

**TIB  
DEVELOPMENT  
BANK**  
Your Partner for Growth



EMPOWERING SUSTAINABLE GROWTH  
ANNUAL REPORT

2024

# EMPOWERING SUSTAINABLE GROWTH

## CORPORATE INFORMATION

### **Registered Office**

Building No 3, Mlimani City Office Park  
Sam Nujoma Road,  
P.O. Box 9373, Dar es Salaam.

### **Company Secretary**

Menson Ngahatilwa  
P.O. Box 9373,  
Dar es Salaam.

### **Physical Address**

Mlimani City Office Park,  
Building No. 3,  
Sam Nujoma Road.

### **Other Contact Details**

Tel: +255 22 2163600/601  
Telefax: +255 22 2411095  
E-mail: md@tib.co.tz  
Website: www.tib.co.tz

### **Main Bankers**

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

TCB Bank Plc,  
Mlimani City Branch,  
P.O. Box 9300,  
Dar es Salaam, Tanzania

Azania Bank Ltd  
Mwenge Branch  
P.O. Box 32089  
Dar es Salaam, Tanzania

NBC Limited  
Corporate Branch  
P.O. Box 9062  
Dar es Salaam, Tanzania

### **Auditors**

The Controller and Auditor  
General (CAG),  
National Audit Office,  
4 Audit Road,  
P. O. Box 950,  
41104 Tambukareli - Dodoma

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## ABBREVIATIONS AND ACRONYMS

<b>AADFI</b>	Association of African Development Finance Institutions
<b>BADEA</b>	Banque Arabe pour le Developpment Economique en Afrique (Arab Bank for Economic Development in Africa)
<b>BOT</b>	Bank of Tanzania
<b>CBWSO</b>	Community Based Water Supply Organizations
<b>CMSA</b>	Capital Markets and Securities Authority
<b>CAR</b>	Capital Adequacy Ratio
<b>CIR</b>	Cost to Income Ratio
<b>COVID-19</b>	Corona Virus Disease, 2019
<b>CPI</b>	Consumer Price Index
<b>CSP</b>	Corporate Strategic Plan
<b>DFI</b>	Development Finance Institution
<b>DFRC</b>	Development Finance Resource Centre
<b>DPs</b>	Development Partners
<b>EAC</b>	East African Community
<b>EPZA</b>	Export Processing Zone Authority
<b>FYDP</b>	Five Year Development Plan
<b>FCY</b>	Foreign Currency
<b>GDP</b>	Growth Domestic Product
<b>IFEM</b>	Interbank Foreign Exchange Market
<b>JNHPP</b>	Julius Nyerere Hydro Power Project
<b>LCY</b>	Local Currency
<b>LGA</b>	Local Government Authorities
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MITI</b>	Ministry of Industry, Trade, and Investment
<b>MOF&amp;P</b>	Ministry of Finance and Planning
<b>MoLF</b>	Ministry of Livestock and Fisheries
<b>MPR</b>	Monetary Policy Report
<b>NPL</b>	Non-Performing Loan
<b>OBSE</b>	Off-Balance Sheet Exposures
<b>SADC</b>	Southern African Development Community
<b>SGR</b>	Standard Gauge Railway
<b>TPDC</b>	Tanzania Petroleum Development Corporation
<b>TREEP</b>	Tanzania Rural Energy Expansion Project
<b>TRWA</b>	Total Risk Weighted Assets
<b>TZS</b>	Tanzania Shillings
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>USD</b>	United States Dollar
<b>WEO</b>	World Economic Outlook

## WHO WE ARE

TIB Development Bank was established in November 1970 initially by an act of the parliamentary, the Tanzania Investment Bank Act of 1970 with the main purpose of financing development with emphasis on industrialization of the country. TIB was able to fulfil its mandate with noble success until the macroeconomic instabilities of the 1980s when the country's economy deteriorated.

The economic reforms of the 1990s highlighted the lack of long-term funding as it was not offered by any of commercial and financial institutions operating in the country then.

The Government therefore re-designated TIB as a Development Financial Institution in 2005 to support Tanzania's socio-economic transformation focuses on long-term financing for development-oriented projects in alignment with national priorities.

As a key Development financial institution (DFI) in Tanzania, TIB Development Bank operates in alignment with Government priorities and national development plans, including the Tanzania Development Vision 2025, the Third National Five-Year Development Plan (FYDP III), and sector-specific policies. The bank finances strategic sectors focus on high-impact national strategic areas including mining; infrastructure (energy, water, transportation); services (tourism, real estate, education, and health); manufacturing and agro-processing and oil and gas to accelerate economic growth.

As a policy driven institution, TIB is recognized by the Government and mandated to support Tanzania's economic growth by providing long-term financing across all sectors of the economy to foster job creation, sustainable development, and improved livelihoods by collaborating with public and private sector stakeholders to drive impactful investments that enhance national productivity and contribute to Tanzania's economic strategic objectives.

### Our mandate

**"To empower the development of Tanzania by providing affordable, sustainable financing solutions that contribute to an inclusive, diversified, and competitive economy."**

### Mission Statement:

"To Provide Affordable Development Financing for an Inclusive, Diversified, Vibrant and Competitive National Economy"

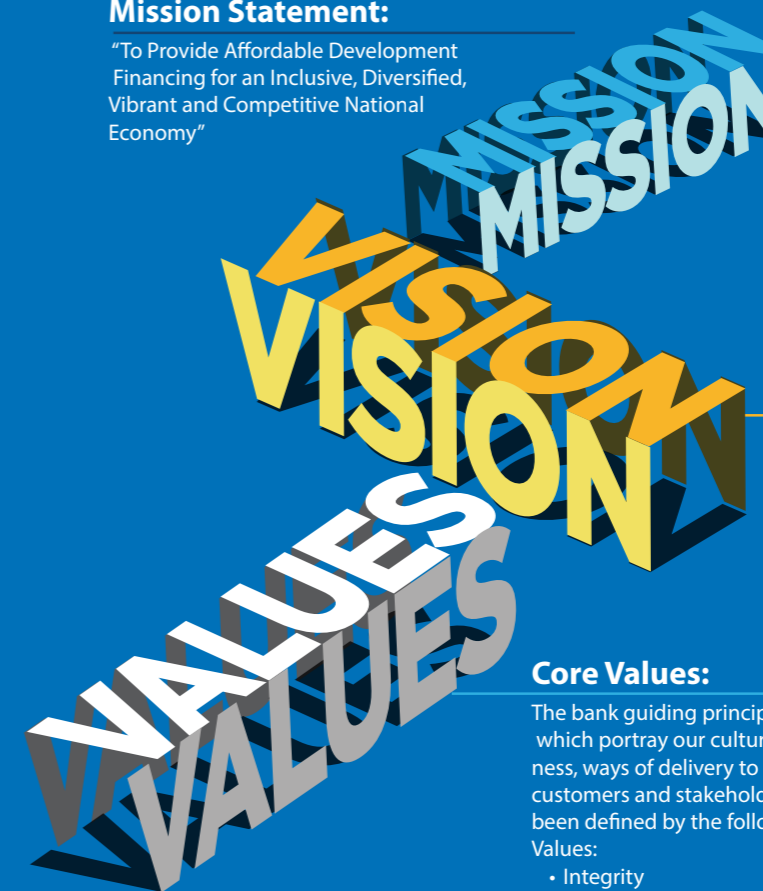
### Vision Statement:

"To be the Premier Development Financier in Tanzania"

### Core Values:

The bank guiding principles which portray our culture, togetherness, ways of delivery to our customers and stakeholders have been defined by the following Core Values:

- Integrity
- Team Spirit
- Innovation
- Excellence
- Customer Centricity
- Stakeholder Focus
- Accountability



## OUR PRODUCTS AND SERVICES



### Term Loans

The bank offers short-term loans (tenor of less than 2 years), medium (tenor ranging from 2 to 5 years) and long-term loans (tenor exceeding 5 years). The maximum amount to be given is determined by the bank's single borrower limit and the client's financing need. The client must contribute equity of at least 30% of the project investment cost while the bank provides the remaining 70%. Where the loan is provided under project financing terms, the project assets and cash flows may be used as collateral for the project.



### Guarantees

The bank provides guarantee facilities to cover any financial obligations extended by third parties in the form of a performance guarantee, payment guarantee, banker's guarantee and any other related guaranteed instrument to beneficiaries i.e local/foreign financial institutions, commercial firms or individual investors.



### Equity Investment

In financing development projects, TIB uses equity investment as an instrument in promoting and protecting its investments as well as playing a catalytic role to attract both local and foreign investments. The bank directs its equity investment to projects with significant developmental impact potential, while maintaining satisfactory financial return on its investment. The bank may consider equity investment to finance start-up, early stage, expansion or rehabilitation capital.



### Project Preparation Facility

TIB provides soft loans to help potential clients prepare bankable projects documents. The facility is used to prepare studies such as feasibility analysis, financial modeling, and resource studies. The loan is either repaid or refinanced when the client obtains financing for project implementation. A key requirement for such financing is that the project must have the potential to be financed by TIB either alone or through club or syndicated facility.

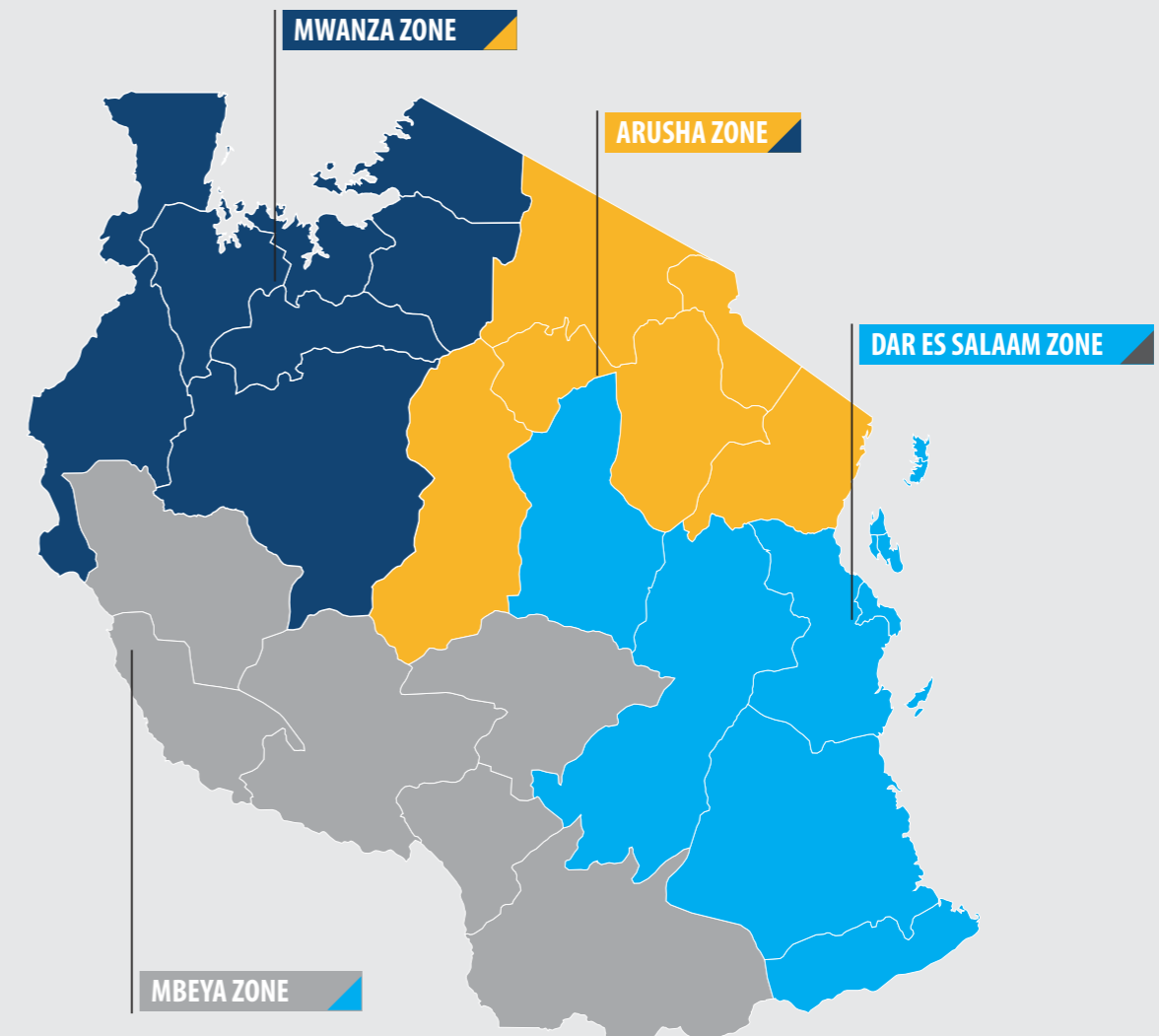


### Fund Management Services

As the policy bank, the bank provides fund management services as an agent of the government, its various agencies and other non-governmental organizations in managing its various programs. Through such an agency, the bank assists fund owners to deliver pre-determined benefits to target groups using its development financing expertise. TIB solicits such deals from fund owners and participates in the development of operating procedures and eventually delivers the agency mandates per respective agreements.

## OUR FOOTPRINT

Map representing the coverage of projects funded by the Bank across the country



### Dar es salaam Zonal Office

Dar es salaam  
Dodoma  
Costal region  
Morogoro  
Zanzibar  
Pemba  
Mtwara  
Lindi  
Mafia



### Mwanza Zonal Office

Mwanza  
Simiyu  
Mara  
Shinyanga  
Tabora  
Kigoma  
Geita  
Kagera



### Arusha Zonal Office

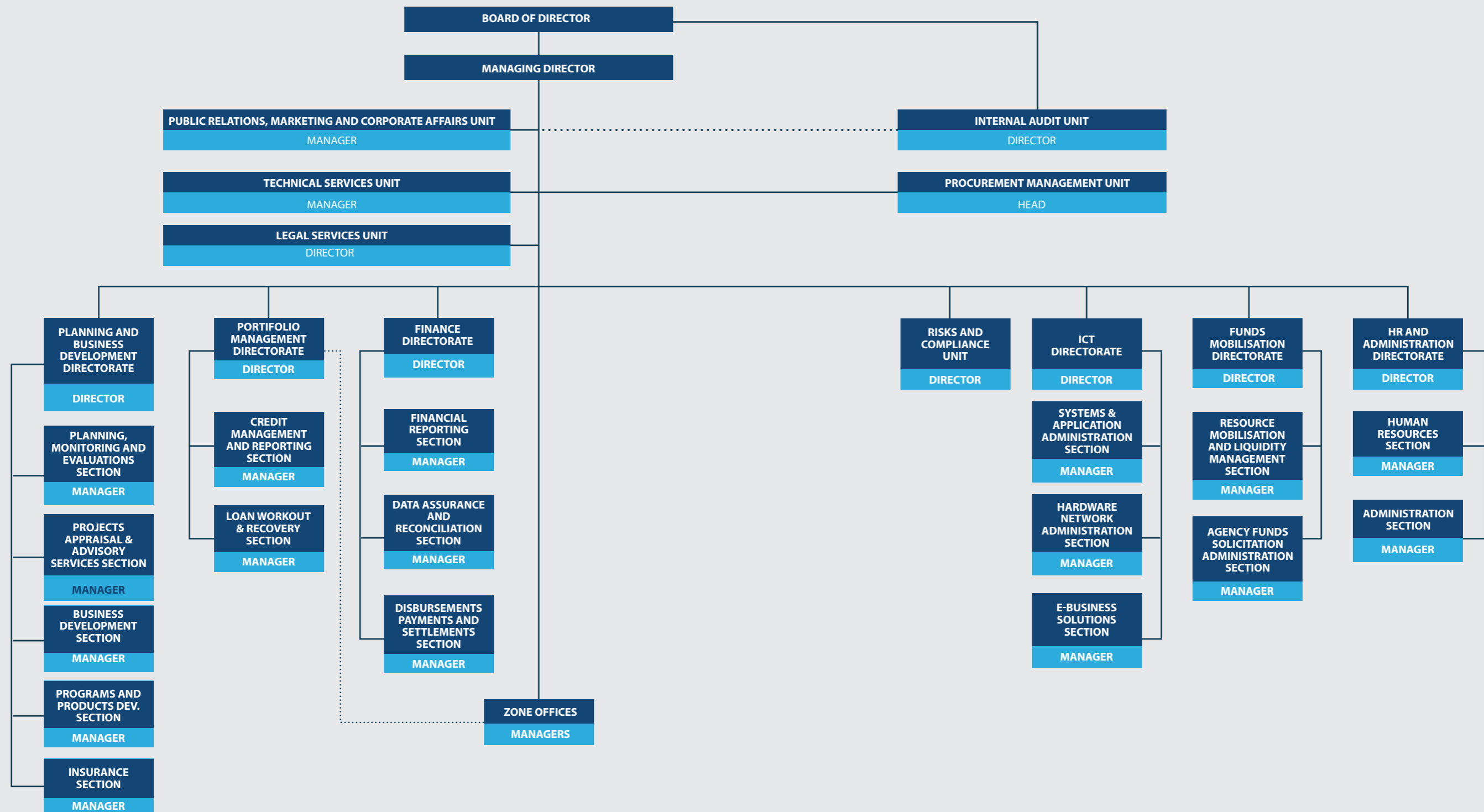
Arusha  
Tanga  
Singida  
Kilimanjaro  
Manyara



### Mbeya Zonal Office

Mbeya  
Songwe  
Iringa  
Mjombe  
Rukwa  
Ruvuma

## THE ORGANISATION STRUCTURE





## CHAIRMAN'S STATEMENT

On behalf of the Board of Directors of TIB Development Bank, I am grateful to present the Bank's Annual Report and Audited Statements for the year ended 31st December 2024.

As a policy-driven institution, the Bank continued to pursue financial sustainability by prudently managing its balance sheet, strengthening revenue while optimizing operational costs, and diversifying funding sources. The Bank remains steadfast in fulfilling its mandate by offering long-term financing, administering special funds for the government and development partners, advisory and technical assistance services to advance Tanzania's development agenda.

During the year, the Bank dedicated itself to promoting Tanzania's economic progress by providing long-term financing across various sectors of the economy. The Bank's strategies align seamlessly with the Third National Five-Year Development Plan (FYDP III; 2021/22–2025/26) and the Tanzania Development Vision 2025. TIB's financing strategy is meticulously designed to encourage holistic development, emphasizing high-impact strategic sectors, including Industrial manufacturing and agro-processing, Infrastructure development (energy, water, and transport), mining and mineral beneficiation, key services such as healthcare, real estate, education, and tourism, aiming to produce measurable, positive impacts on the lives of Tanzanians nationwide.

I am pleased to convey that, throughout 2024, the Bank upheld its dedication to robust corporate governance and internal controls. In compliance with International Financial Reporting Standards (IFRS) and other regulatory requirements. Our financial statements were granted an unqualified audit opinion. Nonetheless, the report underscored the bank's difficulties regarding capital and liquidity, which significantly impacted its

The bank demonstrated a strong financial recovery, reporting an after-tax profit of

**TZS 4.58**  
billion

financial performance over the year. In response to these challenges, we have focused on restructuring the balance sheet while also engaging with the government for supplementary capital infusions. The discussions with the government aim to ensure that TIB's recapitalization aligns with its role as a National Development Financing Institution and meets regulatory standards.

Despite this Bank's liquidity challenges, in 2024, the bank demonstrated a strong financial recovery, reporting a profit after-tax of TZS 4.58 billion, a significant turnaround from the after-tax loss of TZS 6.67 billion in 2023. Total assets grew to TZS 452.78 billion, up from TZS 425.15 billion in the previous year, while core capital increased to TZS 90.14 billion, compared to TZS 86.61 billion in 2023. These results reflect a solid recovery and an improving financial position.

Additionally, the government showcased its commitment to inject capital of TZS 137 billion. The additional capital shall improve TIB's capacity to raise financing to allow the bank to play its rightful role of accelerating equitable growth for inclusive development. Moreover, the Ministry of Finance intends to take over the existing short-term liabilities owed to deposit institutions, which total TZS 163 billion, through the issuance of non-cash bonds. This move expects to strengthen the bank's capital position by TZS 163 billion and lower interest expenses.

The Board remains dedicated to ensuring that the Bank fulfils its mandate and realizes its long-term vision of catalysing Tanzanian's socio-economic transformation, in alignment with the Development Bank's Corporate Strategic Plan (2021–2025) and national development goals, such as Tanzania Development Vision 2025 and the Third National Five-Year Development Plan (FYDP III), align with the bank's Annual Corporate Plan 2025. The proposed plan for 2025 is in line with the local, regional, and worldwide elements influencing the Bank's operational efficiency. Considering this, the bank's strategic goals for 2025 include reviving the

bank's operations, fostering commercial expansion, regaining market trust, and guaranteeing regulatory compliance.

The Board of Directors is dedicated to ensuring that TIB plays a significant role in advancing Tanzania's economic and social development. TIB's investments will be assessed based on their developmental impact and capacity to foster systemic development and change. As a development finance institution, we aim to support initiatives that significantly enhance economic value and play a pivotal role in the nation's GDP growth while promoting progress within the broader financial sector.

I would like to express my sincere appreciation to our esteemed shareholders, the Treasury Registrar and National Insurance Company, the Ministry of Finance, regulatory authorities, and all other stakeholders and development partners for their continued trust and support.

I also acknowledge the commitment of the Board of Directors, Management team, and all TIB staff members for their exceptional efforts and commitment have ensured the Bank serves its clients and customers with distinction, achieving various business milestones in 2024.

Together, we will continue to advance the government's efforts, contributing to the nation's economic agenda. We are committed to achieving our goals and look forward to another year of meaningful contributions to Tanzania's development.



**Mr. Sothenes L. Kewe**  
Chairman of the Board of Directors  
TIB Development Bank Limited

"The Board of Directors is dedicated to ensuring that TIB plays a significant role in advancing Tanzania's economic and social development. TIB's investments will be assessed based on their developmental impact and capacity to foster systemic development and change. As a development finance institution, we aim to support initiatives that significantly enhance economic value and play a pivotal role in the nation's GDP growth while promoting progress within the broader financial sector."



### Strategic Partners



## BOARD OF DIRECTORS



**Mr. Sosthenes L. Kewe**  
Chairman of the Board of Directors



**Mr. George I. Mnyitafu**  
Member



**Mr. John A. Rubuga**  
Member



**Dr. Arnold M. Kihale**  
Member



**Ms. Lilian M. Mbassy**  
Ag. Managing Director



**Mr. Menson L. Ngahatilwa**  
Board Secretary



**Mr. Agapiti E.B Kobello**  
Member



**Mr. Juma H. Reli**  
Member



**Ms. Justina T. Mashiba**  
Member



**Prof. Razack B. Lokina**  
Member



## MANAGING DIRECTOR'S STATEMENT

### Empowering Sustainable Growth

During the 2024, the Bank continued to align its operations with the Third National Five-Year Development Plan (FYDP III; 2021/22–2025/26) and the Tanzania Development Vision 2025. In 2024, the bank focused on the strategic sectors including industrial manufacturing, agro-processing, infrastructure—specifically energy, water, and transport, and services such as education, health, real estate and tourism.

### Financial Performance

The Board and Management continued to ensure that the Bank remains sustainable, exercising due care and prudence over resource and ensuring efficiency of the Bank's operations.

The bank's financial performance in 2024 realized a remarkable turnaround compared to the previous year. The bank reported an operating profit after tax of TZS 4.58 billion, a significant recovery from the operating loss after tax of TZS 6.67 billion in 2023. This improvement was driven by a substantial reduction in operating and credit costs, which declined from TZS 43.94 billion in 2023 to TZS 19.6 billion in 2024.

Total assets increased to TZS 452.78 billion in 2024 from TZS 425.15 billion in the previous year, while core capital increased to TZS 90.14 billion, compared to TZS 86.61 billion in 2023. These results reflect a solid recovery and an improving financial position

### Scaling Up Investment

In 2024, the Bank disbursed TZS 19.52 billion, primarily supporting projects in water and real estate with 67% invested to public projects and 33% to private projects.

As of 31st December 2024, the bank had invested to 270 projects, amounting to a total value of TZS 408.29 billion. These projects comprises both private and public sector portfolios. A significant proportion (94%) of the investment was into private entities, while 6% was invested to public entities across diverse sectors, mainly industrial, infrastructure, and service projects.

### Partnerships and Sectoral Focus

The bank partnered with national and international institutions to finance and execute energy and water supply development projects alongside various entities. Water is vital for gender equality and public health; therefore, the bank maintained its IFF-OBA relationship. This initiative funds commercially viable developments in the water sector through enduring solutions from urban water supply authorities. With KfW's output-based aid, TIB provided project-term loans which impacted 750,000 Tanzanian households by accessing clean water in 24 hours.

In partnership with the World Bank and Ministry of Water through the Rural Water Supply Authority (RUWASA), a total of USD 7.0 million has been invested to the Community-Based Water Supply Organizations (CBWSOs). These projects, once completed, will replace diesel-powered water pumps with solar-powered ones, saving money and reducing greenhouse gas emissions. The project aims to provide reliable and affordable clean water to 2.5 million households across 4 regions namely Dodoma, Singida, Shinyanga and Mtwara.

To improve service delivery, increase revenue collection, lower operating costs, and increase service coverage, the bank in partnership with National Water Fund (NWF), continues to provide loans to water supply and sanitation authorities (water utilities) for infrastructure improvement. The bank administers special funds on behalf of the NWF which was set aside to provide loans to water authorities for infrastructure improvement. The estimated population to be served under this program will be more than 2,963,750 households.

The Bank through a partnership with GOPA – AFC consultant initiated the designing and development of a technical assistance service that will assist women entrepreneurs in various business development and management including financial management, preparation of business plans, and other documents required to achieve bankability of women-led or women-owned projects.

### Agriculture and Agro processing

During the year under review the bank's agriculture financing window (off-balance sheet portfolio) maintained its competitive loan offerings to assist small and medium-sized producers throughout. As of 31st December 2024, the bank had financed 233 initiatives in 76 districts across 23 regions in Tanzania. These initiatives generated employment opportunities for over 10,000 citizens through agricultural processing and cultivation activities and significantly enhanced food security.

### Water Sector

A total of TZS 22.4 billion has been invested to 106 projects by the end of year 2024. This project includes ten (10) Water Authorities and ninety-six (96) Community-Based Water Supply Organizations -CBWSOs.

### Energy Sector Achievements

The bank implemented the Tanzania Rural Electrification Expansion Program in the energy sector, focusing on financing renewable energy initiatives. As of 31st December 2024, the funded initiatives generated 8.84 megawatts of power connected to the National Grid. The bank's energy financing catalyses the reducing greenhouse gases emission thereby assisting in reducing global emissions of 2.8 million tons of CO2 emissions.

**10,000**  
citizens through  
agricultural processing  
and cultivation  
activities and  
significantly enhanced  
food security

### Capital and Liquidity Challenges

In 2024, capital and liquidity remained challenges for the bank. To address these issues, the bank continued to engage the government for additional capital, access lines of credit and worked on improving its liquidity position by reducing operating and funding costs.

In response to these challenges, the government has shown its commitment to inject capital amounting to TZS 137 billion. The additional capital shall improve TIB's capacity to raise financing to allow the bank to play its rightful role of accelerating equitable growth for inclusive development.

### Looking Forward

TIB Development Bank will ensure its operations are profitable during the year 2025. This calls for increasing assets to increase interest and fee income, while exercising cost control and collecting from charged-off loans. The Bank will further, continue to enhance its brand reputation, stakeholder confidence and Compliance with regulations is guaranteed.

The primary objectives include developing a turnaround strategy, which will be implementation between 2025 and 2027, focusing on modest capital growth and resource mobilization to ensure the sustainability and restore market confidence. The Bank in 2025 will focus on the following among other priorities:

- Mobilizing appropriate funding to deliver the Bank's strategy to support priority sectors with high impact to the national strategic areas.
- Enhancing stakeholders and customers relationships, as well as the Bank visibility and image, will be a primary focus in the year 2025.
- Strengthening credit risk management with a view to lower NPLs ratio to 5% of the portfolio.
- Continuous collaborations with other

DFIs in providing support to private and public sector for preparation of bankable projects, developing a pipeline and financing the projects either in solo or in a consortium.

- Prioritising the automation of business processes to enhance efficiency and ensure systems are fit for purpose.
- Improving staff welfare, skills and knowledge to ensure productivity and retention.

### Appreciation

On behalf of Management and staff, I extend our sincere appreciation to our shareholders (the Treasury Registrar and National Insurance Corporations) the Ministry of Water, the Ministry of Finance, the Bank of Tanzania, TBA, TRA and other regulatory agencies. Your support has been crucial to our steady progress in advancing sustainable economic growth and prosperity for the nation and our region.

I also, extend my heartfelt thanks to the Board of Directors for their unwavering commitment, guidance, and support which have been a pivotal in realizing our strategic goals. To our dedicated Management and staff, I sincerely thank you for your dedication and hard work. let us continue striving to achieve our performance aspirations for 2025 and beyond.

Finally, I extend my gratitude to our esteemed strategic partners, including the EADB, World Bank, KfW, DBSA, IFC, AfDB, BADEA, SADC DFRC, NORSAD, and the TDB Bank. We sincerely appreciate your ongoing support, which has enabled us to meet the needs of our customers, business partners and investors.

**Ms. Lilian M. Mbassy**  
Ag. Managing Director, TIB.



**8.84**  
megawatts of power  
connected to the  
National Grid

In partnership with the World Bank and the Rural Water Supply Authority, the bank invested USD **7.0 million** in the community-based Water Supply Authority (RUWASA).

The Bank disbursed **TZS 19.52 billion**, primarily supporting projects in water

## MANAGEMENT TEAM



**Ms. Lilian M. Mbassy**  
Ag. Managing Director



**Ms. Zuwena Hemed**  
Director of Portfolio  
Management



**Mr. Robert J. Ndaki**  
Director of Information and  
Communication  
Technology (ICT)



**Mr. Menson L.  
Ngahatilwa**  
Director of Legal and  
Secretarial Services



**Ms. Mwasam S.  
Suleiman**  
Director of Finance



**Mr. Kulwa S. Debeta**  
Director of Risk and  
Compliance



**Mr. Joseph F.  
Chilambo**  
Ag. Director of  
Planning and Business  
Development



**Ms. Christine V.  
Mbonya**  
Director of Internal Audit



**Mr. Oswald Leo**  
Director of Fund  
Mobilization



**Mr. Daud M. Masele**  
Directorate of Human  
Resources and  
Administration



**Mr. Gaitan Banzi**  
Head of Procurement  
Management Unit



**Ms. Alfredina A.  
Kinyondo**  
Technical Services  
Manager



**Mr. Edward E. Kaguo**  
Ag. Manager, Public  
Relations, Marketing and  
Corporate Affairs

## GOVERNANCE STATEMENT

The corporate governance statement report demonstrates TIB Development Bank Limited commitment to the highest standards of corporate governance as well as compliance to applicable legal, statutory, and regulatory requirements. The Board of Directors and Management remain committed to ensuring that the Bank's operations and processes are executed with fairness, accountability, responsibility, and transparency.

### Board of Directors

The Board of Directors is the highest decision-making body in the Bank and is empowered by the Articles of Association to manage the affairs of the Bank. The Directors are accountable to the shareholders for the performance and management of the Bank. The Board Charter stipulates the Board's authority, responsibility, membership, and operating guidelines as well as the relationship between the Board and Management of the Company.

### Role of the Board

The Board is responsible for setting the strategic direction of the Bank, in a way that maximizes shareholder value over the long term and oversees the implementation of the Bank's mandate to improve the quality of life of Tanzanians. The Board is mandated with the overall control of the Bank's strategic affairs and is guided by the schedule of matters reserved for the Board as prescribed in the Board Charter.

The Bank's board of Directors had Chairperson of the Board and the Managing Director who is also a board member. The Board takes overall responsibility for the Bank, including responsibility for identifying key risk areas, considering and monitoring investment decisions, considering significant financial matters, and reviewing the performance of the Bank against approved strategies and targets. The Board is also responsible for setting a robust system of internal control including ensuring that policies and procedures are in place and are adhered to in line with good corporate governance principles and best governance practices as well as ensuring that the bank has a motivated work force.

### Delegated authority to the Managing Director

The Bank is under the supervision of the Board of Directors and there is a clear division of responsibility at the Bank between the Board and Executive Management. The Board has delegated authority for the day to day operations to the Managing Director who is assisted by the Directors and Heads of independent units. The Managing Director remains directly accountable to the Board for the effective management of the business for all activities and actions delegated including but not limited to the development and implementation of the bank's strategic and business plans, preparation of annual budgets and policy recommendations, implementation of the strategy as well as policy decisions, managing the Bank's risk profile in line with the extent and categories of risk identified as acceptable as well as ensuring appropriate internal controls are established and implemented to safeguard the Bank's assets and resources.

### BOARD STRUCTURE AND COMPOSITION

Majority of the members of the Board of Directors are non-executive directors. The tenure of the Board is four years. The Chairperson of the Board and the Managing Director are presidential appointees, whereas all other members of the Board are appointed by the Minister of Finance. The Board comprised of 8 Directors and 1 Executive Director who is also the Managing Director of the Bank. This composition ensures a balance of power on the Board for the decision-making process.

The Board is responsible for setting the strategic direction of the Bank, in a way that maximizes shareholder value over the long term and oversees the implementation of the Bank's mandate to improve the quality of life of Tanzanians.

## BOARD AND COMMITTEE MEETINGS

The Board has formed Committees which act on behalf of the Board in specific areas to direct the Bank effectively and accelerate the decision-making process, the board has three (3) committees namely.

1. Board Investment Committee (BIC)
2. Board Audit and Risk Committee (BARC)
3. Board Human Resources and Remuneration Committee (BHRC)

### BOARD INVESTMENT COMMITTEE

The Committee provided strategic direction and oversight over the Bank's investment portfolio and all the investment activities. The Committee is comprised of three (3) Directors namely; Mr. Agapiti Kobello member and chairperson of the committee, Ms. Justina Mashiba and Prof. Razack B. Lokina. The Committee helped the Board of Directors in fulfilling its responsibilities by providing oversight of the Bank's investment policies and management activities relating to the identification, assessment, measurement, monitoring, and management of the Bank's investment risk. The Committee provides oversight to the Bank's business that is non-funded, such as Fund Management and Advisory Services. In addition, the Committee reviewed the Bank's investment strategy, liquidity, policies, trends in portfolio quality and adequacy of provision for investment losses and provided recommendations to the Board.

The Committee held four (4) meetings during the period as indicated on page 26

### BOARD HUMAN RESOURCES AND REMUNERATIONS COMMITTEE

The human resources and remunerations committee is constituted of three (3) Independent Non-Executive Directors namely, Ms. Justina Mashiba the chairman of the committee, Mr. Agapiti Kobello and Mr. George Mnyitafu. The Human Resources and Remunerations Committee reports to the main Board, and it is responsible for the human Resources plans and remunerations matters that affecting the Bank's human resource policies and remuneration.

The Committee held four (4) meetings during the period as indicated on page 26.

### AUDIT AND RISK COMMITTEE

The Board Audit and Risk Committee (BARC) is constituted of three (3) Independent Non-Executive Directors namely, Mr. Juma H. Reli the chairperson, Dr. Arnold M. Kihale and Mr. John Rubuga.

The functions of the Audit and Risk Committee are to assist the Board in meeting its responsibilities by setting an effective system of financial reporting, internal control and risk management; and to assist Board in discharging its responsibilities under the Banking and Financial Institutions Act, 2006 for keeping under review the internal financial controls of the Bank with a view to securing the proper conduct of its financial affairs.

During the year under review the Committee provided independent assurance to the Board that the Bank's risk and control procedures are adequate. The Committee, which meets regularly, has detailed terms of reference that include receiving reports from, and reviewing the work of, the internal and external auditors; reviewing the annual financial statements prior to their submission to Board; reviewing the appropriateness of the bank's risk management framework and its implementation; considering the appropriateness of the accounting policies and procedures adopted and reviewing the Bank's risk matrix and specific business controls. 10 meetings were conducted by the Committee for the year 2024.

The Committee held ten (10) meetings during the period as indicated on page 26.



**The Committee provided independent assurance to the Board that the Bank's risk and control procedures are adequate.**



Board structure and composition for the year ended 2024					
Board of Directors		Board Investment Committee (BIC)	Board Audit and Risk Committee (BARC)	Board Human Resources and Remuneration Committee (BHRC)	
Responsible for the Bank's overall performance.		Provides strategic direction and oversight over the Bank's equity asset portfolio and all equity activities	Responsible for providing independent assurance to Board that the Bank's risk and control procedures are adequate	Responsible for the human Resources plans and Remunerations	
S/n	Committee membership and number of meetings attended	Full Board Meeting	Board Investment Committee (BIC)	Board Audit and Risk Committee (BARC)	Board Human Resources and Remuneration Committee (BHRC)
		6	4	10	4
1	Mr. Sosthenes L. Kewe	**6	N/A	N/A	N/A
2	Mr. John B. Rubuga	6	N/A	10	N/A
3	Mr. Juma H. Reli	6	N/A	**10	N/A
4	Ms. Justina Mashiba	5	3	N/A	**4
5	Mr. George I. Mnyitafu	5	N/A	N/A	4
6	Dr. Arnold Kihale	5	N/A	10	N/A
7	Prof. Razack B. Lokina	4	3	N/A	N/A
8	Ms. Lilian M. Mbassy	6	N/A	N/A	N/A
9	Mr. Agapiti Kobello	6	**3	N/A	4

\*\* Chairperson of the Meeting or respective committee

## INTERNAL CONTROL

### Internal Audit

The Bank has an independent internal audit department headed by the Director of Internal Audit who functionally reports to the Board Audit and Risk Committee and administratively to the Managing Director.

The internal audit activity helps the Bank accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.

The functions performed by the Internal Audit unit during the period under review includes,

- Evaluating and providing reasonable assurance to the Board that risk management, control and governance systems are functioning as intended
- Assessing the bank's business processes to ensure reliability and integrity of financial and operating information's
- Evaluated internal controls and make recommendations to the board on how to improve them, Review compliance with policies, procedures, laws and other external regulations,
- Review the means of safeguarding assets and verifying the existence of the said assets, develop a risk based annual plan taking into account the various risks to which the operating units are exposed and control concerns identified and submit to the Board Audit and Risk committee for review and approval, implemented the annual audit plan as approved and other audit related tasks sanctioned by management and the Board Audit and Risk Committee during the year 2024.

The BARC monitors the adequacy and effectiveness of internal controls on a quarterly basis and assesses the effectiveness of the Internal Audit Function. The BARC reviewed and approved the Internal Audit Plan which was fully implemented during the period. The Committee is satisfied with the independence and effectiveness of the internal audit function.

### Company Secretary

The Company Secretary is a key figure in the Bank's corporate governance and reports to the Board. In

addition to ensuring that information is promptly made available to Board members, the Company Secretary supports all Board and Committee meetings, creates customized induction programs for the Board, reviews evaluation tools, coordinates the implementation of any post-evaluation action plans, organizes director training and development, and advises the Board on corporate governance, legal, regulatory, and compliance issues. Additionally, the Company Secretary's services and advice are available to all directors at any time.

### Financial Statements

The Committee reviewed the financial statements of the Bank and confirms that the statements were prepared in accordance with IFRS accounting standards as issued by the International Accounting Standards Board (IASB), the Tanzania Companies Act, 2002 and Banking and Financial Institutions Act, 2006.

The Board of Directors confirms that applicable accounting standards have been followed, and the consolidated and separate financial statements have been prepared on a going concern basis.

***The Board of Directors has reasonable expectation that the Bank has adequate resources to continue in operational existence for the foreseeable whereas the future and Motivated and skilled staff team is a key resource to the success of the Bank.***

During the year under review, the bank demonstrated a strong financial recovery, reporting an after-tax profit of TZS 4.58 billion, a significant turnaround from the after-tax loss of TZS 6.67 billion in 2023. Total assets grew to TZS 452.78 billion, up from TZS 425.15 billion the previous year, while core capital increased to TZS 90.14 billion, compared to TZS 86.61 billion in 2023. These results reflect a solid recovery and an improving financial position.

**RISK**

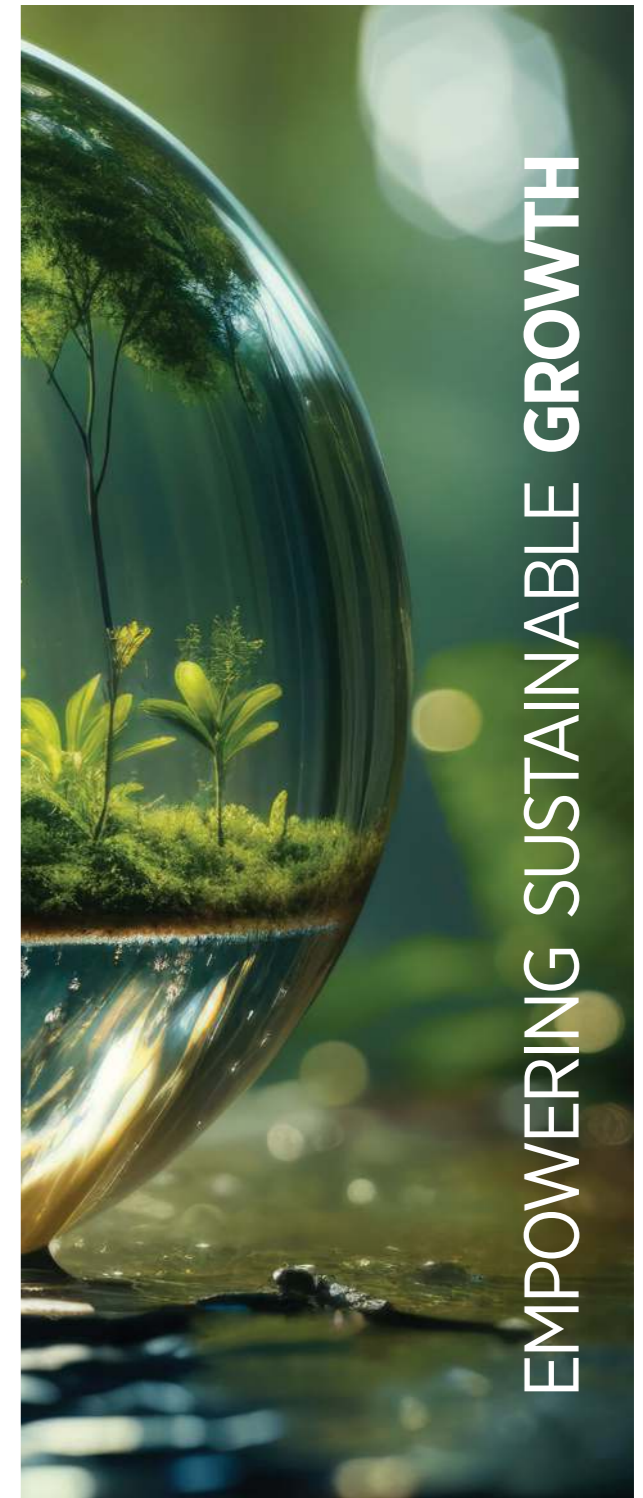
## RISK MANAGEMENT AND COMPLIANCE IN 2024

The Bank's Risk and Compliance framework is oriented towards comprehensive identification, detailed assessment, and strategic reduction of risks, all while ensuring conformity with relevant legal, regulatory, and industry standards. During the period under review, the Bank's risk management standards applied across all lines of operations to facilitate a risk conscious environment in pursuit of the set strategic objectives aiming to safeguard proactively and managing risks associated with credit, liquidity, market fluctuations, operational inefficiencies, compliance breaches, strategic missteps, and emerging risk challenges. The Bank has played a pivotal role in educating employees by offering in-depth training on risk and compliance matters, ensuring alignment with best practices. It continuously monitors the company's risk and compliance performance, furnishing Management and the Board of Directors with detailed reports to support strategic decision-making and regulatory adherence.

### The Risk Management Focus for 2025

The Bank's risk management focus for 2025 will continue to enhance risk awareness through training and conformance reviews. Focus areas will include risk assessments on credit, specific projects, and cybersecurity risks, as well as stress testing of all principal risks. Quarterly reports will be submitted to the Risk Management Committee and the Board Audit Risk Committee, ensuring that the Bank complies with all policies and manuals at every operational level.

Risk governance ensures that the bank manages its risks effectively, aligning with its strategic objectives while maintaining compliance with regulatory standards.



## DEVELOPMENT IMPACT

The Bank's operations and priorities in 2024 were focused on achieving its strategic goals, aiming to finance impactful projects that would improve Tanzanians' quality of life in accordance with its development finance mandate. These impacts are gauged based on the global and national development agenda particularly contribution to UN Development Agenda 2030, Tanzania National Development Vision 2025, the third national Five-Year Development Plan (FYDP III)

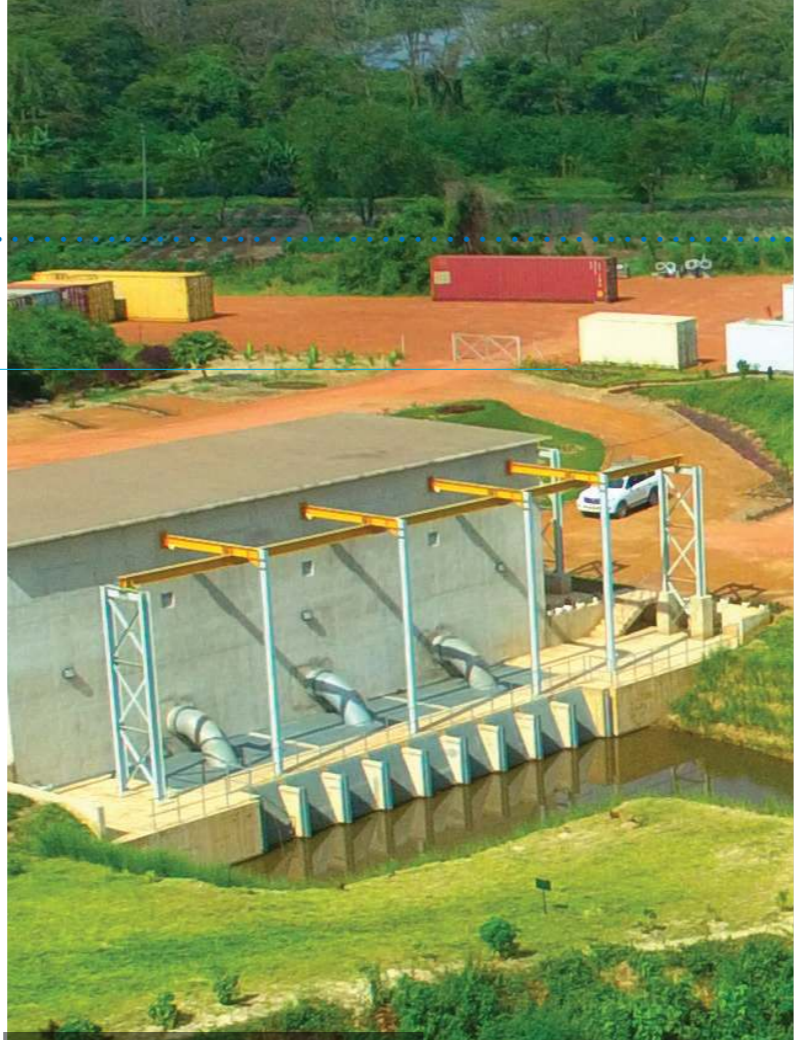
## Water Sector

The bank's financing water sector to achieve universal access to clean water and sanitation. The bank has committed over TZS 22.4 billion in project financing to water utilities in mainland Tanzania. The bank's financing enabled constructing 425 kilometres of water supply network. As a result, financed utilities were able to connect a total of 870,648 household customers access to clean water supply 24 hours every day of the week.

The bank supports access to affordable safe water in the most destitute and remote rural areas in Central, North-western, and Southern regions of Tanzania through partnership with World bank in the project called, "Accelerating Solar water Pumping via Innovative Financing". Special intervention under the program transforms the existing diesel generators as source of power to pump water from the bore holes and manual collection of revenue at water fetching points, to solar and prepaid water meters, respectively.

Apart from improving access to water the project ensures use of clean energy sources for water pumping. So far, solar pumps have been installed to over 98 CBWSOs, 593 solar pre-paid water dispensers installed to water distribution points (DPs) in 98 villages in Shinyanga (12 villages) Mtwara (14), Dodoma (47) and Singida (25).

Financing of water projects has direct impacts on UN SDG No. 6 by increasing access to clean water and sanitation. The service also has indirect effect on other UN Agenda 2030 goals such as SDG No. 3 good health and wellbeing, SDG No. 4 regarding quality education, SDG No. 5 gender equality, and SDG No. 9 by promoting industry and infrastructure for development.



**870,648**  
household gained access  
to clean & safe water

**TZS 22.4**  
Billion invested

**425**  
Kilometres of water  
supply network

**98**  
Village benefited

**593**  
Solar pre paid  
dispensers installed



## Energy Sector

TIB's financing for renewable energy aims to increase access to affordable and clean energy in both urban and rural areas. Renewable energy projects have empowered the national utility, TANESCO, to improve quality and reliability of power supply. The bank worked on solar and hydropower projects with a combined generation capacity of 39.86 where a total of 6 Regions (Dar es Salaam, Pwani, Iringa, Ruvuma, Manyara and Njombe) benefited from this investment. The bank's energy financing catalyzes the reducing greenhouse gases emission thereby assisting in reducing global emissions of 2.8 million tons of CO2 emissions.

TIB continues to manage funds on behalf of UNIDO for promoting bioethanol as clean alternative cooking fuel in Tanzania & Incentive Promotion of Waste to Energy, as of 31st December 2024 over 87,540 Dar es Salaam households have benefited from this project.

In addition to national development goals, financing of renewable energy projects contributes to UN Agenda 2030 through SDG No. 7: access to affordable and clean energy while indirectly supporting SDG 3 good health and wellbeing, SDG No. 4 quality education, SDG No. 5 Gender equality, SDG No. 9 industry and infrastructure, SDG No. 10 reducing inequalities, SDG No. 13 climate action, and SDG No. 15 life on earth.

**11.5**  
Billion Used by  
31<sup>st</sup> December 2024

**87,540**  
Dar es Salaam  
households have  
benefited



## Agriculture and agro - processing Sector

The bank's agricultural portfolio stood at TZS 175.5 billion which was provided as loans to over 200 agricultural projects in 23 regions and 76 districts. In accordance with TDV25 and FYDP III, the bank's financing in agriculture has made the following impact.

**TZS 175.5**  
Billion

**10,500**  
employments

**200**  
Agricultural projects

- i. Improving quality of livelihoods by creating direct jobs for Tanzanian rural households, a total of 10,500 employments were created in agriculture value chain addition.
- ii. Financed projects have helped improve food security and provided raw materials to various factories including cotton ginning, coffee processing, tea making, oil milling, biodegradable thread productions, sugar production, milk processing, and flour milling.
- iii. The bank has catalyzed financing to the agricultural sector by providing loans to 78 SACCOS as well as 13 commercial and community banks.
- iv. The bank's financing to agriculture has contributed to UN Agenda 2030 through SDG No. 1 reducing poverty, SDG No. 2 eliminating hunger, SDG No. 8 decent work and economic growth and SDG No. 9 industry, innovation and infrastructure.



### Social Sectors

Being among the largest contributor to GDP (over 40% of GDP in FY 23/24), the services sector presents huge economic opportunities for Tanzania's development and in creating rewarding employment. Through this goal, the Bank financed the following sub-sectors.

## Tourism and Hospitality

The bank continues to finance investments in tourism both in Tanzania Mainland and Zanzibar Islands aiming to support the government's efforts to grow the sector across the country including increasing quality of the tourism facilities together with developing skilled personnel along the tourism value chain. The bank's financing in tourism and hospitality has made the following impact.

- The bank invested a total of Tzs 100.2 billion
- Through the tourism value chain, the bank generated over 206 employments in hospitality, transport, food services and entertainment.
- Revenue generation, the tourism value chain contributes to local and national economies through spending on accommodation, dining and fees and other.



**Tzs 100.2**  
Billion invested

**206**  
Employments in hospitality generated



Decent homes, dignified lives. Through projects like NHC 711 Kawe in Dar es Salaam, TIB delivers safe, affordable housing that builds better lives.

## Education

The bank continues to support and improve human capital by financing investments that promote the development of academic facilities and student housing, particularly in tertiary education. By providing access to improved health care, high-quality education and career training, and affordable accommodation for students, TIB enhance access to education and student accommodation. The bank financed the implementation of education infrastructure amounting to Tzs. 4.3 billion where about 4,200 students benefited, and more than 241 jobs were created.



## Housing Services

To support SDG 11 sustainable cities and communities, TIB's operations continues to concentrate on increasing access to affordable housing by financing affordable housing developers, the bank has invested about Tzs 24.7 billion where a total of 440 houses were built and about 400 employments created during the implementation of the projects.



### Health Services

The bank's focus remains on funding investments that improve the delivery of health services, such as general healthcare facilities that produce medications and diagnostic equipment for inpatient institutions



### Mining Sector

TIB has played a crucial role in boosting Tanzania's mining sector by financing projects that enhance productivity, sustainability, and local economic growth. The bank has invested a total of Tzs 107.5 billion in the Mara Region where a total of 1,200 employments has been created.

**Tzs. 107.5**  
Billion invested

**1,200**  
Employments  
created

# 2024 PERFORMANCE & STRATEGIC OUTLOOK FOR 2025

The Annual Corporate Plan for 2025 is aligned with TIB Development Bank's Corporate Strategic Plan 2021–2025

## YEAR 2024 IN PERSPECTIVE

As a policy driven institution, TIB is recognized by the Government and mandated to support Tanzania's economic growth by providing long-term financing across all sectors of the economy to foster job creation, sustainable development, and improved livelihoods by collaborating with public and private sector stakeholders to drive impactful investments that enhance national productivity and contribute to Tanzania's economic strategic objectives.

2024 was the Bank's fourth year of implementation of its 5-year Corporate Strategic Plan and this was achieved through its 2024 Business Plan that broadly focused on achieving the bank's strategic objectives:

### Increasing shareholder value

The bank demonstrated a financial recovery, registering an after-tax profit of TZS 4.58 billion, as at end of December 2024.

### Implementation of the Bank's Sustainability Strategy

In 2024, the Bank set out to achieve a host of other key strategic initiatives. These investments were to be channelled through the Bank's priority key sectors such as water, tourism and Hospitality, services, Agriculture and energy.

### Strategic partnership development

- In 2024, the bank collaborated with essential stakeholders to identify and pursue new projects. Key stakeholders included SIDO, with whom the bank organised a business solicitation workshop for 40 SMEs. Additional collaborations included the Tanzania Women's Chamber of Commerce (TWCC) and MEDA, during which the bank successfully identified new women-led enterprises supported by MEDA.

- In 2024, the bank re-established its relationship with DBSA to finance an infrastructure project in Tanzania. Targeted projects include power supply, water, and transportation infrastructure, with counterparties such as the Ministry of Water, DAWASA, TANESCO, Zanzibar Airport Authority, and Zanzibar Port Corporation.
- Additionally, the bank continued collaborating with the Ministry of Water, participating in numerous water sector development initiatives, including a joint water review programme and thematic working group sessions. Additionally, the bank served as a panellist at the East Africa Energy Efficiency Conference organised by the Ministry of Energy in Arusha and at the Tanzania Industry Expo held at Saba Saba, hosted by the Confederation of Tanzania Industries (CTI) in Dar es Salaam. The bank also participated in the TanEA conference in Zanzibar. Strategically, in 2024.
- The Bank benefited from partnership in nurturing employee's knowledge and skills whereby the bank benefited from development regional DFIs such Southern Africa Development Cooperation – Development Finance Resource Centre (SADC-DFRC), and Association of African Development Finance Institutions (AADFI), the main target is to continue enjoying subsidized training from partner institutions.
- Staff retention was 97%, for the year 2024, six (6) members of staff left the bank, whereby five (5) staff transferred to other public institutions, while three (3) staff resigned from the service of the bank.
- Four Female senior staff have graduated the female future Cohort 9 program 2024. The Female Future Program aims to strengthen gender equality in the workplace, improve women's skills in leadership and enhancing board competence.

### Promoting financial inclusion

The bank through a partnership with GOPA – AFC consultant initiated the designing and development of a technical assistance service that will assist women entrepreneurs in various business development and management including financial management, preparation of business plans, and other documents required to achieve bankability of women-led or women-owned projects. Details of the product and sources of funds will be provided in a gender lens investing strategy which will be released in May 2025.

### Improved organizational efficiency

- The bank organized various capacity building trainings courses to bridge required skills and knowledge gaps to all employees for the best fit today and future with intent of sustainability of bank's performance. The Bank managed to coordinate training on business development, compliance, good governance, and certification programs whereby 126 employees attended, which is equivalent to 98%. Various training courses were conducted in-house, short-term, and long-term training locally.

### Stakeholder Engagements

The bank engaged stakeholders through visits, events, and stakeholder consultation meetings. Stakeholders consulted include private sector and public institutions such as ministries, government agencies, and state-owned enterprises. The bank's stakeholders appreciate the role that TIB is playing in providing advisory and financing services to projects in various sectors of the economy.

## STRATEGIC OUTLOOK FOR 2025

The Annual Corporate Plan for 2025 is aligned with TIB Development Bank's Corporate Strategic Plan 2021–2025 and the national development agenda, including the Third Five-Year Development Plan (FYDP III) and Tanzania Development Vision 2025. In 2024, TIB will continue to be supporting the implementation of key interventions under FYDP III by financing developmental projects. This will require mobilising both public and private financial resources, ensuring efficient use of funds from these sources. The primary objective is to facilitate the achievement of FYDP III's targets by addressing financing constraints also includes broadening the domestic tax base, increasing resource mobilisation from development partners, and enhancing private sector participation and capital inflows by;

- Mobilizing appropriate funding to deliver the Bank's strategy to support priority sectors with high-impact national strategic areas including mining; infrastructure (energy, water, transportation); services (tourism, real estate, education, and health); manufacturing and agro-processing; and oil and gas).
- TIB will collaborate with other DFIs in providing support to private and public sector for preparation of bankable projects, developing a pipeline and financing the projects either in solo or in a consortium.
- Develop new products to cater for the financing needs of women owned and/or women led enterprises
- The bank will strengthen strategy and credit risk management with a view to lower NPLs ratio to 5.63% of the portfolio. The bank will also ensure all audit issues are addressed and closed timely.
- The bank will rollout implementation of its turnaround strategy.
- Improve portfolio quality, and grow its asset book
- Improve staff retention, knowledge, and skills
- Process Automation and System Upgrades the Bank will prioritize the automation of business processes to enhance efficiency and ensure systems are fit for purpose. In 2025, the bank plans to automate the ERMS system also to ensure all its systems (T24 and CQ), and hardware are fit for purpose by 100% throughout the year 2025.
- Enhance stakeholder and customer relationships through the implementation of the stakeholder engagement and satisfaction surveys.
- Commitment to Economic Development, The Board of Directors and Management remain committed to ensuring that TIB Development Bank plays a significant role in Tanzania's economic and social development by maximising the impact of investment in key sectors.
- Enhance staff retention, knowledge and skills

# STAKEHOLDER ENGAGEMENT

TIB Development Bank, we understand the value of our stakeholders' opinions and concerns which helps us to set our priorities as well as to identify key areas for improvement best approaches of saving our stakeholders so that to continue saving in the best possible manner that helping us to become more impactful Bank. The relationship with our stakeholders has helped us to be closer to them and listening each other throughout the year.

The bank actively managed to engage with local, regional, and global stakeholders including government and development organizations, the private sector and our employees. The outcomes of these engagements helped the bank to perform its strategic priorities through the year.

In 2024, the Bank continued to engage its stakeholders, the bank conducted the Customer Satisfaction Survey (CSS) across its four (4) administrative zone offices (Dar es Salaam, Arusha, Mbeya, and Mwanza) aiming to assess Customer Service Experience in its Products and Services, Customer Effort Score and Customer Loyalty. The overall findings have shown an improvement, that 81% of respondents expressing satisfaction with the bank's services and products compared to 77.8% attained in 2023.

The Bank is continuously working towards evolving the grievance and complaints management procedure to manage stakeholder expectations by responding all formal registered queries submitted via e-Mrejesho complaints platform, through continuous satisfaction surveys, the Bank's websites, social media and face-to-face interactions through zonal officers.

# KEY ENGAGEMENTS FOR 2024



## Clean Energy Initiatives

Hon. Dr. Samia Suluhu Hassan, President of the Republic of the Union of Tanzania and founder of the Kizimkazi festival, awarded the Ag. Managing Director of TIB Development Bank a certificate of appreciation for sponsoring and taking part in the Clean Energy Debate organized by the Institute of Women Initiative held at First Hotel in kizimkazi Zanzibar.



The Managing Director, Ms. Lilian Mbassy, and Board Member, Mr. Juma Reli, attended the Kizimkazi Clean Energy Debate organized by the Institute of Women Initiative, reaffirming the Bank's commitment to clean energy and sustainable growth. The event, held in Zanzibar in August 2024, was graced by Hon. Dr. Doto Mashaka Biteko, Deputy Prime Minister and Minister for Energy, as Guest of Honour.



The Minister of Finance Dr. Mwigulu Nchemba hosted the TIB delegation, board, and management in May 2024 at the Ministry of Finance Treasury square, Dodoma City. To discuss strategic matters pertaining to the bank's initiatives to strengthen the country's economy.



## Business Expo

The Controller and Auditor General (CAG) of Tanzania Mr. Charles Kichere visited the TIB booth at the 48th Dar es Salaam International Trade Fair held in Dar es Salaam.

## Customers Appreciation

Celebrating our valued customer during Customer Service Week 2024 the bank organized a unique appreciation event for customer representatives. Your trust and support inspire us to serve with excellence every day. Thank you for being part of TIB Development Bank family.



The United Nations Industrial Development Organization (UNIDO) and the TIB Development Bank awarded a significant grant of USD 899,000 to support entrepreneurial initiatives in Tanzania's bioenergy sector. The event took place at Mlimani City Hall in Dar es Salaam on February 13, 2024.



### CEO Forum of Africa DFI's

TIB Development Bank Ag. Managing Director Ms. Lilian Mbassy Attended the 2024 CEO Forum of Africa DFI's held in Mauritius also participated in the panel discussion on "Enhancing resource mobilization for Development Projects".



### Women's Empowerment

The bank's initiatives in empowering women in business in collaboration with the Tanzania Chamber of Commerce (TWC) organized a breakfast meeting which brought together women Entrepreneurs from all regions of Tanzania to network and raise awareness about various business and financing opportunities. The event held in at the Julius Nyerere International Convention Centre in Dar es salaam.



# NATURING HUMAN CAPITAL FOR SUSTAINABLE GROWTH

Our people are the most valuable resource that the Bank leverages on to deliver the strategy.

Relationship between management and employees  
There were continuous good relations between employees and management as well as management with the Trade Union. The relationship between the bank and the Tanzania Union of Industrial and Commercial Workers (TUICO) is built on mutual respect and collaboration. Through regular dialogue and structured agreements, the union advocates for employee's rights while the bank ensures that workplace conditions foster fairness, growth and wellbeing. Together, negotiates collective bargaining agreements address employees' concerns, and promote a health working environment that supports both the organizational success and workers satisfaction.

### The Bank is an equal opportunity employer

TIB gives an equal access to employment opportunities to all 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, ethnicity, religion,

or disability which does not impair ability to discharge duties.

### Gender Parity

The Bank being 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.

As of 31 December 2024, the Bank had the following distribution of employees by gender.

Gender	2024	2023
Male	86	86
Female	42	50
Total	128	136

## Facilitating training

As development financial institution (DFI) training and development of our staff capacity is one of the key priorities. During the year the Bank spent TZS 394 million to train staff on various programs compared to TZS 326 million spent in 2023. The Bank will continue to train, re-train and develop staff to improve their service delivery and innovation in development financing. The bank managed to coordinate training on business development, compliance, good governance, and certification programs whereby 126 employees attended, which is equivalent to 98%. Various training courses were conducted in-house, short-term, and long-term training locally.



Female senior staff from TIB have graduated the female future Cohort 9 program. The Female Future Program aims to strengthen gender equality in the workplace, improve women's skills in leadership, rhetoric and board competence. The graduation was held in Serena Hotel Dar es Salaam on March 2024.

## Employee engagement

At TIB we prioritize creating an environment where employee can thrive and contribute to achieving the bank's goals. The Bank runs a comprehensive Employee Engagement Program which occurs in quarterly engagements, and encompasses activities centred on financial wellness, mental health, social wellness, and self-care.

The bank organized staff engagement meeting held at Kibaha Pwani. The engagement covered discussion on the bank's performance for 2024, Budget and plan for the for the financial year 2025, training on metal health, emotional intelligence and team building.



## Medical facilities

All members of staff together with their dependants are eligible with medical insurance paid for by the Bank. During the year under review, these services were provided by the National Health Insurance Fund (NHIF).

Empowering sustainable **Growth**

# FINANCIAL SUSTAINABILITY

Financial sustainability remains a priority for the Bank in its efforts to drive socio-economic development in the Country. As a Bank operating within the Tanzanian economy and whose mandate is pivotal in promoting socioeconomic development in this country

## Ensuring Financial sustainability

The Bank's financial performance for the financial year 2024 demonstrated a strong financial recovery, reporting an after-tax profit of TZS 4.58 billion, a significant turnaround from the after-tax loss of TZS 6.67 billion in 2023. Total assets grew to TZS 452.78 billion, up from TZS 425.15 billion the previous year, while core capital increased to TZS 90.14 billion, compared to TZS 86.61 billion in 2023. These results reflect a solid recovery and an improving financial position.

**Tzs. 452.78bn**  
Total Assets

## STRENGTHENING THE FINANCIAL POSITION OF THE BANK

During the period under review the Bank championed efforts to restructure its balance sheet. The efforts focused on strengthening the capital position, securing long term financing, restructuring of liabilities and enhancement of collections. In efforts to strengthen the capital position the Government committed to inject a total of TZS 300 billion in cash and through restructuring of short-term liabilities. The measures once implemented will ensure attainment of minimum capital requirement and improvements in capital adequacy position. The bank in turn will leverage additional capital to increase its assets. With prospects to improve its capital base, there is a high propensity to improve the asset size to reach TZS 1 trillion.

## FINANCING BUSINESSES FOR SUSTAINABLE GROWTH

In 2024, the bank continued to actively fund and manage its portfolio, strengthening its commitment to delivering impactful and sustainable development initiatives. Through strategic investments and diligent portfolio management, the Bank ensured the continued success and growth of funded projects across key sectors.

### Portfolio size

The Bank monitored the on-balance sheet portfolio comprising projects both under implementation and completed. The Bank had a gross portfolio worth TZS 408.29 billion as of December 31, 2024.

### Disbursements

The Bank monitored and supervised the Loan Work out and Recovery which had a total exposure of TZS 548.87 billion including charged-off portfolio of TZS 528.95 billion. Throughout the year, intensive recovery

efforts were undertaken, including engaging service providers to assist with the bank's recovery initiatives. In 2024, the **Bank disbursed TZS 19.52 billion, primarily supporting projects in water and real estate with TZS 13.09 billion allocated to public projects (67%) and private projects (33%).**

### Collections

The total collections made during the year under review was amounted to **TZS 25.30 billion from on-balance-sheet and Loan Workout and Recovery portfolio.**

### Disbursement and Collections forecast

In 2025, the Bank will focus on intensifying from performing, non-performing and charged off portfolio, aiming for a 32.38% increase in collections compared to the previous year. Additionally, the Bank plans to support development projects with projected disbursement of TZS 204.35 billion, targeting key sectors such as water, tourism, mining, and energy. At the end 2025 the gross loan portfolio is projected to grow by 51.47%.

### Managing strategic partner's fund

During the year under review, the Bank continued to manage and administer special funds as an agency on behalf of the Government and other development partners. The Bank managed nine (9) funds across various sectors with a total value of TZS 222.1 billion, including Agriculture Financing Window, Tanzania Energy Development Access Project (TEDAP), Tanzania Rural Electrification Expansion Program (TREP) United Nation Industrial Development Organization (UNIDO), Accelerating Solar Water Pumping via Innovative Financing (ASWPIF), Community-Based Water Supply Organization (CBWSOs), Floriculture, Sumbawanga Agricultural and Animal Food Industries Ltd (SAAFI), National Water Fund (NWF) and Tanzania Housing Bank (THB). The bank administers different assignments in respect of these funds including provision of loans to

targeted beneficiaries (Agriculture Financing Window TREP, TEDAP, NWF, CBWSO), disbursement of grants (UNIDO, CBWSOs) and collections from the facilities granted by the Government to the targeted beneficiaries (Floriculture, SAAFI, THB)..

In pursuit of its role as an agency for funds management, the bank won the bid to administer fuel fund by REA and signed a renewed contract with UNIDO for "Promotion of Ethanol as Alternative Clean Fuel for Cooking". The Bank has also worked on a proposal on "Financial Management services with UNIDO to administer Grant for Bioenergy Financial Facility to Promote Waste to Energy Applications in Agro-Industries in Tanzania".

The Bank addressed demand side constraint in utilization of the special funds. Sensitization to stakeholders was done to improve the uptake of National Water funds. As a result, there is built up of pipeline amounting to TZS 18 billion while disbursement to agriculture sector projects was done in a timely manner.

The bank continues to support access to affordable safe water in the most destitute and remote rural areas in Central, North-western, and Southern regions of Tanzania through the World bank project, 'Accelerating Solar water Pumping via Innovative Financing' (CBWSOs). Special intervention under the program transforms the existing diesel generators as source of power to pump water from the bore holes and manual collection of revenue at water fetching points, to solar and prepaid water meters respectively. Apart from improving access to water, the project ensures use of clean energy sources for water

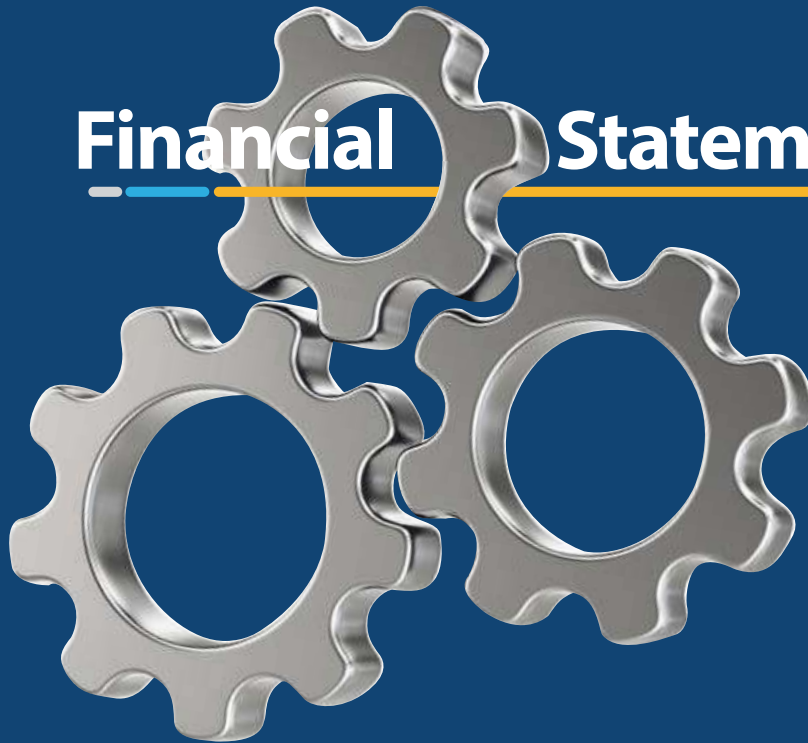
### Borrowings from development partners

The bank has initiated negotiations with international multilateral institutions for lines of credit. In particular, the bank engaged the East African Development bank and BADEA. The institutions have expressed confidence with TIB, following improvements in the financial position of the bank. The efforts to achieve additional funding are on a positive trajectory. The Board of TIB Development bank and the EADB Board have approved a line of credit of TZS 30 billion while BADEA is appraising a line of credit up to maximum of USD 50 million. The efforts to realize the funds will come to fruition in 2025; and will support lending to private sectors, particular small and medium enterprises.



# Financial Statements

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# CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION AS AT 31<sup>ST</sup> DECEMBER 2024

(Amounts in millions Shillings)

A.	ASSETS	BANK CURRENT YEAR 31/12/2024	GROUP CURRENT YEAR 31/12/2024	BANK PREVIOUS YEAR 31/12/2023	GROUP PREVIOUS YEAR 31/12/2023
1	Cash	-	-	-	-
2	Balances with Bank of Tanzania	71	71	374	374
3	Investments in Government Securities	6,903	6,953	9,324	9,624
4	Balances with Other Banks and financial institutions	1,768	1,899	5,383	5,450
5	Cheques and Items for Clearing	-	-	-	-
6	Interbranch float items	-	-	-	-
7	Bills Negotiated	-	-	-	-
8	Customer Liability on Acceptances	-	-	-	-
9	Interbank Loans receivables	1,004	1,004	1,003	1,003
10	Investments in other Securities	-	-	-	-
11	Loans, Advances and Overdrafts (Net of Allowances for Probable Losses)	337,862	337,973	306,075	306,192
12	Other Assets	78,987	77,991	77,828	77,056
13	Equity Investments	21,189	18,938	19,947	17,696
14	Underwriting accounts	-	-	-	-
15	Property Plant and Equipment	5,000	5,186	5,217	5,455
16	<b>TOTAL ASSETS</b>	<b>452,784</b>	<b>450,015</b>	<b>425,151</b>	<b>422,850</b>
<b>B.</b>	<b>LIABILITIES</b>				10,088
17	Deposits from Other Banks and Financial Institutions	9,711	9,711	10,088	
18	Customer Deposits	219,283	219,283	208,954	208,954
19	Cash Letters of Credit	-	-	-	-
20	Special deposits	-	-	-	-
21	Payment Order/Transfers Payable	-	-	-	-
22	Bankers' Cheques and Drafts Issued	-	-	-	-
23	Accrued Taxes and Expenses Payable	92,765	93,502	72,159	72,824
24	Acceptances Outstanding	-	-	-	-
25	Inter Branch Float items	-	-	-	-
26	Unearned income and other deferred charges	-	-	-	-
27	Other Liabilities	3,393	3,393	2,535	2,535
28	Borrowings	18,092	18,092	27,137	27,137
29	<b>TOTAL LIABILITIES</b>	<b>343,244</b>	<b>343,981</b>	<b>320,873</b>	<b>321,538</b>
30	<b>NET ASSETS /LIABILITIES</b>	<b>109,540</b>	<b>106,034</b>	<b>104,278</b>	<b>101,312</b>
<b>C.</b>	<b>SHAREHOLDERS' FUNDS AND RESERVES</b>				
31	Paid Up Share Capital	305,416	305,416	305,416	305,416
32	Capital Reserves	-	-	-	-
33	Retained Earnings	(219,212)	(222,359)	(211,699)	(214,455)
34	Profit (Loss) Account	4,585	4,054	(6,672)	(7,017)
35	Other capital accounts	18,751	18,924	17,233	17,368
36	Minority interest	-	-	-	-

# CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION AS AT 31<sup>ST</sup> DECEMBER 2024

(Amounts in millions Shillings)

A.	ASSETS	BANK CURRENT YEAR 31/12/2024	GROUP CURRENT YEAR 31/12/2024	BANK PREVIOUS YEAR 31/12/2023	GROUP PREVIOUS YEAR 31/12/2023
37	<b>TOTAL SHAREHOLDERS' FUNDS AND RESERVES</b>	<b>109,540</b>	<b>106,034</b>	<b>104,278</b>	<b>101,312</b>
38	Contigent Liabilities	-	-	21,498	21,498
39	Non Performing Loans and Advances	88,331	88,331	80,939	80,939
40	Allowances for Probable Losses	64,321	64,321	69,810	69,810
41	Other Non Performing Assets	4,369	4,369	4,927	4,927
<b>D</b>	<b>SELECTED FINANCIAL CONDITION INDICATORS</b>	%	%	%	%
i	Shareholders Funds to Total Assets	24.2%	23.6%	24.5%	24.0%
ii	Non Performing Loans to Total Gross Loans	21.6%	21.6%	21.5%	21.5%
iii	Gross Loans and Advances to Total Deposits	178.3%	178.3%	171.6%	171.7%
iv	Loans and Advances to Total Assets	74.6%	75.1%	72.0%	72.4%
v	Earning Assets to Total Assets	81.0%	81.1%	79.1%	79.1%
vi	Deposit Growth	4.5%	4.5%	-26.8%	-26.8%
vii	Asset Growth	6.5%	6.4%	-31.5%	-31.6%

# CONSOLIDATED AND SEPARATE STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2024

(Amounts in millions Shillings)

E		BANK CURRENT YEAR 31/12/2024	GROUP CURRENT YEAR 31/12/2024	BANK COMPARATIVE YEAR 31/12/2023	GROUP COMPARATIVE YEAR 31/12/2023
1	Interest Income	38,792	38,819	39,017	39,072
2	Interest Expense	(14,786)	(14,786)	(11,717)	(11,717)
3	<b>Net Interest Income</b>	<b>24,006</b>	<b>24,033</b>	<b>27,300</b>	<b>27,355</b>
4	Bad Debts Written Off	(8)	(8)	(4,733)	(4,733)
5	Impairment losses on loans and Advances	5,383	5,383	(16,213)	(16,213)
6	<b>Non Interest Income</b>	<b>(3,199)</b>	<b>(3,109)</b>	<b>11,228</b>	<b>11,364</b>
	6.1 Foreign currency Dealings and Translation Gain /(Loss)	(4,531)	(4,531)	6,398	6,398
	6.2 Fees and Commissions	1,332	1,422	563	699
	6.3 Dividend Income	-	-	-	-
	6.4 Other operating income	-	-	4,267	4,267
7	<b>Non Interest Expense</b>	<b>(24,979)</b>	<b>(25,627)</b>	<b>(22,995)</b>	<b>(23,578)</b>
	7.1 Salary and benefits	(12,434)	(12,690)	(12,904)	(13,194)
	7.2 Fees and Commissions	-	-	-	-
	7.3 Other operating expenses	(12,545)	(12,937)	(10,091)	(10,384)
8	<b>Operating Income/(Loss) before Tax</b>	<b>1,203</b>	<b>672</b>	<b>(5,413)</b>	<b>(5,804)</b>
9	Income Tax Provision	3,382	3,382	(1,259)	(1,259)
10	<b>Net Income /(Loss) after Income Tax</b>	<b>4,585</b>	<b>4,054</b>	<b>(6,672)</b>	<b>(7,064)</b>
11	<b>Other Comprehensive Income (itemize)</b>				
	Re-measurement (losses) / gains on employment benefit obligations	(841)	(841)	572	572
	Revaluation gain on land	-	-	347	347
	Valuation of Investments	1,518	1,518	(252)	(252)
	Fair value (loss)/gain on trading assets	-	(9)	-	(1)
	Gain on disposal of trading assets	-	-	-	47
	Income tax effect	-	-	-	-
	<b>Other comprehensive income, net of tax</b>	<b>677</b>	<b>668</b>	<b>667</b>	<b>713</b>
12	<b>Total comprehensive income/(loss) for the year</b>	<b>5,262</b>	<b>4,722</b>	<b>(6,005)</b>	<b>(6,351)</b>
13	Number of employees	128	132	136	140
14	Basic Earnings per share	17	15	(20)	(21)
15	Number of branches	-	-	-	-
F	<b>SELECTED PERFORMANCE INDICATORS</b>	%	%	%	%
	(i) Return on Average Total Assets	1.0%	0.9%	-1.6%	-1.6%
	(ii) Return on Average Shareholders Fund	4.3%	3.9%	-10.4%	-11.4%
	(iii) Non Interest Expense to Gross Income	56.6%	58.3%	87.5%	88.2%
	(iv) Net Interest Income to Average Earning Assets	6.8%	6.8%	7.9%	8.0%

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2024

(Amounts in millions Shillings)

	SHARE CAPITAL	SHARE PREMIUM	RETAINED EARNINGS	REGULATORY RESERVE	GENERAL PROVISION RESERVE	OTHERS	TOTAL
<b>GROUP</b>							
<b>CURRENT YEAR</b>							
<b>Balance at the beginning of the year (01st January 2024)</b>	305,416	-	(221,519)	-	2,681	14,733	101,312
Profit for the year	-	-	4,054	-	-	-	4,054
Other Comprehensive Income	-	-	(841)	-	-	1,509	668
Additional Capital	-	-	-	-	-	-	-
Transactions with owners	-	-	-	-	-	-	-
Dividends Paid	-	-	-	-	-	-	-
Regulatory Reserve	-	-	-	-	-	-	-
General Provision Reserve	-	-	-	-	-	-	-
Other Adjustment	-	-	-	-	-	-	-
<b>Balance at the end of the current period (31st December 2024)</b>	<b>305,416</b>	<b>-</b>	<b>(218,306)</b>	<b>-</b>	<b>2,681</b>	<b>16,242</b>	<b>106,034</b>
<b>PREVIOUS YEAR</b>							
<b>Balance at the beginning of the year (01st January 2023)</b>	219,138	-	(215,027)	-	2,334	14,939	21,385
Profit for the year	-	-	(7,064)	-	-	-	(7,064)
Other Comprehensive Income	-	-	572	-	347	(206)	713
Additional Capital	-	-	-	-	-	-	-
Transactions with owners	86,278	-	-	-	-	-	86,278
Dividends Paid	-	-	-	-	-	-	-
Regulatory Reserve	-	-	-	-	-	-	-
General Provision Reserve	-	-	-	-	-	-	-
Other Adjustment	-	-	-	-	-	-	-
<b>Balance at the end of the current period (31st December 2023)</b>	<b>305,416</b>	<b>-</b>	<b>(221,519)</b>	<b>-</b>	<b>2,681</b>	<b>14,733</b>	<b>101,312</b>
<b>BANK</b>							
<b>CURRENT YEAR</b>							
<b>Balance at the beginning of the year (01st January 2024)</b>	305,416	-	(218,371)	(0)	2,681	14,552	104,278
Profit for the year	-	-	4,585	-	-	-	4,585
Other Comprehensive Income	-	-	(841)	-	-	1,518	677
Transactions with owners	-	-	-	-	-	-	-
Dividends Paid	-	-	-	-	-	-	-
Regulatory Reserve	-	-	-	-	-	-	-
General Provision Reserve	-	-	-	-	-	-	-
Other Adjustment	-	-	-	-	-	-	-
<b>Balance at the end of the current period (31st December 2024)</b>	<b>305,416</b>	<b>-</b>	<b>(214,627)</b>	<b>-</b>	<b>2,681</b>	<b>16,070</b>	<b>109,540</b>
<b>PREVIOUS YEAR</b>							
<b>Balance at the beginning of the year (01st January 2023)</b>	219,138	-	(212,271)	-	2,334	14,804	24,004
Profit for the year	-	-	(6,672)	-	-	-	(6,672)
Other Comprehensive Income	-	-	572	-	347	(252)	667
Transactions with owners	86,278	-	-	-	-	-	86,278
Dividends Paid	-	-	-	-	-	-	-
Regulatory Reserve	-	-	-	-	-	-	-
General Provision Reserve	-	-	-	-	-	-	-
Other Adjustments	-	-	-	-	-	-	-
<b>Balance at the end of the current period (31st December 2023)</b>	<b>305,416</b>	<b>-</b>	<b>(218,371)</b>	<b>(0)</b>	<b>2,681</b>	<b>14,552</b>	<b>104,278</b>

# CONSOLIDATED AND SEPARATE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2024

(Amounts in millions Shillings)

	BANK CURRENT YEAR 31/12/2024	GROUP CURRENT YEAR 31/12/2024	BANK PREVIOUS YEAR 31/12/2023	GROUP PREVIOUS YEAR 31/12/2023
<b>I:Cashflow from operating activities</b>				
Net Income(Loss)	1,203	672	(5,413)	(5,804)
<b>Adjustments for:</b>				
Impairment charges on Loans and Advances	(5,375)	(5,375)	20,946	20,946
Depreciation and Amortization	862	914	784	838
Net change in Loans and Advances	(4258)	(4258)	8,158	8,153
(Gain)/Loss on sale of Assets	-	-	-	-
Net change in Deposits	2,337	2,337	1,830	1,830
Net change in Other Securities	-	-	3,363	3,450
Net change in Short term Negotiable Securities	-	-	-	-
Net change in other liabilities	(5,246)	(5,655)	(18,023)	(18,504)
Net change in other Assets	16,573	17,505	1,030	1,514
Tax paid	(10)	(13)	-	-
Other :- Net change in deferred income	-	-	-	-
<b>Net cash provided (used) by operating activities</b>	<b>6,086</b>	<b>6,136</b>	<b>12,676</b>	<b>12,422</b>
<b>II:Cash flow used in investing activities</b>				
Dividend Received	60	73	222	245
Purchase of Fixed Assets	(287)	(287)	(976)	(976)
Proceeds from Sale of Fixed Assets	-	-	-	-
Purchase of non-dealing securities	-	-	-	-
Proceeds from sale of non-dealing securities	-	-	-	-
Others: Investmen in Equity	-	-	-	-
<b>Net cash provided (used) by investing activities</b>	<b>(227)</b>	<b>(214)</b>	<b>(754)</b>	<b>(731)</b>
<b>III:Cash flow from financing activities</b>				
Repayment of Long Term Borrowing	(9,440)	(9,440)	(8,051)	(8,051)
Proceeds from Issuance of Long Term Debt	-	-	-	-
Proceeds from Issuance of Share Capital	-	-	-	-
Payment of Cash Dividends	-	-	-	-
(Additional)/disposal of available for sale investments	-	-	-	-
Net Change in Other Borrowings	-	-	-	-
Capital Injection	-	-	-	-
Lease Payment	(335)	(335)	(731)	(731)
Others: Net Foreign Exchange Difference	-	-	-	-
<b>Net cash provided (used) by Financing Activities</b>	<b>(9,776)</b>	<b>(9,776)</b>	<b>(8,782)</b>	<b>(8,782)</b>
<b>IV:Cash and Cash Equivalents</b>				
<b>Net Increase/Decrease in Cash and Cash Equivalents.</b>	<b>(3,917)</b>	<b>(3,853)</b>	<b>3,140</b>	<b>2,909</b>
Cash and Cash equivalents At the beginning of the year	<b>6,760</b>	<b>6,827</b>	<b>3,620</b>	<b>3,918</b>
<b>Cash and Cash equivalents At the end of the year</b>	<b>2,843</b>	<b>2,974</b>	<b>6,760</b>	<b>6,827</b>

**Signed By:**

Ms. Lilian M. Mbassy                      Acting Managing Director  
Ms. Mwasam S. Suleiman                Director of Finance  
Ms. Christine V. Mbonya                 Director Internal Audit

We, the undersigned directors, attest to the faithful representation of the above statements. We declare that the statements have been examined by us and, to the best of our knowledge and belief, have been prepared in conformance with International Financial Reporting Standards and the requirements of the Banking and Financial Institutions Act, 2006 and they present a true and fair view.

**Signed By:**

Mr. Sosthenes L. Kewe                      Chairman of the Board  
**Date:**    26/03/2025

Sources: Controller and Auditor General (CAG) Report, 2024

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