORY BUDGET COMPONENTS	11
9. EXPENDITURE CEILINGS AND COST RATIOS	12
10. REVENUE GROWTH RATE	13
11. MACROECONOMIC ASSUMPTIONS IN BUDGET PREPARATION	14
12. KEY VARIABLES IN BUDGET PREPARATIONS	15
13. REALLOCATION OF BUDGET FUNDS	17
14. IN-YEAR BUDGET ADJUSTMENT	17
15. BUDGET OVERDRAFT	18
16. STRUCTURE OF THE ANNUAL BUDGET	19
17. EFFECTIVE DATE	21
18. REVIEW OF THE GUIDELINES	21
ANNEXURES	22
1. STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	22
2. STATEMENT OF FINANCIAL POSITION	23
3. STATEMENT OF CASH-FLOW	26
4. CAPITAL AND DEVELOPMENT BUDGET	27
5. STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR SOCIAL SECURITY FUNDS	29
6. STATEMENT OF FINANCIAL POSITION FOR SOCIAL SECURITY FUNDS	31
7. STATEMENT OF CASH-FLOW FOR SOCIAL SECURITY FUNDS	33

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

8. STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR BANKS.....34

9. STATEMENT OF FINANCIAL POSITION FOR BANKS36

10. STATEMENT OF CASH-FLOW FOR BANKS.....38

11. FORMAT FOR MEDIUM TERM EXPENDITURE FRAME WORK (MTEF)39

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

ACRONYMS

AO	Accounting Officer
CFO	Chief Finance Officer
KPIs	Key Performance Indicators
PE	Public Entity
TR	Treasury Registrar
TRO	Treasury Registrar's Office

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

FOREWORD

The Revolutionary Government of Zanzibar continues to place strong emphasis on sound public financial management, accountability, and sustainable economic growth as key pillars for achieving the objectives of the Zanzibar Development Vision and national strategies. Public Entities (PEs) play a critical role in delivering essential services, supporting economic transformation, and safeguarding public investments on behalf of the people of Zanzibar.

As the Government’s shareholder representative, the Treasury Registrar’s Office (TRO) is entrusted with overseeing public investments in PEs to ensure efficiency, transparency, financial sustainability, and alignment with national priorities. Effective budget preparation is central to achieving these objectives.

These Budget Preparation Guidelines have been developed so as to provide a clear, standardized, and disciplined framework for the preparation, submission, and monitoring of annual budgets of PEs under TRO oversight. The Guidelines are intended to promote prudent resource allocation, realistic revenue projections, cost efficiency, performance accountability, and long-term financial sustainability.

The Boards and Management of PEs are expected to ensure that budgets are aligned with approved corporate plans, Government policies, and strategic national development objectives of Zanzibar. Budget submissions must be credible, supported by clear assumptions, measurable performance indicators, and comprehensive risk assessments.

The TRO remains committed to strengthening good governance and enhancing the contribution of PEs to Zanzibar’s socioeconomic development. Compliance with these Guidelines is mandatory and forms an integral part of the accountability framework governing public investments.



.....

WAHEED MUHAMMAD IBRAHIM SANYA
TREASURY REGISTRAR

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

VISION, MISSION AND GUIDELINE STATEMENTS

Vision

“To be an excellent Institution in regulating Public Investment Entities and managing public assets within East Africa”.

Mission

“To establish and oversee management frameworks for public investments and public assets through comprehensive guidelines, competent skilled staff and excellent management information system in order to achieve an intended economic and social outcome”.

Statement of the Guidelines

To provide a standardized framework for preparation of annual budget that will ensure efficient allocation of public resources, fiscal discipline, transparency and aligned with the national development priorities.

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

1. INTRODUCTION

The Accounting Officer (AO) of each Public Entity, being responsible for day to day operations of the entity, is required to prepare annual budget which complies with the provisions of the Public Finance Management Act, 2016. In this regard, the AO shall submit annual budget to the Treasury Registrar Office for review and approval within 90 days before commencement of the next financial year.

In accordance with the Office of the Treasury Registrar and Public Assets Management Act 2021, Section 9 (l) and Section 36 (3) requiring the Treasury Registrar (TR) to analyze and make recommendations on submitted corporate plans and annual plans of the Public Investment Entities (PIEs) for approval before commencement of the next financial year. Consequently, all PE are required to prepare and submit their proposed corporate and annual plans according to these Guidelines before commencement of the next financial year for approval.

Section 26 (1) (b) in the responsibility of the board “For the effectiveness and performance of the Public Investment Entity the Board of Directors shall have the following responsibility to approve budget, financial regulations, work plan and other internal policies of Public Investment Entity”.

Therefore, The Treasury Registrar Office (TRO) being an oversight body of the PIEs developed these guidelines that will govern in conducting their annual budgets.

2. INTERPRETATION

Annual Plan

“Board” means Board of Directors or any other governing body by whatever name called holding position comparable with those Board of Directors;

"Accounting Officer" means in relation to a Budget Institution, local Government and Public Entity means the public officer referred to in section 26 of the Public Finance Management Act 2026;

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

"Budget Institution" means ministry, executive agency, regulatory authority, or independent department entitled to a budget allocation through the annual budget appropriation process;

"Government" means the Revolutionary Government of Zanzibar;

"Office" means the Office of the Treasury Registrar as established under the provisions of this Act;

"Public Investment Entity" means any commercial entity, company or Government owned enterprises;

"Public Entity" means:

- (a) Public Corporation ; or
- (b) a board, commission, company, constitutional institution, corporation, fund or other entity, other than a Public Corporation, which is:
 - (i) established in terms of an act of the House of Representatives, and
 - (ii) fully or substantially filled either from the consolidated fund, or by way of a tax, levy or other fund money imposed in terms of a law enacted by the House of Representatives;

"Responsible Ministry" means the ministry of the respective Public Entities;

"Treasury Registrar" means the Treasury Registrar appointed under the provision of the Office of the Treasury Registrar and Public Assets Management Act No. 6 of 2021;

"Treasury Registrar's Office" means Office established under the provisions of Act No. 6 of 2021;

3. PURPOSE AND OBJECTIVES

Purpose

The purpose of these Guidelines is provide a standardized and enforceable framework for the preparation and submission of annual budget and control budget of Public Entities.

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

Specific Objectives

- a) Facilitate effective review, scrutiny and approval of PE budget by TRO;
- b) Strengthen expenditure control and financial discipline;
- c) Strengthen alignment between PE budget, government priorities and national development plans;
- d) Enhance transparency and accountability and fiscal discipline.

4. SCOPE OF THE GUIDELINES

These guidelines shall apply to all Public Entities.

5. STATUTORY FRAMEWORK

Amongst the statutes governing the preparation of these guidelines are:

- a) The Office of the Treasury Registrar and Public Assets Management Act No. 6 of 2021;
- b) Public Finance Management Act No. 12 of 2016;
- c) Public Procurement Act No. 2 of 2025.

6. RESPONSIBILITIES

These Guidelines have set up the following responsibilities of the key stakeholders;

6.1 Treasury Registrar

- a) provides Guidelines for the PEs to prepare annual budget;
- b) supervises the implementation of these guidelines;
- c) provide technical support;
- d) scrutinization and approve annual budget;
- e) approve the reallocation of the current budget.

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

6.2 Board

- a) Approve and oversee implementation of the annual budget for the PEs;
- b) Ensure confidentiality and integrity of the process.

6.3 Accounting Officer

- a) prepare annual budget;
- b) comply with conditions as prescribed in the Public Finance Management Act,2016;
- c) comply with these guidelines;
- d) submit the annual budget within ninety days before commencement of the next financial year to the Office for approval;
- e) review the annual budget where need arises and submit to the Office for approval; and
- f) In case of any failure to submit annual budget to the TR, the PE shall provide reasons for that failure.

7. BUDGET GUIDING PRINCIPLES

All PE budgets shall adhere to the following principles:

- a) Realism and credibility – Revenue and expenditure projections must be achievable and evidence-based;
- b) Cost Efficiency – Expenditure growth must be controlled and justified;
- c) Self-sustainability – PEs shall progressively reduce reliance on Government support;
- d) Performance Orientation – Budget must be linked to measurable outputs and outcomes;
- e) Transparency – All sources of revenue, expenditure, subsidies, guarantees and obligations shall be fully disclosed;

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

- f) Consistency – Budget figures shall be consistent with corporate plans and past performance;
- g) Cross-cutting issues – The budget should prioritize issues on environmental impact, gender, health, agriculture, infrastructure, poverty reduction and climate change.
- h) Risks Management – Identify potential financial and operational risks that may affect implementation of the budget and incorporate appropriate mitigation measures.
- i) Aligned to National priorities and development plans
 - i. CCM manifesto of 2025-2030;
 - ii. Zanzibar Development Vision 2050 (ZDV 2050);
 - iii. Sustainable Development Goals (SDGs), 2030;
 - iv. Zanzibar Development Plan – ZADEP (2021-2026).
 - v. Statistical abstract;
 - vi. Implementation of various Presidential Directives;
 - vii. PEs Strategic Plan;
 - viii. Regulatory Authorities; and
 - ix. Treasury Registrar’s Office guidelines.

8. MANDATORY BUDGET COMPONENTS

a) Operating Revenue

- Breakdown of revenue sources e.g. sales, service charges, fees, contributions, commissions;
- Assumptions underlying revenue projections (prices, volumes, tariffs, demand).

b) Operating Expenditure

- Personnel costs (wages, salaries, allowances, pensions);
- Goods and services;
- Administrative and operational expenses;
- Maintenance and repair costs.

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

c) Capital Expenditure

- Ongoing and new capital projects;
- Project objectives, cost estimates, timelines, and funding sources;
- Linkage to approved corporate or strategic plans.

d) Financing Plan

- Government subventions or subsidies;
- Borrowings (domestic or external);
- Internally generated funds;
- Any proposed guarantees or contingent liabilities.

e) Cash Flow Projections

- Monthly or quarterly cash inflows and outflows;
- Identification of liquidity risks.

f) Statement of Comprehensive Income

- Forecasted operating results;
- Explanation of projected profit or loss.

g) Statement of Financial position

- Projected assets and liabilities;
- Explanation of projected assets and liabilities.

9. EXPENDITURE CEILINGS AND COST RATIOS

To promote efficiency and sustainability, the following ceilings shall apply as;

a) Operating Cost to Revenue Ratio

- Total Operating Costs shall not exceed 70% of total operating revenue.
- PEs exceeding this threshold must provide strong justification and a cost-reduction plan to the Office.

b) Administrative Cost to Revenue Ratio

- Total Administrative Costs shall not exceed 15% of total operating revenue.
- Administrative costs must demonstrate direct support to core operations.

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

- PEs exceeding this threshold must provide strong justification to the Office.

c) Personnel Costs

- Personnel emoluments shall not exceed 40% of total operating revenue, unless otherwise approved by the Office.
- No new positions shall be budgeted without approval of relevant authority.

d) Capital Expenditure

- Capital projects must be aligned with the approved Strategic Plan.
- Any new project exceeding a threshold (to be determined by TRO) shall require a feasibility study and cost-benefit analysis.

10. REVENUE GROWTH RATE

a) Minimum Revenue Growth Requirement

All PEs shall prepare their revenue projections based on a minimum revenue growth rate of not less than ten percent (10%) compared to the approved revenue estimate of the preceding financial year.

b) Basis for Revenue Growth Assumptions

The proposed revenue growth rate shall be supported by realistic and evidence-based assumptions, taking into account:

- Historical revenue performance (at least for the last three financial years)
- Sector-specific trends and market conditions
- Macroeconomic environment
- Government policies, tariffs, and regulatory changes
- Planned operational improvements and efficiency measures
- Approved price, fee, or tariff adjustments (where applicable)

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

c) Justification for Higher Growth Rates

- PEs proposing a revenue growth rate exceeding ten percent (10%) shall provide clear justification supported by quantitative analysis and operational plans.
- Growth projections shall not be based solely on optimistic expectations without supporting evidence.

d) Exceptional Circumstances

Any PE unable to meet the minimum 10% revenue growth rate must submit a formal written justification to TRO, clearly explaining:

- The constraints affecting revenue growth
- Measures being undertaken to improve performance
- A realistic recovery plan with timelines

Acceptance of revenue growth below 10% shall be subject to explicit approval by TRO.

e) New Revenue Streams

- Revenue from new initiatives, products, or services shall be presented separately.
- Only revenue streams supported by approved business plans or management decisions shall be included in the projections.

f) Review and Compliance

- TRO reserves the right to review, revise, or reject revenue projections that do not comply with this guideline.
- Failure to comply with the minimum revenue growth requirement may result in the budget being returned for revision.

11. MACROECONOMIC ASSUMPTIONS IN BUDGET PREPARATION

PEs shall prepare their budgets using realistic and consistent macroeconomic assumptions to ensure credibility, comparability, and effective review by the

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

TRO. All macroeconomic assumptions shall be aligned with official Government projections and policy guidance, clearly stated, conservative and evidence-based.

The following macroeconomic assumptions shall apply and guide the estimation of revenues, expenditures, and financing requirements:

a) Economic Growth

Preparation of the budget shall be based on the projected Gross Domestic Product (GDP) growth rate, which reflects the expected performance of the economy during the fiscal year and the medium term.

b) Inflation

Budget estimates shall take into account the projected inflation rate to ensure that expenditure allocations realistically reflect expected changes in the cost of goods, services and wages.

c) Interest Rates

The preparation of the budget shall consider projected interest rate levels, which affect the cost of borrowing and debt servicing obligations.

d) Exchange Rate

The budget shall be prepared by using an assumed exchange rate, particularly for estimating external debt service, foreign-funded projects, and other expenditures denominated in foreign currencies.

e) Fiscal Balance

Budget preparation shall be guided by the targeted fiscal balance (deficit or surplus), in line with the government's fiscal policy objectives and debt sustainability framework.

12. KEY VARIABLES IN BUDGET PREPARATIONS

The followings are the key Variables for budget preparation in Public entities:

Projected Revenue

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

All Public Entities are required to disclose all revenues that accrue to the respective entity, including Government Subvention, internally generated revenue and donor funding/grants.

Expenditure control

All Public Entities are required to establish prudent financial management practices in their planning. As a matter of priority, PEs should enhance cost control measures with the aim of delivering services in the most cost-effective manner.

The AO's of the PEs are reminded that incurring expenditures that are NOT approved by their Board and the Treasury Registrar is illegal & irregular and they will be held personally liable for such expenditures.

Payment of dividends.

All Public Entities are expected to generate reasonable returns, declare and pay dividends to the Government. In this regard, PEs are required to develop a Dividend Policy and submit it to the Office for approval.

Borrowings

All Public Entities are reminded that they should not procure any loan, overdraft facility and/or any form of credit facility with financial institution, unless such borrowing;

- a) Is permitted by and in accordance with Section 58 (6) of Public Financial Management Act, 2016;
- b) Indicate the borrowing plan and loan repayment strategies in the financial plan in accordance with section 37 of the Treasury Registrar and Public Assets Management Act No. 6 of 2021; and
- c) If it is permitted by other law but not in conflict with Public Financial Management Act, 2016.

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

13. REALLOCATION OF BUDGET FUNDS

Reallocation refers to the transfer of funds between approved budget line items within the same financial year without increasing the total approved budget ceiling.

PEs may reallocate funds to address operational needs, provided that:

- a) The total approved annual budget is not exceeded;
- b) The reallocation aligns with the approved Corporate Plan and performance targets;
- c) A clear written justification is documented;
- d) Applicable laws, regulations, and TRO directives are complied with.

NOTE:

- Reallocation exceeding the threshold set by TRO, or those involving capital projects, Government subventions, loan-financed projects, or statutory obligations, shall require prior written approval from TRO.
- All approved reallocation must be reported in quarterly financial reports submitted to TRO.
- The AO and Chief Finance Officer (CFO) shall be responsible for ensuring proper authorization, documentation, and accountability of all reallocations.
- The AO may **only** reallocate the amount of the budget six months after mid-year budget review has been undertaken.
- The AO shall not contravene the conditions on reallocation as prescribed under the Public Finance Management Act no 6 of 2016 and its Regulations.

14. IN-YEAR BUDGET ADJUSTMENT

In-Year Budget Adjustments shall be permitted only under exceptional and justifiable circumstances where material deviations from the approved budget arise. Such circumstances may include significant changes in government policy, macroeconomic conditions, regulatory requirements, emergencies, or unforeseen operational demands.

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

All requests for in-year adjustments must:

- a) Be formally submitted to TRO with a detailed justification.
- b) Clearly demonstrate the necessity of the adjustment and the risks of not approving it.
- c) Indicate the financial impact on revenue, expenditure, cash flow, and key performance targets.
- d) Specify the proposed source of funding (e.g., internal reallocation, additional revenue, or government support).
- e) Include Board approval prior to submission to TRO.

No PIE shall implement any material budget adjustment without prior written approval from TRO.

TRO reserves the right to review, amend, approve, or reject any proposed in-year adjustment based on fiscal sustainability, alignment with government priorities, and overall performance considerations.

15. BUDGET OVERDRAFT

A budget overdraft refers to any expenditure incurred in excess of the approved budget allocation for a specific line item, program, or the total annual budget.

PIEs shall not incur expenditures beyond the approved budget ceiling without prior written approval from the TRO. Any anticipated budget shortfall must be addressed through formal reallocation or budget revision procedures before commitments are made.

In exceptional circumstances where an overdraft is unavoidable, the management must:

- a) Provide a written justification explaining the reasons and impact;
- b) Indicate the proposed source of funding or recovery plan;
- c) Obtain Board approval; and
- d) Seek prior written approval from TRO.

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

All budget overdrafts shall be disclosed in quarterly financial reports submitted to TRO.

The AO and CFO shall be accountable for ensuring that no unauthorized overdrafts occur.

16. STRUCTURE OF THE ANNUAL BUDGET

The followings are the components that formulate the structure of annual budget on which the PEs should follow in budget preparation:

- a) Table of Contents**
- b) Acronyms and abbreviation**
- c) List of appendixes**
- d) Policy Statement**
 - **Chairman's statement**
 - **Accounting Officer's statement**

e) Background of the PE

All Public Entities are required to present statement of background information, mandate or core functions, short-term objectives or strategic intend, performance review for the last financial year including challenges and strategic measures to overcome those challenges, and the outlook.

f) Legal and policy framework

These component shall state the prevailing legal, regulatory and policy framework governing Public investment and Public Asset. The budget shall comply with the Treasury Register' Guidelines, National Budget Guidelines, directive issued by the Ministry responsible for Finance and Treasury. Additional, the budget incorporate applicable laws and regulations governing Public procurement, asset management, corporate governance and internal control to ensure transparency, efficiency and value for money.

g) Mission statement

This component shall state the mission statement of a PE.

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

h) Vision statement

This component shall state the vision statement of a PE.

i) Core values

This component shall outline the core values of a PE.

j) Scope

In this component, a PE shall explain the coverage of the annual budget, specifying that it applies to the PE and its subsidiaries (where applicable).

k) Interpretation

This component shall state the interpretation of the terms and words that appeared in the budget.

l) Objectives of the budget

This component outlines the specific objectives of the budget to be achieved.

m) Major achievement and review for current year's budget

This component shall show the achievement for the nine (9) months of the current year budget. The performance review for the financial year provide assessment of the PE budget execution, operational achievement and institutional performance. This review is intended to inform on the preparation of the current annual budget by highlighting key results, challenges and way forward.

n) Revenue Estimates and Projection

o) Estimates of MTEF

- Summary of annual and forward budget estimates
- MTEF sheet for Objectives, Target and Activity based costing (in total)
- Costing sheet (GFS code)
- Development Expenditure of annual and forward budget
- Statement of Comprehensive Income
- Statement of Cash flow
- Statement of Financial position

GUIDELINES FOR PREPARATION OF ANNUAL BUDGET FOR PUBLIC ENTITIES

17. EFFECTIVE DATE

The Guidelines for Budget Preparation in Public Entities shall be effective from the date signed by the Treasury Registrar.

18. REVIEW OF THE GUIDELINES

The TRO may review provisions of these Guidelines when the need arises.

Signed on this 12 day of March,2026.



.....
**WAHEED MUHAMMAD IBRAHIM SANYA,
TREASURY REGISTRAR.**

ANNEXURES

1. STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOMES

	Actual	Budget	Actual	Proposed Budget	Projected Budget	Projected Budget
	Previous year	Current year	Current year	Next year	Upcoming year 1	Upcoming year 2
Details						
Revenue						
Operating revenue						
Other revenue						
Total Revenue						
Expenses						
Personnel Emoluments						
Administrative Expenses						
Selling and Distribution Cost						
Other Operating Expenses						
Depreciation & Amortization						
Total Operating Expenses						
Operating Profit/ Loss/ Surplus /Deficit						

Taxes						
Net Operating Profit/ Loss/ Surplus /Deficit						

NB.: PE can add rows and include other items

2. STATEMENT OF FINANCIAL POSITION

Details/Date	Actual Previous year	Budget Current year	Actual Current year	Proposed Budget Next year	Projected Budget Upcoming year 1	Projected Budget Upcoming year 2
ASSETS						
Non-Current Assets						
Property, Plant & Equipment						
Right of Use Assets						
Intangible Assets						
Investment Properties						
Work in Progress						
Deferred Tax Asset						
Lease prepayment						
Long Term Government Securities						
Financial Assets (Long Term)						
NB.: List all non-current assets						
Total Non-Current Assets						
Current Assets						
Inventory						

Receivables & Prepayments						
Fixed Deposit with Banks						
Short Term Government Securities						
Inter-company Debtors						
Financial Assets (Short-term)						
Cash & Cash Equivalents						
Income Tax Recoverable						
NB.: List all current assets						
Total Current Assets						
Total Assets						
Equity and liabilities						
Equity:						
Non-Controlling Interest						
Capital grants						
Share Capital						
Share Premium						
Capital Reserve						
Reserves						
Revaluation Reserve						
Accumulated Profit/(Loss)						
Total Equity						
Liabilities						
Non-Current Liabilities						
Long Term Borrowings						
Lease Liability (Non-Current)						
Deferred Tax						
Due from Related Parties						
Defined Benefit Obligation						
Loans from Shareholders						

Retirement Benefit Obligation						
Security Deposits						
<i>NB.: List all non-current Liabilities</i>						
Total Non-Current Liabilities						
Current Liabilities						
Payable and Accruals						
Provisions						
Derivative Liabilities						
Lease Liabilities (Current)						
<i>NB: list all current liabilities</i>						
Total current liabilities						
Total liabilities						
Total Equity and liabilities						

3. STATEMENT OF CASH-FLOW

	Actual	Budget	Budget
Details/Financial Year	Current year	Current year	Next year
Cash Flows from Operating Activities			
Cash Generated from Operations			
Interest Received			
Dividend Received			
Operations & Administrative Expenses			
Interest Paid			
Tax paid			
Dividend paid			
Net Cash flows from Operating Activities			
Cash flows from Investing Activities			
Purchase of Property, Plant and Equipment			
Purchase of Intangible Assets			
Disposal of PPE/Intangible Asset			
Net Cash flows generated from (used in) Investing Activities			
Cash flows from Financing Activities			
Proceeds from Borrowings			
Repayment of Borrowings			
Net Cash flows generated from (used in) Financing Activities			
Effect of Exchange rate changes on cash and cash equivalents			
Increase (Decrease) in Cash & Cash Equivalents			
Cash and Cash Equivalent at Beginning of the Year			
Cash and Cash Equivalent at End of the Year			

4. CAPITAL AND DEVELOPMENT BUDGET

4.1 CAPITAL PROJECTS

	Details	Initial Cost	Revised Cost (If Any)	Project Start Date	Actual Accumulated Expenditure	Amount required to Completion	Source of Fund	Proposed Budget
	Ongoing-Projects							
1								
2								
3								
	Total On-Going Project							
	New Projects							
1								
2								
3								
	Total New Projects							
	Total Capital/ Development Projects							

4.2 EXPENDITURE ON CAPITAL ITEM

	Details	Source of fund	Proposed Budget
1			
2			
3			
4			
5			
	TOTAL		

5. STATEMENT OF PROFIT OR LOSS AND OTHER COMPRHENSIVE INCOME FOR SOCIAL SECURITY FUNDS

Details	Actual	Budget	Actual	Budget	Projected Budget	Projected Budget
	Pervious year	Current year	Current year	Next year	Upcoming year 1	Upcoming year 2
Revenue						
Contributions & Benefits						
Contributions						
Penalty on Delayed Contributions						
Benefit expenses						
Gross Income from dealing with Members						
Investment income						
Interest income						
Dividend income						
Rental income						
Net changes in fair values						
Share of Profit of Associates & Joint Ventures						
Net investment income						
Other Income						

Total income before expenses						
-------------------------------------	--	--	--	--	--	--

Expenses						
Investment Expenses						
Impairment on Investments						
Administrative Expenses						
Employee Expenses						
Depreciation & Amortization						
Statutory expenses						
Benefit Expenses						
Total Expenses						
Increase in net assets for the year						
Income tax charge						
Increase in net assets for the year after income tax						
Net assets available for benefit at the start of the year						

Net assets available for benefit at the end of the year						
----------------------------------------------------------------	--	--	--	--	--	--

6. STATEMENT OF FINANCIAL POSITION FOR SOCIAL SECURITY FUNDS

Details/Date	Actual Current Year	Budget Current year	Budget Next year	Projected Budget Upcoming year 1	Projected Budget Upcoming year 2
Assets					
Investment Assets					
Investment Properties					
Investment in Associate & Joint Ventures					
Investment in Subsidiaries					
Equity investments					
Investment in Government Securities					
Corporate Bonds					
Loan investments					
Fixed Deposits					
Deposit with financial institutions					
Other investment balance					
Tradable inventories					
Investments assets					
Other Assets					
Cash and Cash equivalent					

Prepayments					
Contribution and other receivables					
Property, Plant & Equipment					
Intangible Assets					
Stationery and Consumables					
Other Tax Recoverable					
Deferred income Tax Assets					
Corporation tax recoverable					
Total other assets					
Total Assets					
Liabilities					
Deferred income Tax Liabilities					
Benefits Payables					
Other payables					
Provisions					
Payable to subsidiaries					
Corporate tax payables					
Total Liabilities					
NET ASSETS AVAILABLE FOR BENEFITS					

7. STATEMENT OF CASH-FLOW FOR SOCIAL SECURITY FUNDS

	Actual	Forecast	Budget Year
Details/Financial Year			
Cash Flows from Operating Activities			
Administration expenses (Net of depreciation)			
Other income			
Inventory			
Members' contributions, other receivable and institutional loan			
Benefit Liabilities and other liabilities			
Un Earned Rent			
Net cash flows from operating activities			
Cash flow from investing activities			
Return on Investment			
PPE			
Work in Progress (WIP)			
Investment Property			
Investment in Equity			
Investment in Government Security			
Fixed Deposit			
Institution Loan			
Net cash flows from Investing activities			
Cash Flows from financing activities			
Contribution and Penalties received			
Refund and Payments to pensioners			
Net cash Flows from Financing Activities			
Net increase/ (decrease) in cash and cash equivalent			
Cash and cash equivalent at the beginning of the Year			
Cash and cash equivalent at the end of the Year			

8. STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOMES FOR BANKS

	Actual	Budget	Budget	Projected Budget	Projected Budget
	Current year	Current year	Next year	Upcoming year 1	Upcoming year 1
Details					
Interest income					
Interest expense					
Net interest income					
Bad debts written off					
Impairment losses on Loans and Advances					
Non-Interest Income:					
Foreign Currency Dealings & Translation Gains/(Loss)					
Fees and Commission					
Dividend Income					
Other Operating Income					
Non-Interest Expense:					
Salaries and Benefits					
Fees and Commission					
Other Operating Expenses					
Operating Income/(Loss)					
Income tax expense					

Net Income/(Loss) after Income Tax					
Other Comprehensive Income, net of tax					
Total comprehensive income for the year					

8.1 CONCISE EXPLANATORY NOTES ON STATEMENT OF COMPREHENSIVE INCOME

.....

.....

.....

9. STATEMENT OF FINANCIAL POSITION FOR BANKS

Details/Date	Actual Previous year	Budget Current year	Actual Current year	Budget Next year	Projected Budget Upcoming year 1	Projected Budget Upcoming year 2
Assets						
Cash						
Balances with Bank of Tanzania						
Investment in Government Securities						
Balances with Other Banks and Financial Institutions						
Cheques and Items for clearing						
Inter branch float items(lend)						
Bills Negotiated						
Customers' liabilities for acceptances						
Interbank loans receivables						
Investment in other securities						
Loans, Advances and Overdrafts (Net of Allowances for Probable Losses)						

Other Assets						
Equity Investments						
Underwriting Accounts						
Property, Plant & Equipment						
Intangible Assets						
Right of Use Assets						
Total Assets						
Liabilities						
Inter branch float items(borrow)						
Lease Liabilities						
Deposits from Other Banks and Financial Institutions						
Customer Deposits						
Cash letters on Credit						
Payment Orders/Transfer Payable						
Bankers' cheques and draft issued						
Accrued taxes and expenses payable						
Acceptance outstanding						
Unearned income and Other deferred charges						
Other Liabilities						
Borrowings						
Total Liabilities						
Net Assets/(Liabilities)						

Shareholder's Fund						
Paid up Share Capital						
Capital Reserves						
Retained Earnings						
Other Capital Accounts						
Minority Interests						
Total Shareholder's Fund						

9.1 CONCISE EXPLANATORY NOTES ON STATEMENT OF FINANCIAL POSITION

.....
.....
.....

10. STATEMENT OF CASH-FLOW FOR BANKS

	Actual	Forecast	Budget Year
Details/Financial Year			
Cash flow from Operating Activities:			
Cash generated/(used in) Operations			
Tax Paid			
Net cash provided (used) by Operating Activities			
Cash flow from Investing Activities:			
Dividend Received			
Purchase of Non-current Assets			
Proceeds from Sale of Non-Current Assets			
Purchase of Non-Dealing Securities			
Proceeds from Sale of Non-Dealing Securities			
Net cash provided (used) by Investing Activities			

