



THE UNITED REPUBLIC OF TANZANIA

NATIONAL AUDIT OFFICE



UNIVERSITY OF DAR ES SALAAM AND ITS SUBSIDIARIES

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

**Controller and Auditor General
National Audit Office
Ukaguzi House
Mahakama Road, Tambukareli
P.O. Box 950
41104 Dodoma, Tanzania
Tel: +255 (026) 2161200-9
Email: ocag@nao.go.tz
Website: www.nao.go.tz**

March 2026

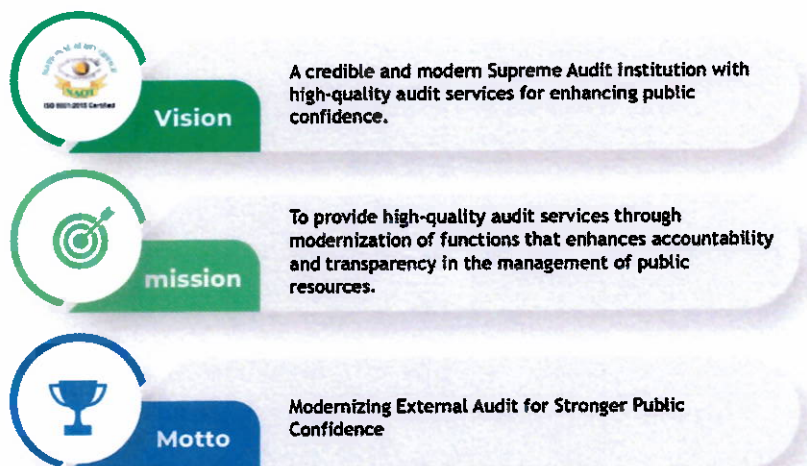
AR/PA/UDSM/2024/25

About the National Audit Office

Mandate

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

NAOT Vision, Mission & Motto



Core Values



© This audit report is intended to be used by University of Dar es Salaam and may form part of the annual general report which once tabled to National Assembly, becomes a public document hence, its distribution may not be limited.



TABLE OF CONTENTS

1.0	INDEPENDENT REPORT OF CONTROLLER AND AUDITOR GENERAL	1
2.0	FINANCIAL STATEMENTS.....	5
3.0	REPORT BY THOSE CHARGED WITH GOVERNANCE FOR THE PERIOD ENDED 30 JUNE 2025	6
4.0	STATEMENT OF UNIVERSITY COUNCIL'S RESPONSIBILITY FOR THE PERIOD ENDED 30 JUNE 2025 ..	45
5.0	DECLARATION OF HEAD OF FINANCE FOR THE PERIOD ENDED 30 JUNE 2025	46
6.0	CONSOLIDATED FINANCIAL STATEMENTS	47

Abbreviations

BA	Bachelor of Arts
BSc	Bachelor of Science
CAG	Controller and Auditor General
CCCS	Centre for Climate Change Studies
CoAF	College of Agriculture and Food Technology
CoET	College of Engineering and Technology
CoHU	College of Humanities
CoICT	College of Information and Communication Technologies
CoNAS	College of Natural and Applied Sciences
CONRIS	Consultancy Registration System
CoSS	College of Social Sciences
CPA	Certified Public Accountant
CVCPT	Committee of Vice Chancellors and Principals in Tanzania
DARUSO	Dar es Salaam University Students Organisation
DIEN	Directorate of Innovation and Entrepreneurship
DoS	Dean of Students
DPS	Directorate of Public Services
DUP	Dar es Salaam University Press
DVC - AC	Deputy Vice Chancellor - Academic
DVC - RS	Deputy Vice Chancellor - Research
DVC- PFA	Deputy Vice Chancellor - Planning, Finance and Administration
FCPA	Fellow Certified Public Accountant
FIFO	First In First Out
HEET	High Education for Economic Transformation
ICT	Information and Communication Technology
IDS	Institute of Development Studies
IMS	Institute of Marine Sciences
IPI	Institute of Production Innovation
IPSAS	International Public Sector Accounting Standards
IPSASB	International Public Sector Accounting Standards' Board
IRA	Institute of Resources Assessment
IRM	Institute of Resources Management
MA	Master of Arts
MBA	Master of Business Administration



MoEST	Ministry of Education, Science and Technology
MRI	Mineral Resources Institute
MSc	Master of Science
NAO	National Audit Office
NBAA	National Board of Accountants and Auditors
NBC	National Bank of Commerce
NHIF	National Health Insurance Fund
NMB	National Microfinance Bank
PAYE	Pay As You Earn
PBZ	People's Bank of Zanzibar
PhD	Doctor of Philosophy
PPA	Public Procurement Act
PPR	Public Procurement Regulations
PSSSF	Public Service Social Security Fund
PWC	PricewaterhouseCoopers
SACCOs	Savings and Credit Co-operatives
SIDA	Swedish International Development Cooperation Agency
SJMC	School of Journalism and Mass Communication
SoED	School of Education
THTU	Tanzania Higher Learning Institutions Trade Union
TIB	Tanzania Investment Bank
TOL	Tanzania Oxygen Limited
TRA	Tanzania Revenue Authority
TZS	Tanzanian Shillings
UASB	University Anaerobic Sludge Blanket
UCC	University of Dar es Salaam Computing Centre
UDASA	University of Dar es Salaam Academic Staff Assembly
UDBS	University of Dar es Salaam Business School
UDSM	University of Dar es Salaam
UDSM-MCHAS	University of Dar es Salaam Mbeya College of Health and Allied Sciences
UDSoL	University of Dar es Salaam School of Law
URT	United Republic of Tanzania
VC	Vice Chancellor

1.0 INDEPENDENT REPORT OF CONTROLLER AND AUDITOR GENERAL

1.1 REPORT ON THE AUDIT OF FINANCIAL STATEMENTS

Unqualified Opinion

I have audited the financial statements of University of Dar es Salaam, which comprise the statement of financial position as at 30 June 2025, Statement of Financial performance, statement of Changes in Net assets and cash flow statement for the year then ended, as well as the notes to the financial statements, including a summary of material accounting policies.

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

Basis for Opinion

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

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

Key Audit Matters

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

Other Information

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

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

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with



the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSAS, Accounting standards, as issued by the International Accounting Standards Board (IASB)) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my audit report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the entity to cease to continue as a going concern; and
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

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

1.2 REPORT ON COMPLIANCE WITH LEGISLATIONS

1.2.1 Compliance with the Public Procurement laws

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

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

Based on the audit procedures performed, I conclude that, University of Dar es Salaam generally complies, in all material respects, with the requirements of the Public Procurement laws in Tanzania.

1.2.2 Compliance with the Budget Act and other Budget Guidelines

Subject matter: Budget formulation and execution

I conducted a compliance audit of budget formulation and execution at University of Dar es Salaam for the year ended 30 June 2025 as per the Budget Act, Cap. 439 RE 2020, and the Budget Guidelines issued by the Ministry of Finance. I reviewed budget submissions, approval memoranda, commitment registers, ledger entries and variance analyses to confirm that the entity prepared estimates in the prescribed format, obtained timely authorizations before incurring obligations, recorded transactions accurately and reported variances as required.

Based on the audit procedures performed, I conclude that, except for the matters described below, University of Dar es Salaam generally complies, in all material respects, with the requirements of the Budget Act and related Budget Guidelines.

Inefficiencies in the utilisation of carried-over funds

My review of the carry-over budget and transaction accounts relating to the financial year 2023/24 for UDSM noted that UDSM did not fully utilise carry-over funds within the first quarter as required by law, nor obtain Treasury Registrar approval for extended utilisation. Out of TZS 8,559,128,22 carried forward, only TZS 2,759,394,741.11 (equivalent to 32.2%) was utilised in the first quarter, with most spending occurring later without approval contrary to Section 29(5) of the Budget Act, 2020 and Regulation 100 of the Public Finance Regulations, 2017 stipulate that carry-over funds should be fully utilized within the first quarter of the subsequent financial year.



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



2.0 FINANCIAL STATEMENTS

REGISTERED OFFICE AND PRINCIPAL PLACE OF BUSINESS

THE REGISTERED OFFICE:

University of Dar es Salaam,
Mwl. J. K. Nyerere Mlimani Campus,
P. O. Box 35091,
Dar es Salaam, Tanzania.

MAIN BANKERS:

Bank of Tanzania (BoT)
P. O. Box 2939,
Dar es Salaam, Tanzania

NMB BANK PLC
P. O. Box 9031,
DAR Es Salaam, Tanzania

CRDB Bank PLC, Lumumba Branch
P. O. Box 2318,
Dar Es Salaam, Tanzania

NBC (1997) Limited
P.O. Box Box 35181,
Dar Es Salaam, Tanzania

TIB Development Bank
P.O Box 9373
Dar Es Salaam, Tanzania

PBZ Bank
P.O. Box 1173
Zanzibar, Tanzania

Tanzania Commercial Bank
P.O.BOX 9300
Dar Es Salaam, Tanzania

UNIVERSITY SECRETARY:

Prof. Saudin J. Mwakaje

3.0 REPORT BY THOSE CHARGED WITH GOVERNANCE FOR THE PERIOD ENDED 30 JUNE 2025

The members charged with governance (The Council of the University of Dar es Salaam (hereinafter “the Council”)) submit their report together with an audited financial statement for the period ended 30 June 2025, which disclose the state of affairs of University of Dar es Salaam (the “University” or “UDSM”) and its subsidiaries, Dar Es Salaam University Press (DUP) and University Computing Centre (UCC) (together, the “Group”) as at that date.

3.1 INTRODUCTION

The University of Dar es Salaam (UDSM) is the oldest and premier public university in Tanzania, recognized for its long-standing tradition of academic excellence, research, and public service. It was established in 1961 as a University College of the University of London. In 1963, UDSM became a constituent college of the University of East Africa, alongside Makerere University College in Uganda and Nairobi University College in Kenya.

In 1970, the University of Dar es Salaam attained full-fledged and independent university status following the enactment of the University of Dar es Salaam Act No. 12 of 1970. This Act was later repealed and replaced by the Universities Act, Cap. 346 of the Laws of Tanzania. Currently, the University operates under the University of Dar es Salaam Charter of 2007, a legal instrument established in accordance with the Universities Act and other relevant enabling provisions governing its constituent colleges.

Since its establishment, UDSM has experienced remarkable growth in physical infrastructure, student enrolment, academic units, and programme diversity. Today, it stands as a leading center of higher learning in Tanzania and the region, committed to advancing knowledge, innovation, and sustainable development.

3.2 PRINCIPAL ACTIVITIES

The principal activities of the University of Dar es Salaam are provided under Article 4 of the University of Dar es Salaam Charter, 2007. These are generally described as:

“to advance learning and knowledge by teaching, research, consultancy and service to the Society particularly in industries, agriculture, commerce, business, management, education, health, law, science, engineering, lands, architecture, planning, information and communication technology, informatics, technology and environment, arts, social sciences and in close association with the Government of the United Republic of Tanzania and the Revolutionary Government of Zanzibar and other public and private stakeholder interests.”

3.3 BUSINESS OBJECTIVES AND STRATEGIES

The broad objectives of the University are advancement, diffusion, an extension of the arts, science, technology and learning; the provision of higher education and research and the nurturing of the intellectual, aesthetic, social and moral growth of the students at the University. Specifically, the basic functions of the University include the following:

- (a) to endeavour to excel in knowledge and human resource capacity building by ensuring a balance between quantity and quality and avoiding imparting elitist values to the products of the University;
- (b) to ensure, as a matter of principle, integration of research, teaching and consultancy and public service at the immediate subject area level with a view to building a distinctive characteristic of the products of the University as creative scientific professionals and the services of the University and of its staff as symbols of creative scientific professionalism;
- (c) to ensure and promote gender balance, equality, and equity in its policies, programmes, and regulations relating to teaching, research, consultancy, and public services;
- (d) to provide, promote and maintain centres of excellence and exemplary good management in terms of knowledge creation, skills development, effective entrepreneurship and formation of a responsible attitude for the betterment of the society as well as its mode of governance;
- (e) to be a producer and supplier of key policymakers, experts and personnel in-charge of key positions in industry, public and private institutions, governmental and non-governmental institutions;
- (f) to advance the frontiers of, enhance, preserve, and transmit knowledge;
- (g) to prepare students for work as scientists or professionals by providing academic and professional or vocational courses of instruction and to take such other steps as may be necessary or desirable towards ensuring an output of mainly job-creators who possess professional qualifications or skills as opposed to job-seekers;
- (h) to stimulate and promote intellectual, cultural, scientific and technological development;
- (i) to create a sense of public responsibility in the educated and to promote respect for learning and pursuit of truth;
- (j) to promote research into economic, political, social, cultural, scientific, technological, legal and other matters generally and with particular reference to the interests of Tanzania and mankind in general;
- (k) to institute professorships and other posts and offices and to make appointments thereto in line with such organizational structure as shall be approved by the Council;
- (l) to institute and award fellowships, scholarships, bursaries, medals, prizes and other distinguished awards and forms of assistance or sponsorship for the advancement and dissemination of knowledge;
- (m) to provide opportunities for students to engage in productive services and activities;

- 
- (n) to hold examinations, to confer degrees, diplomas, certificates or other awards upon persons who have followed courses of study approved by the Senate and have satisfied such other requirements as may be prescribed by the Senate and to confer honorary degrees;
 - (o) to cooperate with the Government of the United Republic of Tanzania and the peoples of Tanzania in the planned and orderly development of education, science and technology in the United Republic;
 - (p) to establish mutually negotiated, beneficial and durable links with institutions of learning and research within Tanzania and in other countries;
 - (q) to erect, equip and maintain libraries, laboratories, workshops, museums, art galleries, lecture halls, theatres and rooms, halls of residence and other buildings and facilities required for the purposes of the University including providing its community with a good working and living environment in the University campuses;
 - (r) to establish pension, superannuation and provident fund schemes for the benefit of its officers, staff or employees or any section thereof and to enter into arrangements with the Government, an insurance company, trustee company or other organization or any person or persons for the operation of such schemes jointly, severally or otherwise;
 - (s) to affiliate other institutions or to admit the members thereof to any of its privileges and to accept attendance at courses of study in such institutions for relevant awards of the University and/or place them in such part of the attendance at courses of study in the University and upon such terms and conditions and subject to such rules and by-laws as may from time to time be determined by the University or to recognise any members of the teaching staff of any College, Institute or similar institution of higher education whether affiliated to the University or not as teachers of the University; and
 - (t) to do, in accordance with the general law of the United Republic, including the Charter, and these Rules all such acts and things, whether or not incidental to these objects, powers and functions and whether within or without the United Republic as may be requisite in order to further these objects, powers and functions or any of them.

Vision statement

UDSM's vision is to become a leading centre of intellectual wealth spearheading the quest for sustainable and inclusive development.

Mission statement

It is UDSM's mission to advance the economic, social and technological development of Tanzania and beyond through excellent teaching, research and public service using talented and motivated staff and students.

UDSM Values

Towards achieving its Vision and fulfilling its Mission, the University of Dar es Salaam subscribes to the following values:

- i. Academic excellence by ensuring that the pursuit of academic excellence in teaching, research and service to the public is well recognised and forms an important part of the academic and organizational life of the institution;
- ii. Academic freedom by upholding the spirit of free and critical thought and inquiry, through the tolerance of a diversity of beliefs and understanding, as well as fostering an open exchange of ideas and knowledge amongst the staff and/or students;
- iii. Social responsibility by promoting an awareness of, and providing leadership to respond to the issues and problems facing society with a view to ultimately solving and alleviating them;
- iv. Developmental responsibility by ensuring that most of the research conducted has an immediate or long-term impact;
- v. Fostering student prowess by creating a holistic teaching and learning environment which is student centred and providing the students with social, cultural and recreational opportunities that will facilitate the full realisation of their potential for academic and personal growth; and
- vi. Equity and social justice by ensuring equal opportunity and non-discrimination on the basis of personal, ethnic, religious, gender or other social characteristics.

Guiding Theme

The focus of the University of Dar es Salaam activities during the year was guided by the following theme: "Enhanced quality outputs in teaching, research, and public service".

UDSM Norms

- i. Professional and ethical standards by upholding the highest professional standards and ethical behaviour, and through openness, honesty, tolerance, and respect for the individual in all disciplines;
- ii. Institutional autonomy characterized by self-governing structures guided by the University Council and greater independence of action while being responsive to societal and development needs or being prescribed by the relevant legal instruments;
- iii. Public accountability by ensuring transparent decision-making and open review as well as the full participation of stakeholders in the development of the institution and with regard to major policy shifts;
- iv. Strategic planning culture by inculcating it at all levels in the University;
- v. Research relevance by ensuring that research addresses relevant national or societal problems; and

- vi. Application of information and communication technologies (ICT) for the enhancement of academic services delivery and in management of the University operations.

3.4 FUTURE DEVELOPMENTS

The Vision 2061 and the 2020/21 to 2025/26 Strategic Plan highlight the following future developments plans that aim at increasing the University's relevance in the 21-century including;

- (i) turning the University into an e-learning institution in terms of the availability and wide use of modern Information Technology;
- (ii) expanding and modernizing postgraduate training programs and activities;
- (iii) making major advances in research planning and management;
- (iv) Internationalization of teaching programmes and learning experiences;
- (v) establishing strong alumni networks in order to strengthen their solidarity with the University; and
- (vi) regaining comprehensiveness by re-introducing programmes in medicine, agriculture as well as land and architectural studies.
- (vii) In an attempt to increase its own sources of income in line with the UDSM Corporate Strategic Plan (2024-2033) and Five Years Rolling Strategic Plan (FYRSP) 2021/2022-2025/2026, the University is in the process of undertaking three (3) flagship investment projects under Public Private Partnerships (PPPs) arrangements. The earmarked projects include a 5-Star Silversands Hotel and Adjourning Beach, Information and Communication Technology (ICT)-Park and Lifelong Learning Centre (LLC). Currently, pre-feasibility study for Silversands Hotel has been approved by the Ministry of Education, Science and Technology (MoEST) and full feasibility study is expected to be conducted during the Financial Year 2025/2026
- (viii) UDSM is committed to recapitalize Dar es Salaam University Press (DUP) with the overall objective of increasing its capacity to undertake operations and generate substantial revenue. This is in line with the DUP Revamping Plan as approved by the University Council. During the year under review, UDSM injected TZS 400 million to DUP as part of Mid-Year Review to further increase the capacity of DUP to undertake its operations. In addition to the cash investment, UDSM is closely monitoring the performance of the Company through the performance contract signed between the Board of Directors of DUP and UDSM (shareholder)

Achievement of the above plans requires inspired and motivated staff to effectively assume the academic and administrative responsibilities that form an integral part of a well-functioning University. Therefore, the University plans to, among other things, continue to recruit best talents from among its graduates and those from reputable local and international universities; progressively raising the performance bar for staff so as to enhance staff productivity in publications rate and quality, sourcing research funds, completion of consultancies, minimum teaching performance and contribution to administration; maintaining meritorious staff promotion, recruitment and development, and in addition creating a conducive and facilitative environment for female staff and those living with disabilities.

The University also plans to increase the quantity and quality of physical infrastructure and facilities to enable staff and students to do their work effectively and efficiently. This may involve expanding strategically to new locations within the country and the region, maintaining and preserving the value of existing facilities, and, taking firm action towards smart campus in maximizing the application of ICT in all academic and administrative functions of the University. Resource mobilization will continue to be emphasized to enable the University to diversify its funding sources, which are critically needed to adequately finance the expansion of its facilities and other activities.

3.5 (A) FINANCIAL PERFORMANCE FOR THE PERIOD ENDED 30 JUNE 2025

The University reported a total revenue for the period under review amounting to TZS 226.36 billion that shows an increase of 7% from prior reviewed period. The increase is mainly attributed by increase in Revenue Grants and Revenue from Exchange transactions from TZS 134.72 billion to TZS 150.72 billion and TZS 57.94 billion to TZS 58.91 billion respectively. Revenue grants include Government grants personal emolument and Government grants development foreign. Exchange transactions include Tuition fee and consultancy income. The increase in Government grants personal emolument, is due to salary increment to some of employees and new employed staff as well as payment of previous salary arrears while the increase in Government grant development foreign is due to increase in research and donor funds especially for HEET project.

The University with its subsidiaries reported a surplus of TZS 8.96 billion for the period under review (2024: Deficit TZS 2.46 billion). This is because of implementation of cost cutting strategies especially on rehabilitation cost. In addition, expenses associated with HEET project, which are categorized under capital expenditure in property plant, and equipment resulted into the increase in work in progress and not operating expenses. These expenses also regarded as revenue from donors, which are amortized from the deferred revenue grants upon utilisation of donor funds and fulfilment of project

(B) FINANCIAL POSITION AS AT 30 JUNE 2025

During the period under review, The University reported a Total Assets of TZS 404.61 billion as compared to TZS 404.81 billion, a decrease of 0.05 %. However, total non-current assets increased from TZS 331.58 billion to TZS 343.19 billion, an increase of 2.87%. The increase is attributed by increase in Work in progress resulted from HEET construction projects. The table below highlights other key financial ratios for the period under review.

Table 1: Key Financial Ratios in respect of financial position

S/N	Description	2024/25	2023/24	Standard ratio
1	Current ratio	0.92:1	0.97:1	2.00:1
2	Quick Ratio	0.92:1	0.96:1	1.00:1
3	Debt to Equity Ratio	0.22:1	0.26:1	1.50:1

The current ratio of the University decreased from 0.97:1 as at 30 June 2024 to 0.92:1 as at 30 June 2025. This is because of current liabilities are higher compared to current assets. The decrease in current assets is caused by the decrease in cash and cash equivalent, inventory and prepayment. Cash and cash equivalent decreased due to the utilization of funds from donors that eventually caused the decrease in deferred income as a result of amortization of research donor funds.

The Quick ratio $\{(\text{Current Assets}-\text{Inventory})/\text{Current liabilities}\}$ of the University decreased from 0.96:1 as at 30 June 2024 to 0.92:1 as at 30 June 2025. This is because of the decrease in current assets at the closing date.

The Debt to Equity ratio of the University decreased from 0.26:1 as at 30 June 2024 to 0.22:1 as at 30 June 2025. Generally, this trend signifies that the University has the capacity to pay its debts through equity as compared to previous year.

Non-financial performance measures:

i. Registered Students

The number of students registered in various training programs at the University of Dar es Salaam, Mwl. Julius Nyerere Mlimani Campus for the last five (5) years is summarised in the following table:

The decrease in registered student for the year 2024/2025 largely attributed by declining in number of students sponsored by HESLB as compared to previous years especially Education courses.

Table 2: Registered Students

Year	Number of students		
	Undergraduate	Postgraduate	Total
2020/21	23,700	4,151	27,851
2021/22	25,271	5,302	30,573
2022/23	27,145	5,314	32,459
2023/24	28,620	3,653	32,273
2024/25	25,964	3,073	29,037

ii. International rankings

EduRank is an independent metric-based ranking of 14,131 universities from 183 countries. It utilizes the world's largest scholarly papers database with 83,166,817 scientific publications and 1,801,313,576 citations to rank universities across 246 research topics. In the overall rankings it adds non-academic prominence and alumni popularity indicators.

EduRank approach to world university ranking includes: (1) *Wide selection of higher education institutions*: The only selection criterion for inclusion in the ranking is the issuance of bachelor's degrees and above or analogy with 4+ years of study. It aims to provide equal opportunities for inclusion for institutions from all countries, including developing ones. It does not set minimum scores required for any ranking criteria nor does it exclude institutions with missing data; (2) *Self-collected data*: For

ranking purposes, it does not use any data provided by universities or data that a university can tamper with without actual improvements in the quality of its functions; (3) *Metric-based*:

It believes that ranking by metrics is the only possible approach to rank 14131 universities in 183 countries - no surveys, no experts, no opinions; (4) *Transparent*: It aims to be transparent about the choice of indicators, data processing, statistical methods used, and ranking limitations; (5) *Improvements over consistency*: It sees no value in keeping the methodology consistent for the sake of tracking yearly changes in the position of an individual university while sacrificing opportunities for improvement.

Edu Rank Methodology

The final score of EduRank's overall ranking consists of 3 parts:

- **45% Research performance**: It uses the OpenAlex database as a proxy to retrieve scientific publications and links between them (citations). Rather than just summarizing them, it builds a graph with publications as nodes and citations as edges to calculate the weight of each publication. Then it adjusts that weight for the publication date and share of university representatives in the list of authors.
- **45% Non-academic prominence**: It uses the same approach that Google and other modern search engines used to calculate the reputation of individual web pages - backlinks to a university from other sites. It uses the data from Ahrefs as a source with the largest available index of pages and links.
- **10% Alumni score**: The indicator reflects the combined number of page views that a university's graduates and other affiliated individuals have on all 43 language versions of Wikipedia.

The University ranking over the last four years according to EduRank is shown in Table 3 below;

Table 3: University Ranking

S/N	Year	Ranking		
		Africa	East Africa	Tanzania
1	2022	27 th	3 rd	1 st
2	2023	28 th	3 rd	1 st
3	2024	24 th	3 rd	1 st
4	2025	26 th	3 rd	1 st

3.6 CORPORATE GOVERNANCE

The University Council

The Council is the principal policy making body of the University vested with the powers to govern and control the University. In terms of Rule 12 (2) of the First Schedule of the University of Dar es Salaam Charter, 2007, the Council has powers to:

- administer the properties of the University;
- administer the funds, investments and other assets of the University;

- 
- iii. approve annual budget estimates and supplementary budget estimates of the University;
 - iv. signify the acts of the University by use of common seal;
 - v. on behalf of the University, to receive gifts, donations, grants or other money and to make disbursements therefrom to Colleges, Schools, Institutes, the University library and other libraries, Centres or Directorates, units or to other persons or bodies;
 - vi. define the rights, obligations, and privileges of the members of the University;
 - vii. subject to the provision of the Act, regulations made in the University Charter, rules and any other applicable written laws, to establish colleges, schools, institutes, libraries, centres or directorates, units, and other bodies and to disestablish any one or more of these;
 - viii. subject to the provision of the Charter, make rules/regulations and/or Charter for better governance and administration of the University; and
 - ix. to do all such other acts and things as are provided for in the Charter and other applicable rules or as may be prescribed.

The University Council comprised of Fifteen (15) members of which seven (46.7%) were female while eight (53.3%) were male and all were Tanzanians. During the year under review, the Council held four regular meetings and three special meetings. During those meetings, all members declared no conflict of interest. Members of the University Council, who served during the period under review and their attendance, are shown in Table 4 and 5 respectively.

The Council Members of the University as at the date of signing this report are:

Table 4: The Members of the University Council

S/N	Name	Gender	Position	Age	Qualification	Appointing Authority
1	Amb. Mwanaidi S. Maa'jar	F	Chairperson	71	LLM	President (URT)
2	CPA. Moremi A. Marwa	M	Member	49	MBA (Finance) CPA (T)	Minister (MoEST)
3	Prof. William A. L. Anangisye	M	Member	63	PhD (Education)	Chancellor
4	Prof. Carolyne I. Nombo	F	Member	59	PhD (Gender and Rural Development)	By position (Permanent Secretary MoEST)
5	Amb. Tuvako N. Manongi	M	Member	72	MSc (Maritime Administration)	Convocation President-Convocation UDSM
6	Prof. Raphael T. Chibunda	M	Member	59	PhD (Environmental Technology)	Chancellor
7	Eng. Mary M. Swai	F	Member	63	MSc (Highway Engineering)	Minister (MoEST)
8	Prof. John A.M. Mahugija	M	Member	54	PhD (Chemistry)	UDASA
9	Ms. Nuriat S. Hamisi	F	Member	48	MA (Information Studies)	Appointee of THTU
10	Tyson L. Kwigendaho	M	Member	24	BA (Philosophy and Ethics) Still in studies at UDSM	DARUSO
11	CPA. Mohamed A. Nyasama	M	Member	60	MSc. A&F, CPA (T)	Representing Treasury registrar
12	Dr Maryam J. Ismail	F	Member	53	PhD (Second Language Teacher Education)	Revolutionary Government of Zanzibar
13	Eng. Joyce E. Kisamo	F	Member	60	BSc (Eng.)- Hons (Chemical & Process Engineering), MSc Hons (Integrated Design of Chemical Plant)	Minister (MoEST)
14	Prof. William J. S. Mwegoha	M	Member	55	PhD In Environmental Science (Environmental Chemistry)	Vice Chancellors Committee (CVCPT)
15	Prof. Neema G. Mori	F	Member	47	PhD (International Business Majoring on Cooperative Governance and Board of Financial Management)	UDSM Senate

During the period under review, Prof. Saudin J. Mwakaje served as a Secretary to the Council.

Table 5: Attendance for Members of the University Council

S/N	Name	Position	Quarter				Special			Total
			1	2	3	4	1	2	3	
1	Amb. Mwanaidi S. Maajar	Chairperson	✓	x	✓	✓	✓	✓	✓	4
2	CPA. Moremi A. Marwa	Vice Chairperson	✓	✓	✓	✓	✓	✓	x	7
3	Prof. William A. L. Anangisye	Member	✓	✓	✓	✓	✓	✓	✓	8
4	Prof. Carolyne I. Nombo	Member	✓	✓	x	✓	x	✓	✓	5
5	CPA. Mohamed A. Nyasama	Member	✓	✓	x	✓	✓	x	✓	6
6	Amb. Tuvako N. Manongi	Member	✓	✓	✓	✓	✓	✓	✓	8
7	Dr. Maryam J. Ismail	Member	✓	✓	✓	x	✓	✓	✓	7
8	Prof. Raphael T. Chibunda	Member	✓	✓	✓	x	✓	x	✓	6
9	Eng. Mary M. Swai	Member	✓	✓	✓	✓	✓	✓	✓	8
10	Eng. Joyce E. Kisamo	Member	✓	✓	✓	✓	x	✓	✓	6
11	Prof. William J. S. Mwegoha	Member	✓	✓	✓	✓	✓	✓	✓	8
12	Prof. Neema G. Mori	Member	x	✓	✓	✓	✓	✓	✓	6
13	Prof. John A.M. Mahugija	Member	x	✓	✓	✓	✓	✓	✓	7
14	Ms. Nuriat S. Hamisi	Member	✓	✓	✓	x	✓	✓	✓	7
15	Tyson L. Kwigendaho	Member	✓	✓	✓	✓	✓	✓	✓	8

The Council approved the following matters:

- i. Proposal for establishment of Master of Science in Medical Physics degree
- ii. UDSM Research Policy and Operational Procedures
- iii. Proposed Head of Departments of the University of Dar es salaam together with its Constituency colleges for 2024/25 - 2026/27 Triennium.
- iv. UDSM Consolidated Financial Statements for the year ended on 30 June 2024 after auditing.
- v. Proposal for registration of Students Associations.
- vi. Proposal for new rates of indirect cost

The Council's committees

The Council may, from time to time, appoint such other boards and committees as it may consider necessary and, subject to the provisions of the University Charter, the Rules and Directions given by the Chancellor on that behalf, delegate to any such board or committee any of its functions under the Charter and Rules upon such limitations and conditions as the Council may prescribe. During the year under review, the Council had five (5) Committees in Compliance with the University Charter, 2007. The formed Committees were Audit Committee, University Funding Promotion Committee, Students Affairs Committee, Appointment Committee, and Estate Committee. The composition and details of the Council Committees and number of meetings conducted during the financial ended 30 June 2025 are provided hereunder:

1. Audit Committee

The Audit Committee were established by the University Council to assist the University in fulfilling its fiduciary responsibilities by overseeing the quality and integrity of the University's accounting and financial reporting, processes, controls, and management including overseeing adherence to established policies and laws. During the period under review, all members of the Audit Committee were Tanzanians. The Audit Committee of the University comprises a total of five members. Of these, one (20%) was a female and four (80%) were males. During the year, the Audit Committee conducted four (4) regular meetings and three (3) special meetings. During the meetings, members declared no conflict of interest. The Members of the Audit Committee served during the period under review are listed in Table 6 with its attendance list shown under Table 7.

Table 6: Members of the audit Committee

S/N	Name	Position	Appointing Authority
1	CPA. Moremi A. Marwa	Chairperson	Council
2	Prof. William A. L. Anangisye	Member	Council
3	CPA. Angyelile Tende	Member	Council
4	CPA. Juma A. Muhimbi	Member	Council
5	Prof. Neema Mori	Member	Council

During the period, CPA. Sayumwe B. Kayanda served as a Secretary to the Audit Committee.

Table 7: Audit Committee Attendance

S/N	NAME	POSITION	QUARTER				SPECIAL			TOTAL
			1	2	3	4				
1	CPA. Moremi A. Mwarwa	Chairperson	✓	✓	✓	✓	✓	✓	✓	7
2	Prof. William Anangisye	Member	✓	✓	✓	✓	✓	✓	✓	7
3	CPA. Angyelile Tende	Member	✓	✓	✓	✓	✓	✓	✓	7
4	Prof. Neema Mori	Member	x	✓	✓	✓	✓	✓	✓	6
5	CPA. Juma A. Muhimbi	Member	✓	✓	✓	✓	✓	✓	✓	7

During the period ended 30 June 2025, the Committee conducted 6 Meetings (3 Ordinary meetings and 3 Special meetings), the Committee discussed and deliberated on the following issues;

- i. Quarter four Internal Audit Report (2023/24)
- ii. Quarter four Risk Implementation Report ((2023/24)
- iii. CAG Audit Plan for the year ended on 30 June 2024
- iv. Consolidated Financial Statements for the year ended on 30 June 2024
- v. Quarter one to three Internal Audit Reports ((2024/25)
- vi. Quarter one to three Risk Implementation Reports ((2024/25)
- vii. Quarter one to three Draft Financial Statements ((2024/25)
- viii. Internal Audit Annual Plan for the financial year 2025/26
- ix. External Audit Annual Plan for the financial year 202324
- x. Impairment Assessment Reports for DUP, UCC and Silvers and
- xi. Management Letter on Financial and Compliance Audit for the financial year ended 30 June 2024.
- xii. Report of the Controller and Auditor General on the Consolidated Financial Statements and Compliance Audit for the Financial year ended 30 June 2024
- xiii. CAG Audit Opinion for the Financial Statement ended 30 June 2024

2. University Funding Promotion Committee

University Funding Promotion Committee (UFPC) is a non-statutory committee of the Council. The Committee advises Council on financial and investment strategies and makes recommendations on annual revenue, recurrent and capital expenditure budget, investment activities, and development partnerships. It also monitors and reports on performance progress against the set objectives. The Committee meets once quarterly with additional meetings convened as and when necessary. During the year under review, the Committee conducted four (4) quarterly meetings and members declared no conflict of interest during those meetings. Eleven (12) members of the Committee served during the reporting period. Of these, three (25%) were female and Nine (75%) were male. Members of the Committee served during the period under review, with its attendance register are presented in Table 8 and 9 respectively.

Table 8: University Funding Promotion Committee Members

S/N	Name	Gender	Position	Age	Qualification	Appointing Authority
1	Amb. Mwanaidi Sinare Maajar	F	Chairperson	71	LLM	President (URT)
2	CPA. Moremi Marwa	M	Vice Chairperson	49	MBA. (Finance) CPA (T)	Council
3	Prof. William A. L. Anangisye	M	Member	63	PhD (Education)	By Position
4	Prof. Bonaventure Rutinwa	M	Member	64	PhD (Law)	By Position
5	Prof. Bernadeta M. Killian	F	Member	59	PhD (Political Science)	By Position
6	Prof. Nelson Boniface	M	Member	49	PhD (Science)	By Position
7	Prof. Saudin J. Mwakaje	M	Member	50	PhD (Law)	By Position
8	CPA. Juma Kimori	M	Member	54	MBA. (Finance) CPA (T)	By Position
9	Mr. Abdul-Razack Badru	M	Member	58	MBA	Representing PSSSF
10	CPA. Mohamed Nyasama	M	Member	60	MBA. (Finance)	Representing Treasury Registrar
11	Amb. Tuvako Manongi	M	Member	72	MSc. (Maritime Administration)	Council
12	Prof. Neema Mori	F	Member	47	PhD (International Business Majoring on Cooperate Governance and Board of Financial Management)	Council

During the period under review, Prof. Siasa Mzenzi served as Secretary of the University Funding Promotion Committee

Table 9: University Funding Promotion Committee Attendance

S/N	NAME	POSITION	QUARTER				TOTAL
			1	2	3	4	
1	Ambassador Mwanaidi Sinare Maajar	Chairperson	✓	✓	✓	✓	4
2	CPA. Moremi Marwa	Vice Chairperson	x	✓	x	x	1
3	Prof. William A. L. Anangisye	Member	✓	✓	✓	✓	4
4	Prof. Bonaventure Rutinwa	Member	✓	x	✓	✓	3
5	Prof. Bernadeta M. Killian	Member	✓	✓	x	✓	3
6	Prof. Saudin J. Mwakaje	Member	✓	✓	x	✓	3
7	Prof. Nelson Boniface	Member	✓	✓	✓	✓	4
8	CPA. Juma Kimori	Member	✓	✓	x	✓	3
9	Mr. Abdul-Razack Badru	Member	✓	x	✓	x	2
10	Amb. Tuvako Manongi	Member	✓	✓	x	✓	3
11	Prof. Neema Mori	Member	x	✓	✓	✓	3
12	CPA. Mohamed Nyasama	Member	✓	✓	✓	✓	4

Issues, Policy and Directives approved by the Committee

- i. UDSM Budget Estimates for The Financial Year 2024/2025
- ii. Facts and Figures 2019/2020-2023/2024
- iii. Cost Management Strategy

3. Students Affairs Committee

The Committee supervises and advice the Council in matters pertaining to the welfare of students. The committee also makes regulations and rules relating to the welfare and discipline of students. During the year under review, the Committee conducted four (4) quarterly meetings and members declared no conflict of interest during those meetings. Ten (10) members of the Committee served during the year. Of these, four (40%) were female and six (60%) were male. Members of the Committee served during the period under review and its attendance register are presented in Table 10 and table 11 respectively.

Table 10: Students Affairs Committee Members

S/N	Name	Gender	Age	Position in the Committee	Duration	Position at UDSM
1	Amb. Tuvako Manongi	M	72	Chairperson	1 July 24- 30 June 25	Chairperson
2	Prof. Bernadeta Killian	F	59	V/Chairperson	1 July 24- 30 June 25	DVC-PFA
3	Prof. Bonaventure S. Rutinwa	M	64	Member	1 July 24- 30 June 25	DVC-Academic
4	Prof. Nelson Boniface	M	49	Member	1 July 24- 30 June 25	DVC - Research
5	Prof. Saudin J. Mwakaje	M	50	Member	1 July 24- 30 June 25	CCC & STC
6	Dr. Mwajuma Vuzo	F	52	Member	1 July 24- 30 June 25	DSS
7	Ms. Nuriyeti Hamis	F	48	Member	1 July 24- 30 June 25	Member - Council
8	Mr. Taysonn Kwigendako	M	24	Member	1 July 24- 30 June 25	DARUSO-President
9	Ms Nerali Solacky Pereshi	F	24	Member	1 July 24- 30 June 25	DARUSO-V/President
10	Mr. Daniel Msyiani	M	27	Member	1 July 24- 30 June 25	Postgraduate Representative

During the year under review, Ms. Paulina M. Masalu served as Secretary of the Students Affairs Committee.

Table 11: Students Affairs Committee Members Attendance

S/N	NAME	GENDER	POSITION	QUARTER				Total
				1	2	3	4	
1	Amb. Tuvako Manongi	M	Chairperson	✓	✓	✓	✓	4
2	Prof. Bernadeta Killian	F	V/ Chairperson	✓	✓	✓	✓	4
3	Prof. Bonaventure S. Rutinwa	M	Member	✓	✓	✓	✓	4
4	Prof. Nelson Boniface	M	Member	✓	✓	✓	✓	4
5	Prof. Saudin J. Mwakaje	M	Member	✓	✓	✓	✓	4
6	Dr. Mwajuma Vuzo	F	Member	✓	✓	✓	✓	4
7	Nuriati Hamis	F	Member	✓	✓	✓	✓	4
8	Mr. Kwingendaho Tyson Lucas	M	Member	✓	✓	✓	✓	4
9	Ms Solanki Neerali Pareshi	F	Member	✓	✓	✓	✓	4
10	Mr. Daniel Msyiani	M	Member	✓	✓	✓	✓	4

During the year under review, the SAC meetings discussed and deliberated on the various important issues including discussing student policy on registration of students' associations, reviewing Students welfare policy, overseeing funds given to students with financial difficulties, and reviewing proposal on increasing students' accommodation fees.

4. Appointments Committee

The Committee considers applications for and makes appointments of staff within an approved establishment it also recommends promotion and special increment within the approved establishment. During the year under review, the Committee conducted four (4) quarterly meetings and members declared no conflict of interest during those meetings. Eight (8) members of the Committee served during the year. Of these, 1 (12.5%) were female and seven (87.5%) were male. Members of the Committee served during the period under review and its attendance schedule are presented in Table 12 and 13 respectively.

Table 12: Appointment Committee Members

S/N	Name	Gender	Position	Age	Qualification/ Discipline	Appointing Authority
1.	Prof. William A. L. Anangisye	M	Chairperson	63	PhD (Education)	By Position
2.	Prof. Bonaventure Rutinwa	M	Member	64	PhD (Law)	By Position
3.	Prof. Bernadeta M Killian	F	Member	59	PhD (Political Science)	By Position
4.	Prof. Nelson Boniface	M	Member	49	PhD (Science)	By Position
5.	Prof. Saudin J. Mwakaje	M	Member	50	PhD (Law)	By Position
6.	Prof. Raphael T. Chibunda	M	Member	59	PhD (Environmental Technology)	Council
7.	Mr. Ibrahim Mahumi	M	Member	52	MA	Council
8.	Prof. John A.M. Mahugija	M	Member	54	PhD. (Chemistry)	UDASA

9.	Amb. Tuvako Manongi	M	Member	72	MSc (Maritime Administration)	Convocation President
----	---------------------	---	--------	----	-------------------------------	-----------------------

The duration of the committee runs from 1 July 24 to 30 June 2025. During the year under review, Ms. Hilda Temba Kinanga, *ndc* served as Secretary of the Appointment Committee.

Table 13: Appointment Committee Attendance

S/N	Name	Gender	Position	QUARTER				Total
				1	2	3	4	
1.	Prof. William A. L. Anangisye	M	Chairperson	✓	✓	✓	✓	4
2.	Prof. Bonaventure Rutinwa	M	Member	✓	✓	✓	✓	4
3.	Prof. Bernadeta M. Killian	F	Member	✓	✓	✓	✓	4
4.	Prof. Nelson Boniface	M	Member	✓	✓	✓	✓	4
5.	Prof. Saudin J. Mwakaje	M	Member	✓	✓	✓	✓	4
6.	Prof. Raphael T. Chibunda	M	Member	✓	✓	✓	✓	4
7.	Mr. Ibrahim Mahumi	M	Member	✓	✓	✓	✓	4
8.	Prof. John A.M. Mahugija	M	Member	✓	✓	✓	✓	4
9.	Amb. Tuvako Manongi	M	Member	✓	✓	✓	✓	4

During the year, the Appointment Committee meetings discussed and deliberated on the various important issues including discussing reports on the staff welfare, reviewing HRM Policy and Procedures, request for contracted foreign staff, reviewing of the Guidelines for recruitment of Academic staff on Short-Term Basis and Guidelines for Adjunct Staff.

5. Estates Committee

The Committee is responsible to the Council for the execution of approved development plans related to the acquisition of land and property, construction of buildings and the purchase of equipment and furniture. The committee is also responsible for maintenance of buildings, approval of plans and preparation of contracts for the construction of buildings, works, and services within the sum voted by Council. During the period under review, the Committee conducted three (4) quarterly meetings and members declared no conflict of interest during those meetings. Seven (7) members of the Committee served during the period under review. Of these, 2 (29%) were female and 5 (71%) were male. Members of the Committee served during the period under review and its attendance schedule are presented in Table 14 and 15 respectively.

Table 14: Estates Committee members

S/N	Name	Gender	Position	Age	Qualification/ Discipline	Appointing Authority
1.	Eng. Mary Swai	F	Chairperson	63	MSc. (Highway Engineering)	Council
2.	Prof. William A. L. Anangisye	M	Member	63	PhD (Education)	Council
3	Dr. Mturi Samson Matiko	M	Member	53	PhD (Civil Engineering)	Council
4.	Arch. Adrian F. John	M	Member	64	MSc. (Building)	Council

					Science)	
5.	Eng. Joyce Kisamo	F	Member	60	Msc (Engineering)	Council
6.	Twahir H. Bishanga (Assistant Commissioner for Land-DSM Region)	M	Member	48	BSc. in Land Management and Valuation	Council
7.	Eng. Grayson C. Challambo (Municipal Engineer- Ubungo)	M	Member	52	BSc. (Civil Engineering)	Council

During the year under review, Eng. Benedict Chila served as Secretary of the Estate Committee.

Table 15: Estate Committees Attendance

No.	Name	Gender	Position	QUARTER				
				1	2	3	4	Total
1.	Eng. Mary Swai	F	Chairperson	✓	✓	✓	✓	4
2.	Prof. William A. L. Anangisye	M	Member	✓	✓	✓	✓	4
3.	Dr. Mturi Samson Matiko	M	Member	✓	✓	✓	✓	4
4.	Arch. Adrian F. John	M	Member	✓	✓	✓	✓	4
5.	Eng. Joyce Kisamo	F	Member	✓	✓	✓	✓	4
6.	Twahir H. Bishanga (Assistant Commissioner for Land-DSM Region)	M	Member	✓	✓	✓	✓	4
7.	Eng. Grayson C. Challambo (Municipal Engineer- Ubungo Municipal)	M	Member	✓	✓	✓	✓	4

During this meeting members deliberated on important matters related to Construction and Rehabilitation projects, Land ownership, Land Use Master plan as well as Environment Cleaning issues. Members also recommended ways to improve Project management in order to make sure the implemented projects are completed and serve the intended purposes. Among others the committee recommended a request to change use of piece of land at survey quarters from residential to commercial use. This was then submitted to Council and got approval.

3.7 OTHER DECISION-MAKING ORGANS OF THE UNIVERSITY

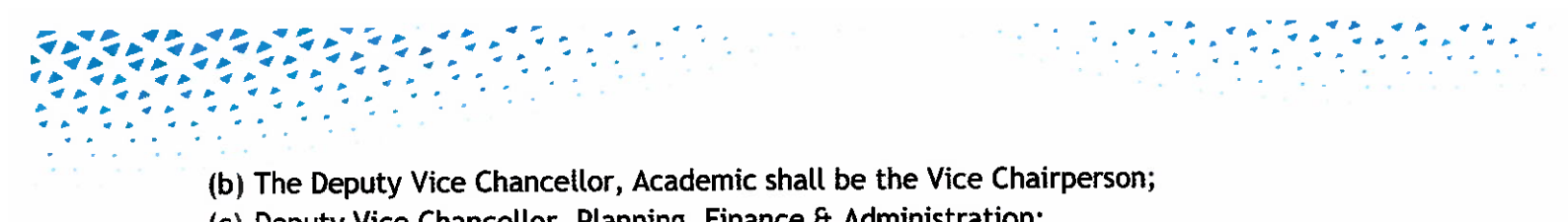
3.7.1 THE SENATE OF THE UNIVERSITY

The Senate is the principal overall decision-making organ on all the academic matters both in teaching, research and public service and for the regulation and superintendence of the education of the students of the University. During the reporting period all members of the senate were Tanzanians.

Senate composition in accordance with University Charter 2007.

The membership of the University Senate includes:

- (a) The Vice Chancellor, who shall be the Chairperson;

- 
- (b) The Deputy Vice Chancellor, Academic shall be the Vice Chairperson;
 - (c) Deputy Vice Chancellor, Planning, Finance & Administration;
 - (d) Deputy Vice Chancellor, Research;
 - (e) Chief Corporate Counsel.
 - (f) Principals of the Constituent Colleges and Campus Colleges of the University;
 - (g) Deputy Principals of Constituent Colleges and Campus Colleges responsible for academic matters;
 - (h) The Dean of Students;
 - (i) Deans of Schools;
 - (j) Directors of the Institutes, the Library, Centres, Directorates and units;
 - (k) One person who shall be appointed by the Minister of Finance;
 - (l) One person who shall be appointed by the Minister for the time being responsible for education;
 - (m) One senior member of academic staff appointed by the Vice Chancellor;
 - (n) Two members, one of whom shall be a woman elected by the Students Organization;
 - (o) One person elected by the Academic Staff Association from amongst its members;
 - (p) Two persons appointed by the Council at least one of whom should be a woman;
 - (q) One member appointed by the Tanzania Commission for Universities; and
 - (r) One member who shall be elected by the Tanzania Higher Education Trade Union (THTU).

Forty-Nine (49) members served as members of the Senate during the year under review. Of these, 24 (49%) were female and 25 (51%) were male. Members of the Senate served during the year ended 30 June 2025 are presented in Table 16.

Table 16: University Senate Members served for 2024/2025 Financial Year

No.	Name	Gender	Position	Qualification	Tenure	Duration	Appointing/ Authority
1	Prof. William A. L. Anangisye Vice Chancellor/Chairman	M	Chairperson	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	Chancellor
2	Prof. Bonaventure S. Rutinwa DVC-Academic	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
3	Prof. Bernadeta Killian DVC- Planning, Finance and Administration	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
4	Prof. Nelson Boniface DVC-Research	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
5	Prof. Saudin Mwakaje CCC & STC	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
6	Dr. Joan Munissi Director, Undergraduate Studies	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	Vice Chancellor
7	Prof. Donatha Tibuhwa Director, DPGS	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
8	Dr. Haji Mwevura Haji	M	Council Appointee	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
9	Amb. Tuvako Nathanael Manongi	M	Council Appointee	MSc	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
10	Prof. Steven O. Maluka Principal DUCE	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
11	Prof Deusededit Rwehumbiza Ag. Principal MUCE	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
12	Prof. Bakari M. Mwinyiwiwa Principal CoET	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
13	Prof. Joel Mtebe Principal ColCT	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
14	Prof. Flora. J. Magige Principal CoNAS	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
15	Dr. Mkabwa L. Manoko Principal CoAF	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council

No.	Name	Gender	Position	Qualification	Tenure	Duration	Appointing/ Authority
16	Prof. Rose Upor Principal CoHU	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
17	Prof. Projectine Muganyizi Ag. Principal UDSM MCHAS	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
18	Prof. Christine Noe Principal CoSS	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
19	Dr. Christina Raphael Deputy Principal (Academic), DUCE	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
20	Ms. Paulina Mabuga Directorate of Dean of Students	F	Member	Masters	2021/2022- 2023/2024	1 July 2024- 30 June 2025	Vice Chancellor
21	Dr. Eugenia J. Kafanabo SoED Dean,	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
22	Dr. Sosteneus Materu UDSoL Dean,	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
23	Dr. Mona Mwakalinga Dean, SJMC	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
24	Dr. Latifa Mbelwa UDBS Dean,	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
25	Dr. Kelefa Mwantimwa Director, Dr. Wilbert Chagula Library Services	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
26	Dr. Salvatory Nyanto Director, Office of VC	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	Vice Chancellor
27	Prof. Pendo S. Malangwa Director, QAU	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
28	Dr. Norbet Joel Director, IRA	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
29	Dr. Lulu Mahai Director, Gender Centre	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
30	Prof. Neema Mori Director, Public Services	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council

No.	Name	Gender	Position	Qualification	Tenure	Duration	Appointing/ Authority
31	Prof. Hannibal Bwire Director, DIEN	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
32	Dr. Mussa I. Mgwatu Director, DRP	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
33	Dr. Augustina Alexander DICA	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
34	Dr. Margreth S. Kyewalyanga Director, IMS	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
35	Dr. Colman T. Msoka Director, IDS	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
36	Prof. Shani O. Mchepange Director, IKS	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
37	Dr. Salome Honest Maro ,DICT	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
38	Prof. Siasa Issa Mzenzi Director, DPDI	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	Vice Chancellor
39	Dr. Mwajuma Vuzo Director, DSS	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	Vice Chancellor
40	Eng. Chilla Benedict Director, Estates Services	M	Member	Masters	2021/2022- 2023/2024	1 July 2024- 30 June 2025	Vice Chancellor
41	Eng. Elvanus Kapira Director, MRI	M	Member	Masters	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
42	Prof. Aldin K. Mtembei Co-Director of Confucius Institute	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
43	Ms. Asha I. Hayeshi Director, DHRMA	F	Member	Masters	2021/2022- 2023/2024	1 July 2024- 30 Nov 2025	Vice Chancellor
44	Ms. Hilda Temba Kinanga Director, DHRMA	F	Member	Masters	2024/2025	1 Dec 2024- 30 June 2025	Vice Chancellor
45	Dr. Beatrice Mkenda Dean, University of Dar es Salaam School of Economics (UDSE)	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council

No.	Name	Gender	Position	Qualification	Tenure	Duration	Appointing/ Authority
46	Dr. Blandina Lugendo School of Aquatic Sciences and Fisheries Technology (SoAF)	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
47	Dr. Elisante E. Mshiu School of Mines and Geosciences (SoMG)	M	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
48	Dr. Neema Msuya-UDASA	F	Member	PhD	2021/2022- 2023/2024	1 July 2024- 30 June 2025	UDSM Council
49	Ms Nerali Solacky Pereshi	F	Member	Degree in progress	2024-2025	1 July 2024- 30 June 2025	DARUSO- V/President

During the year under review, Dr. Joan Munissi served as Secretary of the Senate.

Functions of the Senate

- I. Subject to the general supervision and guidance of the Council, the Senate is the principal decision-making organ in all academic matters of the University.
- II. Senate is responsible to the Council for the control and general regulation of teaching, research, and consultancy within the University and in addition, it shall have the following functions:
 - (i) To safeguard the content and academic standard of any course of study offered by any school, faculty, institute, the University library, centre or directorate or college of the University in respect of a degree, diploma, certificate or other awards of the University;
 - (ii) To carry out an academic audit in respect of each school, faculty, institute, the library, center or directorate, and college of the University every five years;
 - (iii) Subject to the approval of the Council, to make by-laws
 - i. regarding the eligibility of persons for admission to the University's courses for a degree or other awards of the University and for obtaining such awards;
 - ii. with regard to the standard of proficiency to be attained in each examination for a degree, diploma, certificate or other awards of the University; and
 - iii. Regarding the carrying out of academic audits on a regular basis.
 - (iv) To decide whether any candidate for a degree, diploma, certificate, or other awards of the University has attained the prescribed standard of proficiency under the by-laws and is otherwise fit for the grant of degree, diploma, certificate or another award of the University;
 - (v) To consider recommendations made by an academic committee of the University academic units, and to take such action as it may consider appropriate;
 - (vi) To make proposals to the Council on matters relating to the conduct of the University generally; and
 - (vii) To perform other functions conferred upon it by the Act, Regulations under the Act, University Charter, Rules, by-laws, and any other written law or by the Council.

3.8 UNIVERSITY TENDER BOARD

During the period under review, the board conducted three (3) quarterly meetings and members declared no conflict of interest during those meetings. Nine (9) members of the Committee served during the period under review. Of these, 2 (22%) were female and 7 (78%) were male. Members of the Committee served during the period under review and its attendance schedule are presented in Table 17 and 18 respectively.

Table 17: Members of Tender Board

S/N	NAME	POSITION	QUALIFICATIONS	DURATION	STATUS
1	Dr. Daniel A. M. Shayo	Chairperson	PhD (Law)	1 July 24 - 30 June 2025	Second Tenure
2	Dr. Jerald Z. P. Tinali	Member	PhD (Finance)	1 July 24 - 30 June 2025	First Tenure
3	Dr. Amina S. Msengwa	Member	PhD (Statistics)	1 July 24 - 30 June 2025	Second Tenure
4	Dr. Ellen A. Kalinga	Member	PhD (Computer) Science	1 July 24 - 30 June 2025	Second Tenure
5	Prof. Thomas J. Lyimo	Member	PhD (Science)	1 July 24 - 30 June 2025	First Tenure
6	Eng. Benedict T Chilla	Member	Msc (Engineering)	1 July 24 - 30 June 2025	First Tenure
7	Dr. Arnold N Towo	Member	PhD	1 July 24 - 30 June 2025	First Tenure

During the year Ms. Janeth K. Mwamwenda served as Secretary of the Tender Board.

Table 18: Tender Board Attendance

S/N	NAME		POSITION	QUARTER				Total
				1	2	3	4	
1	Dr. Daniel A. M. Shayo	M	Chairperson	✓	✓	✓	✓	4
2	Dr. Jerald Z. P. Tinali	M	Member	✓	✓	✓	✓	4
3	Dr. Amina S. Msengwa	M	Member	✓	✓	✓	✓	4
4	Dr. Ellen A. Kalinga	M	Member	✓	✓	✓	✓	4
5	Prof. Thomas J. Lyimo	F	Member	✓	✓	✓	✓	4
6	Eng. Benedict T Chilla	F	Member	✓	✓	✓	✓	4
7	Dr. Arnold N Towo	M	Member	✓	✓	✓	✓	4

During the period under review, the board advertised, evaluated and award various tenders.

3.9 RISK MANAGEMENT OBJECTIVES AND POLICIES

The University Council has approved Risk Management Policy and Framework in order to provide overall governance and oversight functions related to risk management. To operationalize the policy, University prepared Risk Register which present various risks and their corresponding mitigation/treatment measures. During the year, major risks facing the University and the corresponding mitigation measures are listed in Table 19 below.

Table 19: Major Risks and Mitigation Measures

S/N	MAJOR RISKS	MITIGATION MEASURES
1.	Possibility of weak governance, leadership and administrative systems and processes	In order to mitigate the risk, the University continue to: Establish and enforce UDSM decentralisation policy of decision-making Review and update operating documents Enhance reviews, audits, and assurance Initiate training and mentoring programmes for leaders Develop a university governance framework Enhance inclusivity in decision making Enhance transparency in objective setting and decision making and accountability
2.	Possibility of inadequate contract management processes	In order to mitigate the risk, the University continue to: Establish comprehensive UDSM contracts register Strengthen Human resources Strengthen existing controls
3.	Possibility of inadequate business continuity and disaster recovery arising from malfunction and disruptions of critical infrastructure	In order to mitigate the risk, the University continue to: Strengthen ICT Business Continuity and Disaster Recovery Plan (2022) Effect implementation of the ICT Security Policy Perform penetration and network vulnerability tests using internal and external experts. Strengthen network firewalls and authentication systems Install security incident and event monitoring system Provide 24/7 network monitoring services Enhance coordination of disaster risk management activities across University
4.	Possibility of inadequate security of University surroundings	In order to mitigate the risk, the University continue to: Enhance collaboration with neighbouring security groups Institute fire prevention and response mechanism Review, monitor and evaluate operation processes of Auxiliary Police Raise security awareness among university community Increase checkpoints at important university facilities Enforce usage of ID tags by all members of the community and visitors Strengthen auxiliary police patrols
5.	Possibility of inadequate occupational health & safety to University community	In order to mitigate the risk, the University continue to: Strengthen implementation of University Health Services Policy and other related policies Monitor risks associated with occupational health and safety issues Periodic inspection and maintenance of buildings and other infrastructures Increased funding in innovation in online teaching and learning methodologies. Providing adequate personal protective equipment

S/N	MAJOR RISKS	MITIGATION MEASURES
		Enhance compliance with all relevant safety legislation, regulations, codes of practice and other requirements associated with occupation health hazards Enhance sensitization programmes to University community on potential hazards related to their activities and means of avoiding them before they take up any assignment. Enhance laboratory/workshop safety orientation and training prior to taking up any practical sessions. Institute proactive hazard identification and management mechanisms such as fire and other drills. Construction of special storage facilities Procurement of incinerators
6.	Possibility of Staff shortage at the University	In order to mitigate the risk, the University continue to: Enhance, monitor and evaluate implementation of HR policy Establish incentive schemes to retain existing and attract new employees Create a conducive/motivating working environment Adhere to, monitor and evaluate staff establishment plan DHRMA to mitigate delays in recruitment processes To expand recruitment of expatriates and foreigners for non-available skills in the country
7.	Possibility of inadequate infrastructure development, maintenance and repair	In order to mitigate the risk, the University continue to: Enhance effectiveness and efficiency of Directorate of Estates Services (DES) Enhance responsiveness and customer care of the DES Increase resource allocation to DES (staff & tools & facilities) Roll up income from house rents to finance infrastructure maintenance and repairs Install user-friendly infrastructure at design and conceptualisation stage for disabled persons. Install emergency unit within DES to respond and address emergencies Enhance capacity building to staff
8.	Possibility of loss, compromise, mishandling or destruction of University records	In order to mitigate the risk, the University plans to: Install and utilize modern record management systems Expand storage capacity of stores Install detectors for fire and other natural and man-made disasters and ensure they are always working. Train personnel in emergency and evacuation procedures and conduct regular training exercises. Strengthen capacity of relevant records management staff.
9.	Possibility of errors, fraud and corruption	In order to mitigate the risk, the University plans to: Fully integrate Accounting System (MUSE) with other IT systems that generate financial information like ARIS, UFIS, CONRIS, RIMS Strengthen security features of Accounting Information system Strengthen internal control systems Establish Fraud Risk Governance including Fraud Risk Management Framework Regularly Assess Fraud Risks and financial transactions by Internal Auditor Establish fraud reporting mechanisms including whistleblowing systems

S/N	MAJOR RISKS	MITIGATION MEASURES
		Monitor and Evaluate the Fraud Risk Management Framework Establish Appropriate Fraud Response Procedures Establish relevant and up-to-date UDSM accounting policy and guidelines
10.	Possibility of inadequate financial management practices and financial sustainability risks	In order to mitigate the risk, the University plans to: Adequately prepare management accounting information and use them for financial planning and decision making. Undertake management by exception by investigating and correcting material variances Strengthen revenue collection controls including debt collection unit Strengthen cost control and cost-cutting strategies Regularly monitor internal control effectiveness of key controls by internal audit unit.
11.	Financial Risk	Main risks arising from University's financial instruments are credit risk, interest risk, currency risk, and liquidity risk. The University Council, through its Audit Committee, reviews and agrees policies for managing each of these risks. The University manages a substantial portfolio of financial assets with a long-term view to growing the portfolio in order to maintain financial stability and support for new initiatives and strategic choices. Credit Risk This is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The University is exposed to credit risk from its operating activities, primarily trade receivables, financial investment held-to-maturity, including deposits with banks and financial institutions, foreign exchange transactions. The University has no significant credit risk which has not been adequately provided for. Interest rate Risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The University is exposed to cash flow interest rate risk through the impact of changes in interest rates on interest bearing financial assets and financial liabilities, carrying interest at variable rates. Currency Risk Is the possibility that fluctuation in exchange rate will negatively affect the value of financial transaction, investment, or business operations. Foreign currency risk is managed by closely monitoring its bank balances denominated in foreign currency which so far is considered not significant. Exposure to losses from foreign liabilities is managed through prompt payment of outstanding foreign liabilities. Liquidity Risk is the risk that suitable sources of funding for the University's operating activities may not be available, and thus, the University is unable to fulfil its existing and future cash flow obligations.

S/N	MAJOR RISKS	MITIGATION MEASURES
		The Council believes that the University does not face significant liquidity risk as there are arrangements with the Government to continuously inject funds for the University working capital needs. Reputation Risk Is the threat of losing stakeholders trust or public confidence due to negative publicity, poor performance, unethical behaviour, or failure to meet expectation. The University through its organs which institutes strong governance and ethics, implements code of conducts, compliance programs and whistleblowing mechanism. The University builds strong relationship with its customers, employees, regulators and public at large in making sure that quality and consistent products are offered, enhancing staff welfare and participating into activities which provide support to the public and enhance quality assurance with regulators.

3.10 INTERNAL CONTROLS

The Management accepts final responsibility for the internal control system of the University. It is the task of Management to ensure that adequate internal financial and operational control systems are developed and maintained on an - ongoing basis in order to provide reasonable assurance regarding:

- (a) The effectiveness and efficiency of operations;
- (b) The safeguard of the University's assets;
- (c) Compliance with applicable laws and regulations;
- (d) The reliability of accounting records;
- (e) Business sustainability under normal as well as adverse conditions; and
- (f) Responsive behaviour towards all stakeholders of the University.

The Council carries out risk and internal control assessment through the University Audit Committee.

3.11 SOLVENCY

The University Council confirms that applicable accounting standards have been followed and that the financial statements have been prepared on a going-concern based on the support the University continues receiving from the Government inform of payment for salaries and financing of development projects.

The Council has a reasonable expectation that the University of Dar es Salaam has adequate resources to continue its operations for unforeseeable future.

3.12 RELATIONSHIP WITH STAKEHOLDERS

University has various stakeholders including both internal and external. Internal stakeholders include employees and students while the external stakeholders involve suppliers, Government entities, media, regulators, lenders (financial institutions) and general public. Table 20 presents some of the University stakeholders, their expectations as well as actions undertaken by the University to address their expectations:

Table 20: University Stakeholders

S/N	Stakeholders	Stakeholders' Expectations	Actions by the University to address Stakeholders' expectations
1.	Customers (students and others)	Quality, relevant and reliable teaching and learning services and infrastructure Safety and security Fair treatment to all customers Reliable support services (such as counselling and mentorship) Quality and reliable research and consultancy services Sustainability of services	Enhance teaching and learning enrolments. Improve students' support services. Enhance quality and relevant research, innovation and public services Improve teaching and learning environment Provision of quality services
2.	Parent Ministry - MoEST (Policy and decision-makers)	Efficient utilization of resources Relevant and substantial contribution to the human resource needs of the country Strategic national Research Technical support and advice Evidence-based information to inform decisions Value for money Policy Briefs, Policy development and formulation Institutional sustainability	Efficient and effective utilization of University resources Introduction of demand driven programmes Introduction of programmes which address national priorities
3.	Regulators (TCU, NACTVET, etc)	Quality of teaching, learning and infrastructure Compliance with national and international standards	Ensure compliance to the standards and requirements Compliance to the terms and condition of the accredited programmes Enhance quality of teaching, learning and infrastructure
4.	Oversight bodies (office of the Treasury, Ministry of Finance, Ministry of Planning and Investment, etc)	Adherence to legal and regulatory requirements Implementation of national priorities and policies Safety and security Efficient use of public resources (financial and non-financial resources) Contribution to economic development	Compliance with national and international standards Contribute to the Consolidated Funds Ensure financial oversight Minimize degree of financial dependence

S/N	Stakeholders	Stakeholders' Expectations	Actions by the University to address Stakeholders' expectations
5.	Other Higher Learning Institutions	Leadership in teaching and learning, research, and innovation as well as public services Supporting training and mentoring staff Collaborative research Research information and Publication	Effective inter-University' collaboration Leading in addressing challenges facing Higher Education in the country Provision of quality supervision as external examiners for both undergraduate and postgraduate Provision of capacity building
6.	Non-governmental Organisations (NGOs, CBOs, FBOs, etc	Leadership in teaching and learning, research, and innovation as well as public services Value for Money Accurate and reliable research information Involvement and participation Collaboration in research, monitoring, and evaluation	Effective stakeholders' engagement Regular consultation Adopt international reporting standards Contribution to the various initiatives including ESG
7.	Media Industry	Provision of accurate and reliable information Involvement and participation Recognition and publicity Community Sensitisation and awareness	Enhance promotion of the university and its products Enhance University-media partnership Timely provision of the University information to the media
8.	UDSM Employees	Transparent, effective and efficient performance management systems Attractive remuneration packages and timely payment Conducive working environment Timely provision of state-of-the-art working tools Job security and reliable job contracts Attractive staff welfare schemes Good governance practices and fair treatment	Timely provision of the incentive Appropriate working tools and working environment Leadership in teaching and learning, research, and innovation as well as public services Attractive career development schemes Produce well trained and skilled graduates Ensure fair treatment of all staff
9.	Industry	Leadership in teaching and learning, research and innovation as well as public services Collaboration Trust and confidence Information sharing High-quality services/products Access a wide variety/assortment of services	Create industry linkage Provision of accurate, transparent, timely and reliable information Provision of quality products and services Ensure effective utilization of the IACs
10.	Development Partners (DPs)	Programme sustainability	Ensure transparency and accountability of the donor funds

S/N	Stakeholders	Stakeholders' Expectations	Actions by the University to address Stakeholders' expectations
		Comprehensive dissemination of research results Transparency and accountability Information sharing and feedback Adherence to protocols and research grants Value for Money	Compliance to agreed terms and conditions of support Adherence to the agreements
11.	Service Providers and/or suppliers	Transparency and accountability Fair and competitive opportunities Provision of appropriate services/supplies Timely settlement of their dues	Ensure transparency in procurement processes Compliance to agreed terms and conditions with service providers Timely payment to service providers and suppliers Adherence to the provided specifications
12.	General public and Community	Leadership in teaching and learning, research and innovation as well as public services Implementation of ethically-sound research Dissemination of research results Trust and confidence Accurate, transparent, timely and reliable information A good relationship with the public/society members.	Demand driven programmes Participation in social and developmental activities of the community Provision of outreach services

3.13 PREJUDICIAL MATTERS

During the previous year 2023-2024, there were two tax assessments that were in dispute with TRA amounting to TZS 1.41 billion and TZS 0.67 billion for Corporate and Withholding Taxes respectively. The University agreed to the tax liability of TZS 0.67 which was ruled in favour of the Commissioner, leaving the tax amount of TZS1.41billion which is in dispute and not yet decided by TRAT.

Moreover, the University had provided for two litigations amounting to TZS 2 billion which are probable and had potential obligations to the University fiscal budget. Two cases for Dr. Ally Khajyoth and CRJE East Africa which entered construction contract amounting to TZS 0.15 billion and TZS 1.99 billion respectively

During the period under review, TRA assessed tax liability for the years 2021-22 to 2022-23 and issued final assessment. Tax liability agreed are PAYE and withholding tax amounting TZS 1.26 billion and TZS 54.34 million respectively which have already been recognized in the books of accounts.

3.14 ENVIRONMENT, SOCIAL AND GOVERNANCE

a) Environmental Issues

i. **Energy Usage Efficiency across UDSM Campuses**

The University of Dar es Salaam (UDSM) has implemented a range of energy efficiency and sustainability measures across its campuses. Key initiatives include the installation of energy-efficient LED lighting and solar-powered systems, especially for outdoor use, reducing reliance on the national grid. University buildings are designed to maximize natural light, and HVAC systems are regularly maintained or upgraded to energy-efficient models. Students are educated on sustainability during orientation and through regular awareness campaigns, fostering long-term energy-conscious behaviour. New construction projects, especially under the HEET Project, are incorporating renewable energy sources such as solar power, and digitization through e-office systems contributing to reduction of energy consumption and resource usage.

Transportation and research efforts further enhance UDSM's sustainability profile. Public transportation options for staff and student shuttle services cut down on emissions and individual vehicle use, improving campus air quality. Research programs like the iGRID initiative aim to advance smart grid technologies that improve energy monitoring and efficiency. Governance bodies such as the University Senate and Council play a central role in guiding and endorsing these practices, supporting a shift toward climate-friendly operations. Though details on specific renewable energy installations are limited, the institutional commitment to sustainability and green energy integration is clearly reflected in both infrastructure development and policy direction.

The University implements the Government's Policy and Directives on environmental protection. The University preserves the environment through various activities and plans, which include the use of appropriate technology of wastewater treatment such as an Up-flow Anaerobic Sludge Blanket (UASB). Furthermore, the University is carrying out erosion control activities through the planting of erosion control plants, grass and trees, backfilling of eroded areas and construction of check dams along with erosion-prone areas. For solid waste disposal, the University collects stores and transports all the generated institutional waste to the designated disposal site, thus ensuring environmental protection. Moreover, the University has appointed an Environmental coordinator in accordance with the policy of the Government.

ii. **Water and waste management practices**

The University of Dar es Salaam (UDSM) has developed a robust water management infrastructure aimed at ensuring efficient use and minimizing waste. This includes a metering system for water accounting, regular maintenance of fixtures to reduce unnecessary water wastage. The Directorate of Estates oversees daily operations and maintenance, including the functioning of wastewater ponds. The University also benefits from support by JEMA, a campus-based NGO that promotes environmental awareness and supports sustainable water and waste management practices. Additionally, projects like HEET follow World Bank environmental safeguards, integrating water efficiency and sustainability into campus infrastructure and operations.



Waste management at UDSM is equally structured and effective. The university has strategically placed waste bins, daily waste collection systems, and collaborates with specialized companies for proper waste handling. Waste segregation is practiced before disposal, while the e-office system has helped reduce paper waste and improve resource efficiency. A dedicated wastewater treatment facility is maintained regularly, enhancing campus hygiene and air quality. The Chemistry Department has also contributed through research on biodegradable alternatives to plastic bags, supporting national environmental efforts. UDSM's recognition in the 2023 Cleanest Universities Competition in Tanzania highlights its strong commitment to cleanliness, sustainability, and effective environmental management.

iii. Efforts in Biodiversity, Conservation, and Climate Action

The University of Dar es Salaam (UDSM) actively supports biodiversity conservation and climate resilience through a range of academic and research programs focused on environment, climate change, and natural resource management. These programs address sustainability both on campus and in broader regional contexts, including forest conservation efforts that protect diverse wildlife and microorganisms. UDSM emphasizes environmental and social impact assessments before initiating development projects, reinforcing its commitment to sustainable campus growth. Restoration practices are implemented to maintain ecological balance, and forest resources—such as those in the Nandambi forest reserve in Lindi—are being utilized for carbon trading, aligning with national and global climate change mitigation goals, including Sustainable Development Goal 13.

Moreover, UDSM engages in community-centered climate resilience efforts through Participatory Action Research (PAR) in coastal villages like Songosongo and Somanga. These initiatives focus on locally relevant strategies to combat sea-level rise, cyclone risks, and mangrove degradation. The university also integrates sustainability into its educational activities through climate festivals, community research, policy engagement, and short training courses.

iv. Carbon footprint estimates

The university promotes practical strategies such as forest conservation, environmental assessments before development, efficient energy use, public transport, green energy, climate-smart campus operations, water efficiency, sustainable waste management, and digital systems to reduce paper and mobility emissions. However, detailed carbon inventory data, including campus-wide emissions from electricity, transport, and waste, remain undisclosed, highlighting an opportunity for UDSM to conduct emissions accounting and release baseline carbon reports in future sustainability efforts.

UDSM has not yet published formal carbon footprint assessments for the 2024/25 financial year, though governance and faculty-level initiatives emphasize mitigation through research, behavioral incentives, greener infrastructure, and recognition of climate innovation among staff and students.

v. Political Environmental

During the year under review, The University operations were carried out under a peaceful and harmonious environment. As a result, there was no any disruption of the University almanac.

b) Social Issues

i. Inclusivity, Gender Equity, Staff/Student Diversity and population change.

During 2024/2025, UDSM made noteworthy strides in inclusivity and gender equity. The university progressed on its goal of gender-balanced leadership, maintaining near parity (50% female) at the dean and director levels. Female student representation rose to 47%, with over 70% in some programs such as B. A. in Kiswahili and B. A. in Sociology. The University's construction of its forthcoming facility—a combined Gender and Disability Support Centre—aims to foster a safe, inclusive campus by offering services such as counselling, gender-based violence prevention through a gender desk, and assistive technologies. The Institute of Gender Studies (IGS) and the Centre for Disability Services (CDS) continue to play a central role in promoting responsiveness to gender and disability issues across the institution, and awareness across academic and support services.

In addition, a Gender Policy is in place to guide staff recruitment, training and other services. As at 30 June 2025, the University had 2,766 Employees as compared to 2,691 as at 30 June 2024. The distribution of employees by gender can be seen in Table 21:

Table 21: Staff Composition

Categories	2024/25			2023/24		
	Male	Female	Total	Male	Female	Total
Academic Staff	1014	430	1,444	991	399	1,390
Administrative staff	737	585	1,322	716	585	1,301
Total	1,751	1,015	2,766	1,707	984	2,691
Percentage	63.3%	36.7%	100%	63.4%	36.6%	100%

ii. Community Engagement and Outreach Programs

The University of Dar es Salaam (UDSM) actively promotes community engagement and development through its Directorate of Public Services (DPS), which coordinates training, consultancy, and industry partnerships to improve socio-economic well-being in Tanzania. Supported by units such as the Communication and Marketing Unit (CMU), UDSM fosters collaborative, empowering relationships with communities. In addition, various university departments provide community-based services in legal aid, gender equality, health awareness and environmental management. In addition, academic forums and workshops further engage stakeholders on issues such as entrepreneurship, governance, transformational leadership and sustainability. A key initiative, the Youth for Children (Y4C) Innovation Hub—run in partnership with AMREF Health Africa—supports youth-led health solutions and digital innovations aligned with the SDGs. Overall; UDSM serves as a driving force for inclusive and sustainable societal transformation.

iii. Occupational Health and Safety

In 2024/25, the University of Dar es Salaam reinforced its commitment to occupational health and safety by integrating it into its human resource policies, covering areas such as recruitment, training, and staff welfare. A dedicated Risk Management Unit within the Directorate of Planning ensures campus-wide safety through a Risk Management Framework aligned with ISO 31000:2018 standards. By maintaining and annually reviewing a Risk Register, the university proactively identifies and mitigates potential hazards, reflecting its dedication to workplace safety, continuous improvement, and adherence to best practices.

iv. Student and Staff Welfare Policies

The University of Dar es Salaam (UDSM) supports student wellbeing through two main directorates: the Directorate of Social Services (DSS) and the Directorate of Students' Services (DSTS). DSS oversees healthcare services via the University Hospital and dispensaries, mental health support through the Counselling Unit, sports and recreation, and health insurance registration in partnership with NHIF. DSTS complements this by managing student orientation, transition programs, and ongoing student affairs, providing policy guidance to foster academic, social, and personal development. Furthermore, the University provides transportation support for all students around the campus, provision of learning facilities, accommodation and competitive scholarship. However, special attention are focused on students with disability.

For staff, the Directorate of Human Resource & Administration (DHRA) offers a wide range of incentives, including housing and transport allowance, leave, medical coverage and retirement, funeral assistance, and access to loans through bank guarantees.

Staff development promoted through study opportunities, research funding, and structured career advancement supported by PEPMIS. UDSM also promotes an inclusive and respectful work and learning environment through policies on disability, gender equity, anti-sexual harassment, and customer service. These comprehensive structures highlight the university's strong commitment to the welfare, inclusion, and development of its entire community.

v. Financial Assistance

The University provided office space for the University Savings and Credit Cooperative Society (SACCOS), which provides loans/credit to her members. The University also entered an agreement with NMB, Absa, NBC and CRDB banks of which staff members obtain loans, and recovery is made monthly from their salaries and/or terminal benefits.

vi. Health

▪ Medical Assistance

The University is a member of the National Health Insurance Fund (NHIF). University staff have access to health services at designated hospitals, in accordance with NHIF policy and regulations. In May 2024, the University Health Centre was ranked as a District Hospital and thus served as an NHIF accredited Hospital.

▪ **HIV/AIDS in place of work**

The management of HIV/AIDS is an important challenge for the nation and for the University. The University has determined that HIV/AIDS will have an impact on the following areas: operations, legal risk and health risk. Whilst all these risks are under investigation, the University has adopted the following core principles as a basis for HIV/AIDS policy:

- ❖ Limit the number of new infections among employee through awareness and training.
- ❖ Ensure employees living with HIV/AIDS are aware of their rights and that their rights are respected and protected.
- ❖ Providing care and support to employees living with HIV/AIDS.

vii. Collective Values and Educational System

▪ **Management-employee relationship**

Overall, there was good working relationship between employees and management for the period 2024/25. A healthy relationship continues to exist between management and the trade union. The University of Dar es Salaam is an equal opportunity employer. It gives equal access to employment opportunities and ensures that the best available person is appointed to any given position free from discrimination of any kind and without regard to factors like gender, marital status, tribes, religion and disability, which does not impair the ability to discharge duties

▪ **Training Assistance**

During the period under review staff members received UDSM scholarship covering training for PhD Masters, Bachelors' degrees and Diplomas. A number of local and international workshops, seminars and short-term courses were financed during the period. Some of the attended courses and seminars were organized by the University of Dar es Salaam, the National Board of Accountants and Auditors (NBAA), Engineer Registration Board (ERB) and from other external consultants and development partners contracted by the University for Specific agreed training.

c) Governance issues

i. Institutional Governance Structure and Ethics

UDSM upheld a formal governance structure anchored by the Charter of 2007 and the Universities Act (Cap 346), underpinned by the Financial Regulations (Revised 2019) and supported by a robust Customer Service Charter to ensure integrity and stakeholder responsiveness The institutional framework includes clearly defined roles—from the University Council and Senate with several committees such as;

- Audit Committees
- Appointment committee
- Funding and Promotion Committee
- Estate committee
- Student Affairs Committee

ii. Anti-corruption and Transparency Measures

In conducting its activities, the University maintains transparency and observes the principles of good governance; in that respect, the University has established several Committees. The University has established and maintains Tender Board and Procurement Management Unit. These are organs, which ensure transparency prevails in all procurement transactions.

UDSM's governance ethos embraces anti-corruption and transparency through multiple mechanisms. Financial controls are embedded in Financial Regulations and internal audits, reinforced by a Customer Service Charter demanding no solicitation of gifts and prizes. UDSM has publicly committed to accountability, as evidenced by its recognition for implementing audit recommendations.

iii. Risk Management Policies and Internal Controls

UDSM established a Risk Management Unit operating under an ISO 31000-aligned Risk Management Framework. Led by a risk coordinator within the Directorate of Planning, Development, and Investment, this unit maintains an annual risk register and embeds risk identification, assessment, and mitigation across university planning, projects, and Performance. This approach ensures continuous monitoring, reporting, and proactive risk governance institution wide.

iv. Compliance with Regulatory Frameworks

Compliance is embedded across UDSM's governance processes. The University strictly adheres to national laws, financial regulations, and audit requirements, coordinating closely with bodies like the Controller and Auditor General, Ministry of Education, and President's Office for Public Service, Tanzania Revenue Authority (TRA). Furthermore, HR and administrative policies (e.g. on disability, gender, sexual harassment, security, and counselling) align with government directives and good governance standards.

3.15 RELATED PARTY TRANSACTIONS

Council members and key management personnel remuneration, sitting allowances, and other allowances to cover their incidental expenses are as under note 34 to the financial statements.

3.16 AUDITORS

The Controller and Auditor General (CAG) is the statutory auditor of the University by virtue of Article 143 of the Constitution of the United Republic of Tanzania of 1977 as amplified under section 10(1) of the Public Audit Act, CAP 418. However during the period under review the audit were done jointly with PWC.

3.17 RESPONSIBILITY BY THOSE CHARGED WITH GOVERNANCE

The members charged with governance accept responsibility for preparing these financial statements, which show a true and fair view of the University of Dar es salaam for the period under review, in accordance with the applicable standards, rules, regulations and legal provisions. The members also confirm compliance with the provisions of the requirements of TFRS 1 and all other statutory legislations relevant to the entity.

By order of the Council of those charged with Governance

H.E. Amb. Mwanaidi Sinare Maajar
Chairperson of the Council

Signature: 
Date: 27/03/2026

Prof. William A. L. Anangisye
Vice Chancellor

Signature: 
Date: 27/03/2026

4.0 STATEMENT OF UNIVERSITY COUNCIL'S RESPONSIBILITY FOR THE PERIOD ENDED 30 JUNE 2025

It is the responsibility of the Council to prepare the consolidated financial statements, which present fairly the state of affairs of the University of Dar es Salaam as at the end of a period and of the operating results of the University for that period. The Council is also required to ensure that the University keeps proper books of accounting records, which disclose, with reasonable accuracy, the financial position of the University. The Council is also responsible for safeguarding the assets of the University.

The Council accepts responsibility for these consolidated financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with International Public Sector Accounting Standards (IPSAS). The Council is of the opinion that the consolidated financial statements give a true and fair view of the financial affairs of the University and of its operating results. The Council further accepts responsibility for the maintenance of accounting records, which may be relied upon in the preparation of consolidated financial statements, as well as adequate systems of internal financial control.

The consolidated financial statements of the University of Dar es Salaam are prepared on a going concern basis. Nothing has come to the attention of the Council indicating that the University will not remain a going concern for at least the next twelve months from the date of this statement.

H.E. Amb. Mwanaidi Sinare Maajar
Chairperson of the Council

Signature: 
Date: 27/03/2026

Prof. William A. L. Anangisye
Vice Chancellor

Signature: 
Date: 27/03/2026

Type >

5.0 DECLARATION OF HEAD OF FINANCE FOR THE PERIOD ENDED 30 JUNE 2025

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

It is the duty of a Professional Accountant to assist the Council/Management to discharge the responsibility of preparing consolidated financial statements of the University of Dar es Salaam in accordance with applicable International Public Sector Accounting Standards (IPSAS) and statutory financial reporting requirements. Full legal responsibility for the preparation of financial statements rests with the Council as under University of Dar es Salaam Responsibility statement on an earlier page.

I, **CPA Juma Ali Silayo** being the Director of Finance of the University of Dar es Salaam hereby acknowledges the responsibility of ensuring the consolidated financial statements for the period under review have been prepared in compliance with applicable accounting standards and statutory requirements.

I thus confirm that the consolidated financial statements give a true and fair view position of university as on that date and that they have been prepared based on properly maintained financial records.

Signed by: CPA Juma Ali Silayo

Position: Director of Finance

NBAA Membership No.: ACPA 2481

Signature: 

Date: 27/03/2026

6.0 CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Note	CONSOLIDATED		UNIVERSITY	
		2024/25 TZS '000	2023/24 TZS '000	2024/25 TZS '000	2023/24 TZS '000
Assets					
Current Assets					
Cash and cash equivalents	5	34,833,319	56,005,948	34,375,188	55,925,105
Inventories	7	447,410	520,631	415,054	487,883
Prepayments	8	5,289,510	263,526	5,288,919	259,186
Receivables	6	20,854,994	16,442,818	19,930,627	15,897,660
Total current assets		61,425,233	73,232,923	60,009,788	72,569,834
Non-current Assets					
Financial assets held to maturity	9(i)	2,827,098	2,816,692	2,827,098	2,816,692
Financial assets available for sale	9(ii)	7,200	7,500	7,200	7,500
Intangible assets	11	19,522	41,030	19,522	41,030
Investments in subsidiaries	12	-	-	1,773,013	1,373,013
Property, Plant and Equipment	10	340,334,971	328,712,564	339,818,778	328,081,176
Total non-current assets		343,188,791	331,577,786	344,445,611	332,319,411
Total Assets		404,614,024	404,810,709	404,455,399	404,889,245
Liabilities					
Current Liabilities					
Deferred Income	15	29,984,421	45,647,941	29,984,421	45,011,137
Payables and Accruals	13	32,534,784	27,091,879	31,780,764	26,337,197
Borrowings	28	499,851	499,851	499,851	499,851
Corporate Tax Payable	32B	1,346,284	18,672		
Provisions	14	2,143,694	2,143,694	2,143,694	2,143,694
Total current liabilities		66,509,034	75,402,037	64,408,730	73,991,879
Non-current Liabilities					
Borrowings	28	1,078,348	1,355,579	1,078,348	1,355,579
Other liabilities	16	5,294,344	5,203,464	5,294,344	5,203,464
Post-employment benefit	29	835,702	921,852	835,702	921,852
Total non-current Liabilities		7,208,394	7,480,895	7,208,394	7,480,895
Total Liabilities		73,717,428	82,882,932	71,617,124	81,472,774
Net Assets		330,896,596	321,927,777	332,838,275	323,416,471
Net Assets					
Capital Contributed by:					
Accumulated Surpluses		153,697,286	144,728,167	155,638,965	146,216,861
Fair Value Reserves	30	2,250	2,550	2,250	2,550
Taxpayer's share Capital	31	177,197,060	177,197,060	177,197,060	177,197,060
		330,896,596	321,927,777	332,838,275	323,416,471

The financial statements were approved by the University Council and signed on its behalf by;

H.E. Amb. Mwanaidi Sinare Maajar

Chairperson of the Council

Signature: 

Date: 27/03/2026

Prof. William A. L. Anangisye

Vice Chancellor

Signature: 

CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE FOR THE PERIOD ENDED 30 JUNE 2025

	Note	CONSOLIDATED		UNIVERSITY	
		2024/25 TZS '000	2023/24 TZS '000	2024/25 TZS '000	2023/24 TZS '000
Operating Revenue:					
Revenue Grants	17	150,722,641	134,716,130	150,082,938	134,716,130
Revenue from Exchange Transactions	18	58,908,145	57,940,280	56,497,605	54,861,339
Other Revenue	19	16,726,504	20,059,149	16,696,741	19,412,082
Total Operating Revenue:		226,357,290	212,715,559	223,277,284	208,989,551
Operating expenses:					
Amortization of Intangible Assets	11	21,508	43,016	21,508	43,016
Impairment of Investment from Subsidiaries	12	-	-	-	1,969,341
Depreciation of Property, Plant and Equipment	10	13,612,932	11,071,820	13,520,244	10,967,255
Impairment of Property, Plant and Equipment	10	1,361,008	-	1,361,008	-
Impairment of Receivables	6	2,197,228	6,136,524	2,197,228	6,136,524
Maintenance Expenses	23	4,427,387	13,103,349	4,417,352	13,071,995
Other Expenses	25	19,019,790	19,823,570	18,602,923	19,511,946
Social Benefits	26	276,200	64,117	276,200	59,937
Use of Goods and Service	22	45,683,468	38,569,610	45,245,720	37,739,206
Employee Benefits	21	129,607,693	125,746,028	127,612,564	123,435,191
Finance Cost	33	223,641	274,634	223,641	274,634
Total operating expenses		216,430,855	214,832,668	213,478,388	213,209,045
Surplus /(Deficit) from operating activities		9,926,435	(2,117,109)	9,798,896	(4,219,494)
Finance income	20	23,208	73,778	23,208	73,778
Contribution to Consolidated fund	27	(400,000)	(400,000)	(400,000)	(400,000)
Net deficit before taxes		9,549,643	(2,443,331)	9,422,104	(4,545,716)
Income taxes expenses	32A	(580,524)	(18,672)	-	-
Net Surplus / (Deficit)		8,969,119	(2,462,003)	9,422,104	(4,545,716)

The financial statements were approved by the University Council and signed on its behalf by;

H.E. Amb. Mwanaidi Sinare Maajar
Chairperson of the Council

Signature: 

Date: 27/03/2026

Prof. William A. L. Anangisye
Vice Chancellor

Signature: 

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSET FOR THE PERIOD ENDED 30 JUNE 2025

Consolidated	Accumulated surplus	Fair value reserves on TOL shares	Other Reserves	Total
	TZS '000'	TZS '000'	TZS '000'	TZS '000'
Period ended 30 June 2025				
At the start of the year	144,728,167	2,550	177,197,060	321,927,777
Net surplus for the period	8,969,119	-	-	8,969,119
Loss on the fair value of financial asset available for sale	-	(300)	-	(300)
At the end of the period	153,697,286	2,250	177,197,060	330,896,596
Period ended 30 June 2024				
At the start of the year	147,190,170	1,550	138,345,288	285,537,008
Net deficit for the period	(2,462,003)	-	-	(2,462,003)
Gain on the fair value of financial asset available for sale	-	1,000	-	1,000
Additional contribution by the Government	-	-	38,851,772	38,851,772
At the end of the period	144,728,167	2,550	177,197,060	321,927,777

The financial statements were approved by the University Council and signed on its behalf by;

H.E. Amb. Mwanaidi Sinare Maajar
Chairperson of the Council

Signature: 

Date: 27/03/2026

Prof. William A. L. Anangisye
Vice Chancellor

Signature: 

UNIVERSITY STATEMENT OF CHANGES IN NET ASSET FOR THE PERIOD ENDED 30 JUNE 2025

University	Accumulated Surplus TZS '000'	Fair value Reserves TZS '000'	Other Reserves TZS '000'	Total TZS '000'
Period ended 30 June 2025				
At the start of the year	146,216,861	2,550	177,197,060	323,416,471
Net deficit for the period	9,422,104	-		9,422,104
Other reserve	-	(300)	-	(300)
Additional contribution by the Government				-
At the end of the period	<u>155,638,965</u>	<u>2,250</u>	<u>177,197,060</u>	<u>332,838,275</u>
Period ended 30 June 2024				
At the start of the year	150,762,576	1,550	138,345,288	289,109,414
Net deficit for the period	(4,545,715)	-	-	(4,545,715)
Other reserve		1,000		1,000
Additional contribution by the Government	-		38,851,772	38,851,772
At the end of the period	<u>146,216,861</u>	<u>2,550</u>	<u>177,197,060</u>	<u>323,416,471</u>

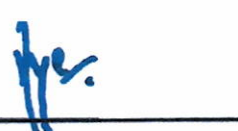
The financial statements were approved by the University Council and signed on its behalf by;

H.E. Amb. Mwanaidi Sinare Maajar
Chairperson of the Council

Signature: 

Date: 27/03/2026

Prof. William A. L. Anangisye
Vice Chancellor

Signature: 

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 30 JUNE 2025

Cash flows from Operating Activities	Notes	CONSOLIDATED 2024/25 TZS	CONSOLIDATED 2023/24 TZS	UNIVERSITY 2024/25 TZS	UNIVERSITY 2023/24 TZS
Cash receipts from customers / service users	35 (i)	71,464,745	74,583,371	68,582,089	71,258,588
Cash receipts from grants and subsidies	35 (iii)	135,059,121	155,452,725	135,056,222	154,815,921
Finance income	20	23,208	73,778	23,208	73,778
		206,547,074	230,109,874	203,661,519	226,148,287
Cash paid to suppliers and other service providers	35 (ii)	(23,864,096)	(36,363,664)	(23,434,109)	(35,857,160)
Cash paid to employees	35 (iv)	(131,258,167)	(125,977,652)	(129,263,009)	(123,662,634)
Cash paid for operating expenses	35 (v)	(45,774,348)	(34,556,029)	(45,336,600)	(33,181,857)
Contribution to Consolidated fund	28	(400,000)	(400,000)	(400,000)	(400,000)
		(201,296,611)	(197,297,345)	(198,433,718)	(193,101,651)
Cash generated from operations		5,250,463	32,812,529	5,227,801	33,046,636
Interest paid	35 (vi)	(223,641)	(274,634)	(223,641)	(274,634)
Net cash from Operating Activities		5,026,822	32,537,895	5,004,160	32,772,002
Cash flows from Investing Activities					
Purchase of property, plant and equipment	10	(5,871,385)	(4,045,879)	(5,825,995)	(3,759,360)
Proceeds from sale of property, plant and equipment		730,213		730,198	
Payment for Work in Progress	10	(20,770,944)	(3,962,097)	(20,770,944)	(3,962,098)
Investment in Subsidiary	12	-	-	(400,000)	-
Net cash used in Investing Activities		(25,912,116)	(8,007,976)	(26,266,741)	(7,721,458)
Cash flows from Financing Activities					
Decrease/(Increase) in Financial Assets	9	(10,106)	902,570	(10,106)	902,570
Cash proceeds from other short or long-term borrowings	29	(277,230)	(240,784)	(277,230)	(240,784)
Net cash from Financing Activities		(287,336)	661,786	(287,336)	661,786
Net Increase / (Decrease) in Cash and Cash Equivalents		(21,172,629)	25,191,705	(21,549,917)	25,712,330
Cash and cash equivalents at beginning of year		56,005,948	30,814,243	55,925,105	30,212,775
Cash and cash equivalents at end of year		34,833,319	56,005,948	34,375,188	55,925,105

The financial statements were approved by the University Council and signed on its behalf by;

H.E. Amb. Mwanaidi Sinare Maajar
Chairperson of the Council

Signature: 

Date: 27/03/2026

Prof. William A. L. Anangisye
Vice Chancellor

Signature: 

Controller and Auditor General

AR/PA/UDSM/2024/25

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

	Budgeted Amount		Final Budget (B)	Actual Amount on Comparison Basis (A)	Different Final Budget & Actual (B- A)
	Original Budget	Reallocations/ Adjustments			
	TZS '000'	TZS '000'	TZS '000'	TZS '000'	TZS '000'
Cash Receipts					
Cash receipts from customers / service users	89,902,860	-	89,902,860	68,582,089	21,320,771
Cash receipts from grants and subsidies	133,060,524	-	133,060,524	135,056,222	(1,995,698)
Proceed from sale of PPE	-	-	-	730,198	(730,198)
Finance income	-	-	-	23,208	(23,208)
Total Cash Receipts	222,963,384	-	222,963,384	204,391,717	18,571,667
Cash Payments					
Cash paid to employees	126,992,524	2,000,000	128,992,524	129,263,009	(270,485)
Cash paid to suppliers and other service providers	27,006,262	(3,000,000)	24,006,262	23,434,109	572,153
Cash paid for operating expenses	68,764,598	(19,000,000)	49,764,598	45,346,706	4,417,892
Contribution to Consolidated fund	200,000	-	200,000	400,000	(200,000)
Interest paid	-	-	-	223,640	(223,640)
Purchase of property, plant and equipment	-	5,000,000	5,000,000	5,825,996	(825,996)
Payment for Work in Progress	-	15,000,000	15,000,000	20,770,944	(5,770,944)
Investment in Subsidiary	-	-	-	400,000	(400,000)
Cash proceeds from short or long-term borrowings	-	-	-	277,230	(277,230)
Total Cash Payments	222,963,384	-	222,963,384	225,941,634	(2,978,250)
Net Receipts/Payments				(21,549,917)	
Cash and Cash Equivalent at the beginning				55,925,105	
Cash and Cash Equivalent at the end				34,375,188	

The financial statements were approved by the University Council and signed on its behalf by;

H.E. Amb. Mwanaidi Sinare Maajar
Chairperson of the Council

Prof. William A. L. Anangisye
Vice Chancellor

Signature: 

Signature: 

Date: 27/03/2026

Controller and Auditor General

AR/PA/UDSM/2024/25

REMARKS ON THE VARIANCES BETWEEN BUDGET AND ACTUAL

FOR THE PERIOD ENDED 30 JUNE 2025

IPSAS 24 requires a comparison of budget amounts and the actual amounts arising from execution of the budget to be included in the financial statements of entities which are required to, or elect to, make publicly available their approved budget(s) and for which they are, therefore, held publicly accountable. The standard also requires disclosure of an explanation of the reasons for material differences between the budget and actual amounts. Hereunder are further remarks / explanations on significant variances:

i. Cash receipts from customers / service users

Cash receipts from customers / service users fell below expected budget, due to decrease in number of students enrolled for the period under review, which led to minimal accommodation fees and tuition fees. Moreover, unfavourable fluctuation of exchange rates at the date of transaction between commercial bank and Bank of Tanzania that are set out in MUSE system led to decrease in gain from exchange.

ii. Cash receipts from grants and subsidies

Cash receipts from grants and subsidies include Government grants personal emolument and Government grants development foreign. The increase in Government grants personal emolument, is due to salary increment to some of employees and new employed staff as well as payment of previous salary arrears while the increase in Government grant development foreign is due to increase in research and donor funds especially HEET project.

iii. Cash paid for operating expenses

The above expenses fell below expectation due to fact that UDSM used cost-cutting strategies to reduce some cost without decreasing quality of the Services (Teaching, Research and Consultancy).

iv. Payment for Work in Progress

Payment for work in progress for the period under review increased above budgeted amount, due to the building construction project financed by HEET project, which are recognised in the books of accounts upon utilization of project funds which also amortized as Government grant development foreign.

FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025.

NOTES TO THE FINANCIAL STATEMENTS

1. GENERAL INFORMATION

University of Dar es Salaam (UDSM) is domiciled in Dar es Salaam, Tanzania. The consolidated financial statements of the University as at and for the year ended 30 June 2025 comprise the University and its subsidiaries Dar es Salaam University Press (DUP) and University Computing Centre (UCC) (together referred to as the “University Subsidiaries”). The University owns 100% of the ordinary share capital of both DUP and UCC.

The University is primarily involved in the provision of teaching, research and consultancy services, provision of publishing services and book sales to the University of Dar es Salaam community and outside customers as well as provision of ICT services to the University’s community and outside customers. The registered address of the university is disclosed under registered office and principal place of business page.

For the purpose of these financial statements “consolidated” refers to the Group’s financial statements (including its university and subsidiaries) and “separate” refers to the University’s financial statements.

2. GOING CONCERN

During the period under review, the University & its subsidiaries and the University reported surpluses amounting to TZS 8.96 billion and TZS 9.42 billion respectively (2024: Deficit of TZS 2.46 billion and TZS 4.55 billion respectively).

The consolidated financial statements have been prepared on a going-concern basis. This assumes that the Government will continue to provide financial support as and when necessary. The Government has consistently shown its commitment to providing financial support. This support comes in the form of revenue grants to finance part of the operating costs, contributions to finance capital projects. The Management believes that the Government acknowledges the Group’s and University’s financial difficulties.

In view of the above, the Management of the University believes that the Group and University will continue to operate on a going-concern basis. Accordingly, these financial statements have been prepared on a going concern basis.

3. MATERIAL ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented unless otherwise stated.

a) Basis of preparation

The consolidated financial statements are prepared in accordance with International Public Sector Accounting Standards (IPSAS) as issued by the International Public Sector Accounting Standards Board (IPSASB). The consolidated annual financial statements are prepared under the historical cost basis of accounting.

The preparation of financial statements in conformity with IPSAS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of current events and actions, actual results ultimately may differ from those estimates.

Statement of Compliance

The financial statements have been prepared based on historical cost, unless stated otherwise. The cash flow statement is prepared using the direct method. The financial statements are prepared on an accrual basis.

b) Consolidation

(i) Subsidiaries

Subsidiaries are entities controlled by the University. The University controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The financial statements of the subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases. Investment in subsidiaries is accounted for at cost in the separate financial statements.

(ii) Transactions eliminated on consolidation

Intercompany balances and transactions, and any unrealised income and expenses arising from intercompany transactions, are eliminated. Unrealised gains arising from transactions with equity accounted investees are eliminated against the investment to the extent of the University's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(iii) Joint operations and similar arrangements and joint ventures

A joint arrangement exists when the Group and University hold a long-term interest that is jointly controlled by the Group, the University, and one or more other parties. This control is established under a contractual arrangement where decisions about relevant activities require the

unanimous consent of all parties sharing control. Such joint arrangements are classified as either joint operations or joint ventures.

The parties to a joint operation have rights to the assets and obligations for the liabilities, relating to their respective share of the joint arrangement.

In determining whether the terms of contractual arrangements and other facts and circumstances lead to a classification as joint operations, the Group and University in particular consider the nature of products and markets of the arrangement and whether the substance of their agreements is that the parties involved have rights to substantially all the arrangement's assets. Group accounts for the assets, liabilities, revenues and expenses relating to its interests in joint operations in accordance with the principles applicable to those particular assets, liabilities, revenues and expenses.

Normally, this leads to accounting for the joint operation in a manner similar to the previous proportionate consolidation method. Under this method, the University recognises the assets it controls, the liabilities it incurs, the expenses that it incurs, and its share of the income that it earns from the sale of goods or services by the joint operation, all in respect of its interests in jointly controlled operations.

Group's and University's unincorporated joint production activities are conducted through arrangements that are jointly controlled because unanimous consent is required among all parties involved. In determining whether each separate arrangement related to TPDC's unincorporated joint exploration and production licence activities is within or outside the scope of IFRS 11, the Group and University consider the terms of relevant licence agreements, governmental concessions and other legal arrangements impacting how and by whom each arrangement is controlled. Joint ventures (in which the Group and University have rights to the net assets), are accounted for using the equity method.

c) Changes in accounting policy and disclosures

(i) New standards, amendments and interpretations that are not yet effective and have not been adopted by the Group and University.

Three new and/ or amended IPSAS that have been issued, and are not yet effective have not been adopted by the Group and University, during the first IPSASB meeting of the year 2023 approved the following new standards and interpretations.

	Effective date	Executive summary
New standard IPSAS 47 - Revenue	IPSAS 47 will be effective for periods beginning on or after January 1, 2026	This is a single standard to account for revenue transactions in the public sector. IPSAS 47 replaces the existing three revenue standards and presents accounting models which will improve financial reporting and support effective public sector financial management.
New standard IPSAS 48 - Transfer Expenses	IPSAS 48 will be effective for periods beginning on or after January 1, 2026	This provides guidance on a major area of expenditure for governments and other public sector entities. IPSAS 48 fills a gap which had previously led to ambiguity and inconsistency of accounting policies in the public sector.

d) Revenue from exchange transactions

Revenue from exchange transaction is recognized to the extent that it is probable that the economic benefits or potential service will flow to the University and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty. The University assesses its revenue arrangements against specific criteria to determine if it is acting as principal or agent. The University has concluded that it is acting as a principal in all of its revenue arrangements. The specific recognition criteria described below must also be met before revenue is recognized.

Tuition and Residence Fees

Tuition and accommodation fees are accounted for over the period in which they relate. Fees received in advance are carried forward under trade and other payables.

Consultancy Fees

Consultancy fees are recognised when the service is rendered not when the fund are received, this is done through issuing control number to clients.

Sale of Goods and Services

Revenues received or receivable for the sale of goods and services are shown as net of value-added tax, estimated returns, rebates, and discounts. Sales of services are recognized in the accounting period in which the services are rendered.

Interest income

For all financial instruments measured at amortised cost and interest-bearing financial assets classified as available for sale, interest income is recorded using the effective interest rate. The effective interest rate is the rate that exactly discounts the estimated future cash payments or

receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability.

Dividends

Dividends are recognised when the right to recover payments is established.

e) Revenue from non-exchange

Revenue from non-exchange transactions such as voluntary contributions to the University of Dar es Salaam, supported by enforceable agreements is recognized as revenue at the time the agreement becomes binding unless the agreement includes conditions related to specific performance or the return of unexpended balances. Such agreements require initial recognition of a liability to defer revenue recognition, and then revenue is recognized as the liability is discharged through the performance of the specific conditions included in the agreement.

Government subsidies and grants

Government grants are recognised where there is reasonable assurance that the grant will be received, and all attached conditions will be complied. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the University receives non-monetary grants, the asset and the grant are recorded at nominal amounts and released to Statement of Financial Performance over the expected useful life in a pattern of consumption of the benefit of the underlying asset by equal annual instalments. When loans or similar assistance are provided by governments or related institutions, with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as a government grant.

Income received for designated specific purposes

Income received for designated specific purposes will arise from contracts, grants, donations, and income on specifically purposed endowments. In all cases, any such income is brought to the statement of financial performance in the financial period when received or when conditions attached to it are fulfilled. Over or under expended grants and donations are transferred to or from the surplus or deficit directly to Deferred Income account. Thus, funds included as income, but which will not be used until some specified future period or occurrence, are held in an appropriate fund until the period for usage of funds occurs.

Net trading income and other income

Results arising from trading activities include all gains and losses from changes in fair value and related interest income or expense and dividends.

Assets and financial liabilities held for trading. Other income is recognized in the period in which it is earned.

f) Employees' benefits including post-employment benefits

Short-term employment benefits

Short-term employment benefits such as salaries, social security contributions, and leave fare assistance are recognized in the statement of Financial Performance when they fall due.

Post-employment benefits

The University operates a defined contribution plan whereby each of its employees and the University contributes 5% and 15% respectively of employee basic salary in respect of the Public Service Social Security Fund (PSSSF). Apart from these monthly contributions, the University has no further commitments or obligations to the Funds, and it has no other postretirement benefit scheme. The contributions are charged to the statement of Financial Performance in the period to which they relate.

Other employee benefits

The University provides medical treatment to staff and their dependents through the National Health Insurance Fund.

Staff Leave

The estimated monetary liability for employees' accrued leave entitlement at the reporting date is recognized as an expense in the respective period.

g) Provisions

Provisions are recognised when the University has a present obligation (legal or constructive) as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the University expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain.

The expense relating to any provision is presented in the Statement of Financial Performance net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre tax rate that reflects, where

appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

h) Cash and cash equivalents

Cash and short-term deposits in the Statement of Financial Position comprise cash at banks and in hand and short-term deposits with an original maturity of three months or less. For the purpose of the cash flow statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

i) Property, Plant and Equipment

Land and buildings comprise mainly residential buildings, lecture theatres, offices, laboratories, sports facilities, residences, hospitals, and related buildings.

The property, Plant and Equipment are stated at cost except for some classes of Property plant and equipment, a net of accumulated depreciation and accumulated impairment losses if any. Such cost includes the cost of replacing part of the property, plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met.

When significant parts of property, plant, and equipment are required to be replaced at intervals, the University recognises such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the property plant and equipment as a replacement if the recognition criteria are satisfied.

All other repair and maintenance costs are recognised in the statement of performance as incurred. Land and buildings are measured at fair value less accumulated depreciation on buildings and impairment losses recognized after the date of the acquisition.

Accumulated depreciation as at the acquisition date is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset. Upon disposal, any acquisition reserve relating to the particular asset being sold is transferred to retained earnings.

Depreciation Property Plant and Equipment

Description	Useful life 2025	Useful life 2024
Building and Land Improvements	50	50-75
Motor vehicles heavy duty 5 tonnes and above	20	5-10
Motor vehicles light duty below 5 tonnes	10	5-10
Furniture& Fittings	10	10
Computers	8	4-7
Office equipment	10	5
Library books	10	1

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

Library books and periodicals are depreciated fully in the period acquired. The land is not depreciated as it is deemed to have an infinite life. The carrying values of property and

equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

An item of property, plant, and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal.

Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the surplus or deficit the period the asset is derecognised. The asset's residual values, useful lives, and methods are reviewed, and adjusted if appropriate, at each financial period end.

The residual values, useful lives, and methods of depreciating property, plant, and equipment are reviewed, and adjusted if appropriate, at each financial period end.

During the year under review, re assessment for fixed assets revealed that there was no need for review of useful life.

j) Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any

Accumulated amortization and any accumulated impairment losses. Intangible assets are amortized over the useful economic life as follows:

Description	Number of periods	Number of periods
	2025	2024
Computer Software	10 Periods	5 Periods

An assessment for impairment is made whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset are reviewed at least at each financial period-end.

Changes in the expected useful life or the expected pattern of consumption on future economic benefits embodied in the asset is accounted for by changing the amortization period or method, as appropriate, and treated as changes in accounting estimates.

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

k) Functional and presentation currency

Items included in the financial statements of the University of Dar es Salaam are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The financial statements are presented in Tanzanian Shillings (TZS) rounded in the nearest thousands, which is the University's functional and presentation currency.

l) Transactions and balances

Foreign currency transactions are translated into Tanzanian Shillings using the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rate of exchange ruling at the reporting date. All differences are taken to the statement of financial performance.

Non-monetary items that are measured in terms of historical cost in foreign currency are translated using the exchange rates as at the dates of the initial transactions.

m) Impairment of non-financial assets

The University assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the University makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an assets or cash-generating unit's fair value, less the costs to sell and its value in use. Recoverable amount is determined for

an individual asset unless the asset does not generate cash inflows that are largely independent of those from other assets or one of the Universities assets. When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Impairment losses of continuing operations, including impairment on inventories, are recognised in the statement of financial performance in expense categories consistent with the function of the impaired asset, except for a property previously revalued when the revaluation was taken to other Statement of financial performance.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognised impairment loss is reversed; this is if only there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, then the carrying amount of the asset is increased to its recoverable amount.

The reversal is limited so that the carrying amount of the asset which does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, nor net of depreciation had no impairment loss been recognised for the asset in prior periods.

Such reversal is recognized in the statement of financial performance unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase. After such a reversal the depreciation charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

n) Taxes

The University of Dar es Salaam is exempt from taxes under Section 10 of the Income Tax Act, 2004 and Second Schedule of the same. This exemption excludes University subsidiaries namely UCC and DUP.

Deferred tax

Deferred income tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes. Deferred tax liabilities are recognised for all temporary taxable differences, except:

- a) Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable Statement of financial performance ; and
- b) In respect of temporary taxable differences associated with investments in subsidiaries, associates, and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled, and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognised for all temporary deductible differences, carry-forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the temporary deductible differences and the carry-forward of unused tax credits and unused tax losses can be utilised except:

- a) Where the deferred income tax asset relating to the temporary deductible difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable Statement of financial performance;
- b) In respect of temporary deductible differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognized only to the

extent that it is probable that the temporary differences will reverse in the foreseeable future; and

- c) Taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized.

Unrecognized deferred income tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized, or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date. Income tax relating to items recognised directly in equity is recognised in equity and not in the statement of Financial Performance. Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Value Added Tax

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

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

o) Leases

The determination of whether an arrangement is containing lease is based on the substance of the arrangement at the inception date of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets, or the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in an arrangement. A reassessment is made after the inception of the lease only if one of the following applies:

- a) There is a change in contractual terms, other than a renewal or extension of the arrangement;
- b) A renewal option is exercised, or extension granted unless the term of the renewal or extension was initially included in the lease term;

- c) There is a change in the determination of whether fulfilment is depending on a specific asset; or
- d) There is a substantial change to the asset.

Where a reassessment is made, lease accounting shall commence or cease from the date when the change in circumstances gave to the reassessment for scenarios above.

Finance leases, which transfer to the University substantially all the risks and benefits incidental to the ownership of the leased item, are capitalized at the inception of the lease at the fair value of the leased property or if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognised in finance costs in the Statement of Financial Performance.

A leased asset is depreciated over the useful life of the asset. However, if there is no reasonable certainty that the University will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

Operating lease payments are recognised as an expense in the statement of financial performance on a straight-line basis over the lease term.

University as a Lessor

Leases, where the University does not transfer all risks and benefits of the ownership of the asset substantially, are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

p) Inventory

Where inventories are acquired through a non-exchange transaction, their cost shall be measured at their fair value as at the date of acquisition and when acquired through exchange transactions Inventories are valued at the lower of cost and net realizable value. Costs are determined using the first-in-first-out (FIFO) cost method. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale or disburse.

q) Financial asset

Adoption of IPSAS 41 - Financial instruments

Financial instruments are recognised on the Group's statement of financial position when the group becomes a party to the contractual provisions of the instruments. Financial instruments are recognised initially at fair value plus, for instruments not at fair value through surplus or deficit, any directly attributable transaction cost. Subsequent to initial recognition, these are

measured at amortised cost using the effective interest rate method, less any impairment losses if any.

Financial assets within the scope of IPSAS 41 Financial Instruments are classified as financial assets at fair value through surplus or deficit, loans and receivables, held-to-maturity investments or available-for-sale financial assets, as appropriate.

i. Classification

Financial assets comprise of receivables, and cash and bank balances.

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These are classified as current assets except for maturities greater than 12 months, otherwise they are classified as non-current.

ii. Recognition and measurement

Receivables are initially recognized at fair value plus transaction costs and subsequently carried at amortized cost using the effective interest method.

iii. Offsetting financial instruments

Financial assets and liabilities are offset, and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously.

iv. Impairment

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

Evidence of impairment may include indications that the donors or a group of donors is experiencing significant financial difficulty, the probability that they will enter bankruptcy or other financial reorganization, and where observable data indicate that there is a measurable decrease in the estimated future cash flows.

For receivable category the amount of the loss is measured as a difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognized in the statement of comprehensive income. If, in subsequent period, the amount of the impairment

loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized, the reversal of the previously recognized impairment loss is recognized in the statement of comprehensive income.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the consolidated and separate financial statements requires the use of accounting estimates, which will seldom equal the actual results. Management also needs to exercise judgement in applying the Group's accounting policies. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Management has applied significant judgements, estimates and assumptions under the following areas:

a. Impairment losses on trade and other receivables

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the group's past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period. Details of the loss rates are disclosed under Note 6 to the financial statements.

b. Useful lives

The useful lives of items of property plant and equipment have been estimated annually and are in line with the rate at which they are depreciated.

c. Impairment of non-financial assets

The University have significant investments in property, plant and equipment. Paragraph 22 of IPSAS 26 requires an entity at each reporting date to assess whether there is any impairment indication of its assets. If such indication exists, the entity shall estimate the recoverable amount of the asset. The recoverable amount of an asset is the higher of its fair value less costs of disposal and value in use.

5. CASH AND CASH EQUIVALENTS

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Cash at bank	26,241,457	44,182,226	25,784,126	44,101,783
Cash in hand	800	400	-	-
Short term deposits	8,591,062	11,823,322	8,591,062	11,823,322
	34,833,319	56,005,948	34,375,188	55,925,105

6. RECEIVABLES

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Ministry of Finance	-	1,017,358	-	1,017,358
Imprest Receivable - Staff	4,593,730	4,526,981	4,577,804	4,525,330
Receivable from Consultancy	16,303,891	10,039,608	14,669,176	8,768,792
Receivables from Student	17,207,122	15,557,104	16,405,346	14,757,007
Staff Loan Receivables	1,491,009	1,844,654	1,491,009	1,844,654
VAT Receivable	-	643	-	-
Expected credit loss on receivables	(18,740,758)	(16,543,530)	(17,212,708)	(15,015,481)
	20,854,994	16,442,818	19,930,627	15,897,660

During the year, receivable balance increased as compared to previous year, due to increase in a number of registered consultancy project. Once the project is registered, the control number is issued to recognize the revenue against expected receivable, hence during the financial year end most registered projects funds were not received. Also increase in Student receivable is due to the fact that UDSM did not receive fee from HESLB sponsored students for second Semester amounting to TZS 6.67 billion, the same has been received in the 2025/2026 financial year.

Impairment Movement:

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
At the beginning of the year	16,543,530	16,836,877	15,015,480	15,308,827
Utilized against receivable balance written off		(6,086,487)	-	(6,086,487)
Addition during the year	2,197,228	6,136,523	2,197,228	6,136,524
Expected credit loss for the year	18,740,758	16,886,913	17,212,708	15,358,863
Less: Other recoveries	-	(343,383)	-	(343,383)
	18,740,758	16,543,530	17,212,708	15,015,481

The decrease of additional expected credit loss during the year is result of adoption of IPSAS 41 for first time last year. IPSAS 41 incorporates forward looking information hence a material expected credit loss in the previous year.

Further details of the University expected credit loss for the years 2024/25 and 2023/24 are summarized below:

For Financial Year 2024/25

Advances (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Debtors as at 30 June 2025	-	-	-	-	154,680	154,680
Loss Ratios	0%	0%	0%	0%	0%	
Expected credit loss (Before qualitative assessment)	-	-	-	-	-	
Qualitative assessment						
Final ECL amount	-	-	-	-	-	-

Consultancy (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Debtors as at 30 June 2025	4,005,836	3,526,836	586,426	702,947	8,147,369	16,969,415
Loss Ratios	41%	47%	48%	48%	48%	
Expected credit loss (Before qualitative assessment)	1,646,028	1,648,264	281,556	337,499	3,911,722	
Qualitative assessment						
Final ECL amount	1,646,028	1,648,264	281,556	337,499	3,911,722	7,825,068

Imprest Debtors(University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Debtors as at 30 June 2025	2,436,748	616,204	296,645	428,317	1,353,880	5,131,793
Loss Ratios	6%	19%	26%	26%	26%	
Expected credit loss (Before qualitative assessment)	137,118	115,311	78,261	112,999	357,183	
Qualitative assessment						
Final ECL amount	137,118	115,311	78,261	112,999	357,183	800,873

Student Debtors (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Debtors as at 30 June 2025	7,133,556	721,268	-	-	8,258,914	16,113,738
Loss Ratios	41%	41%	50%	50%	50%	
Expected credit loss (Before qualitative assessment)	2,919,009	297,495	-	-	4,128,114	
Qualitative assessment						
Final ECL amount	2,919,009	297,495	-	-	4,128,114	7,344,617

Trade Debtors (DUP)

Description	0-89 days (TZS)	90-179 days (TZS)	180-269 Days (TZS)	270-365 days (TZS)	>366 days (TZS)	Total (TZS)
Debtors as at 30 June 2025	21,937	3,970	43,992	-	202,935	272,834
Loss Ratios	0%	0%	0%	0%	100%	
Expected credit loss (Before qualitative assessment)	-	-	-	-	202,935	
Qualitative assessment						

Final ECL amount	-	-	-	-	202,935	202,935
------------------	---	---	---	---	---------	---------

Trade Debtors (UCC)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Debtors as at 30 June 2025	549,704	39,268	-	-	721,550	1,310,522
Loss Ratios	75%	75%	75%	75%	75%	
Expected credit loss (Before qualitative assessment)	410,109	29,296	-	-	538,315	
Qualitative assessment						
Final ECL amount	410,109	29,296	-	-	538,315	977,721

Student Debtors (UCC)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Debtors as at 30 June 2025	-	-	-	85,240	750,074	835,313
Loss Ratios	91%	91%	91%	91%	91%	
Expected credit loss (Before qualitative assessment)	-	-	-	77,691	683,654	
Qualitative assessment						
Final ECL amount	-	-	-	77,691	683,654	761,345

Grand Total University (2024/25)

4,712,302	2,125,789	359,817	450,499	9,564,302	17,212,708
5,122,411	2,161,367	365,351	562,239	10,529,390	18,740,758

For Financial Year 2023/24

Advances (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Balance	-	-	-	-	265,686	265,686
Loss rate	1%	1%	1%	1%	36%	
ECL amount	-	-	-	-	96,414	96,414

Consultancy (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Balance	1,563,894	1,695,110	1,175,157	1,414,498	3,656,283	9,504,942
Loss rate	18%	36%	36%	36%	62%	
ECL Amount	286,353	615,592	426,767	513,686	2,283,545	4,125,943

Staff Imprest (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Balance	1,640,287	317,628	553,582	536,790	1,611,097	4,659,383
Loss rate	2%	8%	22%	22%	22%	
ECL Amount	39,536	25,816	123,892	120,133	360,563	669,941

Students' debtors (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Balance	-	1,528,222	604,410	-	7,944,892	10,077,523
Loss rate	8%	12%	40%	67%	77%	
ECL Amount	-	184,642	244,455	-	6,139,551	6,568,648

Student Debtor (UCC)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Balance	-	-	-	85,240	750,074	835,313
Loss rate	91%	91%	91%	91%	91%	
ECL Amount	-	-	-	77,691	683,654	
Final ECL amount	-	-	-	77,691	683,654	761,345

Trade debtors (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Balance	446,313	268,635	216,333	302,287	2,503,770	3,737,338
Loss rate	12%	17%	25%	32%	50%	
ECL Amount	55,217	45,946	54,952	97,054	1,260,197	1,513,365

Trade Debtors (DUP)

Description	0-89 days (TZS)	90-179 days (TZS)	180-269 Days (TZS)	270-365 days (TZS)	>366 days (TZS)	Total (TZS)
Debtors as at 30 June 2025	21,937	3,970	43,992	-	202,935	272,834
Loss Ratios	0%	0%	0%	0%	100%	
Expected credit loss (Before qualitative assessment)	-	-	-	-	202,935	
Qualitative assessment						
Final ECL amount	-	-	-	-	202,935	202,935

Trade Debtors (UCC)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Debtors as at 30 June 2025	549,704	39,268	-	-	721,550	1,310,522
Loss Ratios	74.61%	74.61%	74.61%	74.61%	74.61%	
Final ECL amount	410,109	29,296	-	-	538,315	977,721

Ministry Of Finance (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Balance	-	-	-	-	1,017,358	1,017,358
Loss rate	0%	0%	0%	0%	100%	
ECL Amount	-	-	-	-	1,017,358	1,017,358

Staff debtors (University)

Description	0-89 days	90-179 days	180-269 Days	270-365 days	>366 days	Total
Balance	-	-	-	-	1,838,343	1,838,343
Loss rate	14%	18%	24%	37%	74%	
	-	-	-	-	1,367,194	1,367,194
Grand Total (2024/25)	381,106	871,996	850,066	730,873	12,524,055	15,358,096
	381,106	878,278	855,600	942,513	13,829,416	16,886,913

7. INVENTORIES

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
IT and Computer Accessories	-	250,791	-	-
Building material and equipment	40,191	73,109	40,191	73,109
Cleaning supplies	676	676	676	676
Library Books	302,709	320,036	195,401	212,727
Medical Supplies	75,066	96,257	75,066	96,257
Office Consumables	466,036	218,800	209,295	212,458
Provision for Obsolete Inventory	(437,268)	(439,038)	(105,575)	(107,344)
	447,410	520,631	415,054	487,883

The movement of Inventory provision is summarised below:

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
At the beginning of the year	439,037	93,487	107,344	93,487
Additional provision during the year	-	345,551	-	13,857
Write off during the year	(1,769)	-	(1,769)	-
	437,268	439,038	105,575	107,344

8. PREPAYMENTS

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Advance Payment	5,289,510	263,526	5,288,919	259,186
	5,289,510	263,526	5,288,919	259,186

During the period under review, prepayments increased as the HEET project issued advance payments to various contractors in accordance with the construction contracts. These advances are expected to be recovered upon receipt of the interim certificates.

9. INVESTMENTS

Consolidated and University:

2024/25	2023/24
TZS '000	TZS '000

(i) Financial assets held to maturity-Fixed Deposit

<u>2,827,098</u>	<u>2,816,692</u>
------------------	------------------

During the financial year 2015/2016, the University maintained a fixed deposit with TIB Bank amounting to TZS 3.59 billion as the principal sum, with accrued interest of TZS 0.39 billion.

These fixed deposits represented endowment funds comprising TZS 2.23 billion for the Students' Centre Fund, TZS 0.69 billion for the University Funeral Fund, and TZS 0.68 billion for the Self-Insurance Fund.

During the period under review, the University accrued interest of TZS 10.41 million, resulting in a closing financial asset balance of TZS 2.83 billion held at TIB as at 30 June 2025, as summarized in the movement schedule below.

The movement schedule of the balance is as follows:

Consolidated and University:

2024/25	2023/24
TZS '000	TZS '000

At the beginning of the year

2,816,692	3,646,792
-----------	-----------

Interest received

-	(903,569)
---	-----------

Accrued interest

10,406	73,469
--------	--------

At the end of the year

<u>2,827,098</u>	<u>2,816,692</u>
------------------	------------------

During the period under review, accrued interest declined as it was calculated strictly in accordance with the agreed repayment schedule. This differs from the 2023/24 financial year, when accrued interest was higher due to additional interest added by TIB arising from delayed repayments.

(ii) Financial assets available for sale

<u>7,200</u>	<u>7,500</u>
--------------	--------------

The University had 10,000 shares in Tanzania Oxygen Ltd valued at TZS 720 per share as of 30 June 2025. During the period, TOL share price decreased by TZS 30 per share. Hence the total value of shares decreased from TZS 7,500,000 to TZS 7,200,000.

10. PROPERTY, PLANT & EQUIPMENT

Consolidated	Leasehold Land TZS '000'	Buildings TZS '000'	Motor Vehicles TZS '000'	Plant & Machinery TZS '000'	Computer & Equipment TZS '000'	Furniture & Fittings TZS '000'	Library Books TZS '000'	Work-In-Progress TZS '000'	Total TZS '000'
Cost									
At 1 July 2024	94,757,152	217,754,122	11,214,354	24,439,748	19,776,820	42,896,311	3,617,370	12,605,049	427,060,926
Additions (Monetary)	-	-	362,864	4,986	4,890,153	613,382	-	20,770,943	26,642,328
Additions (Non-Monetary)	4,656	837,535	-	4,835	-	-	-	-	847,025
Disposal	-	-	(1,449,580)	(1,125,551)	(2,480,753)	(3,236,761)	-	-	(8,292,646)
Write off	-	-	-	(96,890)	(242,290)	(452,742)	-	-	(791,922)
At 30 June 2025	94,761,808	218,591,657	10,127,638	23,227,126	21,943,930	39,820,190	3,617,370	33,375,992	445,465,710

Accumulated Depreciation and Impairment									
At 1 July 2024	-	33,886,668	7,490,966	8,626,784	12,898,765	31,830,563	3,616,913	-	98,350,659
Charge for the Year-Depreciation	-	3,318,483	927,314	2,415,008	1,958,536	4,993,591	-	-	13,612,932
Charge for the Year-Impairment	-	1,361,008	-	-	-	-	-	-	1,361,008
Disposal	-	-	(1,281,688)	(1,054,575)	(2,403,999)	(2,849,035)	-	-	(7,589,297)
Write off	-	-	-	(44,903)	(192,106)	(367,551)	-	-	(604,560)
At 30 June 2025	-	38,566,159	7,136,592	9,942,314	12,261,196	33,607,568	3,616,913	-	105,130,742

Carrying Value - 30 June 2025	94,761,808	180,025,498	2,991,046	13,284,813	9,682,734	6,212,622	457	33,375,992	340,334,971
Cost									
At 1 July 2023	55,844,206	209,550,661	10,544,041	24,047,280	17,946,062	42,662,405	3,617,370	15,989,153	380,201,178
Additions (Monetary)	241,260	857,260	670,313	392,468	1,700,968	183,610	-	3,962,097	8,007,976
Additions (Non-Monetary)	38,671,686	-	-	-	129,790	50,296	-	-	38,851,772
Transfer from WIP	-	7,346,201	-	-	-	-	-	(7,346,201)	-
At 30 June 2024	94,757,152	217,754,122	11,214,354	24,439,748	19,776,820	42,896,311	3,617,370	12,605,049	427,060,926

Accumulated Depreciation and Impairment									
At 1 July 2023	-	30,638,376	6,600,086	6,719,075	11,678,396	28,026,983	3,615,923	-	87,278,839
Charge for the Year-Depreciation	-	3,248,292	890,880	1,907,709	1,220,369	3,803,580	990	-	11,071,820
At 30 June 2024	-	33,886,668	7,490,966	8,626,784	12,898,765	31,830,563	3,616,913	-	98,350,659
Carrying Value - 30 June 2024	94,757,152	183,867,454	3,723,389	15,812,964	6,880,352	11,065,748	457	12,605,049	328,712,564

10. PROPERTY, PLANT & EQUIPMENT (CONTINUED)

UNIVERSITY	Leasehold Land	Buildings	Motor Vehicles	Plant & Machinery	Computer & Equipment	Furniture & Fittings	Library Books	Work-In-Progress	Total
	TZS '000'	TZS '000'	TZS '000'	TZS '000'	TZS '000'	TZS '000'	TZS '000'	TZS '000'	TZS '000'
Cost									
At 1 July 2024	94,454,677	217,631,557	11,051,156	22,927,784	17,384,089	42,600,458	3,617,370	12,605,408	422,272,499
Additions (Monetary)	-	-	362,864	-	4,886,053	577,078	-	20,770,944	26,596,939
Additions (Non-Monetary)	4,656	837,535	-	4,834	-	-	-	-	847,025
Disposal	-	-	(1,449,580)	(1,092,959)	(1,150,112)	(3,169,419)	-	-	(6,862,070)
Write off	-	-	-	(96,890)	(242,290)	(452,742)	-	-	(791,922)
At 30 June 2025	94,459,333	218,469,092	9,964,440	21,742,769	20,877,740	39,555,375	3,617,370	33,376,352	442,062,471
Accumulated Depreciation and Impairment									
At 1 July 2024	-	33,862,607	7,362,590	7,987,731	10,795,557	30,567,507	3,617,270	-	94,193,262
Charge for the Year-Depreciation	-	3,282,393	927,315	2,373,835	1,946,023	4,990,678	-	-	13,520,244
Charge for the Year-Impairment	-	1,361,008	-	-	-	-	-	-	1,361,008
Disposal	-	-	(1,283,625)	(1,054,576)	(1,086,192)	(2,801,869)	-	-	(6,224,325)
Write off	-	-	-	(44,903)	(192,106)	(367,550)	-	-	(604,559)
At 30 June 2025	-	38,506,008	7,006,280	9,262,087	11,463,282	32,388,766	3,617,270	-	102,243,693
Carrying Value - 30 June 2025	94,459,333	179,963,084	2,958,160	12,480,682	9,414,458	7,166,609	100	33,376,352	339,818,778
Cost									
At 1 July 2023	55,541,731	209,608,545	10,380,843	22,634,528	15,554,791	42,371,950	3,617,370	15,989,511	375,699,268
Additions (Monetary)	241,260	676,811	670,313	293,256	1,699,508	178,212	-	3,962,098	7,721,458
Additions (Non-Monetary)	38,671,686	-	-	-	129,790	50,296	-	-	38,851,772
Transfer from WIP	-	7,346,201	-	-	-	-	-	(7,346,201)	-
At 30 June 2024	94,454,677	217,631,557	11,051,156	22,927,784	17,384,089	42,600,458	3,617,370	12,605,408	422,272,498
Accumulated Depreciation and Impairment									
At 1 July 2023	-	30,638,375	6,469,771	6,114,422	9,619,703	26,765,517	3,616,280	-	83,226,008
Charge for the Year-Depreciation	-	3,224,232	890,880	1,873,309	1,175,854	3,801,990	990	-	10,967,255
At 30 June 2024	-	33,862,607	7,360,651	7,987,731	10,795,557	30,567,507	3,617,270	-	94,191,323
Carrying Value - 30 June 2024	94,454,677	183,768,950	3,690,505	14,940,053	6,588,532	12,032,951	100	12,605,408	328,081,176

The non-monetary addition of property plant and equipment amounting to TZS 847 million largely represented by TZS 837.5 million, a granted Bio-energy shed at CoET built by Shizuoka University Japan .

During the reporting period, the University reviewed and revised the useful lives of its assets to align with the requirements of the Public Finance (Management of Public Property) Regulations, 2024 issued by the Government of the United Republic of Tanzania.

In accordance with section 9(1) of the Regulations, the method for determining depreciation of public property shall be the Straight-Line Method. Furthermore, as required under Regulation 9(2), the useful lives of assets have been adjusted to reflect those prescribed in the Second Schedule of the Regulations as seen under the schedule below.

Description	Revised Useful Life	Previous Useful Life
Building and Land Improvements	50	50-75
Motor vehicles heavy duty 5 tonnes and above	20	5-10
Motor vehicles light duty below 5 tonnes	10	5-10
Furniture& Fittings	10	10
Computers	8	4-7
Office equipment	10	5
Library books	10	1

In accordance with Regulation 9(1) of the Regulations, the method for determining depreciation of public property shall be the Straight-Line Method. Furthermore, as required under Regulation 9(2), the useful lives of assets have been adjusted to reflect those prescribed in the Second Schedule of the Regulations which indicate the estimated useful life of public property as highlighted in above schedule.

During the reporting period, depreciation was charged on certain items of Property, Plant and Equipment classified under the DUP assets. These assets have not been in operational use for several consecutive years. Management has determined that the technology associated with these assets is obsolete. As a result, a review of their useful lives would not yield a reliable estimate, and an impairment assessment cannot be reasonably performed due to the absence of an active market or comparable valuation inputs, therefore depreciation charge equal to scrap/residue value was charge to comply with Public finance (Management of Public Property) Regulation,2024 requires residue value to be zero

11. INTANGIBLE ASSETS

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
Cost:	TZS '000	TZS '000	TZS '000	TZS '000
Computer Software	215,080	215,080	215,080	215,080
Accumulated Amortization:				
At the beginning of the year	174,050	131,034	174,050	131,034
Charge during the period	21,508	43,016	21,508	43,016
At the end of the period	195,558	174,050	195,558	174,050
Net carrying value	19,522	41,030	19,522	41,030

During the reporting period, the University also reviewed and revised the useful lives of its intangible assets to align with the requirements of the Public Finance (Management of Public Property) Regulations, 2024 issued by the Government of the United Republic of Tanzania as seen under the schedule below.

Description	Revised Useful Life	Previous Useful Life
Computer Software	10 Periods	5 Periods

12. INVESTMENT IN SUBSIDIARIES

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
University Computing Centre (UCC)	-	-	965,013	965,013
Dar es Salaam University Press (DUP)	-	-	2,777,341	2,377,341
	-	-	3,742,354	3,342,354
Provision for Impairment			(1,969,341)	(1,969,341)
	-	-	1,773,013	1,373,013

The movement of Investment in subsidiaries is summarized below:

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
At the beginning of the year	-	-	1,373,013	3,342,354
Additional investment	-	-	400,000	-
Provision for Impairment	-	-	-	(1,969,341)
At the end of the year	-	-	1,773,013	1,373,013

UNIVERSITY OF DAR ES SALAAM

Summary of financial performance of the subsidiaries.

	<u>DUP</u>		<u>UCC</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Revenue	133,440	82,104	3,613,377	3,663,489
Expenses	105,235	95,110	3,961,587	3,431,125
Profit / Loss	28,205	(13,006)	(348,210)	232,364

Summary of financial position of the subsidiaries;

	<u>DUP</u>		<u>UCC</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Total Assets	951,864	499,740	1,666,021	1,273,625
Total Liabilities	148,153	145,688	2,369,959	1,629,354

13. PAYABLES AND ACCRUALS

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Accrued expenses	11,478,534	7,640,169	11,043,085	7,037,979
Accrued leave expenses	232,513	204,161	232,513	204,161
Accrued payroll expenses	8,846,105	7,490,382	8,567,242	7,299,823
Corporate Income tax liability	-	64,971	-	-
Audit fees payable	468,500	468,500	455,000	455,000
Other accrued expenses	2,631,549	841,523	2,538,519	717,788
Due to related entities	186,092	724,857	178,865	724,857
VAT Payable	3,641	-	-	-
Prepaid rent charges by customers	135,987	1,111,923	-	947,811
Tuition Fees Prepayment	7,385,223	7,345,594	7,385,223	7,345,594
Intercompany Balances (DUP & UCC)	-	-	478,297	460,318
Withholding tax payable	1,166,640	1,199,799	902,020	1,143,866
	32,534,784	27,091,879	31,780,764	26,337,197

The increase in accrued expenses is mainly attributed by amounts owed to HEET contractors (TZS 2.24 billion) and other Staff welfare claims.

UNIVERSITY OF DAR ES SALAAM

14. PROVISIONS

<u>Consolidated and University:</u>	<u>University</u>	
	<u>2024/25</u>	<u>2023/24</u>
	<u>TZS '000</u>	<u>TZS '000</u>
Provisions of legal cases	2,143,694	2,143,694

During the period under review, University Management determined that there was a high likelihood of cash outflows, considering the course of the proceedings and the preliminary judgment arising from two litigation cases involving China Railway and Khadjoth Ali.

15. DEFERRED INCOME

	<u>Consolidated</u>		<u>University</u>	
	<u>2024/25</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2023/24</u>
	<u>TZS '000</u>	<u>TZS '000</u>	<u>TZS '000</u>	<u>TZS '000</u>
At the beginning of the year	45,647,941	24,911,345	45,011,137	24,911,345
Addition for the period	36,265,270	56,247,265	36,262,371	55,610,461
Released during the period	(51,928,790)	(35,510,669)	(51,289,087)	(35,510,669)
	<u>29,984,421</u>	<u>45,647,941</u>	<u>29,984,421</u>	<u>45,011,137</u>

Deferred income represents donor funds received in advance where the grant conditions have not yet been met. The funds can only be recognized as revenue once those conditions are fulfilled. The total deferred income released during the year is reported under revenue grants (Note 17) as summarized in below table:-

	<u>Consolidated</u>		<u>University</u>	
	<u>2024/25</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2023/24</u>
	<u>TZS '000</u>	<u>TZS '000</u>	<u>TZS '000</u>	<u>TZS '000</u>
Government Grant :				
- Development Foreign	23,592,955	16,065,302	22,953,252	16,065,302
- Development Local	1,001,146	3,688,898	1,001,146	3,688,898
Subvention Development Foreign	27,334,689	15,756,469	27,334,689	15,756,469
	<u>51,928,790</u>	<u>35,510,669</u>	<u>51,289,087</u>	<u>35,510,669</u>

16. OTHER LIABILITIES

	<u>Consolidated</u>		<u>University</u>	
	<u>2024/25</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2023/24</u>
	<u>TZS '000</u>	<u>TZS '000</u>	<u>TZS '000</u>	<u>TZS '000</u>
Funeral Policy Fund	612,730	612,730	612,730	612,730
Mfuko wa Sera ya Mazishi	518,004	476,525	518,004	476,525
Committee of VCs & Principals	304,593	320,891	304,593	320,891
UDSM Student Centre	3,859,017	3,793,318	3,859,017	3,793,318
	<u>5,294,344</u>	<u>5,203,464</u>	<u>5,294,344</u>	<u>5,203,464</u>

(a) Funeral Policy Fund

The University of Dar es salaam Funeral policy fund is an employer's fund established with the objective of helping staff members who lost their family members. The fund was established with the objective of assisting employees upon the occurrence of death of their family members to cover funeral costs. This fund is made up of monthly contributions from the employer at the rate of TZS 5,000 per each employee.

(b) Mfuko wa Sera ya Mazishi

Mfuko wa Sera ya Mazishi of the University of Dar es Salaam is an association formed by employees of the University and was approved by the University Council in its 233- meeting held on 11th February 2016. The fund was established with the objective of assisting members upon the occurrence of death of their family members to cover funeral costs. This fund is made up of monthly contributions by members at the rate of TZS 5,000 each.

(c) Committee of VCs & Principals

The Committee of Vice Chancellors and Principals Tanzania (CVCPT) is a statutory committee for Tanzanian Universities established under section 53 of the Universities Act CAP 346 of the laws of Tanzania. The main objective is to create a forum whereby Principals and Vice Chancellors of Universities in Tanzania meet and deliberate on issues of common interests. The fund is collected from various aforementioned Universities as per agreed rate of contribution (TZS 1 million per annum basing on Government financial year) and maintained by the University of Dar es Salaam.

The funding of the various activities of the CVCPT is drawn from the contributions made by its members. This is in accordance with section 4 of the second schedule to the Act.

(d) UDSM Student Centre Fund

The idea to establish student centre emanated at the historical 50 Convocation Annual General Meeting (AGM) prelude to the 50 Anniversary celebrations on 25 October 2011. The concept was explained, pointing to the need for a physical setup or location designed to facilitate access by students to a range of services of direct relevancy to their academic needs as well as social amenities. A University Students' Centre essential as a focal point for community life at a university as a multi-functional hub where students should find easy access to vital information on a wide variety of programmes and activities, and where they could physically meet, relax and reflect with a minimum of tensions that arise from the everyday schedules and routines of academic life. A University Students' Centre is a combination of work, leisure, relaxation, and more reflective and productive thinking. The construction of student's centre is financed by contributions from alumni and other stakeholder's contributions.

17. REVENUE GRANTS

	<u>Consolidated</u>		<u>University</u>	
	2024/25 TZS '000	2023/24 TZS '000	2024/25 TZS '000	2023/24 TZS '000
Government Grant :				
- Personal Emolument	98,793,851	99,205,460	98,793,851	99,205,460
- Development Foreign	23,592,955	16,065,302	22,953,252	16,065,302
- Development Local	1,001,146	3,688,898	1,001,146	3,688,898
Subvention Development Foreign	27,334,689	15,756,470	27,334,689	15,756,470
	150,722,641	134,716,130	150,082,938	134,716,130

- **Personal Emolument** are grants received from the Government wholly and exclusively for paying Civil Servant salaries.
- **Development Foreign and Subvention Development Foreign** are donor funds received for the purpose of executing research and Higher Education for Economic Transformation (HEET) projects respectively, which are amortized upon spending from deferred income.
- **Development Local** these are funds received from the Government for executing specific projects and are amortised upon spending.

The subvention development foreign above is made up of the following donors funded projects.

18. REVENUE FROM EXCHANGE

	<u>Consolidated</u>		<u>University</u>	
	2024/25 TZS '000	2023/24 TZS '000	2024/25 TZS '000	2023/24 TZS '000
Revenue from Tuition Fees	41,693,421	40,746,401	40,430,950	39,391,167
Printing and Publications	651,804	2,066,388	582,996	1,984,284
Revenue from Conference Facilities	778,299	9,970	778,299	-
Revenue from Consultancy Fees- Exchange	14,753,543	14,298,341	13,674,282	12,666,708
Revenue from Certificate of Competence	199,021	157,990	199,021	157,990
Hire of Transport, Vehicles and Craft	94,375	168,563	94,375	168,563
Revenue from Medical and Dental Charges	737,682	492,627	737,682	492,627
	58,908,145	57,940,280	56,497,605	54,861,339

19. OTHER REVENUE

	<u>Consolidated</u>		<u>University</u>	
	2024/25 TZS '000	2023/24 TZS '000	2024/25 TZS '000	2023/24 TZS '000
Fines	65,887	40,802	65,887	40,802
Registration Fees	198,921	199,326	198,921	199,326
Gain from Disposal of Government Assets**	576,491	-	562,306	-
Application Fee	6,161	836,018	-	831,643
Hiring Fees	923,110	1,754,349	923,110	1,754,349
Gain on Foreign Exchange***	773,891	2,913,547	783,649	2,913,298
Miscellaneous Revenue*	3,713,801	3,547,476	3,797,663	2,905,033

UNIVERSITY OF DAR ES SALAAM

Revenue from Rent of Government Quarters	10,468,242	10,767,631	10,365,205	10,767,631
	<u>16,726,504</u>	<u>20,059,149</u>	<u>16,696,741</u>	<u>19,412,082</u>

* Miscellaneous fees represent revenue generated from various minor or non-core activities that fall outside the institution's primary revenue streams. These include items such as community contributions, library subscription fees from other universities, water usage charges recovered from employee salaries, and income from the sale of drinks, among others.

**During the period, the University disposed of assets with a cost of TZS 2,034,382,686.00 and accumulated depreciation amounting to TZS 1,880,661,686.05. The assets were sold for proceeds of TZS 730,212,000, compared to a net book value of TZS 153,720,999.95, resulting in a gain on disposal of assets of TZS 576,491,000.05

***The University translated its foreign currency balances using the Bank of Tanzania (BoT) prevailing mean exchange rates at reporting date as at 30 June 2025, being TZS 2,618 per USD and TZS 3,074 per Euro, Compared to mean exchange rate at the transactions date during the period.

20. FINANCE INCOME

<u>Consolidated and University:</u>	2024/25 TZS '000	2023/24 TZS '000
Interest on Deposits	23,208	73,778

21. EMPLOYEES BENEFITS

	<u>Consolidated</u>		<u>University</u>	
	2024/25 TZS '000	2023/24 TZS '000	2024/25 TZS '000	2023/24 TZS '000
Salaries and Wages	105,400,344	106,167,392	103,774,781	104,278,612
Statutory Deductions	15,554,819	15,175,206	15,257,436	14,902,361
Other Payroll Cost	8,652,530	4,403,430	8,580,347	4,254,218
	<u>129,607,693</u>	<u>125,746,028</u>	<u>127,612,564</u>	<u>123,435,191</u>

* The increase in payroll costs is largely attributable to the introduction of a staff incentive scheme, which includes housing, transport, and retainage allowances. The higher variance this year reflects the fact that the incentive scheme was implemented during the reporting period.

22. USE OF GOODS AND SERVICES

<u>Consolidated</u>		<u>University</u>	
2024/25 TZS '000	2023/24 TZS '000	2024/25 TZS '000	2023/24 TZS '000

UNIVERSITY OF DAR ES SALAAM

Duty Travels and Perdiem	12,909,924	8,832,963	12,881,705	8,829,363
Conference Facilities	3,672,360	3,441,456	3,611,506	3,380,150
Office Expenses	3,012,967	1,330,981	2,818,190	902,132
Printing and Stationery Expenses	3,238,818	3,486,617	3,235,197	3,442,519
Training Expenses	3,630,348	4,673,646	3,620,868	4,635,667
Bank Charges and Commissions - Professional fees	1,908	-	1,908	
Cleaning Supplies	3,816,801	3,917,761	3,789,042	3,890,288
Consumables	1,682,478	1,002,172	1,688,308	953,381
Fuel and Oil Lubricants	1,001,729	1,231,492	1,001,729	1,231,492
Electricity	2,796,901	2,733,942	2,736,486	2,655,190
Research and Dissertation Training	7,536,732	4,332,194	7,536,732	4,332,194
Water Charges	2,259,961	2,420,811	2,257,118	2,417,870
Internet and Email connections	122,541	1,131,333	66,931	1,034,718
Hotel Expenses	-	34,242	-	34,242
	45,683,468	38,569,610	45,245,720	37,739,206

* The increase in duty travel and per diem expenditures stems from the implementation of several research and consultancy projects, conducted both domestically and abroad, including the HEET project.

23. MAINTENANCE EXPENSES

	<u>Consolidated</u>		<u>University</u>	
	2024/25 TZS '000	2023/24 TZS '000	2024/25 TZS '000	2023/24 TZS '000
Outsource maintenance contract				
Machinery, Equipment and Plant	702,230	712,909	695,740	702,992
Rehabilitation of Buildings	2,957,579	11,842,413	2,957,579	11,822,463
Roads and Bridges	2,126	28,103	2,126	28,103
Vehicles and Transportation Equipment	721,630	472,376	719,948	471,710
Repair and Maintenance of Furniture	42,247	46,368	40,384	45,547
Others	1,575	1,180	1,575	1,180
	4,427,387	13,103,349	4,417,352	13,071,995

24. IMPAIRMENT OF RECEIVABLES

<u>Consolidated and University:</u>	2024/25 TZS '000	2023/24 TZS '000
Expected credit loss (Note 6)	2,197,227	6,136,524

25. OTHER EXPENSES

	<u>Consolidated</u>		<u>University</u>	
	2024/25 TZS '000	2023/24 TZS '000	2024/25 TZS '000	2023/24 TZS '000
Audit expenses	577,483	623,976	577,483	623,976

UNIVERSITY OF DAR ES SALAAM

Bank Charges and Commissions	54,275	18,449	24,381	10,544
Burial Expenses	64,947	11,725	58,922	2,370
Consultancy fees	13,220,744	13,633,472	13,578,875	13,467,023
Special Uniforms and Clothing	161,325	62,168	161,325	62,168
Contingent Expenses	127,784	142,126	127,784	136,846
Corporate Social Responsibilities Expenses	3,350	5,000	3,350	5,000
Director's Fee	122,000	148,520	122,000	148,520
Education supervision expenses	60,725	113,346	60,725	113,346
Freight Forwarding and Clearing Charges	75,663	34,553	75,663	34,553
Honorariums (expert opinion)	1,549,653	732,444	1,548,953	716,021
Insurance Expenses	473,689	418,852	471,414	417,977
Legal fees Expenses	3,875	2,203,662	-	2,143,694
Registration Fees Expenses	84,416	13,913	84,416	13,913
Sundry Expenses	29,582	17,013	17,390	17,013
Taxes Levied by another Level of Government	2,410,279	1,644,351	1,690,242	1,598,982
	19,019,790	19,823,570	18,602,923	19,511,946

26. SOCIAL BENEFITS

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Books and Stationary -Social	17,325	1,400	17,325	1,400
Education Allowances -Employee	-	30,526	-	30,526
Retirement benefit Gratuity	225,684	4,180	225,684	-
Settlement of Medical Treatment Claims	33,191	28,011	33,191	28,011
	276,200	64,117	276,200	59,937

27. OTHER TRANSFERS

Consolidated and University:

2024/25 2023/24
TZS '000 TZS '000

Contribution to Consolidated Fund

400,000 400,000

28. BORROWINGS

The University through UDBS took a loan of TZS 3,216,083,063 from CRDB BANK PLC between 2012 and 2014. The loan was issued in three instalments in June 2012, June 2013 and January 2014 to finance construction of phase II and phase III of UDBS buildings. The loan is being repaid in semi-annual instalments every February and August. The amount covers both interest and principal with interest rate of 14% per annum on reducing balance method. Under current arrangements, the loan is set to expire in February 2029.

UNIVERSITY OF DAR ES SALAAM

<u>Consolidated and University:</u>	2024/25 TZS '000	2023/24 TZS '000
At the beginning of the year	1,855,430	2,096,213
Interest expense	222,620	259,500
Principal and interest Repayment	(499,851)	(500,284)
At the end of the year	1,578,199	1,855,430
Classified as:		
- Current	499,851	499,851
- Non current	1,078,348	1,355,579
	1,578,199	1,855,430

29. POST EMPLOYMENT BENEFITS

<u>Consolidated and University:</u>	2024/25 TZS '000	2023/24 TZS '000
Gratuity	835,702	921,852

The movement of employment benefit is summarized below:
Consolidated and University

	2024/25 TZS '000	2023/24 TZS '000
At the beginning of the year	921,852	754,345
Additional / (Payment) during the year	(86,150)	167,507
At the end of the year	835,702	921,852

The gratuity liability relates to contractual employees who are paid by the Government. There is no split of this balance between current and non-current as management consider the current portion to be immaterial.

30. FAIR VALUE RESERVE

<u>Consolidated and University:</u>	2024/25 TZS '000	2023/24 TZS '000
Fair Value Reserves	2,250	2,550

The University of Dar Es Salaam has 10,000 shares in TOL, during the period under review, share price has decreased by TZS 30 from TZS 750 to TZS 720 hence its fair value reserve decreased from TZS 2,550 to TZS 2,250.

31. TAXPAYER'S SHARE CAPITAL

<u>Consolidated and University:</u>	2024/25 TZS '000	2023/24 TZS '000
Capital Fund ¹	164,137,926	164,137,926
Tax Payer's Fund ²	13,059,134	13,059,134
	177,197,060	177,197,060

Taxpayer's share capital includes.

¹Capital Fund

These are funds that were granted by the Government to facilitate day to day activities from the inception of the University onwards. The said funds comprise of funds from the Government, leasehold land (acquired in Bukoba, Ruangwa, Buyu, Mazizini and Mizingani for IMS Zanzibar and Mbalizi).

²Tax payer's fund

The University of Dar es salaam acquired Mineral Resource Institute (MRI) in 2020/2021. During the acquisition the net assets of MRI were presented as Tax payer's fund in the University books of accounts as they were provided at no consideration hence increases the value of taxpayer's share capital.

32. (A) CORPORATE INCOME TAX EXPENSE

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Corporate Tax Expense	580,524	18,672	-	-
	580,524	18,672	-	-

(B) CORPORATE TAX PAYABLE

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Corporate Tax Liability	1,346,284	18,672	-	-

During the year under review the summary of the tax computation is shown under the table below:

<u>Consolidated:</u>	2024/25 TZS '000	2023/24 TZS '000
Opening balance	79,625	-

UNIVERSITY OF DAR ES SALAAM

Tax Paid	(5,657)	-
Tax Assessment (2021-22 and 2022-23)	691,792	-
Tax Expense current year	580,524	18,672
Closing as at 30 June	<u>1,346,284</u>	<u>18,672</u>

33. FINANCE COST

<u>Consolidated and University:</u>	2024/25	2023/24
	TZS '000	TZS '000
Finance Cost	<u>223,641</u>	<u>274,634</u>

34. RELATED PARTY DISCLOSURES

(i) Compensation to key management

Key management personnel of the University of Dar es Salaam comprise members of both the Council and the University executive management team. Key Management includes Vice Chancellor, Deputy Vice Chancellor-Academic, Deputy Vice Chancellor-Planning, Finance and Administration, Deputy Vice Chancellor Research and all Principals, Deans, and Directors of Colleges, Schools and Directorates respectively.

The following table represents the disclosure required in terms of IPSAS 20 with respect to key management.

	2024/25	2023/24
UNIVERSITY	TZS '000	TZS '000
Council Members Fee (15 Members)	180,000	180,000
Salaries and Wages (50 Members)	2,740,896	1,242,408
Other Benefits	342,673	342,673
Total Compensation	<u>3,263,569</u>	<u>1,765,081</u>

(ii) Intercompany Transactions

	2024/25	2023/24
UNIVERSITY	TZS '000	TZS '000
Additional investment in subsidiary - DUP (Note 12)	400,000	500,000
Purchase of services (Printing and Photocopying) -DUP	45,348	-
Purchase of services (Online application fee)-UCC	383,634	150,617
	<u>828,982</u>	<u>650,617</u>

UNIVERSITY OF DAR ES SALAAM

The University management agreed to continue revamping its subsidiary (DUP) by paying TZS 400 million. The transaction has been recorded as a part of investment in parent company and capital in DUP books of accounts and eliminated under consolidation. (Note 12)

(iii) Intercompany balances

UNIVERSITY

Intercompany Balances:

DUP	390,796	346,804
UCC	87,501	113,514
	478,297	460,318

The University owes TZS 478 million to its subsidiaries (DUP and UCC) for the rehabilitation cost, purchase of printing and publication and online application fee share respectively.

(iv) Government related entities transactions and balances

During the period under review, The University transacted with Government entities with a total receipts of TZS 85.6 billion and payment of TZS 7.59 billion and recorded payable balances of TZS 0.49 billion as per below table;

a) Government related entity transactions

S/N	COUNTERPARTY ENTITY	GOODS/SERVICES RECEIVED (EXPENSES)	RECEIPT TZS '000	PAYMENT TZS'000
1	Tanzania Electric Supply Co. Ltd. (TANESCO)	Electricity	-	2,736,486
2	Controller and Auditor General	Auditing Fees service	-	123,550
3	Dar es Salaam Water Supply and Sanitation Authority(DAWASA)	Water	-	2,182,040
4	Zanzibar Electricity Corporation	Electricity	-	12,867
5	National Council for Technical Education	Application fees	-	13,340
6	National Insurance Corporation	Insurance Services	-	444,901
7	Treasury Registrar	Contribution to Consolidated Fund	-	400,000
8	Permanent Secretary Ministry of Minerals	Conference Facilities	-	475
9	Medical Store Department	Medical Supplies	-	279,473
10	Permanent Secretary Ministry of Minerals	Consultancy fees	-	6,325
11	Permanent Secretary Ministry of Minerals	Consultancy fees	-	1,250
12	National Health Insurance	Health Insurance	-	87,357
13	Tanzania Commission for Universities (TCU)	Application fees	-	435,984
14	Government Procurement Services Agency(GPSA)	Stationaries	-	794,789
15	Mbeya Urban Water Supply and Sanitation Authority	Water Service	-	31,033
16	Dodoma Water Supply and Sanitation Authority	Water Service	-	42,106

UNIVERSITY OF DAR ES SALAAM

17	Ministry of Education, Science and Technology	Fund for capital development	755,328	-
18	Ministry of Education, Science and Technology	Salaries and Housing allowance	84,824,613	-
	TOTAL		85,579,941	7,591,977

b) Government related entity balances

GOVERNMENT ENTITY RECEIVABLE/PAYABLES FOR THE YEAR ENDED 30 JUNE 2025

S/N	COUNTERPARTY ENTITY	GOODS/SERVICES	PAYABLE TZS'000
1	Tanzania Electric Supply Co. Ltd. (TANESCO)	Electricity	141,150
2	Dar es Salaam Water Supply and Sanitation Authority (DAWASA)	Water	207,970
3	Tanzania Commission for Universities (TCU)	Application fees	136,771
	TOTAL		485,891

35. CASHFLOW NOTES

(i) Cash receipts from customers / service users

	CONSOLIDATED	CONSOLIDATED	UNIVERSITY	UNIVERSITY
	30-Jun-25 TZS	30-Jun-24 TZS	30-Jun-25 TZS	30-Jun-24 TZS
Revenue from Exchange Transactions	58,908,145	57,940,280	56,497,605	54,861,339
Other Revenue	16,726,504	20,059,149	16,696,741	19,412,082
Less:Non-Cash Items				
Gain on Foreign exchange	(773,891)	(2,913,547)	(783,649)	(2,913,298)
Gain on Disposal of Government Assets	(576,491)		(562,306)	
Change in Receivable & Inventory	(2,819,522)	(502,511)	(3,266,302)	(101,535)
	71,464,745	74,583,371	68,582,089	71,258,588

(ii) Cash paid to suppliers and other service providers

Maintenance Expenses	4,427,387	13,103,350	4,417,353	13,071,995
Other Expenses	19,019,790	19,823,570	18,602,923	19,511,946
Change in Current Payables and Accruals	3,923,470	4,855,698	4,749,731	4,653,741
Change in Prepayment	(3,506,551)	(1,418,954)	(4,335,898)	(1,380,522)
	23,864,096	36,363,664	23,434,109	35,857,160

UNIVERSITY OF DAR ES SALAAM

(iii) Cash receipts from grants and subsidies

Revenue Grants	150,722,641	134,716,129	150,082,938	134,716,129
Deferred Income Change	(15,663,520)	20,736,596	(15,026,716)	20,099,792
	135,059,121	155,452,725	135,056,222	154,815,921

(iv) Cash paid to employees

Employee Benefits	129,607,693	125,746,028	127,612,563	123,435,190
Social Benefits	276,200	64,117	276,200	59,937
Change in Post-employment benefit	1,374,274	167,507	1,374,276	167,507
	131,258,167	125,977,652	129,263,009	123,662,634

(v) Cash paid for operating expenses

Use of Goods and Service	45,683,468	38,569,610	45,245,720	37,739,206
Change of Other liabilities	90,880	(4,013,581)	90,880	(4,557,349)
	45,774,348	34,556,029	45,336,600	33,181,857

(vi) Interest paid

	223,641	274,634	223,641	274,634
	223,641	274,634	223,641	274,634

36. COMMITMENTS

Capital Commitments

Capital commitments from the Government ring-fenced funds at the reporting date 30 June 2025 are as follows:

- TZS 4.8 billion for Construction of School of Economics
- TZS 51 million for SJMC Construction
- TZS 38.9 million for Rehabilitation for CoNAS
- TZS 5.4 million for rehabilitation for Office Building at Buyu, Zanzibar

37. EVENTS AFTER REPORTING DATE

After the reporting date, on 17 September 2025, the Government of Tanzania reclaimed a 1,000-acre parcel of land located on Plot No. 761 at Utengule Village, Mbalizi, Mbeya, which had previously been allocated to the University of Dar es Salaam. The government cited that the land's intended use had been altered and promised that the University would be allocated an alternative parcel of land of equivalent quality elsewhere. This constitutes a non-adjusting event under the financial statements but requires disclosure in accordance with IPSAS 14. The land will be derecognized in the year 2025/26.

38. COMPARATIVES

The previous period's figures have been regrouped or reclassified wherever considered necessary to make them comparable with the current period's figures. Certain comparative cash flow amounts for the year ended 30 June 2024 have been reclassified to conform to the presentation adopted in the current year. The reclassification affected the classification of cash flows between operating, investing, and financing activities. These changes were made for presentation purposes only and did not affect the net increase/decrease in cash and cash equivalents or the opening and closing cash balances previously reported.

39. FINANCIAL RISK MANAGEMENT

The University's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. Market risk comprises of foreign currency exchange risk and interest rate risk. The University's overall risk management programme seeks to minimise potential adverse effect on the University's financial performance. Risk management is carried out by the management on behalf of the University Council.

(a) Market risk**(i) Foreign exchange risk**

The University is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US Dollar and EURO. The University matches receipt in foreign currency with the payments in the same denomination.

During the reporting period 2024/25, the University translated its foreign currency balances using the Bank of Tanzania (BoT) prevailing mean exchange rates as at 30 June 2025, being TZS 2,618 per USD and TZS 3,074 per Euro, compared to the prior year rates as at 30 June 2024 of TZS 2,626.93 per USD and TZS 2,816.60 per Euro.

A sensitivity analysis indicates that, if the Tanzanian shilling had strengthened or weakened by 5% against the US Dollar and the Euro, with all other variables held constant, the post-tax surplus for the year under review and equity would have been TZS 10.24 billion, compared to the reported surplus of TZS 8.96 billion (prior year 2023/24: TZS 0.361 billion surplus compared to a deficit of TZS 2.46 billion). The movement is mainly attributable to foreign exchange gains or losses arising from the translation of USD- and Euro-denominated cash balances.

(ii) Interest rate risk

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair values of the assets. The University's interest rate risk arises from bank loan which bear interest at variable rates. The University has a loan of TZS 3,216,083,063 from CRDB

BANK PLC (Note 28), a reputable financial institution which offers competitive interest rates. The loan is being repaid in semi-annual instalments every February and August and the loan amount covers both interest and principal with interest rate of 14% per annum on reducing balance method. Under current arrangements, the loan is set to expire in February 2029. The University consider that interest rate risk is not significant to the University.

(b) Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. Credit risk arises from cash at banks, and deposits with banks, as well as receivables. The University and its subsidiaries are exposed to credit risk primarily arising from trade and consultancy receivables, and to a lesser extent from financing activities.

The University, together with its subsidiaries, provides for specific doubtful debts and performs credit evaluations on regular basis on the financial conditions in respect of receivables. The credit risk on financing activities is low because the counter party are banks with high credit-ratings.

Credit risk on cash is considered minimal as funds are held with reputable financial institutions in Tanzania. This assessment is based on the historical stability of these banks and their current sound financial condition. Accordingly, management believes there is no significant exposure to credit risk from cash balances.

The maximum exposure to credit risk is presented in the table below:

	<u>Consolidated</u>		<u>University</u>	
	2024/25	2023/24	2024/25	2023/24
	TZS '000	TZS '000	TZS '000	TZS '000
Cash and cash equivalent (Note 5)	34,832,519	56,005,548	34,375,188	55,925,105
Trade and other receivables (Note 6)	20,854,994	16,442,818	19,930,627	15,897,660
	55,687,513	72,448,366	54,305,815	71,822,765

The maximum exposure to credit risk at the reporting date is represented by the carrying amount of each category of receivable as disclosed in **Note 6**. Expected credit losses (ECL) are measured using a provision matrix based on historical default rates applied to each receivables ageing bucket.

During the year under review, the assessment resulted in an expected credit loss of TZS 18.74 billion, leaving net receivable of TZS 20.85 Billion, compared to TZS 16.89 billion in the prior year 2023/24 leaving net receivable of TZS 16.44 Billion. The increase in expected credit losses is mainly attributable to the rise in the number of registered consultancy projects during the year, which led to a corresponding increase in consultancy receivables, as disclosed in **Note 6**.

(c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. The University aims at maintaining flexibility in funding by keeping committed credit lines available.

The University management monitors rolling forecasts of the University's liquidity reserve, comprises of borrowing facilities (Note 28) and cash and cash equivalents (Note 5), based on expected cash inflows and outflows. This is generally carried out in accordance with practice and the limits set by the University Management.

In addition, the University's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these; monitoring statement of financial position liquidity ratios against internal requirements and maintaining debt financing plans.

As at 30 June 2025, the University's total assets amounted to TZS 404.61 billion, exceeding total liabilities of TZS 73.72 billion, demonstrating a strong solvency position. Also, cash receipts during the year exceeded cash payments, with inflows of TZS 205.03 billion compared to outflows of TZS 199.85 billion. This positive net cash position further confirms that the University maintained adequate liquidity throughout the reporting period.

The table below analyses the University's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

	Less than <u>1</u> <u>year</u> TZS'000'	Over 1 year TZS'000'	Less than <u>1</u> <u>year</u> TZS'000'	Over 1 year TZS'000'
At 30 June 2025				
Borrowings (Note 28)	499,851	1,078,348	499,851	1,078,348
Payables and Accruals* (Note 13)	31,371,784	-	30,878,744	-
At 30 June 2024	Less than <u>1 year</u> TZS'000'	Between 1 year and 5 years TZS'000'	Less than <u>1 year</u> TZS'000'	Between 1 year and 5 years TZS'000'
Borrowings (Note 28)	499,851	1,355,578	499,851	1,355,578
Payables and Accruals* (Note 13)	25,827,111	-	25,193,331	-