



**30
JUNE
2024**

ANNUAL REPORT

FOR THE YEAR ENDED 30 JUNE 2024



UNITED REPUBLIC OF TANZANIA
MINISTRY OF TRANSPORT
TANZANIA CIVIL AVIATION AUTHORITY



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**ANNUAL REPORT FOR THE YEAR
ENDED 30 JUNE 2024**

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LIST OF ABBREVIATIONS

AAKIA	Abeid Amani Karume International Airport
ACC	Area Control Centre
ACT	The Civil Aviation Act, Cap 80 (R.E.2020)
AFI	Africa-Indian Ocean Region
ANS	Air Navigation Services
AIP	Aeronautical Information Publication
AIM	Aeronautical Information Management
AIS	Aeronautical Information System
AOC	Air Operators Certificate
AGA	Aerodrome Ground Aid
ATM	Air Traffic Management
AVSEC	Aviation Security
BASA	Bilateral Air Services Agreement
CATC	Civil Aviation Training Centre
CANSO	Civil Air Navigation Services Organization
CASSOA	Civil Aviation Safety and Security Oversight Agency
CNS	Communication, Navigation and Surveillance
FIR	Flight Information Region
ICAO	International Civil Aviation Organization
ISO	International Standard Organization
JNIA	Julius Nyerere International Airport
KIA	Kilimanjaro International Airport
NACTE	National Council for Technical Education
NCASP	National Civil Aviation Security Programme
NCASTP	National Civil Aviation Security Training Programme
NCASQCP	National Civil Aviation Security Quality Control Programme
NOF	International NOTAM Office
NOTAM	Notification to Airman
PPRA	Public Procurement Regulatory Authority
PIB	Pre-Information's Bulletins
QMS	Quality Management System
RSC	Rescue Sub-Coordination Centre
RVSM	Reduced Vertical Separation Minimum
SAR	Search and Rescue
SARPs	Standard and Recommended Practices
SMS	Safety Management System
SSP	State Safety Programme
TAA	Tanzania Airports Authority
TCARs	Tanzania Civil Aviation Regulations
TCAA	Tanzania Civil Aviation Authority
TMA	Tanzania Meteorological Agency
USAP	Universal Security Audit Programme
USOAP	Universal Safety Oversight Audit Programme
VHF	Very High Frequency
VCCS	Voice Communication Control Switch
YD	Yamoussoukro Decision

CHAIRMAN'S STATEMENT

On behalf of the Board of Directors of the Tanzania Civil Aviation Authority (TCAA), I am honored to present the Annual Report for the financial year ended June 2024. This report outlines the key achievements, challenges, and milestones attained during the year under review and reaffirms our unwavering commitment to the growth and advancement of Tanzania's aviation sector. The 2023/24 financial year was characterized by notable progress in strengthening aviation safety, enhancing regulatory oversight, and advancing infrastructure development. Throughout the year, the Authority remained steadfast in its pivotal role of supporting the Government's vision to transform the aviation sector into a key driver of socio-economic growth.

During the reporting period, we successfully implemented several strategic projects aimed at modernizing the aviation infrastructure. Key among these were the upgrades to critical systems, including the Very High Frequency (VHF) communication network, Automatic Dependent Surveillance - Broadcast (ADS-B), and Instrument Landing Systems (ILS)

at major airports. These enhancements have significantly strengthened air navigation safety, efficiency, and reliability across the national airspace.

TCAA also made significant progress in capacity building through the Civil Aviation Training Centre (CATC), which continued to produce a growing cadre of skilled aviation professionals to meet the evolving demands of the sector. Moreover, the Authority's robust regulatory framework has contributed to maintaining Tanzania's positive safety record, aligning with international standards set by the International Civil Aviation Organization (ICAO).

Despite these achievements, the Authority faced notable challenges, particularly in maintaining sustainable revenue streams especially during global economic uncertainties. Nevertheless, TCAA remained resilient, leveraging strategic partnerships and optimizing resource utilization to safeguard operational stability and maintain service delivery standards.

I would like to extend my heartfelt gratitude to the

Government of the United Republic of Tanzania, the Ministry of Transport, our valued stakeholders, and the entire TCAA team for their unwavering support and dedication. Your collective efforts have been integral to the achievements we recorded during the year under review.

Looking ahead, we remain firmly committed to fostering innovation, enhancing service delivery, and upholding full compliance with international aviation standards. Together, we will continue working to ensure that Tanzania's aviation industry remains safe, efficient, and globally competitive.



Dr. Hamis Mwinyimvua
**CHAIRMAN OF THE BOARD
OF DIRECTORS**

DIRECTOR GENERAL'S STATEMENT

I am honoured to present the Director General's Statement as part of the Annual Report for the financial year ended June 2024. This report reflects the unwavering commitment of the Tanzania Civil Aviation Authority (TCAA) to ensuring a safe, efficient, and resilient aviation sector, despite the dynamic challenges faced during the year.

The financial year 2023/24 has been pivotal in reinforcing our strategic objectives and addressing the evolving demands of the aviation industry. Guided by our Strategic Plan, which underwent a comprehensive review in December 2023, the Authority focused on seven thematic areas to enhance our service delivery and operational efficiency.

One of the key achievements during the year was the notable growth in aviation activities, both domestically and internationally. Aircraft movements rose by 24.8% from 230,755 in 2022/23 to 287,853 in 2023/24. Passenger traffic also saw a substantial increase from 6,335,477 passengers in 2022/23 to 7,891,562 in 2023/24, reflecting a 24.5% growth. Cargo volumes increased by 7.3%, from 36,140.2 tons in 2022/23 to 38,794.3 tons in 2023/24.

These impressive statistics underline the recovery and resilience of the aviation sector following the challenges posed by the COVID-19 pandemic.

To support this growth, TCAA continued to invest in key strategic projects, including the development of the new Civil Aviation Training Centre (CATC) and the installation of Very High Frequency (VHF) Area Cover Systems at key airports. These initiatives aim to strengthen the Authority's capacity to train competent aviation personnel and ensure reliable communication for enhanced air traffic management.

Moreover, the Authority maintained its focus on enhancing safety and security standards in compliance with international standards. Surveillance systems were upgraded, and training programs were enhanced to maintain a skilled and competent workforce. Our commitment to fostering a safe and secure aviation environment remains unwavering.

Throughout the year, TCAA placed a strong emphasis on stakeholder engagement and collaboration. By maintaining robust relationships with government institutions, the private sector, and

international partners, we were able to effectively advance our regulatory and operational mandates.

Looking ahead, TCAA remains committed to building on the successes achieved while proactively addressing the challenges that lie ahead. We will continue to drive innovation, enhance service quality, and uphold compliance with both national and international aviation standards.

I also extend my sincere appreciation to all stakeholders for their dedication, hard work, and unwavering support throughout the financial year. Together, we will continue to reach greater heights in advancing Tanzania's aviation industry.




Salim R. Msangi
DIRECTOR GENERAL

1. INTRODUCTION

The Tanzania Civil Aviation Authority (TCAA) presents the Annual Report that highlights its performance for the financial year ended 30th June 2024. The report provides a comprehensive overview of the Authority's executed activities, challenges faced, and achievements realized during the period under review.

Established on 1st November 2003 as a corporate body under the Civil Aviation Act, Cap. 80 (R.E. 2020), TCAA is mandated to provide safety, security, and economic oversight of the civil aviation industry in Tanzania. The regulated services are categorized into three main areas: (i) Air transport services; (ii) Aeronautical airport services (including airside airport operations, ground handling, in-flight catering, and aviation fueling); and (iii) Air navigation services.

In line with Section 31 of the Act, the Authority's core functions include:

- Regulatory functions;
- Monitoring and evaluation;
- Dispute resolution;
- Continuation of previous functions;
- Information dissemination;
- Collaboration with other regulatory bodies;
- Aviation safety and security oversight;
- Advisory and coordination to Government; and
- Miscellaneous functions as provided by the Act or other laws.

1.1 OBJECTIVES OF THE REPORT

This Annual Report for 2023/24 aims to:

- (a) Comply with Section 49 of the Act
- (b) Inform stakeholders and the public about the Authority's performance in regulating air transport services, aeronautical airport services, and air navigation services.
- (c) Educate stakeholders and the public on regulatory matters.
- (d) Serve as a reliable source of information on the regulated sectors.

The report demonstrates TCAA's commitment to maintaining high standards of safety, security, and efficiency in the aviation sector while meeting the expectations of stakeholders and the general public.

1.2 BOARD AND MANAGEMENT STRUCTURE

1.2.1 Board of Directors

The Board of Directors is the governing body of the Tanzania Civil Aviation Authority (TCAA) and serves as the highest decision-making organ, established under Section 32 of the Civil Aviation Act. It is composed of a non-executive Chairman and Vice Chairman, both appointed by the President of the United Republic of Tanzania. The appointments are guided by the principle of regional representation, where the Chairman and Vice Chairman must represent different parts of the Union. The Board also includes four non-executive members and the Director General, who are appointed by the Minister responsible for Civil Aviation matters. The Board meets at least four times a year to deliberate on policy and strategic issues essential for guiding the Authority.

To effectively discharge its functions, the Board has established three specialized Committees, which assist in executing its governance and oversight responsibilities. These Committees enable the Board to maintain efficient and structured decision-making processes, ensuring the continued progress and development of the aviation sector.

BOARD OF DIRECTORS



Dr. Hamisi Mwinyimvua
BOARD CHAIRMAN



Mrs. Mtumwa K. Ameir
BOARD VICE CHAIRPERSON



Ms. Rukia J. Adam
BOARD MEMBER



Dr. Bundara M. Malima
BOARD MEMBER



Prof. Siasa I. Mzenzi
BOARD MEMBER



Mr. Yusufu M. Ali
BOARD MEMBER

1.2.2 Management

The Director General serves as the Chief Executive Officer of the Tanzania Civil Aviation Authority (TCAA), responsible for the day-to-day management of the organization. Appointed under Section 39 of the Civil Aviation Act, the Director General is tasked with overseeing the implementation of policies, strategic plans, and the effective management of the Authority's functions. The Director General is supported by divisional directors and heads of units who report directly to him.

The Director General oversees four directorates, namely: Safety Regulation, Economic Regulation, Air Navigation Services, and Corporate Services. In addition to these directorates, several units also report directly to the Director General. These units include Legal Services, Planning, Monitoring and Evaluation, Procurement Management, Information and Communication Technology, Quality Assurance Management, Public Information, Internal Audit, and International Affairs.

Furthermore, the Authority manages the Civil Aviation Training Centre (CATC), which is headed by a Principal who also reports to the Director General. The management structure ensures a streamlined approach to governance and operational efficiency, fostering effective decision-making and continuous performance improvement.

EXECUTIVE MANAGEMENT



Mr. Salim R. Msangi
DIRECTOR GENERAL



Ms. Maria Memba
DIRECTOR LEGAL SERVICES



Mr. Daniel Malanga
DIRECTOR ECONOMIC REGULATION



Mr. Furaha Sanga
**ACTING.DIRECTOR SAFETY
REGULATION**



Mr. Teophory Mbilinyi
DIRECTOR CORPORATE SERVICES



Ms. Flora Mwanshingwa
DIRECTOR AIR NAVIGATION SERVICES

1.3 VISION, MISSION AND CORE VALUES

1.3.1 Vision

Propelling Tanzania's Civil Aviation System to excellence in Africa and beyond

1.3.2 Mission

To ensure safety, security and regularity of civil aviation in Tanzania through effective oversight, provision of efficient air navigation services and training while maintaining quality, protecting the environment and safeguarding the interest of stakeholders.

1.3.3 Motto

Aviation Safety and Efficiency, Our Commitment, In partnership

1.3.4 Values

Acronym	Core Value	Our Role
I	Integrity	We will be fair and honest in all cornerstones of TCAA services when dealing with our stakeholders.
M	Morals	We will adhere to ethical behaviour when dealing with stakeholders and discharge our duties with neutrality and impartiality, without fear or favour;
P	Professionalism and Customer focused	We will maintain the highest degree of professionalism and ethical standards, building value-added relationships with customers and stakeholders to deliver quality services
A	Accountability and Efficiency	We will adhere to good governance practices by delivering our services with high level of commitment.
C	Commitment	We will adhere to good governance practices by delivering our services with high level of commitment.
T	Transparency Teamwork	TCAA staff working as a team will engage the industry stakeholders and work collaboratively to achieve organisational goals while upholding the standards of ethics, honesty and transparency in all our actions.

2. OPERATIONAL PERFORMANCE

In the financial year 2023/24, the Tanzania Civil Aviation Authority (TCAA) successfully implemented its planned activities in accordance with the Annual Action Plan. The overall performance of the Authority was commendable, with most service delivery targets being achieved. TCAA continued to uphold the safety, security, and regularity of air transport services within and from the United Republic of Tanzania, maintaining compliance with international standards and recommended practices.

The Authority's performance was systematically measured against set objectives and targets outlined in both the Strategic Plan and the Risk Register. The key focus areas were as follows:

- i. **Safe and Secure Civil Aviation System and Environmental Protection enhanced:** TCAA continued to prioritize safety and environmental protection, implementing stringent safety measures and environmental guidelines in line with international aviation standards.
- ii. **Orderly Development of Air Transport Sub-Sector Sustained:** The Authority remained committed to facilitating the structured and sustainable growth of the air transport sub-sector, ensuring that operational practices align with global benchmarks.
- iii. **Enhancement of Capacity and Efficiency of Air Navigation Services:** Significant efforts were made to upgrade air navigation infrastructure and improve service efficiency, ensuring safe and reliable air traffic management
- iv. **Strengthening of Human Resource and Organizational Capacity and Operational Efficiency:** TCAA invested in capacity-building initiatives, focusing on enhancing human resource skills and operational efficiency to meet the evolving demands of the aviation sector.

The Authority's achievements in these areas underscore its commitment to maintaining a robust and secure aviation environment, fostering sustainable growth, and continuously enhancing service delivery to stakeholders.

During the reporting period, the Authority executed a range of activities aimed at the implementation

and enforcement of the Tanzania Civil Aviation Regulations (TCARs) 2006. These efforts were pivotal in ensuring industry compliance and maintaining operational standards. The following sections outline the performance in various specific areas.

2.1 SAFETY AND SECURITY REGULATION

The Authority carried out targeted activities to implement and enforce the Tanzania Civil Aviation Regulations (TCARs) 2006, focusing on maintaining compliance with both local and international safety and security standards.

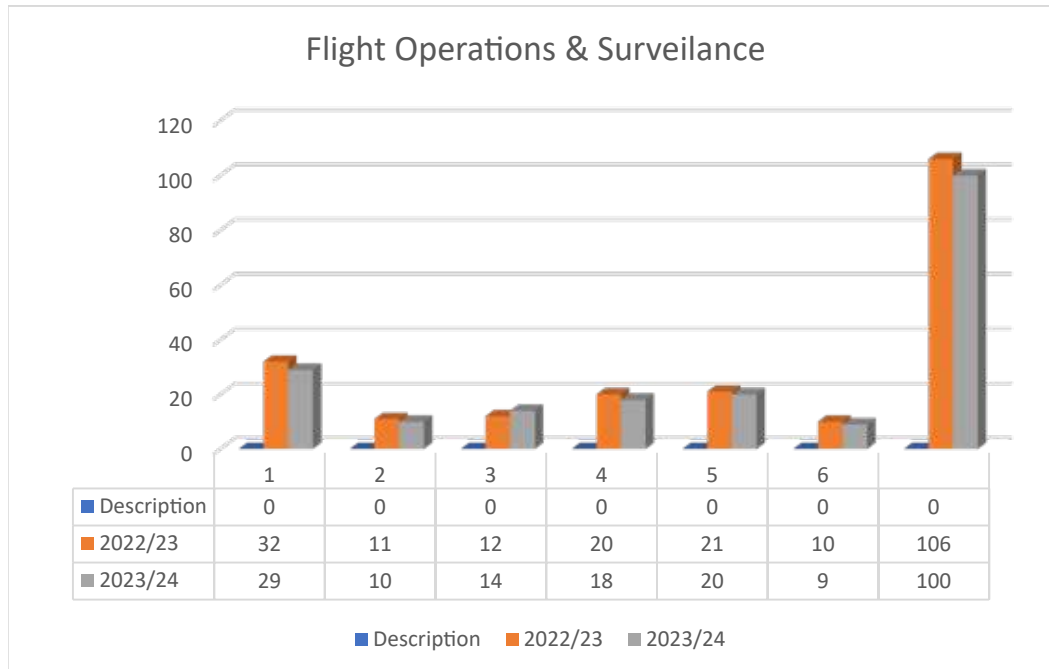
2.1.1 Flight Operations Inspections and Surveillance

The Authority carried out flight operations inspections and surveillance as outlined in the annual plan, ensuring adherence to safety and regulatory standards within the aviation sector.

Table 1: Flight Operations Inspections and Surveillance

	Description	2022/23	2023/24
1.	Air Operator Certificate (Base)	32	29
2.	Ad hoc Base Inspections	11	10
3.	Ramp Inspections	12	14
4.	Enroute and cabin safety inspection	20	18
5.	Observation of Instructors/Examiners	21	20
6.	Operators' training facility approval	10	9
	TOTAL	106	100

Figure 1: Flight Operations Inspections and Surveillance



2.1.2 Airworthiness Inspection and Surveillance

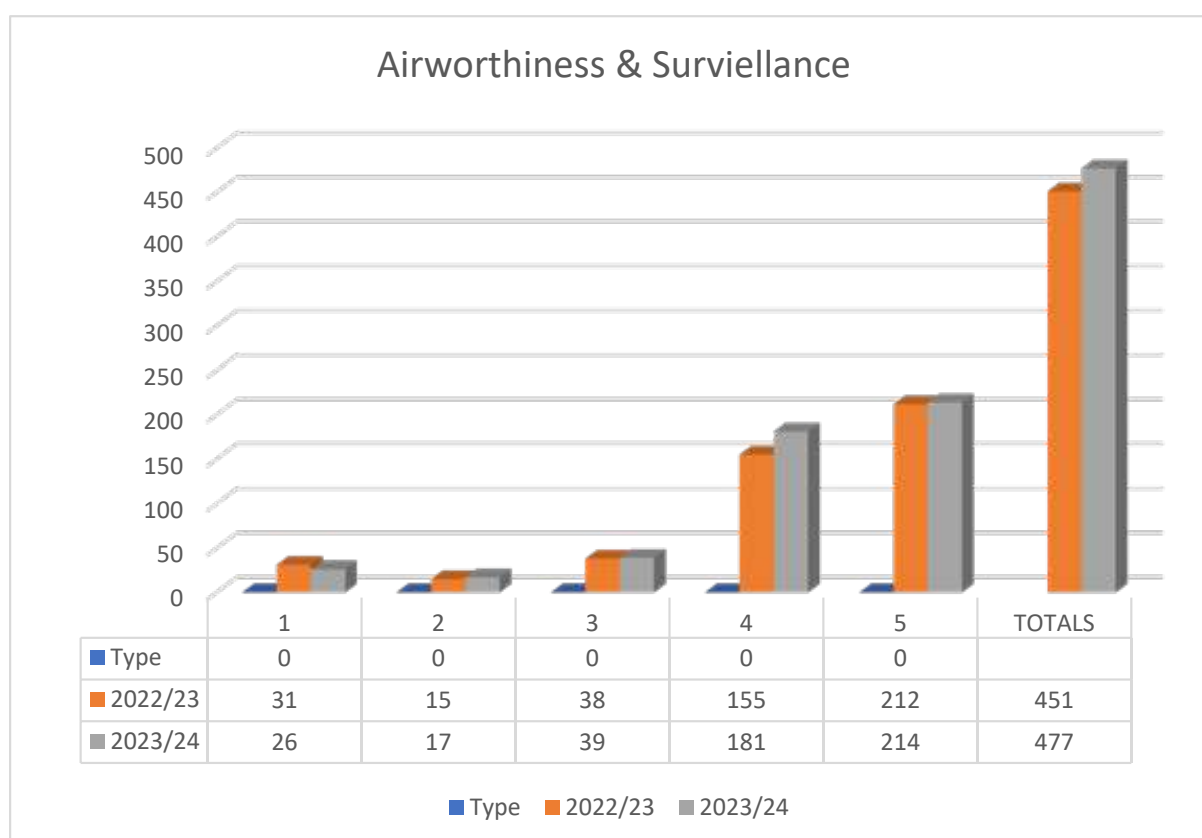
During the year ended June 2024, nineteen (26) aircraft were registered and awarded Certificates of Airworthiness: one (01) Airbus A220-300, One (2) Boeing 737-9 Max, Eight (5) Cessna 208B, (1) Gulfstream, One (1) Cessna 402, three (1) Airbus Helicopter AS 350, ten (11) Hot air Balloon, one (1) Embraer E120 and one (03) Savannah Microlight.

The following inspections were conducted as per the planned targets:-

Table 2: Airworthiness Inspection and Surveillance

S/N	Type	2022/23	2023/24
1	AMO Audits	31	26
2	AMO <i>ad hoc</i> Surveillance	15	17
3	Aircraft Ramp Inspections	38	39
4	Aircraft C of A renewals/Issue/Export	155	181
5	AMEL Issue/ Renewal, Written Examination and Oral Examination	212	214
TOTALS		451	477

Figure 2: Airworthiness Inspection and Surveillance



2.1.3 Personnel Licensing Section

The section is responsible for the oversight of licenses, certificates, and authorizations for license holders and Approved Training Organizations (ATOs) to enhance compliance with TCARs. The overall performance of activities for the year ended 30 June 2024 is as follows:

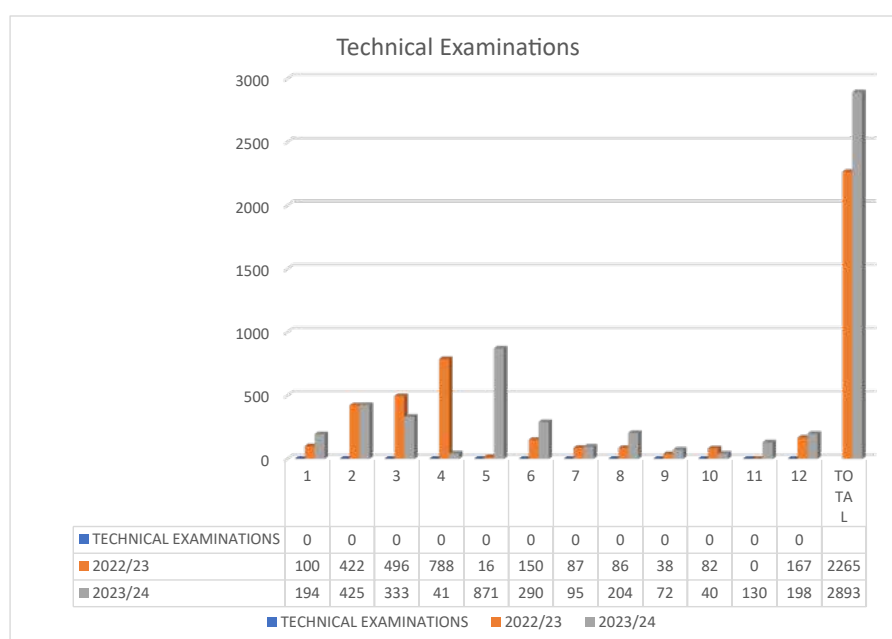
a) Technical Examination

A total of 2893 examinations were booked during the period of June, 2024 compared to 2265 examinations booked in the year ended June, 2023. These included written examinations together with various flying tests for granting, renewal, conversion, extension of licenses and certificates

Table 3: Technical Examination

S/N	TECHNICAL EXAMINATIONS	2022/23	2023/24
1.	Airline Transport Pilot License	100	194
2.	Commercial Pilot License	422	425
3.	Private Pilot License	496	333
4.	Flight Operations Officer's License	788	41
5.	Validation Certificate	16	871
6.	Cabin Crew Certificate	150	290
7.	General Flying Test	87	95
8.	Technical Type Rating	86	204
9.	ATC Exams	38	72
10.	Remote Pilots License	82	40
11.	Instrument Rating Tests	-	130
12.	Aircraft Maintenance Engineering	167	198
TOTAL		2265	2893

Figure 3: Technical Examination



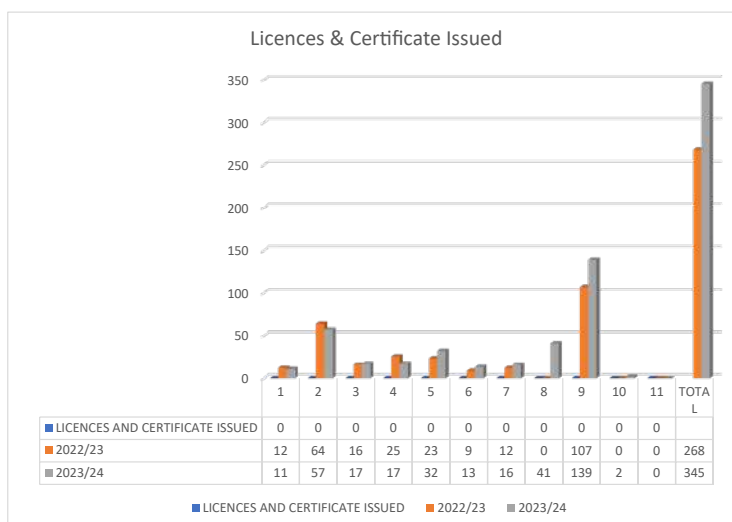
b) Licenses and Certificates Issued

A total of 345 licenses including certificates were issued during the period July, 2023 to June, 2024 compared to 268 licenses issued in the year ended June 2023.

Table 4: Licenses and Certificates issued

S/N	LICENCES AND CERTIFICATE ISSUED	2022/23	2023/24
1.	Airline Transport Pilot License	12	11
2.	Commercial Pilot License	64	57
3.	Private Pilot license	16	17
4.	Student Pilot license	25	17
5.	Remote Pilots License	23	32
6.	Aircraft Maintenance Engineer's License	9	13
7.	Flight Operations Officer's License	12	16
8.	Validation Certificate	0	41
9.	Cabin Crew Certificate	107	139
10.	Instructors Licence	0	2
11.	ATC License	0	0
TOTAL		268	345

Figure 4: Licenses and Certificates issued



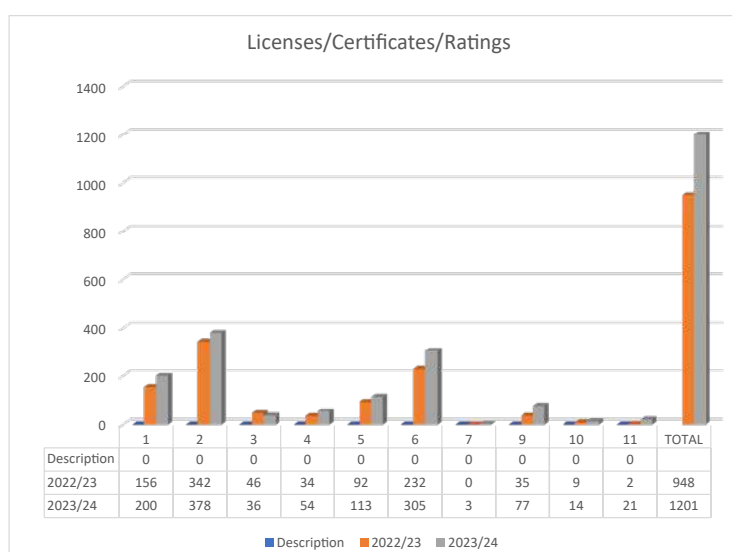
c) Renewals

A total of 1201 licenses including certificates and ratings were renewed during the period of July, 2023 to June, 2024 compared to 948 licenses including certificates and ratings renewed during the period of 2022/23.

Table 5: Licenses / Certificates / Ratings

SN	Description	2022/23	2023/24
1	Airlines Transport Pilot License	156	200
2	Commercial Pilot License	342	378
3	Private Pilot License	46	36
4	Aircraft Maintenance Engineer's License	34	54
5	Flight Operations Officer's License	92	113
6	Cabin Crew Certificates	232	305
7	Flight Instructor Rating	0	3
9	Air Traffic Control License	35	77
10	Student Pilot License	9	14
11	Remote Pilot License	2	21
TOTAL		948	1201

Figure 6: Licenses / Certificates / Ratings



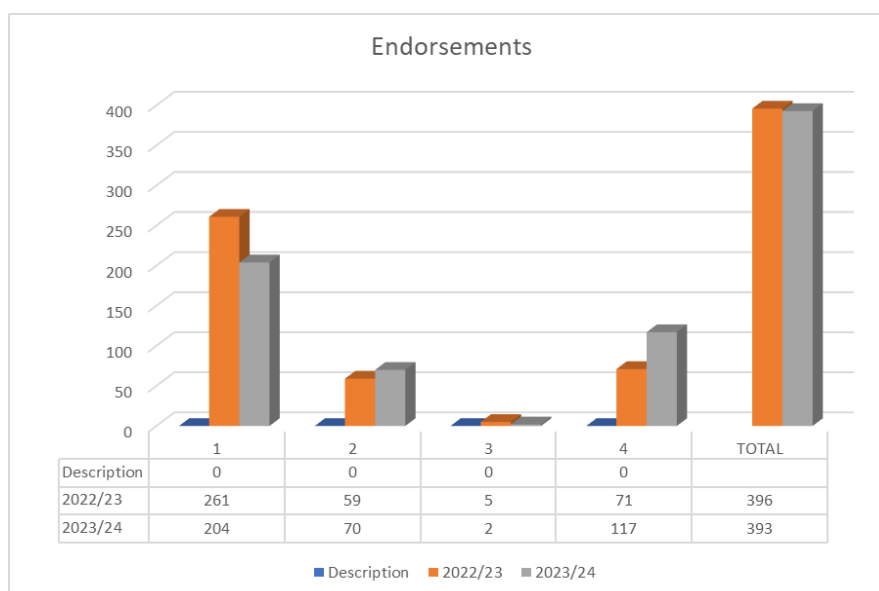
d) Endorsements

A total of 393 endorsements were made on various licenses and certificates during the period of July 2023 to June 2024 compared to a total of 396 endorsements in 2022/23.

Table 6: Endorsement

SN	Description	2022/23	2023/24
1	Instrument Rating	261	204
2	Technical Type Rating	59	70
3	Instructor Rating	5	2
4	English Language Proficiency	71	117
TOTAL		396	393

Figure 6: Endorsement



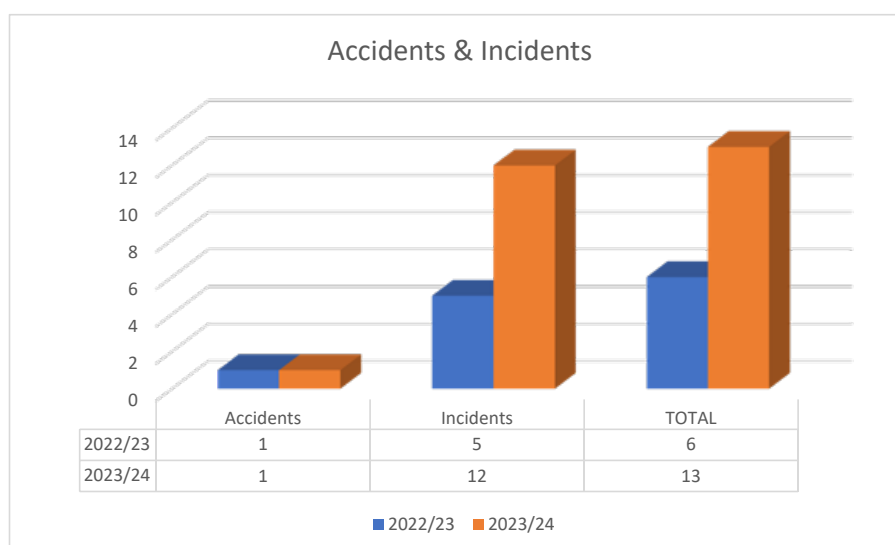
2.1.4 Accidents and Incidents

During the year ended 30 June, 2024, the Authority remained committed to maintaining a consistently safe aviation environment. By the end of the period, there was one recorded accident and twelve incidents, totaling thirteen occurrences. This represents an increase compared to the previous year (2022/23), which recorded one accident and five incidents, totaling six occurrences. The rise in reported incidents underscores the need for continued vigilance and enhancement of safety measures to address emerging challenges in the aviation sector

Table 7: Accidents and Incidents

Type	2022/23	2023/24
Accidents	1	1
Incidents	5	12
TOTAL	6	13

Figure 7: Accidents and Incidents



2.1.5 Aviation Security Section

The AVSEC section continued to fulfill its core functions to ensure safe and secure aviation systems in the United Republic of Tanzania and beyond. This was achieved by establishing, implementing, and maintaining effective baseline security measures aimed at mitigating and preventing acts of unlawful interference with civil aviation.

During the financial year 2023/2024, no act of unlawful interference was recorded.

a) Review of Aviation Security Technical Guidance Materials (TGMs)

The review of Aviation Security guidance materials was conducted to incorporate Amendment 18 to ICAO Annex 17 and Amendment 29 of Annex 9 into the Security Regulations. This review also addressed the requirement of Regulation 9(4) of the Civil Aviation (Security) Regulation, 2018, which mandates annual amendments to all AVSEC national documents.

In addition to the Civil Aviation Security Regulations 2018, all other Technical Guidance Materials have been reviewed, approved, and distributed to relevant operators for implementation. These documents include:

- (i) National Civil Aviation Security Programme (NCASP),
- (ii) National Civil Aviation Security Quality Control Programme (NCASQCP),
- (iii) National Civil Aviation Security Training Programme (NCASTP),
- (iv) Oversight Checklists and Compliance Matrices.

b) ICAO Universal Security Audit Programme Continuous Monitoring Assessment (USAP CMA) Audit Progress:

The current compliance status in relation to the 2023 USAP CMA Audit findings stands at approximately 86.9 percent. Draft Corrective Action Plans (CAPs) have already been transmitted to ICAO Headquarters for record-keeping and follow-up. The Unit is actively implementing ICAO's recommendations to address and close the findings observed during the audit. .

c) Review and Approval of Operator's Documents

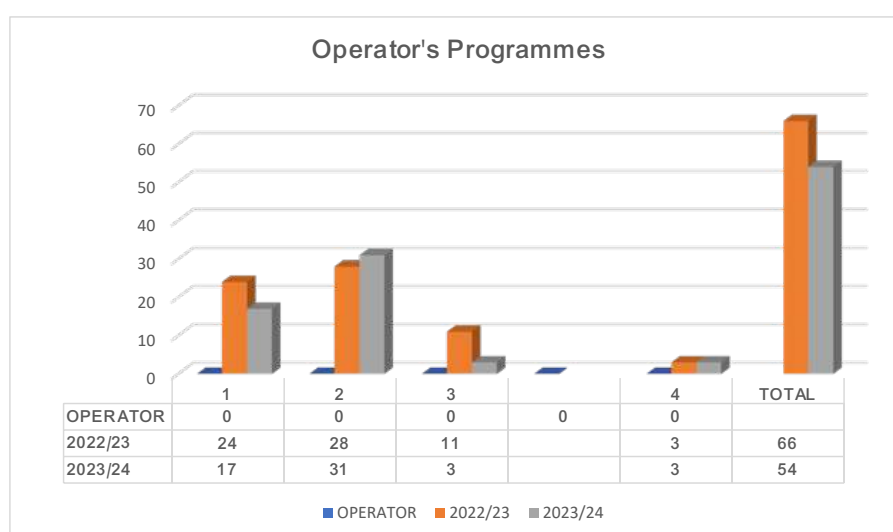
The section conducted a review and approval process for operator security programmes during

the financial year 2023/2024. Table 8 below shows the number of operator security programmes reviewed and approved in 2023/2024, compared to those reviewed and approved in 2022/2023.

Table 8: Review and approval of operator's documents

SN	OPERATOR	2022/23	2023/24
1.	Airport Security Programmes	24	17
2.	Airline Security Programme	28	31
3.	Regulated agent/Ground Security handling Programme	11	03
4.	Catering Security Programme	03	03
TOTAL		66	54

Figure 8: Operator's Programmes



The number of oversights vary each year due to a combination of factors: these include the result of risk assessment conducted, compliance history of the operators and staff level of Aviation Security Staff and any new development made by the respective operators. Oversight helps operators to identify security deficiencies. In carrying out oversight, challenges arise due to, for instance, late submission of corrective action plan (CAPs) by operators or submissions made on time but are not properly implemented.

d) Meetings of the National Civil Aviation Security Committee.

The National Civil Aviation Security Committee (NCASC) meetings are statutory gatherings aimed at coordinating aviation security activities among ministries, departments, agencies, and other organizations within the United Republic of Tanzania. These include airports, aircraft operators, air traffic service providers, ground handling service providers, and entities responsible for implementing various aspects of the National Civil Aviation Security Programme (NCASP).

The meetings are conducted quarterly to ensure effective coordination and collaboration. During the reporting period, three out of the four scheduled NCASC meetings were conducted, namely the 59th meeting held in Morogoro, the 60th meeting held at TCAA Headquarters in Dar es Salaam, and the 61st meeting held in Dodoma. The 62nd NCASC meeting is scheduled to take place in the fourth quarter.

e) Certification / Recertification of AVSEC Screeners and National AVSEC Instructors:

The Aviation Security Unit certified/recertified a total 668 of AVSEC screeners in 2021/2022 compared to 625 AVSEC screeners in 2022/2023. Table 9 below provides the number of certified/recertified screeners with their respective institutions as follows:

Table 9: Certification / Recertification of AVSEC Screeners

OPERATOR	2022/23	2023/24
Tanzania Airports Authority-Regional Airports	155	115
Julius Nyerere International Airport	222	154
Zanzibar Airport Authority	43	110
Kilimanjaro International Airport	106	13
Air Tanzania Company Limited	03	15
Precision Air	02	01
NAS Dar Airco	09	16
Swissport	61	66
G4S Security Solution	01	02
United Aviation Services	11	37
Tanzania National Parks	00	0
Dnata	23	51
Geita Gold Mining	04	0
Zanzibar Aviation Services and Travel Trade	04	12
Insight Risk	05	12
Alliance Cargo	05	08
Celebi	04	0
Garda World	09	0
LSG SkyChef	01	05
EQUITY	00	02
UNITY	00	01
KenCan	00	01
Forest Hill	00	02
Airco Holding	00	02
Total	668	625

The observed decrease in the number of certified AVSEC screeners from 2022/23 to 2023/24 can be attributed to the absence of new hires during the reporting period. Additionally, since the certification of AVSEC screeners is valid for two years, some certifications from the previous period remained valid, reducing the need for recertification in the current year

2.1.6 Aerodrome and Ground Aids Section

The Aerodromes inspectorate continued to conduct its safety oversight activities including, development of Aerodrome regulations and Technical Guidance documents, recertification (five phase) process for JNIA, KIA and AAKIA. Licensing and Registration Approval of public and private, continuous surveillance of aerodromes, aeronautical study of obstacles, evaluation of aerodrome designs, conducting sensitization workshops and seminars and resolution of safety issues.

In addition, the AGA section continues to review the findings and recommendations from the USOAP CMA which was conducted by ICAO in April 2017. The goal is to achieve 100% compliance to aerodrome Certification requirements under USOAP CMA by the end of FY 2023/2024.

Detailed activities performed during the Year under review.

The Aerodromes and ground aids section conducted 101 Inspections and issued 84 aerodrome licenses, conducted four (4) Special Inspection to ongoing project, 11 training were provided to inspectors, seven (7) sensitizations

Table 10: Aerodrome Certification

S/N	Aerodrome ID	Description
1	Julius Nyerere International Airport	Certified until June 2024
2	Aman Abeid Karume International Airport	Certified until June 2024
3	Kilimanjaro International Airport	Certified until June 2024

Table 11: Aerodrome Licensing

S/N	Aerodrome Group/Activity	Description
1	Government aerodromes	47 aerodromes
2	Licensing of Private aerodromes	37 aerodromes

2.2 DIRECTORATE OF AIR NAVIGATION SERVICES

The Directorate of Air Navigation Services is responsible for providing air navigation services within the United Republic of Tanzania and the upper airspace of Burundi. To ensure comprehensive coverage and service delivery, the Authority operates 15 manned stations located at Dar es Salaam, Zanzibar, Mwanza, Arusha, Pemba, Tabora, Kigoma, Dodoma, Iringa, Mbeya, Mtwara, Tanga, Songea, Kilimanjaro, and Bukoba. These stations have commenced the provision of Aeronautical Information Services (AIS) to enhance navigational safety and efficiency.

2.2.1 Air Traffic Control Services

The section is responsible for the provision of Air Traffic Services at fourteen TCAA-manned stations and the Area Control Centre (ACC). It is also responsible for the coordination of Aeronautical Search and Rescue Services within Tanzania. During the year under review, the section implemented the following activities:

i. Provision of Air Traffic Control Services

Air traffic control services were provided at 14 stations as per the hours promulgated in the Aeronautical Information Publication (AIP), except at Songwe Airport, where services were extended beyond 12 hours to accommodate ATCL night flights. Three stations - JNIA, Kilimanjaro, and Mwanza - provided ATS surveillance services.

ii. Provision of Air Traffic Services by Dar es Salaam ACC

Air traffic services continued to be provided by Dar es Salaam ACC over the Dar es Salaam Flight Information Region and the upper airspace of Burundi.

iii. Enhancement of Coordination through Letters of Procedures (LOPs)

Three (3) Letters of Procedures (LOPs) between the Dar es Salaam Area Control Centre and the Area Control Centers/approach control units of adjacent Flight Information Regions were reviewed and signed to enhance coordination in the provision of air traffic services. The ACCs/Control units involved are Kinshasa, Moroni, and Lilongwe.

iv. Civil-Military Coordination Meetings

Two (2) Civil-Military Coordination Meetings were conducted at TCAA Head Office in Dar es Salaam to enhance safety and cooperation among the two main airspace users

v. High-Level Sensitization Seminar on A-CDM

A high-level sensitization seminar on Airport Collaborative Decision Making (A-CDM) was conducted, followed by the signing of an agreement for the implementation of A-CDM at JNIA, KIA, and AAKIA. The seminar was attended by the Director General - TAA, Director General - TMA, Director General - TCAA, and other stakeholders.

vi. Reception of ELT Alerts and Provision of SAR Service

The section continued to receive Emergency Locator Transmitter (ELT) alerts from the Mumbai COSPAS-SARSAT Mission Coordination Centre (MCC) for aircraft operating in the Dar es Salaam Flight Information Region and provided Search and Rescue (SAR) services as required.

vii. Airspace and Flight Procedure Design Services (2023/24)

- Designed PBN approach procedures and the control zone for Arusha Airport.
- Reviewed PBN and conventional instrument approach procedures for Kilimanjaro Airport.
- Reviewed PBN and conventional instrument approach procedures for JNIA.
- Designed PBN Standard Arrival Routes (STARs) and Standard Departure Routes (SIDs) to support Continuous Climb/Descent Operations (CCOs/CDOs).
- Reviewed Dar es Salaam Control Zone (CTR).
- Reviewed Zanzibar Control Zone (CTR).
- Conducted Flight Validation for Instrument Flight Procedures at JNIA, Mtwara Airport, Songea Airport, and Songwe Airport.

2.2.2 Communication Navigation Surveillance

The Communication, Navigation, and Surveillance (CNS) section is responsible for the maintenance and operation of CNS systems and equipment. During the year under review, the following activities were carried out:

i. Maintenance of CNS Facilities

Routine preventive maintenance, inspections, and audits were conducted at Pemba, Mtwara, Tabora, Mwanza, Iringa, JNIA, Kigoma, Songwe, KIA, Arusha, Tanga, Songea, AAKIA, Dodoma, the Civil Aviation Training Centre (CATC), Singo (Babati), and VHF relay stations at Nyashana, Matogoro, Kaluwe, Changalawe, Lilungu, Gairo, Kaze Hill, Moroninya, Mnyusi, Lolkisale, and Dar es Salaam, in accordance with the preventive maintenance schedule.

Corrective maintenance was conducted for the RADAR system at Songwe, Mwanza, KIA, and JNIA, as well as for the CVOR system in Zanzibar.

RADAR batteries were replaced at JNIA and Songwe.

ii. Coordination Meetings

Two (2) coordination meetings were held with TTCL, and two (2) meetings were held with Vodacom to discuss improvements to network backup systems.

iii. Infrastructure Upgrades

Upgrades to external and internal earthing, lightning protection, and security systems were completed at Dodoma, KIA, Songea, Tanga, and Pemba

iv. Feasibility Study

A feasibility study for the implementation of ADSB West was conducted

v. Implementation of Projects

SN	PROJECT	IMPLEMENTATION STATUS
1.	VHF Radio Communication System	Installation and Site Acceptance Tests completed at JNIA, Mwanza, Songwe, Dodoma, Tanga, Tabora, Kigoma, AAKIA, and Mtwara.
2.	D-ATIS Systems	Implementation and commissioning completed at KIA and Arusha; implementation for AAKIA and upgrade of JNIA ongoing (Contract signed on 2nd April 2024).
3.	Flight Calibration Services	Calibration services provided at JNIA, AAKIA, KIA, Mwanza, Tabora, Songwe, Dodoma, and Pemba.
4.	Maintenance Support for RADAR & Topsky	Implementation ongoing; tender issued, evaluation completed, and contract negotiations conducted.
5.	Maintenance Support for AMHS	Implementation ongoing; tender issued, evaluation completed, and contract awarded to Frequentis.

vi. Serviceability Performance

As a result of preventive and corrective maintenance activities, the systems have achieved the following serviceability levels:

- Navigation Aids: 98%
- Surveillance Equipment: 98%
- VHF Area Coverage: 97%
- VHF Tower Radio at Stations: 99%
- Air Traffic Services Direct Speech (ATS DS) Link: 98%
- Aeronautical Fixed Telecommunications Network (AFTN/AMHS):
 - (a) International Circuits: 98%
 - (b) Domestic Circuits: 98%

2.2.3 Aeronautical Information Management

The AIM section is responsible for the provision of Aeronautical Information Services (AIS) and aeronautical chart services in accordance with the Civil Aviation (Aeronautical Information Services) regulations and the Civil Aviation (Aeronautical Charts) regulations, respectively. During the reporting period, the section carried out the following activities:

a) Provision of AIS and AFIS

- (i) Provided Aeronautical Information Services (AIS) at 15 TCAA-manned stations/airports as per the hours promulgated in the Aeronautical Information Publication (AIP).
- (ii) Provided Aerodrome Flight Information Services (AFIS) at Songwe Airport.

b) Development and Management of Aeronautical Information

(i) Collected and analysed data for the development of AIP Amendments (including AIP Supplements), issuance of Aeronautical Information Circulars (AICs), and promulgation of Notices to Airmen (NOTAM).

(ii) Managed the Aeronautical Fixed Telecommunication Network (AFTN) and Air Traffic Services Message Handling Systems (AMHS) to enhance the provision of NOTAMs, Flight Plan Management, and Pre-Flight Information Bulletins/Daily NOTAM Summaries.

c) Provision of Aeronautical Chart Services

During the period under review, the Authority collected and verified aerodrome data for the following locations: Mwanza, Seronera, Ikoga, Jongemero, Saadani, Lamai, Lobo, Serengeti South, Chem Chem, and Shanta Gold. In addition, aeronautical charts were prepared and produced for the following airports:

- i. **Kilimanjaro International Airport (KIA):**
 - Standard Departure Chart Instrument (SID) and Standard Arrival Chart Instrument (STAR) (AMDT NR 87).
- ii. **Bukoba Airport:**
 - Performance-Based Navigation (PBN) Approach Procedure (RNP IAP) RWY 30 (AMDT NR 85).
- iii. **Mwanza Airport:**
 - AD Chart - ICAO, AD Ground Movement Chart - ICAO, and Parking and Docking Chart - ICAO.
 - Instrument Approach Chart - ICAO RNP, VOR Z, and VOR Y RWY 12/30 (Category A-B and C-D).
 - Visual Approach Chart - ICAO (AIRAC AMDT NR 02).
- iv. **Mtwara Airport:**
 - Aerodrome data, Runway Lights (Aerodrome Chart and Aircraft Parking Docking Chart - ICAO, AIRAC AIP SUP 41/23).
- v. **Dar es Salaam FIR:**
 - The OKPAB waypoint replaced LUDOL on ATS route UL445 (EN-ROUTE Chart - ICAO, AIRAC AIP SUP 40/23).

d) The section also managed implementation of two Projects namely

- Electronic Terrain and Obstacle data(e-TOD) which has been completed.
- AIM System was ongoing where by Factory Training and Factory Acceptance Test was conducted, data migration was initiated.

2.2.4 Safety Management

The Safety Management section is responsible for the development, implementation, and management of the organization's Safety Management System (SMS). During the reporting period, the section undertook key activities to enhance safety in ANS operations, strengthen organizational safety culture, and ensure compliance with regulatory requirements.

a) Safety Assessment

- i. Safety assessments are conducted before introducing new operational procedures, equipment, systems, or facilities to ensure that changes are managed effectively, thereby avoiding potential contributions to aircraft incidents or accidents.
- ii. During the reporting period, safety assessments were carried out for the following:
 - Introduction of Ground Frequency at Abeid Amani Karume International Airport (AAKIA).
 - Implementation of Area Navigation (RNAV) and Conventional Instrument Approach Procedures at Julius Nyerere International Airport (JNIA).
 - Establishment of Control Zones for both JNIA and AAKIA.

b) Safety Training and Education

- i. To foster a strong safety culture and build organizational safety competencies, a total of 143 ANS staff from JNIA, Kilimanjaro (KIA), AAKIA, Mwanza, Pemba, Arusha, Kigoma, Tabora, Iringa,

Mtwara, Songea, and Songwe participated in a sensitization seminar. The objective was to enhance their understanding of SMS principles and encourage active involvement in safety reporting and risk mitigation.

ii. Additionally, seventeen (17) ANS staff completed the Basic Safety Management Systems course conducted at the Civil Aviation Training Centre (CATC).

iii. One (1) staff member attended the ICAO Safety Management for Practitioners' course conducted virtually by ICAO.

c) Safety Audits and Inspections

To ensure compliance with regulatory requirements, safety audits and inspections were conducted at the following 15 manned aerodromes: Kigoma, Tabora, Mwanza, Arusha, KIA, AAKIA, JNIA, Pemba, Tanga, Songwe, Iringa, Dodoma, Songea, Bukoba, and Mtwara.

d) ATS Incidents Investigations

The section continued to monitor, investigate, and analyse incidents reported within the Dar es Salaam Flight Information Region (FIR). The primary objective was to determine root causes and contributing factors to develop appropriate preventive and corrective measures.

Four (4) incidents were reported and thoroughly investigated. The outcomes of these investigations resulted in safety recommendations aimed at preventing

2.3 DEPARTMENT OF ECONOMIC REGULATION

2.3.1 Air Transport Regulation

The Civil Aviation (Ground Handling Services) Regulations, 2012 is still under review to include Safety issue to enable the Directorate of safety Regulation (DSR) to incorporate Safety oversight by the directorate and consequently issue the Ground Handling Safety certificate. The review process including the Stakeholders Meeting is expected to be completed during the FY 2025/2026.

The stakeholders meeting to collect views/opinion on draft Civil Aviation (Air Transport Facilitation) Regulations was completed on 30 July 2023. Stakeholders' views/opinions have been incorporated in the draft Regulations and further submitted to the Ministry for further processes. The Civil Aviation (Facilitation of Air Transport) Regulation, 2024 has been signed

a) Licensing of air and ground handling services

During the year the Board held two Licensing Board Meeting in 2023/2024 and considered a total of 14 applications for air and ground handling services respectively, as detailed in the tables 13 and 14 below:

Table 12: Status of Licensing of Air Services Operators in 2022/23 Vs 2023/24

	2022/23		2023/24	
	Approved	Disapproved	Approved	Disapproved
New Applications	11	0	0	0
Applications for renewal/variations	30	0	14	0
Total	41	0	14	0

Table 13: Bilateral Air Services Agreements (BASAs) for 2023/2024

S/N		Year	Country
1.	New BASAs negotiated	2023/24	Cameroon Togo Czech Suriname
2.	BASA reviewed	2023/24	Oman DRC Nigeria Kenya Carbo Vede Namibia
3.	BASA Signed	2023/24	France

b) Coordination of Facilitation of Air Transport

During the period under review, two National Air Transport Facilitation (National FAL) Committee meetings on air transport were held. The 55th and 56th National FAL meetings were held in November 2023 and May 2024 in Mbeya and Zanzibar respectively. East African FAL meeting was not held due to recovery from COVID-19 pandemic.

2.3.2 Business Analysis and Forecasts Section

a) Statistical Reports

The four (4) quarterly statistics reports were issued in August 2023; November 2023; February 2024 and May 2024 respectively.

b) Traffic Performance

During the financial year 2023/24 international aircraft movements increased by 6.2% from 42,123 in 2022/23 to 44,750 in 2023/24. International carried passengers increased to 3,199,861 in 2023/24 from 2,782,596 passengers recorded in the previous year, which is equivalent to 15.0% increase. The increase of traffic performance is due to increase of frequencies by some of the international airlines and others resume their operations as recovered from COVID-19 effects.

International cargo handling shows an increase of 9.7%, rising from 32,916.7 tons in 2022/23 to 36,095.0 tons in 2023/24. This growth was driven by the expanding global marketplace, where businesses increasingly rely on air freight for the fast and reliable transportation of goods such as electronics, pharmaceuticals, and perishables. The shift towards air cargo reflects the growing demand for quicker delivery times that air transport offers over sea or land options, highlighting the continued growth and dependence on the aviation industry.

Domestic aircraft movements increased by 2.4% from 221,314 movements in 2022/23 to 226,626 in 2023/24. Moreover, the corresponding domestic passengers recorded a 6.5% increase, from 3,724,880 passengers in 2022/23 to 3,965,899 passengers in 2023/24. However, domestic cargo decreased from 3,287.9 tons in 2022/23 to 2,932.3 tons in 2023/24, equivalent to a 10.8% decrease.

Overall traffic performance of the industry recorded an increase of 3% in aircraft movements, from 263,437 in 2022/23 to 271,376 movements in 2023/24. Similarly, passenger traffic increased from 6,507,476 passengers in 2022/23 to 7,165,760 passengers in 2023/24, equivalent to 10.1% increase. Cargo volume recorded a 7.8% increase, from 36,204.7 tons in 2022/23 to 39,027.3 tons in 2023/24.

Table 14: Traffic performance (FY2022/23 – FY2023/24)

Indicator	Category	2022/23	2023/24	% Change
Aircraft Movement	Domestic	221,314	226,626	2.4
	International	42,123	44,750	6.2
	TOTAL	263,437	271,376	3.0
Passenger Traffic	Domestic	3,724,880	3,965,899	6.5
	International	2,782,596	3,199,861	15.0
	TOTAL	6,507,476	7,165,760	10.1
Cargo (Tons)	Domestic	3,287.91	2,932.31	-10.8
	International	32,916.75	36,095.02	9.7
	TOTAL	36,204.66	39,027.33	7.8

2.4 THE CIVIL AVIATION TRAINING CENTRE

In the 2023/24 financial year, the Civil Aviation Training Centre (CATC) continued to deliver a wide range of aviation-related courses. The core mandate of CATC is to provide high-quality aviation training aimed at producing competent and qualified professionals who meet both current and future demands of the aviation industry in Tanzania and beyond, in accordance with ICAO Standards and Recommended Practices (SARPs).

During the reporting period, a total of 158 courses were conducted both at the Centre and in various outstations, including Kilimanjaro, Mwanza, Arusha, and Zanzibar. The total number of trainees reached 2,203, comprising 267 international students and 1,936 local students. Of the local participants, 1,550 were male and 653 were female. Table 16 presents the annual enrollment of participants from FY 2015/16 to FY 2023/24.

Table 15: Total number of students enrolled from 2015/16 to 2023/24

Financial Year	Total Students	Male	Female	International Students	Local Students	Total Courses
2015/16	940	715	225	109	831	49
2016/17	466	310	156	20	446	37
2017/18	800	560	240	94	706	54
2018/19	1395	968	427	55	1340	80
2019/20	908	650	258	10	898	53
2020/21	1207	827	379	28	1179	70
2021/22	2338	1638	704	340	1998	156
2022/23	2004	1476	528	229	1775	143
2023/24	2203	1550	653	267	1936	158

a) New Courses Developed

The following courses were developed in F/Y 2023/24

- Apron Management and Airside Operations
- QMS Awareness for Examination Handling
- Advanced Airport Operations
- Air Cargo Operations NTA Level 4 To 6 on progress
- Aerodrome Wildlife Management
- Aerodrome Safety Operations
- Dangerous Goods for Accepting DG Consignments

b) Review of Training Materials

The following training materials were reviewed in F/Y 2023/24

- i. Dangerous Goods Regulations Awareness
- ii. Dangerous Goods Regulations for Passenger Handling
- iii. Ais Supervisory Course
- iv. Flight Operations Officers Refresher
- v. Area Control Procedural
- vi. Approach Control Procedural
- vii. Dangerous Goods Regulations for Flight Operations Officers
- viii. Aeronautical Mobile Service

c) Certification and Accreditation

Nationally, the Centre maintains its status as an Approved Training Organization (ATO) by the Tanzania Civil Aviation Authority (TCAA) and holds full accreditation from the National Council for Technical and Vocational Education and Training (NACTVET).

Internationally, the Centre is recognized as a Full Member (GOLD level) of the ICAO TRAINAIR PLUS Programme and operates as an ICAO Aviation Security Training Centre (ASTC – Dar es Salaam). It is ISO 9001:2015 certified and serves as a Council Member of the Association of African Aviation Training Organizations (AATO).

Additionally, the Centre holds certifications from several international civil aviation authorities, including those of Rwanda, Botswana, Burundi, and Guinea Conakry—further affirming its regional and global credibility in aviation training.

d) CATC Customers

Currently, the Civil Aviation Training Centre (CATC) serves a diverse international clientele, including participants from Uganda, Sierra Leone, Rwanda, Nigeria, Burundi, Eswatini, Botswana, Somalia, Namibia, Mozambique, Guinea Conakry, Zambia, Liberia, Kenya, South Africa, and South Sudan.

At the national level, beneficiaries of CATC courses include staff from the Tanzania Civil Aviation Authority (TCAA), Tanzania Airports Authority (TAA), Zanzibar Airports Authority (ZAA), Kilimanjaro Airport Development Company (KADCO), various airlines, approved airport service providers, the Tanzania People's Defense Forces (JWTZ), Police Force, commercial banks, Tanzania Revenue Authority (TRA), and the general public.

Looking ahead, CATC aims to expand its market base. Domestically, the targeted clientele includes the Tanzania Ports Authority (TPA), Tanzania Railway Corporation (TRC), and mining companies. Internationally, the Centre plans to attract participants from the Democratic Republic of Congo, Malawi, and countries in the Middle East.

2.5 DEPARTMENT OF CORPORATE SERVICES

a) Human Resource Management Strategy

During the period under review, the Authority implemented its Human Resource Management Strategy, which is designed to provide a roadmap for effectively discharging human resource management functions in support of the implementation of TCAA's Strategic Plan. This involved the development and operationalization of key HR and Administration guiding documents. The guidelines developed include the Motor Vehicle Management Guidelines, Disciplinary Procedures, and Diversity and Inclusion Guidelines

b) Recruitment

As a Public Service Institution, the Authority conducts its recruitment process through the Public Service Recruitment Secretariat, as stipulated in Section 29 of the Public Service Act, Cap 298. During the reporting period, a total of eight (8) staff were recruited, compared to eighteen (18) in the previous financial year, bringing the total number of staff to 501 out of the 554 positions in the approved establishment. The staff gender structure is presented in the table below.

Table 16: Staff structure

Description	Year ended 30 th June, 2023			Year ended 30 th June, 2024		
	Male	Female	Total	Male	Female	Total
Management Team	4	2	6	4	2	6
Chief/ Principal Officers	138	43	181	136	43	179
Senior Officers	96	52	148	96	51	147
Middle level Officers	108	64	172	105	64	169
Total	346	161	507	341	160	501

c) Employee Relations

The relationship between management and staff remains cordial, with employees regularly informed of issues that affect their working lives. To maintain conducive employee relations, the Authority implements various measures, including monthly departmental meetings, internal communication, morning awareness sessions, and Workers Council meetings. Additionally, the Authority has established clear procedures for bipartite meetings involving management and the Trade Union. These meetings ensure that employees' views are considered in decision-making processes

d) Medical Assistance

The Authority covers medical expenses for its employees and their immediate dependents by contributing to the National Health Insurance Fund (NHIF). During the reporting period, the Authority upgraded its health package to Supplementary One, allowing staff to receive VIP treatment in all designated NHIF hospitals. Furthermore, the Authority covers the cost of annual medical examinations for Air Traffic Controllers, with examinations conducted every one or two years depending on the age of the staff member.

e) HIV/AIDS Policy

The Authority's HIV/AIDS Policy is focused on creating awareness among staff by providing up-to-date information on HIV/AIDS, emphasizing preventive strategies, and encouraging voluntary counselling and testing (VCT). During the reporting period, the Authority continued to raise awareness among staff on HIV and AIDS issues. Awareness training was provided to staff at seven (7) stations.

f) Employment Policy

Tanzania Civil Aviation Authority is committed to maintaining employment policies based on best practices and equal opportunity for all, regardless of sex, race, religion, disability, age, or marital status. The Authority ensures fair employment practices in recruitment, selection, retention, training, and career development

g) Staff Learning and Development

The Authority allocates sufficient resources in its annual budget to meet staff learning and development objectives. Training and development programs are provided to equip employees with the knowledge, skills, and attitudes necessary to achieve the Authority's strategic goals. Training is conducted according to the Learning and Development Manual and an annual training program derived from training needs assessments. During the financial year 2023/24, a total of 245 staff were trained in various fields compared to 135 staff in 2022/23. Additionally, 387 staff were facilitated to attend seminars, workshops, undergraduate evening programs, counselling awareness sessions, HIV/AIDS awareness programs, and anti-corruption sessions. This continuous training ensures that the Authority has competent employees capable of fulfilling its vision and mission.

h) Persons with Disabilities

To enhance workplace diversity and uphold the equal opportunity employment policy, the Authority has employed four (4) staff members with disabilities. The Authority continues to provide a conducive work environment for these employees, ensuring they can contribute equally to the organization's goals. This commitment was strengthened by the implementation of the Diversity and Inclusion Guidelines, effective from September 2023.

i) Awards and Trophies

The Tanzania Civil Aviation Authority (TCAA) has been recognized for its outstanding performance in various areas:

- First Place Winner - Local Content in the Employer of the Year Awards (EYA) by the Association of Tanzania Employers (ATE);
- First Runner Up - Best Employer in Public Sector; Overall Best Performer Award (Club of Best Performers);
- Second Runner Up - Best Presented Financial Statements for the year 2022/2023 in the Regulatory Authorities category.

These achievements reflect TCAA's commitment to excellence in human resource management and overall organizational performance.

2.6 PUBLIC INFORMATION

a) Public Awareness

In the Financial Year 2023/24, the Authority undertook several activities related to Communications and Public Relations, which are detailed in this report.

Throughout the year, TCAA utilized a variety of communication channels to engage diverse stakeholder groups, including electronic media, face-to-face meetings, print media, public hearings, and consultations. Key activities executed during the year are highlighted below:

b) Sensitization Programs

As part of efforts to enhance public awareness and media engagement, TCAA held a sensitization seminar for editors and journalists at its Headquarters in Dar es Salaam. The session covered key regulatory functions, aviation safety, and industry developments. It was followed by a guided tour of the Area Control Centre (ACC) at JNIA, giving media professionals firsthand insight into air traffic management and TCAA's role in ensuring safe and efficient airspace operations.



Director General of the Tanzania Civil Aviation Authority (TCAA), Mr. Salim Msangi, addressing the 8th Editors' Forum taking place in Dar es Salaam.

c) Printed feature articles in local newspapers and Authority bi-annual magazine

The Authority also coordinated 60 printed feature articles in local newspapers and Authority bi-annual magazine, TCAA news Bulletin against 32 features printed in the previous in the same period.

d) Press Conferences and Media Coverage

During the year, the Authority organized 21 media coverages on various activities conducted by TCAA. These included a special Sabasaba program aired on TBC during the Sabasaba exhibitions, complemented by a full-page article published in the Majira newspaper. Similarly, during the Nane Nane exhibitions, special programs were aired on TBC and Channel Ten. In response to allegations of animal smuggling using aircraft in Loliondo, press statements were issued through the Daily News and Mwananchi newspapers to clarify the situation. Likewise coverage of the 6th EAC Aviation Symposium in Zanzibar and The African Civil Aviation Commission (AFCAC) held its annual Directors-General and Heads of Civil Aviation Authorities meeting in Arusha.

Furthermore, TCAA actively manages social media platforms, including Facebook, Instagram, Twitter, and YouTube, with content updates on a weekly basis



The Minister of Transport, Prof. Makame Mbarawa, receives a certificate of appreciation from AFCAC President Mr. Silas Udahehuka, in recognition of Tanzania's hosting of the 2nd Commission Meeting of African Civil Aviation Directors-General, held in Arusha from June 5, 2024. Also pictured is TCAA Director-General, Mr. Hamza Johari.



The President of Zanzibar and Chairman of the Revolutionary Council, Alhajj Dr. Hussein Ali Mwinyi, receives a gift from the Principal of the Civil Aviation Training Centre (CATC), Mr. Aristid Kanje, during his visit to the Tanzania Civil Aviation Authority (TCAA) booth at the 6th East African Aviation Stakeholders' Conference.

e) Advertisements

During the year, the Authority published 12 batches of various advertisements compared to 12 batches of advertisements published in the previous Financial Year. The advertisements were mainly on Public Notices, Board Decisions, Commemoration and Congratulatory Messages Adverts, Public Notice, licensing notices and Tenders.

f) Exhibitions

The Authority actively participated in key exhibitions to enhance public engagement and awareness. These included the 47th Sabasaba Exhibition 2023, the Nane Nane Exhibition 2023, and the JSTR Exhibition in Arusha, held from December 5th to 8th, 2023.



Deputy Minister of Transport, David Kihenzile, receives a briefing from the Chief Instructor of the Air Traffic Control Unit, Godlove Longole, as he explains the role of the Civil Aviation Training Centre (CATC), which is owned by the Tanzania Civil Aviation Authority (TCAA). This took place during the closing session of the 16th Stakeholders' Monitoring and Evaluation Meeting, held in Arusha from December 5 to 8, 2023.



The Director of Authority Services at TCAA, Mr. Teophory Mbiliyi, receives a briefing from the Legal Unit Officer, Massa Mumburi, on how various public complaints regarding air transport are handled. This took place during his visit to the Tanzania Civil Aviation Authority (TCAA) building, known as Aviation House, located within the Sabasaba grounds at the 48th International Trade Fair (Sabasaba), held at the Julius Nyerere Grounds on Kilwa Road, Temeke, in Dar es Salaam.

g) Publicity Materials

During the year, the Authority facilitated the distribution of TCAA's educational and informational materials to the Government and the general public through various events, including exhibitions, public inquiry meetings, stakeholders' meetings, and student visits to TCAA facilities.

Additionally, the Authority published a range of reports and informational materials, including TCAA brochures, posters, and newsletters. Various banners were also utilized to enhance visibility and communication during these events.

h) Corporate Social Responsibility (CSR) Initiatives

During the year ended 30 June 2024, the Authority made several donations to institutions and charitable organizations as part of its commitment to addressing community social needs. These donations were made through Corporate Social Responsibility (CSR) initiatives, demonstrating TCAA's dedication to community well-being and fostering a positive public image.

Key donations during the year included support for the Freedom Torch initiative in Illemela Municipal Council, the construction of the mother's and Premature Babies Ward at Amana Referral Hospital, and the provision of building materials for the construction of Kenyamonta Health Center in Serengeti District.

Additionally, TCAA made a financial contribution to support the Uhuru Torch (Mwenge wa Uhuru) activities in Tabora Municipal Council, Tabora Region. The Authority also engaged in environmental conservation by organizing a tree-planting exercise at Kiwanja cha Ndege Primary School in Dodoma Region. Furthermore, TCAA provided a financial donation to ZILI Opharanage, Rada Primary School in Songwe Region and extended support to Mnete Primary School.



As a part of giving back to the community, Tanzania Civil Aviation Authority (TCAA) employees posing in a group photo with the children and management of Zili House Orphanage Center after donating various items at Kipawa, in Dar es Salaam on March 24, 2024.



TCAA Communications and Public Relations Manager, Mr. Yessaya Mwakifulule, officially hands over a donation of pupils' desks and teachers' office furniture to Mnete Primary School in Mtwara Region. Receiving the support on behalf of the school is Mtwara District Commissioner, Mwanahamisi Munkunda.

2.7 LEGAL AFFAIRS UNIT

The Head of the Unit continued to serve as the Secretary to the Board, while the Unit also continued to provide legal advice to the Authority.

a) The Board

During the year 2023/24, a total of nine (9) Board meetings were conducted, of which four (4) were ordinary and five (5) were extraordinary.

During the period under review, a total of twenty (20) meetings of the committees of the Board were held whereby twelve (12) were ordinary and eight (8) were extra-ordinary as detailed:

Table 17: Board Committees

S/N	Board Committee	Ordinary Meetings	Extra-ordinary Meetings	Total
1	Audit, Risk & ICT	4	2	6
2	Finance and Administration	4	1	5
3	Regulatory	4	5	9
	Total	12	8	20

b) Review of Regulations

The following Regulations were reviewed to address new ICAO Standards and Recommended Practices. They were submitted to the Ministry of Transport for further action including signature by the Minister and publication. The Regulations are:

- i. The Civil Aviation (Carriage by Air) Regulations
- ii. The Civil Aviation (Heliports) Regulations
- iii. The Civil Aviation (Operation of Aircraft Helicopter Operations) Regulations
- iv. The Civil Aviation (Certification, Licensing and Registration of Aerodromes) Regulations
- v. The Civil Aviation (instruments and Equipment) Regulations
- vi. The Civil Aviation (Aerodrome Design and Operations) Regulations
- vii. The Civil Aviation (Facilitation) Regulations
- viii. The Civil Aviation (Operation of Aircraft - General Aviation) Regulations
- ix. The Civil Aviation (Transport of Dangerous Goods by Air) Regulations
- x. The Civil Aviation (Fatigue Risk Management) Regulations
- xi. The Civil Aviation (Operation of Aircraft Commercial Air Transport) Regulations
- xii. The Civil Aviation (Security) Regulations

Furthermore, the Unit participated in the preparation of a Cabinet Paper for the ratification of the AFCAC Constitution, which was submitted to and discussed by the Cabinet Secretariat and the Cabinet.

Additionally, the Unit took part in the preparation of Cabinet Papers for the ratification of amendments to Articles 50(a) and 56 of the Convention on International Civil Aviation, 1944 (Chicago Convention), as well as the Protocol to Amend the International Convention on Offenses and Certain Other Acts Committed on Board an Aircraft of 2014 (Montreal Protocol).

Further, the Unit prepared several Memoranda of Understanding (MOUs) related to flight calibration, enforcement of drone operations, and the exchange of aviation data and experts.

d) Provision of Legal Advice

In 2023/24, the Unit continued to vet procurement contracts and participated in pre-contract negotiations for the procurement of goods, works, services, or consultancies.

The Unit also represented the Authority in meetings of regional organizations such as CASSOA, AFCAC, and SASO Legal Working Groups.

Furthermore, the Unit continued to provide legal advice and support in various committees, including:

- a) Consumer Complaints Unit;
- b) Integrity Committee;
- c) Tender Board;
- d) Project Management Committee (Construction of CATC, Installation of AIM System, VHF, eTOD);
- e) API/PNR Implementation Committee;
- f) Workers Council; and
- g) African Flight Procedure Programme (AFPP).

Additionally, the Unit collaborated with the Office of the Solicitor General in defending two court cases against the Authority at the High Court in Dar es Salaam



THE UNITED REPUBLIC OF TANZANIA
NATIONAL AUDIT OFFICE



TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

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

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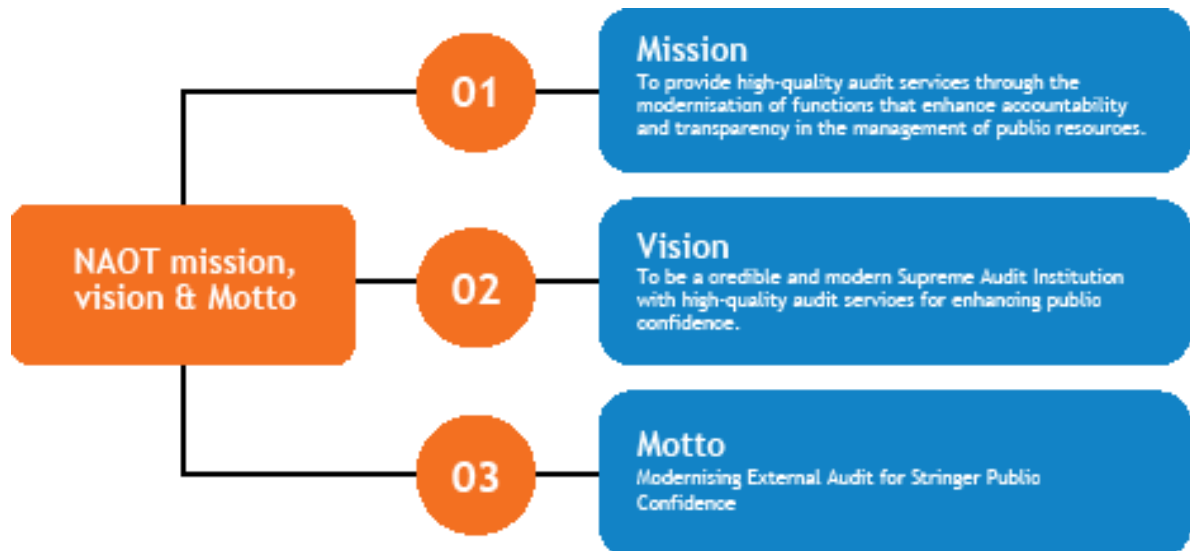
March 2025

AR/PA/TCAA/2023/24

About the National Audit Office

Mandate

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



Independency and Objectivity

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

Teamwork Spirit

We value and work together with internal and external stakeholders.

Results-Oriented

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



Professional Competence

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

Integrity

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

Creativity and Innovation

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

© This audit report is intended to be used by Tanzania Civil Aviation Authority (TCAA) 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.

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ABBREVIATIONS

AAKIA	Abeid Aman Karume International Airport
AATO	Association of African Training Organization
ACPA	Associate Certified Public Accountant
AIDS	Acquired Immune Deficiency Syndrome
AME	Aircraft Maintenance Engineer
AMO	Approved Maintenance Organization
ANS	Air Navigation Services
ATM	Air Traffic Management
BASA	Bilateral Aviation Service Agreement
CAG	Controller and Auditor General
CANSO	Civil Air Navigation Service Organization
CATC	Civil Aviation Training Center
CASSOA	Civil Aviation Safety and Security Oversight Agency
CCC	Consumer Consultative Council
CNS	Communications, Navigation and Surveillance
COVID-19	Corona Virus Disease 19
CPA	Certified Public Accountant
CSP	Certified Supplies Officer
DGM	Dangerous Goods Material
FAL	Air Transport Facilitation Meetings
GePG	Government e-Payment Gateway
GNSS	Global Navigation Satellite System
HIV	Human Immunodeficiency Virus
ICAO	International Civil Aviation Organization
ICT	Information Communication Technology
ILS	Instrument Landing System
IPSAS	International Public Sector Accounting Standards
ISSAIs	International Standard of Supreme Audit Institutions
ISO 9001	International Standard Organization
IT	Information Technology
JNIA	Julius Nyerere International Airport
KADCO	Kilimanjaro Airports Development Company
KIA	Kilimanjaro International Airport
MET	Meteorology
MTEF	Medium Term Expenditure Framework
NAVAIDS	Navigational Aids
NBAA	National Board of Accountants and Auditors
NCASQCP	National Civil Aviation Security Quality Control Program
NCASTP	National Civil Aviation Security Training Program
PAA	Public Audit Act
PAC	Public Accounts Committee
PAR	Public Audit Regulation
PFA	Public Finance Regulations
PPA	Public Procurement Act
PPR	Public Procurement Regulations

SARPS	Standard and Recommended Practices
SMS	Safety Management System
ISSAI	International Standard of Supreme Audit Institutions
RNAV	Random/Area Navigation
STARs	Standard Instrument Arrival Routes
TAA	Tanzania Airports Authority
TCARs	Temporary Computer Access and Retrieval System
TUGHE	Tanzania Union of Government and Health Employees
TMA	Tanzania Meteorological Agency
ZAA	Zanzibar Airports Authority
HQ	Head Quarters
TBC	Tanzania Broadcasting Corporation
GCF	Government Consolidated Fund
EGA	E-Government Authority
PSR	Primary Surveillance Radar
TTCL	Tanzania Telecommunication Corporation Limited

1.0 INDEPENDENT REPORT OF THE CONTROLLER AND AUDITOR GENERAL

Tanzania Civil Aviation Authority
Hon. Chairman of the Board
P.O. Box 2819
Dar es Salaam
Tanzania

1.1 REPORT ON THE AUDIT OF FINANCIAL STATEMENTS

Unqualified Opinion

I have audited the financial statements of Tanzania Civil Aviation Authority (TCAA) which comprise the statement of financial position as at 30 June 2024, the statement of financial performance, statement of changes in net assets and statement of cash flows and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of material accounting policies.

In my opinion, the accompanying financial statements present fairly in all material respects, the financial position of Tanzania Civil Aviation Authority (TCAA) as at 30 June 2024, and its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS) Accrual basis of accounting and the manner required by the Public Finance Act, Cap. 348.

Basis for Opinion

I conducted my audit in accordance with 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 Tanzania Civil Aviation Authority (TCAA) in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the National Board of Accountants and Auditors (NBAA) Code of Ethics, and I have fulfilled my other ethical responsibilities in accordance with these requirements.

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

Key Audit Matters

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

Other Information

Management is responsible for the other information. The other information comprises the Report by Those Charged with Governance, the Statement of Directors' Responsibilities and the Declaration by the Head of Finance but does not include the financial statements and my audit report thereon.

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

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

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

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

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

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

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

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

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

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

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant 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 [R.E 2021] requires me to satisfy myself that the accounts have been prepared in accordance with the appropriate accounting standards.

Further, Section 48(3) of the Public Procurement Act, Cap 410 [R.E 2022] requires me to state in my annual audit report whether or not the audited entity has complied with the procedures prescribed in the Procurement Act and its Regulations.

1.2.0 REPORT ON COMPLIANCE WITH LEGISLATIONS

1.2.1 Compliance with the Public Procurement laws

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

I performed a compliance audit on procurement of goods, works and services in the Tanzania Civil Aviation Authority for the financial year ended 30 June 2024 as per the Public Procurement Laws.

Conclusion

Based on the audit work performed, I state that procurement of goods, works and services of Tanzania Civil Aviation Authority is generally in compliance with the requirements of the Public Procurement Laws.

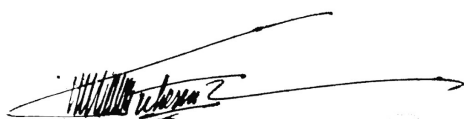
1.2.2 Compliance with the Budget Act and other Budget Guidelines

Subject matter: Budget formulation and execution

I performed a compliance audit on budget formulation and execution in the Tanzania Civil Aviation Authority (TCAA) for the financial year ended 30 June 2024 as per the Budget Act and other Budget Guidelines.

Conclusion

Based on the audit work performed, I state that Budget formulation and execution of Tanzania Civil Aviation Authority (TCAA) is generally in compliance with the requirements of the Budget Act and other Budget Guidelines.



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



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

2.1 INTRODUCTION

Tanzania Civil Aviation Authority (referred to as “TCAA” or “the Authority”) was established pursuant to the Civil Aviation Act (Cap 80) of the Laws [R.E. 2020], herein referred to as “the Act”. This Act mandates the Authority to regulate the activities of persons and institutions carrying out air services, aeronautical airport services and air navigation services. Tanzania is among the 193 members of the International Civil Aviation Organization (ICAO).

The directors of Tanzania Civil Aviation Authority (TCAA) are pleased to submit their report on the state of affairs of the Authority together with the audited financial statements for the year ended 30 June 2024.

2.2 MISSION, VISION AND CORE VALUES

Mission

“To ensure safety, security and regularity of civil aviation in Tanzania through effective oversight, provision of efficient air navigation services and training while maintaining quality, protecting the environment and safeguarding the interest of stakeholders”.

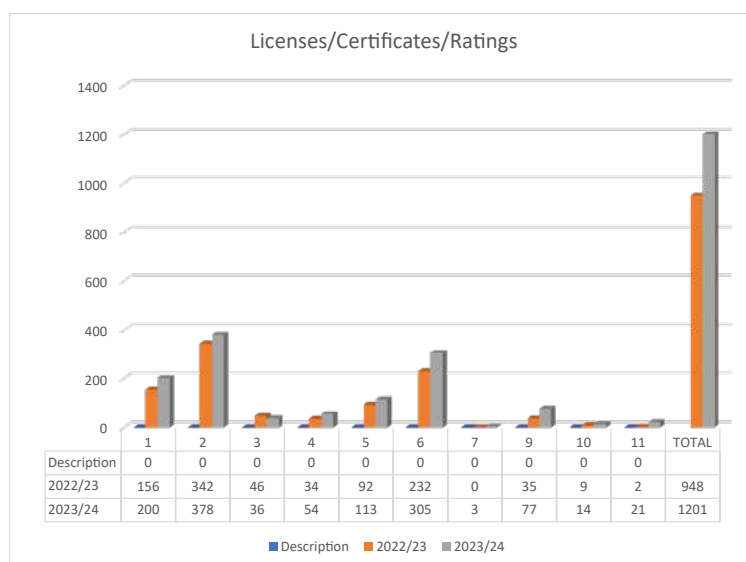
Vision

“Propelling Tanzania’s Civil Aviation System to excellence in Africa and beyond”.

Core Values

The Authority shall always embrace and institutionalise values that care about stakeholder’s satisfaction and expectations at all times. All employees are expected to be committed, competent and able to uphold the following values as character of the identity to their organisation:

Table 1: TCAA Core Values



2.3 NATURE OF THE OPERATIONS

The principal function of the Authority as stipulated in the Act is to regulate civil aviation industry and provide air navigation services. Specific functions of the Authority are to issue, renew, vary,

and cancel air service licenses; to establish standards for regulated goods and regulated services; to establish standards for the terms and conditions of supply of the regulated goods and services; to regulate rates and charges; and to make rules for carrying out the purposes and provisions of the Act.

a) The legislative and regulatory environment in which the Authority operates

According to Section 30 of the Act, the duties of the Authority are:

- i) promoting effective competition and economic efficiency;
- ii) protecting the interest of consumers;
- iii) protecting the financial viability of efficient suppliers;
- iv) promoting the availability of regulated services to all consumers including low income, rural and disadvantaged consumers; and
- v) enhancing public knowledge, awareness and understanding of the regulated sectors including:
 - The rights and obligations of consumers and related suppliers;
 - The ways in which complaints and disputes may be instituted and resolved;
 - The duties, functions and activities of the Authority;
 - Taking into account the need to protect and preserve the environment.

b) The industry in which the Authority operates

The Authority operates under the Ministry of Transport of the United Republic of Tanzania. It works in collaboration with other ministries like the Ministry of Industry and Trade, Ministry of Information, Communication and Technology, Ministry of Defence and National Environmental and Management Council (NEMC). The Authority regulates civil aviation industry and provides air navigation services in Tanzania.

c) Main products, services, stakeholders, business processes and distribution methods

i. Products and services

The Authority regulates air transport industry (safety, security, and economic oversight) and provides air navigation services in Tanzania. The regulated services fall under three categories, namely: air transport services, aeronautical airport services (airside airport operations, ground handling, in-flight catering and aviation fuelling) and air navigation services. Furthermore, the Authority promote international travel between Tanzania and other countries through Bilateral Air Service Agreements (BASAs). Currently, Tanzania has BASAs with eighty-one countries. Additionally, the Authority operates a training centre for provision of aviation knowledge and expertise for both local and foreign consumers. Also, the Authority provides licenses, air navigation data, information to pilots, and certification of air operators and settling of customer complaints.

ii. Stakeholders

Main stakeholders include the government institutions, employees, airport operators, aviation industry Investors, international regulators, workers union, mass media, private sector, consultants, parliamentary committees, suppliers, and the general public.

iii. Business processes and distribution methods

The main processes and distribution methods are those which aim to improve health services and minimizing HIV/AIDS infections; to ensure that effective implementation of national anti-corruption strategy is enhanced and sustained; to provide safe and secure civil aviation system and enhance environmental protection; to ensure orderly development of air transport sub-sector is sustained; to enhance capacity and efficiency of air navigation services and strengthen human resource,

organisational capacity and operational efficiency.

In carrying out its operations, the Authority uses equipment and other capital (financial, social and relationship, intellectual, natural, and human) and laws.

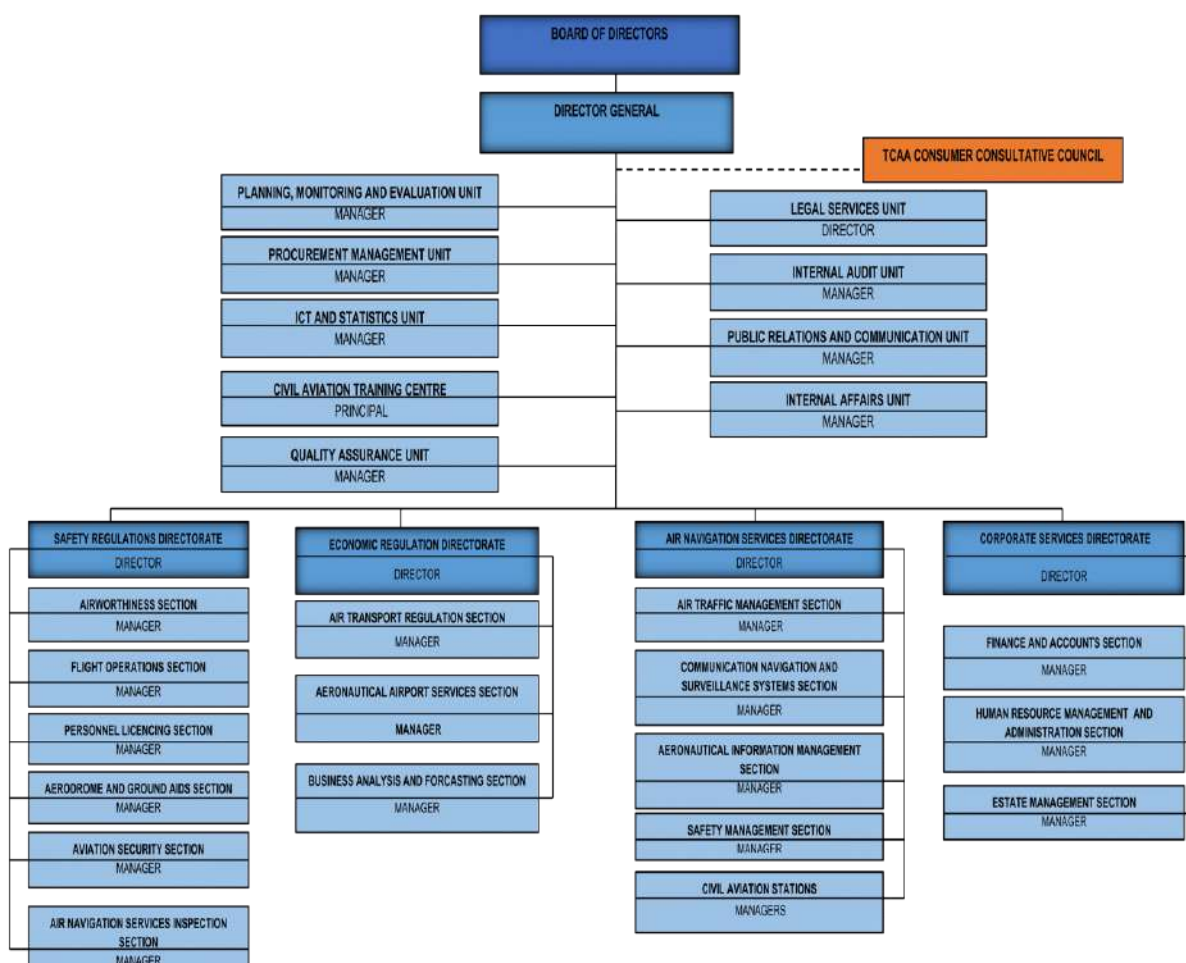
d) Structure of the Authority's operation and its economic model

The structure of the Authority is operational after being approved by the President of the United Republic of Tanzania. In the structure the Board of Directors is mandated with the role of governing all operations of the Authority. The day-to-day management is entrusted to the Director General through four-line directorates and ten unit as follows:

- i) Directorate of Safety Regulation.
- ii) Directorate of Economic Regulation.
- iii) Directorate of Air Navigation Servicesm and
- iv) Directorate of Corporate Services.

TCAA Headquarters is at Dodoma and operates in fifteen airport offices namely Julius Nyerere International Airport (JNIA), Kilimanjaro International Airport (KIA), Abeid Amani Karume International Airport (AAKIA), Mwanza, Dodoma, Songwe, Arusha, Iringa, Songea, Mtwara, Kigoma, Tabora, Pemba, Tanga and Bukoba. All airport offices are managed by Civil Aviation Managers (CAMs) under the Air Navigation Services Directorate.

Figure 1: Organization Structure



The sources of funds of the Authority consist of: -

- i) fees collected by the Authority including fees receivable for the grants and renewal of licenses,
- ii) charges received in respect of air navigation services and safety oversight,
- iii) levies collected from regulated suppliers,
- iv) all the receipts or property due to the Authority in respect of any matter incidental to its functions;
- v) any grants, loans, donations, bequests, or other contributions made to the Authority.

e) Effectiveness and efficient utilization of resources

The Authority is a non-profit oriented using a cost recovery budget as approved by Parliament. In the financial year under review, the Authority's effective implementation of the action plan stands at 94% based on fund utilization per directorate. This achievement indicates the level on how the Authority is effective and efficient in utilizing available resources in realizing its objectives.

f) Macro and micro economic conditions

The Authority carries out its activities and operations in domestic and global aviation markets. The markets are affected by inflation, exposure and economic risks, government policies, change in technology, shortage of aviation experts and consumer consumption patterns. The aviation industry was affected worldwide due to COVID-19 pandemic, Russia - Ukraine war, global congestion, narrow profit margins, persistent supply issues, cyber, Climate change and environmental issues. Passengers and cargo were affected as well. COVID-19, for example, affected attainment of a passenger target from the projected 6.1 million passengers to 2.8 million passengers in financial year 2019/20. However, during the year 2023/24 the industry has shown positive recovery where number of passengers has increased to 7.1 million compared to 6.5 million in 2022/23.

g) Market forces

TCAA operates as a player in aviation industry with given exclusive mandate as explained under legislative and regulatory environment. There is no competition with internal players in the industry except for CATC but the Authority's performance in aviation is key to the country in ensuring aviation safety and economic growth. The Authority thrives to provide better services to stimulate increase inflow of air operators and therefore increase revenue from regulations and provision of air navigation services.

h) The speed and effect of technological change

The digital transformation in achieving improved business processes in the organization necessitated the Authority to embrace technology in its day-to-day operations for improved efficiency and productivity through streamlined, seamless, and interoperable business processes and automation.

The Authority operations are highly affected by the fast change of technology in aviation industry globally. Like other public institutions, the Authority took advantage of the Government direction and political will towards country's transformation through ICT by massive investment in ICT technology, communication, navigation, and surveillance systems. The Authority in collaboration with eGA took initiatives to develop "e-Permit systems" that has enabled instant issuing of over flight and landing permits. Regardless of their destination or location, operators are now able to process permits through e-Permit systems. The deployment of e-Permit System has attracted more operators hence improved revenue generations.

The Authority automated its Air Traffic Management (ATM) Systems. The ATM system is commonly referred to as TOPSKY (its brand name) TOPSKY is a platform in which surveillance data (i.e.,

PSR, SSR and ADS-B data), Meteorological data, Flight plans and other ATS Messaged are gathered, organized, processed, and displayed to Air Traffic Controllers in an appropriate manner. In addition, the system communicates and distributes data to external surfaces such as billing system that automatically calculates Air Navigation Charges payable by operators using Tanzania airspace. Prior to the Automation, Air Navigation charges were calculated manually which was prone to revenue loss and inefficiencies.

In an area of enabling functions, the Authority through the support from e-Government Authority (e-GA) has deployed various systems geared to improve operational efficiency. The deployment of e-Office has greatly improved timeliness in correspondence management and decision making.

To enhance enterprise-based resource management, the Authority has deployed an Enterprise Resource Suit (ERMS). The system consists of 19 modules among which four modules are currently operational. These modules include Finance and Accounts, Planning, Procurement Management, Fleet Management, Human Resource and Payroll. The deployment of ERMS has improved revenue collection, planning, financial control, and payment management. Additionally, the system has enhanced human resource management and administrative services.

Enterprise Resource Management Suite (ERMS), CASIP Portal, and Travel Permit. The systems have taken time to become fully procured, developed, and deployed. The Authority will ensure future investments on CNS and ICT are enhanced including building capacity to CNS and ICT staff to cope with technological changes.

i) Societal issues

The Authority operates within societies in Tanzania and cannot dissociate itself from these societies. In this regard, the Authority has been participating and supporting financially the societies programs under the corporate social responsibility's funds. However, despite continuous participation and funding, demands from societies are higher than approved annual budgets.

j) Environmental challenges

Aviation accounts for 2.5% of global CO₂ emissions but it has contributed around 4% to global warming to date. Through three metrics: Aviation demand, Energy efficiency and Carbon intensity, aviation undoubtedly plays a vital role in supporting the economy and creates societal benefits, it also contributes significantly to climate change through air pollution

In 2022, Civil Aviation emitted around 671 million tons of CO₂ globally, which is roughly 2.5% of man-made carbon emissions.

ICAO serves as a multilateral platform for cooperation on international aviation environmental protection. Over the years, the national governments who participate together under the Chicago Convention, also commonly referred to as 'ICAO Member States' have agreed to concentrate their aviation environmental collaboration on three core areas: climate and aviation emissions, aircraft noise and local air quality.

Countries, including Tanzania, are pursuing these objectives through ICAO primarily via development of new global aviation standards. They have also agreed to aspirational goals for international aviation, and have prioritized ICAO's Environmental Protection resourced on:

- i) Airframe, propulsion, and other aeronautical and technological innovations.
- ii) Optimizing flight procedure to reduce fuel burn

- iii) Increasing the production and deployment of sustainable aviation fuels and clean energy; and
- iv) Implementing the Carbon Offsetting Reduction Scheme for International Aviation (CORSIA).

Under the United Nations-led Sustainable Development Goals (SDGs), TCAA implements Goal seven: Ensure environmental sustainability. Under this goal TCAA strives to reduce environmental impact associated with aviation activities in the United Republic of Tanzania.

The Authority continued with its efforts to educate the public on this area and held stakeholders' meetings. This was done in collaboration with other stakeholders such as airport owners and operators, fuel supplier and business communities.

k) The political environment

The Authority plans and budgets are prepared and implemented while observing government directives. The political environment in the country was conducive and calm for the Authority to perform its functions without political challenges.

l) Compliance with Laws and Regulation

The Authority has continued to be a good corporate citizen by instituting measures to ensure compliance with the country laws and regulations, including: -

- a. The Income Tax Act No. 11 of 2004,
- b. The Environment Management Act (Cap191),
- c. Public Procurement Act, Cap 410
- d. Fire and Rescue Force Act of 2007,
- e. Tanzania Meteorological Authority Act No. 2 of 2019,
- f. Tanzania Communications Regulatory Authority Act No. 12 of 2003,
- g. Occupational Health and Safety Act No. 5 of 2003,
- h. The Immigration Act (Cap 54) of 2016,
- i. Tanzania Ports Authority Act No. 17 of 2004,
- j. The Civil Aviation (Training Centre) Management and Operations Rules of 2021.
- k. The National Council for Technical Education Act 1997.
- l. Land Act (Cap 113),
- m. The Employment and Labour Relation Act of 2004 and
- n. The Public Service Act. Cap 298
- o. Tanzania Investment Act Cap 38
- p. The Public Finance Act Cap 348
- q. The Budget Act 2015
- r. Bank of Tanzania Act Cap 197
- s. Foreign Exchange Act Cap. 271.
- t. The e-Government Act 2019.

2.4 SERVICE PERFORMANCE INFORMATION

Table 2: Service Performance Information

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2023/2024 Target
A. Health services improved and HIV/AIDS infections minimized.	Loss of manpower & productivity	Unwillingness of staff to undertake voluntary testing and sharing their HIV/AIDS status.	- Provide sensitization on voluntary counselling and testing of HIV/AIDS. - Continue providing care and support to people living with HIV. - Review of HIV/AIDS policy.	- To provide sensitization on voluntary counselling and testing of HIV/AIDS, tuberculosis, hepatitis B and NCD's - To continue providing reasonable accommodation to staff living with HIV/AIDS, tuberculosis, hepatitis B and NCD's. - Enhance HIV/AIDS awareness and support services to staff living with HIV/AIDS	- Number of staff living with HIV/AIDS provided support. - Number of staff sensitized on HIV/AIDS, tuberculosis and NCD's	- Support Services provided to number of staff identified with HIV/AIDS - To conduct a 1-day awareness seminar on Health Issues (HIV/AIDS and Non-Communicable diseases) to 7 Stations staff. - facilitate 7 HIV/AIDS Committee members to attend training session
B. Effective implementation of national anti-corruption strategy enhanced and sustained.	Loss of reputation	Loss of trust & customer loyalty to the Authority.	- Provide workshop intervention programs on preventing and combating corruption. - Conducting Ethics management training.	Enhance anti-corruption awareness campaign to customers and employees.	- Number of staff trained and understood on corruption. - Number of staff trained and understood on ethics management.	- To facilitate 8 ethics committee meetings. - To facilitate 6 ethics committee members to attend Ethics Management training and 1 day sensitization seminars to Station staff on Corruption issues
C. Safe and secure civil aviation system and environmental protection enhanced.	Ineffective safety and security oversight	Loss of reputation	Improve level of safety and security oversight.	Strengthening oversight of the aviation system.	- Accident and Incidents rates. - Percentage level of Effective Implementation.	0.8 accidents and 3.22 incidents per 100,000 movements. 90% level of effective implementation (USAP).
D. Orderly development of air transport sub-sector sustained,	Incompetent licensed operators	Unstable and non-competitive industry	- Conducting comprehensive license applicant's evaluation - Implementation of effective oversight activities	Strengthening of air transport services.	- Number of licensed operators. - Number of FAL meetings - Number of BASA signed	- Two (2) Licensed operator. - Conducted two (2) National Air Transport Facilitation (National FAL) Committee - National level quarterly consultative meetings with stakeholders for updates on pandemics and provide awareness as appropriate - Reviewed six (6) existing BASAs with six countries. - Five (5) BASA contract.
E. Enhancement of capacity and efficiency of air navigation services.	Increase of Air traffic services incidents occurrence	Unreliable airspace system	Provision of effective & efficiency Air Navigation services	Strengthen capacity of ANS staff and improve CNS/ATM systems	- Incidents rate per aircraft movements. - Percentage of CNS/ATM system serviceability. - Percentage of	0.5 incidents per 10,000 movements. - Above 97% CNS/ATM systems serviceability. - Above 86% of information accuracy and reliability

2023/2024 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mio)	Actual (TZS 'Mio)
- Support Services provided to number of staff identified with HIV/AIDS - To conduct a 1-day awareness seminar on Health Issues (HIV/AIDS and Non-Communicable diseases) to 7 Stations staff. - facilitate 7 HIV/AIDS Committee members to attend training session	- Staff - Competent Health consultancy - Sufficient fund	- Conduct sensitization on voluntary counselling and testing of HIV/AIDS - providing care and support to people living with HIV - Facilitate 7 HIV/AIDS Committee members to attend training by June, 2024	- Care and support provided monthly to all people living with HIV on monthly basis. - Improved knowledge among staff - HIV/AIDS policy reviewed	Minimizing number of HIV/AIDS Infections at workplace.	- Awareness seminar conducted to HQ, JNIA, Zanzibar, Dodoma, Mwanza and KIA stations. - Support has been provided to those who voluntary identified.	67.8	60.6
- To facilitate 8 ethics committee meetings. - To facilitate 6 ethics committee members to attend Ethics Management training and 1 day sensitization seminars to Station staff on Corruption issues	- Competent anticorruption experts - Sufficient fund	- Conducting seminars to the Authority's staff on corruption issues. - Conducting training sessions on ethics management.	Seminars and meetings were conducted.	Reduction of unethical behaviors incidents related to corruption.	120 staff attended sensitization meetings and seminar to staff on Corruption issues conducted at HQ and up-country stations	115.4	111.23
0.8 accidents and 3.22 incidents per 100,000 movements. 90% level of effective implementation (USAP).	- Competent staff - Laws and regulations - Sufficient fund	- Promulgation of new and revised Regulations. - Conducting certification and surveillance inspections.	- Promulgated Regulations - Certifications and surveillance inspections conducted.	Safe and secured civil aviation in Tanzania.	- New and revised regulations promulgated - Certification and surveillance inspections conducted	1,829.5	1,823.6
- Two (2) Licensed operator. - Conducted two (2) National Air Transport Facilitation (National FAL) Committee - National level quarterly consultative meetings with stakeholders for updates on pandemics and provide awareness as appropriate - Reviewed six (6) existing BASAs with six countries. - Five (5) BASA contract.	- Competent staff - Laws - Sufficient fund	- Promulgation of new and revised Regulations. - Licensing - Conducting surveillance inspections. - Conducting FAL meetings - Conducting BASA signing.	- Promulgated Regulations - Licensed Operators - Inspections conducted. - FAL meetings conducted. - BASA signed.	Sustainable air transport system.	- Regulation's promulgation, licensing and surveillance inspections conducted. - Five (5) BASA with France has been signed and reviewed six (6) with other countries	815.31	793.5
0.5 incidents per 10,000 movements. - Above 97% CNS/ATM systems serviceability. - Above 86% of information accuracy and reliability	- Competent staff - Sufficient fund	Provision of Air traffic services and airspace design	Air traffic services and airspace design provided.	Efficient and Improved air navigation services	air navigation services provided	10,832.75	10,722.56

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2023/2024 Target
					accuracy and reliable information.	
F. Strengthening of human resource and organizational capacity and operational efficiency	Inadequate Resource provision	Compromising sustainability of the Authority operations	Developing and implementing Human, Financial, and other resources mobilization	To ensure human, financial, and other resources are effective and efficiently deployed	Percentages (%) resources provision	100% of provision of resources
	Failure to comply with Laws	Compromising safety, security, and regularity of civil aviation system	- Strengthening enforcement - Conducting consultative engagement of stakeholders on developed laws	Monitoring and adopting of various standards and recommended practices from ICAO	Percentages of effective enforcement	- Review of Four (4) cabinet papers - Handling cases in collaboration with the Office of the Solicitor General - Review of Regulations to address new ICAO Standards and Recommended Practices 100% of effective enforcement
	- Unavailability of information system - Failure to secure and integrate information system.	- Failure of automated business processes - Data loss and information leakage - Financial loss	- Conduct system backup and restoration test and provision of contingency link and redundant ICT Active Devices - Perform regular penetration test, updates, patches, and firewall.	Ensure adoption of modern technology in the development, maintenance and monitoring of ICT systems and services	- Number of Business Processes automated. - Number of ICT security awareness session conducted. - Number of backup and restoration test performed.	- Enhancement of network security. - Automation of business processes

Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mio)	Actual (TZS 'Mio)
- Competent staff - Sufficient fund	Provision of Human, financial and other resources	Sustainable operations	Authority's objectives implemented	Human, financial and other resources provided	79,504.50	79,121.4
- Competent staff - Sufficient fund	- Review of cabinet papers - Handling cases - Review of regulations - Implementing enforcement procedure	- Review of cabinet papers, regulations and handling cases have been conducted. - Enforcement procedures implemented.	Safe, secure, and sustainable civil aviation system	- Review of Four (4) cabinet papers conducted - Eleven (11) regulations reviewed and Four (4) cases handled 100% of effective law enforcement	571	561
- Competent staff - Sufficient Fund - Modern technology	- Automation of business processes - Conducting ICT security awareness session - Conducting penetration test - Perform backup and restoration test.	- Business process automated. - staff attended ICT security awareness sessions. - Backup was conducted on daily basis. - Readability tests have been performed.	Secure and reliable ICT systems	- Four (\$) Business process automated 234 staff in four session attended ICT security awareness sessions. - Backup was conducted on daily basis. - Four readability tests have been performed.	426	405

2.5 AUTHORITY STRATEGIC PLAN 2021/22 - 2025/26

The Authority has undertaken a comprehensive mid-term review of its five-year strategic plan which gives a direction for the remaining second half of the plan (2023/24-2025/26) in order to align with evolving industry trends, regulatory requirements, and national development objectives. This reviewed plan outlines key priorities and strategies aimed at enhancing safety, efficiency, and sustainability within the aviation sector.

This reviewed plan has strategic objectives of Health services improved and HIV/AIDS infections minimized; Effective implementation of national anti-corruption strategy enhanced and sustained; Safe and Secure Civil Aviation System and Environmental Protection enhanced; Orderly development of air transport sub-sector sustained; Enhancement of capacity and efficiency of air navigation services and Human Resource, Organisational capacity and operational efficiency strengthened these are the driving pillars are meant to enhance safety, promote industry growth and ensure regulatory compliance of the aviation sector.

The Medium-Term Expenditure Framework (MTEF) was developed, based on the Strategic Plan to guide Management on implementation of day-to-day activities. The Board will continue with its oversight function to make sure that these plans are effectively implemented.

The Authority will continue with the implementation of Global Air Navigation Plan (GANP), manage and oversee unmanned aerodromes and unmanned aerial vehicles, capacity building of its staff and strengthen the Civil Aviation Training Centre (CATC). These steps are in line with both national and regional initiatives intended to meet minimum ICAO Standards and Recommended Practices (SARPS).

2.6 FUTURE PLANS

The Authority intends to undertake the following future strategies:

- a) Improvement of CNS equipment for Tanzania airspace through installation of VHF Area Cover, deployment of Aeronautical Information Exchange Management System (AIXIM), installation of ADSB westside of the country and installation of Instrument Landing Systems (ILS) for Pemba, Songwe, Mwanza, Tabora, and Kigoma airports.
- b) Establish effective mechanism to manage and oversee unmanned aerodromes and unmanned aerial vehicles;
- c) Enhance aviation safety and security oversight through automation of business processes in areas of personnel licensing, flight operations, airworthiness, aerodromes and aviation security inspections;
- d) Conduct research-based market information on air transport to establish air transport market characteristics in the in United Republic of Tanzania for the development of the aviation sector.
- e) Construction and operationalization of state of art Civil Aviation Training Centre (CATC) to address the innate challenge of shortage of aviation experts in the United Republic of Tanzania and in the region;
- f) Enhance legal and regulatory capacity of the Authority for efficient and effective aviation sector oversight;
- g) Enhance effective management of resources and sound financial and administrative support functions; and
- h) Automation of business process of the Authority's support services.

2.7 DIRECTOR GENERAL'S OFFICE

Director General Office oversees day-to-day operations of the Authority. The office is supported by nine units which are the Public Information, Planning Monitoring and Evaluation, Legal Services, Quality Assurance, Performance Audit, Procurement Management, Internal Affairs, Information Technology and Statistics and the Civil Aviation Training Centre.

2.8 DIRECTORATE OF SAFETY REGULATION

The Directorate of Safety Regulation is discharged with safety and security oversight of the industry. The Directorate ensures that Tanzania complies with international safety and security standards as per International Civil Aviation Organization (ICAO). It meets its functions through six technical sections: Personnel Licensing, Flight Operations, Airworthiness, Air Navigation, Aerodrome and Ground Aid and Aviation Security. The Directorate also collaborates with ministry responsible for civil aviation in managing and conducting air accidents investigation.

During the year, the Directorate implemented various activities including enforcement of the Tanzania Civil Aviation Regulations (TCARs) to ensure a compliant industry. Specifically, the following activities were implemented under:

2.8.1 Airworthiness Inspections and Surveillance

Air worthiness section has continued to address critical elements of safety oversight by carrying out planned activities. The performance indicates ability of this section to make sure that operators continue to meet minimum set requirements and industry standards. The performances have been tabulated in the tables below:

i) Certification Inspection

During the year ended 30 June 2024 a total of 536 certification (2023:482 certifications) inspection were carried out as detailed in Table 3:

Table 3: Certificates Issued and Inspections

No.	Description	2023/24	2022/23
1.	Certificate of Airworthiness (C of A) renewal/issue/export	156	165
2.	Aircraft Maintenance Engineer License (AMEL) issue/renewal	40	34
3.	Approved Maintenance Organisation (AMO) issue/Renewal	40	31
4.	AMO Surveillances	20	15
5.	Ramp and Ad-hoc inspection	56	38
6.	Written examination	198	167
7.	Oral examination	26	32
Total		536	482

ii) Accidents and Incidents Reported

During the year ended 30 June 2024, the Authority continued to ensure that the industry remains comparatively safe all the time. Table 4 shows the number of accidents and incidents reported during the period under review:

Table 4: Accidents and Incidents

No.	Description	2023/24	2022/23
1.	Accidents	1	4
2.	Incidents	10	2
Total		11	6

2.8.2 Flight Operations

The Flight Operations section is responsible for Safety Oversight of Air Operators conducting commercial and private air transportation. The section also works with Personnel Licensing section in issuing, conducting surveillance and renewal of licenses and certificates of license holders (flight crews, cabin crews and flight operation officers) as well as certification, approval, and surveillance of Approved Training Organizations (ATO). Table 5 shows the overall performance of the section for all activities conducted from July 2023 to June 2024:

Table 5: Flight Operation Overall Performance

No	Description	2023/24	2022/23
1	ATO inspection and renewal	12	11
2	Air Operator Certificates (AOC) inspection and renewal	35	30
3	Enroute and Cabin Safety Inspection	13	14
4	Ad-hoc base Inspections	12	11
5	Ramp Inspection	13	14
6	Observation of Instructors/ Examiners	27	26
7	Renew and amend Promulgated Regulations from Annex amendment	6	6
8	Review Operator Regulatory Manuals	35	30
9	Training and Sensitization to industry on regulations & guidance materials	4	4
10	Implementation of Corrective Action Plans emanating from ICAO - Universal Safety Oversight Audit Program (USOAP) Audit	2	2
11	Review and Customize Technical Guidance Materials	2	1
12	Data Sorting, scanning, filling and uploading on SOFIA software	1	1
13	Drone Authorization permit	33	31
14	Drone Workshop	1	1
15	Drone Guidance to Applicants	120	112
16	Drone registrations	16	7
17	Drone Incidents and Investigations	5	2
18	Paraglide approvals and Parachute	6	3
19	Inspector's training	6	8
20	Drone Technical Meeting	1	1
21	Simulator Approval	10	9
22	DGM, SMS, TANS Course Approval	4	2
23	Five Phase Certification	3	1
24	Ground Trainer observation and approval	6	5
25	Operational Technical Meeting	3	5
Total		376	337

2.8.3 Personnel Licensing Section

The section is responsible for oversight of licenses, certificates and authorizations for license holders and Approved Training Organizations (ATO) to enhance compliance of TCARs. The overall performance of activities for the year ended 30 June 2024 are as follows:

i. Technical Examination

A total of 2,893 examinations were booked during the year ended 30 June 2024 compared to 2,555 examinations booked in the year ended 30 June 2023. These included written examinations together with various flying tests for granting, renewal, conversion, extension of licenses and certificates as shown in Table 6.

Table 6: Technical Examinations

No.	Description	2023/24	2022/23
1.	Airline Transport Pilot Licence	194	86
2.	Commercial Pilot Licence	425	347
3.	Private Pilot Licence	333	431
4.	Validation Certificate	41	29
5.	Flight Operations Officer's Licence	871	752
6.	Cabin Crew Certificates	290	150
7.	General Flying Tests	95	373
8.	Instrument Rating Tests	204	0
9.	Technical Type Rating	72	63
10.	ATCL exams	40	75
11.	Remote Pilots Licence	130	82
12.	Aircraft Maintenance Engineering	198	167
Total		2,893	2,555

ii. Issued Licenses and Certificates

A total of 569 licenses including certificates were issued during the year ended 30 June 2024 compared to 484 licenses issued in the year ended 30 June 2023 as shown in Table 7 below:

Table 7: Issued Licenses and Certificates

No.	Description	2023/24	2022/23
1.	Airline Transport Pilot Licence	11	12
2.	Commercial Pilot Licence	57	64
3.	Private Pilot Licence	17	16
4.	Student Pilot Licence	17	25
5.	Aircraft maintenance Engineer's Licence	13	9
6.	Flight Engineer	-	-
7.	Remote Pilots licence	32	23
8.	Flight Operations Officer's Licence	16	12
9.	Validation Certificates	41	29
10.	Cabin Crew Certificates	139	107
11.	Instructors Licence	2	0
12.	ATC Licence	0	0
13.	Aviation Security (AVSEC) Screener Certificates	224	187
Total		569	484

iii. Renewals

A total of 1,564 licenses including certificates and ratings were renewed during the year ended 30 June 2024 compared to 1,291 licenses including certificates and ratings renewed during the year ended 30 June 2023 as shown in Table 8.

Table 8: Licenses Renewal

No.	Description	2023/24	2022/23
1.	Airline Transport Pilot Licence	200	213
2.	Commercial Pilot Licence	378	364
3.	Private Pilot Licence	36	36
4.	Student Pilot Licence	14	0
5.	Remote Pilot Licence	21	2
6.	Aircraft maintenance Engineer's Licence	54	58
7.	Flight Operations Officer's Licence	113	126
8.	Cabin Crew Certificates	305	236
9.	Flight Instructor Licence	3	34
10.	Air Traffic Control License	77	79
11.	Aviation Security (AVSEC) Screener Certificate	363	143
Total		1,564	1,291

iv. Endorsements

A total of 393 endorsements were made on various licenses and certificates during the year ended 30 June 2024 compared to a total of 358 endorsements in the year ended 30 June 2023 as shown in Table 9.

Table 9: Endorsements

No.	Description	2023/24	2022/23
1.	Instrument Rating	204	214
2.	Technical Type Rating	70	63
3.	Instructor's Rating	2	2
4.	English Language Proficiency	117	79
Total		393	358

v. Sale of Documents

A total of 271 documents were sold during the year ended 30 June 2024 compared to 241 documents sold during the year ended 30 June 2023.

2.8.4 Aerodromes and Ground Aids (AGA)

The Section is responsible for oversight and development of aerodrome standards and technical guidance materials, certification, licensing and registration approval of aerodromes, continuous surveillance of aerodromes, aerodrome safeguarding including removal and control of obstacles, evaluation of aerodrome designs, conducting sensitization workshops and seminars and resolution of safety issues.

The Authority intends to achieve 100% compliance to aerodrome certification, licensing, registration and approval requirements by the end of financial year 2024/25. The section has continued to update Inventory of aerodrome certified, licensed and registration approval. Tables.10, 11, 12 and 13 show details of accomplished activities:

Table 10: Aerodrome Certification

No.	Aerodrome ID	Description
1.	Julius Nyerere International Airport	Certified until 30 September 2024
2.	Aman Abeid Karume International Airport	Certified until 30 September 2024
3.	Kilimanjaro International Airport	Certified until 30 September 2024

Table 11: Renewal of Aerodrome Licenses

No.	Aerodrome Group/activity	2023/24	2022/23
1.	TAA aerodromes	22	10
2.	Other aerodromes	79	15
3.	Approval to construct Aerodromes/helipads	2	4
	Total	103	29

Table 12: Continuous Surveillance of Aerodromes

No.	Aerodrome Group/activity	2023/24	2022/23
1.	CAM Inspections	0	0
2.	TAA, ZAA, KADCO, Tanzania National Parks Authority (TANAPA) and other private aerodromes	23	75
3.	Review of operators Aerodrome manuals (Aerodrome Manual, SMS Manual and Aerodrome Emergency Planning Manual)	96	40
	Total	119	115

Table 13: Development and Review of Regulations and Technical Guidance Material

No.	Document action	Status of Review or development
1	New amendment on Annex 14 Volume 1 and Volume 2 Incorporated in Regulations and New Regulation published in January 2024	Action completed
2	Review of Advisory Circulars	Reviewed
3	Review of Orders	Reviewed
4	Review of Industry guideline manuals	Reviewed

2.8.5 Aviation Security

The Aviation Security Section (AVSEC) is responsible for ensuring safe and secure aviation systems. This is being achieved by establishing, implementing, and ensuring effectiveness of baseline security measures intended to mitigate and prevent acts of unlawful interference with civil aviation.

Four (Technical Guidance Materials (TGMs) were reviewed during the time, this involved inclusion of the findings noted during the USAP CMA Audit, conducted in May 2023. All reviewed Technical Guidance Materials were approved and the same was distributed to Controller and Auditor General AR/PA/TCAA/2023/24 21 relevant operators for inclusion of the reflected changes in their respective security programs. The approved documents include: -

a) National Civil Aviation Security Program (NCASP),

- b) National Civil Aviation Security Quality Control Program (NCASQCP),
- c) National Civil Aviation Security Training Program (NCASTP): and
- d) Aviation Security Inspectors Manual (ASIM).

The Unit continued to enforce safety and security compliance to Universal Security Audit Program (USAP) CMA audit findings. Tables 14,15 and 16 show details of accomplished activities:

Table 14: Reviewed Aviation Security Programs

No.	Operators	2023/24	2022/23
1.	Airport Security Program	23	19
2.	Airline Security program	32	27
3.	Regulated agent/ground handling Security Program	09	11
4.	Catering Security Program	04	2
5.	Training Program	02	2
Total		70	61

Table 15: Oversight Activities

No.	Oversight Activities	2023/24	2022/23
1.	Audits	14	11
2.	Inspections	19	22
3.	Tests	20	14
4.	Follow up	06	07
Total		59	54

Table 16: Certified/Recertified Screeners

No.	Recertified Screeners	2023/24	2022/23
1.	Tanzania Airports Authority -Regional Airports	155	23
2.	Julius Nyerere International Airport	16	246
3.	Zanzibar Airport Authority	135	236
4.	Kilimanjaro Airports Development Company	117	109
5.	Air Tanzania Company Limited	08	14
6.	Precision Air	05	4
7.	NAS Dar Airco	21	23
8.	Swissport	61	34
9.	United Aviation Services	13	4
10.	Everret	00	0
11.	Geita Gold Mining	04	0
12.	Zanzibar Aviation Services and Travel Trade	04	0
13.	Alliance Cargo	05	02
14.	Celebi	04	03
15.	Dnata	23	52
16.	GardaWorld	09	00
17.	Insight	05	00
18.	LSG Sky Chefs	01	00
19.	G4S	01	00
Total		587	750

2.8.6 Air Navigation Service Inspections (ANS)

The section is responsible for the preparation of specific operating regulations and technical standards, development of the safety oversight mechanism, determination of requirements for technical personnel qualification and training, provision of technical guidance and safety critical information to service providers, conduct of surveillance of air navigation service providers and resolution of safety concerns in the ANS domain. Tables 17 – 25 show details of accomplished activities:

Table 17: Inspections and Surveillance

No	Type of Inspections and Surveillances	Years			
		2023/24		2022/23	
		Planned	Actual	Planned	Actual
1.	Routine audits	80	80	96	96
2.	Ad-hoc audits	31	31	40	40
3.	Safety Assessment	6	6	8	8
	Total	117	117	144	144

Table 18: Safety Audits of CNS

No.	Activity	Stations	2023/24	2022/23
1	Routine audits	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Mwanza Airport, Arusha Airport, Songwe Airport, Dodoma Airport, Bukoba Airport, Musoma Airport, Iringa Airport, Mtwara Airport, Songea Airport, Tabora Airport, Kigoma Airport, Mchauru and Tanga Airport,	16	16
2	Ad hoc audits	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Mwanza airport, Arusha Airport, Songwe., and Dodoma Airport and Iringa	8	8
3	Safety assessment	Dodoma Airport, Iringa Airport, and Mtwara Airport	0	3
		Total	24	27

Table 19: Safety Audits of ATM

No.	Activity	Stations	2023/24	2022/23
1	Routine audits	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Mwanza Airport, Arusha Airport, Songwe Airport, Dodoma Airport, Bukoba Airport, Musoma Airport, Iringa Airport, Mtwara Airport, Songea Airport, Tabora Airport, Kigoma Airport, Mchauru and Tanga Airport,	16	16
2	Ad hoc audits	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Mwanza airport, Arusha Airport, Songwe., and Dodoma Airport and Iringa	8	1
3	Safety assessment	AAKIA, Mafia, Dodoma, JNIA, Tabora Airport, Kikoboga Aerodrome	5	2
		Total	29	19

Table 20: Safety Audits of AIM

No	Activity	Stations	2023/24	2022/23
1	Routine audits	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Mwanza Airport, Arusha Airport, Songwe Airport, Dodoma Airport, Bukoba Airport, Musoma Airport, Iringa Airport, Mtwara Airport, Songea Airport, Tabora Airport, Kigoma Airport, Mchauru and Tanga Airport,	16	16
2	Ad hoc audits	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Arusha, Dodoma Airport, Songwe, Mtwara, Mwanza	9	5
3	Safety assessment	Songwe Airport	1	2
4	Instrument Procedure designers' audits	Air Navigation Services - Head Office	2	1
Total			28	24

Table 21: Safety Audits of MET

N o.	Activity	Stations	2023/24	2022/23
1	Routine audits	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Mwanza Airport, Arusha Airport, Songwe Airport, Dodoma Airport, Bukoba Airport, Musoma Airport, Iringa Airport, Mtwara Airport, Songea Airport, Tabora Airport, Kigoma Airport and Tanga Airport,	14	15
2	Ad hoc audits	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Mwanza airport, Arusha Airport, Songwe., and Dodoma Airport and Mtwara	6	8
Total			20	23

Table 22: Safety Audits of SAR

No.	Activity	Stations	2023/24	2022/23
1	Routine audits	Julius Nyerere International Airport, Kilimanjaro International Airport, Mwanza Airport and Songwe	4	15

Table 23: Safety Audits of SMS

No.	Activity	Stations	2023/24	2022/23
1	Routine audits	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Mwanza Airport, Arusha Airport, Songwe Airport, Dodoma Airport, Bukoba Airport, Musoma Airport, Iringa Airport, Mtwara Airport, Songea Airport, Tabora Airport, Kigoma Airport, Mchauru and Tanga Airport,	16	16

Table 24: Audits and Certificates Issued

No	Planned	Actual	Stations
1	15	15	Julius Nyerere International Airport, Abeid Aman Karume International Airport, Kilimanjaro International Airport, Mwanza Airport, Arusha Airport, Songwe Airport, Dodoma Airport, Bukoba Airport, Musoma Airport, Iringa Airport, Mtwara Airport, Songea Airport, Tabora Airport, Kigoma Airport, and Tanga Airport.

Table 25: Approval of Procedures and Facilities

No	Planned	Planned	Actual
1	Instrument flight procedures	4	4
2	Manual of operations	4	4
	Total	8	8

2.9 DIRECTORATE ECONOMIC REGULATION

The Division is entrusted with mandate to ensure growth and availability of regulated services to all consumers of air services. It promotes effective competition and economic efficiency as well as protection of consumer interests and financial viability of suppliers of the services. Also, it coordinates air services agreement negotiations between the United Republic of Tanzania and other foreign states. The division also collects, analyses and disseminates industry statistics for public consumption. It has three sections: Air Transport Regulation, Business Analysis and Forecasting and Aeronautical Airport Services.

2.9.1 Air Transport Regulations

The section is responsible for air transport regulation including licencing Bilateral Air Service Agreements and advisory role on air transport to Government. During the year the following activities were performed:

a) Licensing of Air Services Operators

Two Licensing Board meetings were conducted during the year. The first meeting was conducted in November 2023 and the second was in June 2024. A total of 34 applications were considered during the year; as shown in Table 26.

Table 26: Licensing of Air Services Operators

Item Description	2023/24		2022/23	
	Approved	Disapproved	Approved	Disapproved
New Applications	7		11	0
Applications for renewal variations	27		36	0
Total	34		47	0

There was neither increase nor decrease for licensed operators. However, a promising business prospects were noted through increased number of new applications.

b) Bilateral Air Services Agreements (BASAs)

Tanzania participated in the ICAO Air Services Negotiation Event (ICAN f2023) that was held in Riyadh, Saudi Arabia, from 3 to 7 December 2023. This event is a forum for ICAO member states where Bilateral Air Services Agreements (BASAs) are negotiated/reviewed or signed. Tanzania met

with a total of eleven (11) countries and subsequently negotiated five (5) new BASAs, reviewed existing BASAs with six countries.

After the ICAN 2023, the Government of the United Republic of Tanzania has entered (BASA) with the total of eighty-five (85) countries whereby 60 were initiated and 25 signed.

c) Coordination of Facilitation of Air Transport Committee Meetings

During the year, the National Air Transport Facilitation (National FAL) Committee held two meetings. The first meeting was held in Mbeya and Zanzibar in November 2023 and May 2024 respectively.

d) Complaints and Disputes

Tanzania Civil Aviation Authority Consumer Complaints Unit is a unit established under Section 59 (7) of The Civil Aviation Act, Cap 80 of 2020. The major objective of the Unit is to deal with all consumer complaints brought to the Authority against suppliers of regulated goods or services in relation to any matter connected with the supply, possible supply or proposed supply of goods or services. The main function of the Unit is to do the following: -

- i) Receive, through the Director-General, and follow-up on complaints from consumers submitted to the Authority.
- ii) Investigate all complaints.
- iii) Attempt to resolve complaints amicably; and
- iv) Present findings and recommendations for action to the Committee of the Board if a complaint cannot be resolved.

During the year ended 30 June 2024, the Authority through its Consumer Complaints Unit attended a total of ten (10) complaints. Three (3) complaints were resolved amicably, and the remaining six (6) complaints were at various stages including amicable settlement and one (1) reference to the Regulatory Committee of the Board.

2.9.2 Business Analysis and Forecasting

The section is responsible for Business Analysis and forecast of the industry. The section evaluates the performance of aviation industry, offers expert opinion on the direction of the industry and advice on a proper course of direction of the industry in view of the regional and global trends. The following activities were performed during the year.

a) Statistical Reports

During the year, Civil Aviation Statistics Report for 2023/24 was prepared and four quarterly statistics reports were prepared and came out on August 2023, November 2023, February 2024 and May 2024.

b) Traffic Performance

During the financial year 2023/24, international aircraft movements reached 44,750 compared to 42,123 movements occurred in the previous year recording an increase of 6.2%. Domestic aircraft movements, on the other hand, have increased by 2.4% from 221,314 movements in 2022/23 to 226,626 movements in 2023/24 respectively. Corresponding domestic passengers recorded a 6.5% increase from 3,724,880 passengers in 2022/23 to 3,965,899 passengers in 2023/24. Overall, traffic performance of the industry recorded an increase of 3% in aircraft movements from 263,437 in 2022/23 to 271,376 movements in 2023/24.

International passengers uplifted increased to 3,199,861 passengers from 2,782,596 passengers recorded in the previous year, which is an increase of 14.9%. During the year, the recovery path from

the effects of COVID – 19 took drive as a substantial increase in traffic was experienced. Overall, passenger traffic increased from 6,507,476 passengers in 2022/23 to 7,165,760 passengers in 2023/24 which is equivalent to 10.1% increase.

International cargo handled had an increase of 9.7% from 32,916.7 tons in 2022/23 to 36,095 tons in 2023/24. Domestic cargo decreased from 3,287.9 tons in 2022/23 to 2,932.3 tons in 2023/24 which is equivalent to 10.8% decrease. Overall, cargo recorded an increase of 8.8% from 36,204.7 tons in 2022/23 to 39,027.3 tons in 2023/24

c) Contribution of Aviation Activities to the Gross Domestic Product (GDP Study)

During the year 2023/24, the Authority has completed the study on aviation contribution to Tanzanian economy. The report will be shared with stakeholders.

2.9.3 Aeronautical Airport Services

The section is responsible for regulation of aeronautical airport services including groundhandling services, fuel and oil handling, inflight catering services, terminal building services and facilities and facilitation issues at the airports. The section is also responsible for licensing of ground handling operators. The section is also responsible to undertake the advisory role to the management on matters related to aeronautical airport services. During the year the following activities were performed.

a) Licensing of Ground Handling Services Operators

Total of 14 applicants and 12 applicants for ground handling services were considered in the years 2023/24 and 2022/23 respectively as shown in Table 27.

Table 27: Licensing of Ground Handling Services Operators

Item Description	2023/24		2022/23	
	Approved	Disapproved	Approved	Disapproved
New Applications	-	-	7	1
Applications for renewal /variations	14	-	4	-
Total	14	-	11	1

The noted increase of ground handling services applicants from 8 to 11 (38%) is due to the relief from COVID-19 pandemic and the uplifting of restrictions related to the pandemic.

b) Inspections

As part of its functions, the section undertook to inspect various airports with respective aeronautical airport services operators, mainly ground handling services providers operating at the airports, this is to ensure compliance to regulations and conditions of their licenses. The number of inspections undertaken in the financial year 2023/24 as compared to financial year 2022/23 are 21 and 26 respectively.

c) Facilitation of Air Transport

To ensure efficient and expeditious flow of passenger, baggage and cargo at airports, the Authority formed the National Air Transport Facilitation Committee (NATFC). The committee comprises of various aviation stakeholders at the airport who meet to consult on various matters. The NATFC (National-FAL) meets twice annually and for the financial year 2023/24, the committee met twice in Mbeya and Zanzibar while in financial year 2022/23 the committee met in Mtwara and Arusha.

d) Collaborative Arrangement for Prevention and Management of Public Health Events through Civil Aviation (CAPSCA)

Collaborate with relevant stakeholders mainly Ministry of Health (Port Health), within the framework of CAPSCA. Other stakeholders are all entities working at the airports.

The Authority coordinates National level quarterly consultative meetings with stakeholders for updates on pandemics and provide awareness as appropriate. Screening is done at airports by Port Health officials.

Four quarter meetings were conducted in the 2023/24 financial year while mock assessment in compliance with the World Health Organization-International Health Regulations (WHOIHR) 2005 were conducted at Julius Nyerere International Airport (JNIA), Abeid Amani Karume International Airport (AAKIA), Kilimanjaro International Airport (KIA), Mwanza Airport and Songwe Airport. The scores attained in these exercises are well above WHO 80% threshold for airport designation. The URT is intending to invite WHO for Real Assessment in the near future for designation purpose.

The Section has also participated to the After COVID-19 Action Review prepared by the Ministry of Health on 18-21 September 2023 at Tiffany Hotel in Dar es Salaam.

e) Review of Regulations and Procedures

The new Civil Aviation (Facilitation of Air Transport) Regulations, 2024 were drafted and signed by the Minister on 15 December 2023. The Regulations are currently in use.

f) Development of Advance Passenger Information (API) and Passenger Name Record (PNR) Systems

For Security and Facilitation purpose, the API/PNR systems will be implemented in the United Republic of Tanzania. The National Steering Committee and Technical Committee have been formed to include Tanzania Civil Aviation Authority (TCAA), Immigration, President's Office, e-Government Authority (eGA), Ministry of Foreign Affairs, Tanzania Airports Authority (TAA), Zanzibar Airports Authority (ZAA), Air Tanzania Company Limited (ATCL), Tanzania Police Force (TPF), Drugs Control and Enforcement Authority (DCEA) and Customs. The Department of Economic Regulation, Aeronautical Airport Service Section in particular, coordinates the meetings of the committees. The final report was handed over by Technical Committee to Steering Committee early April 2024.

2.10 DIRECTORATE OF AIR NAVIGATION SERVICES

The authority through the directorate of Air Navigation Services is responsible for provision of air navigation services in the United Republic of Tanzania and upper airspace of Burundi. The authority manned 15 manned stations at Dar es Salaam, Zanzibar, Mwanza, Arusha, Pemba, Tabora, Kigoma, Dodoma, Iringa, Mbeya, Mtwara, Tanga, Songea, Kilimanjaro and Bukoba which started provision of Aeronautical Information Services (AIS).

2.10.1 Air Traffic Control Services

The section is responsible for provision of Air Traffic Services at fifteen TCAA manned stations and at Area Control Centre (ACC). The section is also responsible for coordination of Aeronautical Search and Rescue Services within Tanzania. During the year under review the section implemented the following activities:

a) Provision of air traffic control services at 15 stations continued as per hours promulgated in the Aeronautical Information Publication (AIP) except at Songwe airport whereby the provision of

services has to be extended beyond 12 hours to accommodate ATCL night flights. Three stations, (JNIA, Kilimanjaro and Mwanza) are provided with Surveillance Services.

b) Provision of air traffic services continued to be provided by Dar es Salaam ACC over Dar es Salaam Flight Information Region and over the upper airspace of Burundi;

c) Three (3) letters of procedures between Dar es Salaam Area Control Centre and Area Control Centres/approach control unit of adjacent flight information regions were reviewed and signed to enhance coordination in the provision of air traffic services. ACCs/Control units involved are DRC, Moroni and Lilongwe;

d) Two (2) Civil -Military Coordination Meeting were conducted at TCAA head office in Dar es Salaam with the objective of enhancing safety and cooperation among the two main airspace users.

e) The section established Rescue Sub Centres (RSC) at Kilimanjaro, Mwanza and Songwe Airports to improve coordination among Search and Rescue stakeholders; and

f) Airspace and flight procedure design services conducted in 2023/24 are as follow: -
 i) Designed RNAV(GNSS) approach procedures and control zone for Kilimanjaro Airport
 ii) Designed RNAV(GNSS) approach procedures and control zone for Arusha Airport.
 iii) Designed RNAV(GNSS) approach procedures and Standard arrival/departure procedures for JNIA.

2.10.2 Communication Navigation Surveillance

The section is responsible for maintenance of communications navigation surveillance of systems and equipment. During the year under review the following were carried out:

i) Preventive and Corrective maintenance of CNS facilities including site auditing and inspection at Pemba, Mtwara, Tabora, Mwanza, Iringa, JNIA, Kigoma, Songwe, KIA, Arusha, Tanga, Songea, AAKIA and Dodoma; and at Civil Aviation Training Centre in Dar es Salaam, Singo (Babati) and the VHF relay stations at Nyashana, Matogoro, Kaluwe, Changalawe, Lilungu, Gairo, Kaze hill, Moroninya, Mnyusi, and Lolkisale and Dar as per PM schedule;

ii) Three Coordination meeting with TTCL and one meeting with TANROADS regarding on-going project implementation;

iii) Improvement of external and internal earthing/lightning/security system(s) for CNS facilities was done at CATC and Tanga airport;

iv) Designing, manufacturing, supply, installation, integration, training, testing, commissioning and technical support of VHF communication systems for JNIA, KIA, AAKIA, Dodoma, Songwe, Pemba, Mtwara, Tabora, Mwanza, Kigoma, Arusha and Tanga airports. was under the implementation stage. The supply, installation, integration, training, testing, commissioning and technical support of Digital Automatic Terminal Information Services (D-ATIS) for Kilimanjaro International Airport (KIA) and Arusha Airport completed in December 2023;

v) Designing, supply, installation, integration, training, testing, commissioning and technical support of Digital Automatic Terminal Information Services (D-ATIS) for Abeid Amani Karume International Airport (AAKIA) and upgrade of existing D-ATIS at JNIA was under advance payment stage; and

vi) Supply, installation, integration, training, testing, commissioning and technical support of Instrument Landing system for Julius Nyerere International Airport (JNIA) was under procurement stage

Facilities were maintained on regular basis as scheduled; the detailed serviceability of the different facilities was as follows:

- a) Navigation Aids operated with serviceability level of 95%.
- b) Surveillance equipment operated at serviceability level of 98%.
- c) VHF Area cover operated at serviceability level of 95%.
- d) VHF Radio at stations operated at serviceability level of 98%.
- e) Air Traffic Services Direct Speech (ATS DS) link operated at serviceability level of 97%; and
- f) Aeronautical Fixed Telecommunications Network of the equipment was 96% for international circuits, and 97% for the domestic circuits.

2.10.3 Aeronautical Information Management

The section is responsible for provision of aeronautical information services (AIS) at 15-TCAA manned stations/airports and Aerodrome Flight Information Services (AFIS) at Songea airport. To enhance provision of Notice to Air Men (NOTAM), Flight Plan Management and Pre-Flight Information Bulletin/Daily NOTAM Summary, the stations are connected to Global networks with Aeronautical Fixed Telecommunication Network/Air Traffic Services Message Handling Systems (AFTN/AMHS).

The section continued with production of Aeronautical Information Publication (AIP) and Aeronautical Charts. To maintain currency of the information contained in the AIP the section constantly collects facts for development of AIP Amendments (including AIP Supplements), issuance of Aeronautical Information Circulars (AICs) and promulgation of NOTAM. It also participated in development of various Instrument Flight Procedures that contributed to the safety of Airspace in the AFI Region.

Status regarding provision of services is as follows:

i. Flight Plans Management

There has been a substantial increase of Flight Plans managed to a total of 163,590 in the FY 2023/2024 compared 143,463 in the FY 2022/23. This is an increase of 12%. The ripple effect in the tourism sector caused by the President's Royal Tour, stabilization of the national carrier (ATCL) and Modernization of CNS/ATM system in Tanzania contributes to this increase.

Table 28: Flight plan handled

Indicator	Category	2023/24	2022/23
Flight plan	Domestic	163,590	143,463

ii. NOTAM Management

International NOTAM Office (NOF) managed a total of 72,080 NOTAM. Out of them 695 were local/ domestic NOTAM issued due to a number of reasons and 71,385 foreign NOTAM. In comparison, the foreign NOTAM have increased by 18% compared to 58,274 of the previous periods of the FY 2022/23. (Table 2). In the other hand, local/domestic NOTAM have decreased to 695 which is a 3% decrease in comparison with 718 recorded in the same period FY 2022/23.

Table 29: Flight plan handled

Indicator	Category	2023/24	2022/23
NOTAM Handled	Domestic	695	718
	International	71,385	58,274
	TOTAL	72,080	58,992
Pre-flight Bulletins (PIBs)		4,323	3,349
Daily NOTAM Summary		4,792	5,812

In addition to the above, Pre-flight Bulletins (PIBs) processed to Airlines, General aviation and Private Operators from JNIA, AAKIA, and KIA have increased from 3,349 issued in the FY 2022/23 to 4,323. This is an increase of 23% which implies that the afore mentioned stakeholders are safety conscious.

iii. Other sectional targets

The targets achieved regarding AIM section were as follows:

- a) Collected and verified Aerodrome data for government and non-government owned aerodromes before they are Published in the AIP.
- b) Prepared and produced the following charts
 - i) Instrument Approach Procedures for KIA, JNIA and Mwanza, Arusha, Mtwara, Songwe, Songea RNAV (GNSS) for Arusha airports
 - ii) Ground Movement Charts for Mtwara airport and KIA
 - iii) Aerodrome Charts for KIA and Songwe, Songosongo, Mchauru, and Mtwara airports.
- c) Conducted Flight check for Mtwara, Songea, Songwe Kilimanjaro, and Arusha airports.
- d) Updated technical documents at seven (7) stations namely Mtwara, Songea, Dodoma, Zanzibar, Arusha, KIA, and Tanga
- e) Conducted proficiency checks ten (10) stations namely Mwanza, Songwe, Iringa, Dodoma, Songea, Zanzibar, Arusha, KIA, Tabora and, Mtwara. A total of 25 staff were proficient checked.
- f) Conducted QMS Audit checks and findings follow-up at eight (08) stations namely Songea, Songwe, Arusha, KIA, Tanga, Dodoma, Iringa, and Zanzibar.

iv. Proficiency and Adequacy of staff

The section has a total of 77 staff. Out of them 30 trained in various technical disciplines related to AIM in this period compared to 26 who trained in FY 2022/23 (Table 30). This is an increase of 7% which is still a trivial increase of number of staff trained.

Table 30: AIM staff trained in various professional courses.

No	COURSE TITLE	2023/24	2022/23
1	Aeronautical Data Quality	-	2
2	Pre-Basic PANS OPS	14	5
3	AMHS Operations	1	3
4	NOTAM Management	7	5
5	Team Resource Management	-	4
6	Performance Based Navigation	1	2
7	Aeronautical Mobile Service	4	-
8	Aeronautical Mobile Service-OJT	-	5
9	OJTI	3	-
10	NOTAM OJT	-	2
	TOTAL	30	26

v. Project implementation

AIM System

On 23rd September 2023, TCAA and Indra Avitech signed an eighteen (18) months contract for designing, Supply, Installation, Testing, Integration and Commissioning of an AIM System.

The critical design started in October 2023. By 30th January 2024 the Critical Design Review (CDR) processes were completed. To develop an electronic AIP (eAIP) the legacy AIP was to be migrated into the Aeronautical Information Exchange Model (AIXM 5.1) standard. Training on data migration and loading was conducted in April 2024, thereafter, the data migration and loading activities started. By the end of FY 2023/24 over 45% of the AIP data were migrated.

2.10.4 Safety Management

The section is responsible for safety management of air navigation services operations. Its primary role is to ensure that risks associated with ANS operations are identified and managed in order to enhance safety levels. During this year the following activities were conducted:

a) Safety assessment

Safety assessments are conducted whenever new operational procedures, equipment, or facilities are introduced or existing ones are removed. These assessments ensure changes are managed effectively and do not lead to aircraft incidents or accidents

This year, the section conducted several safety assessments, including evaluations of the revised Instrument Approach procedures at Julius Nyerere International Airport (JNIA) and the proposed implementation of a ground frequency at Abeid Amani Karume International Airport (AAKIA)

b) Safety Training and Education

Safety Management System (SMS) sensitization seminars were held for 160 ANS staff from various stations including Kigoma, Tabora, Pemba, Tanga, Mtwara, Songea, Iringa, Dodoma, Kilimanjaro International Airport (KIA), Arusha, Mwanza, AAKIA, JNIA, and Songwe. The seminars aimed to equip staff with the knowledge to identify hazards in their working areas and manage safety in operations. Additionally, 18 staff members, including Civil Aviation Managers from all stations, attended the Basic SMS Course at the Civil Aviation Training Centre (CATC).

c) Safety Audits and Inspections

Safety audits and inspections were conducted at 14 manned aerodromes namely Kigoma, Tabora, Mwanza, Arusha, KIA, AAIA, JNIA, Pemba, Tanga, Songwe, Iringa, Dodoma, Songea and Mtwara aerodromes to assess compliance with safety standards and identification of areas for improvement.

d) ATS Incidents Investigations

The section has been actively involved in the investigation of incidents occurring within the Dar es Salaam Flight Information Region. The primary goal is to identify the root causes of each incident and implement the necessary corrective actions to enhance safety and prevent future occurrences

2.11 DIRECTORATE OF CORPORATE SERVICES

The Directorate is responsible for organizational support services in Human Resource Management, Finance, Estate Management, and General Administrative Services. It enhances teamwork among Directorates and Units. It ensures there are sufficient and efficient human and non-human resources to match with the Authority needs. Its sections are Finance, Human Resources and Administration, and Estate Management.

a) Human Resources and Administration

This section is responsible for the management of human resources. During the year the following activities were conducted:

- i) HIV/AIDS awareness seminars were able to be conducted at nine (9) stations of Tanga, Mtwara, Songwe, Pemba, Tabora, Arusha, Songea, Kigoma and Iringa which increased their awareness on how to stay safe and healthy;
- ii) Employees who have been identified living with HIV/AIDS infections have been provided with support on monthly basis;
- iii) All employees of the Authority were able to attend seminar on corruption issues which increased their awareness on corruption practices and how to avoid them;
- iv) A total of 106 Staff were facilitated to attend different courses of training related to their cadres but also social skills trainings;
- v) A total of 8 staff were recruited in the positions of Senior Human Resource Officer, Senior Technician, OMASEC, Medical Officer, Principal Business Analyst, AGA Inspector and 2 Senior Public Relations Officers;
- vi) Maintained employee relations at workplace, and during the period under review all employees were facilitated with meal, transport, and house and telephone allowances on monthly basis;
- vii) The Authority was able to conduct staff satisfaction survey to determine employee's satisfaction level;
- viii) Employees were facilitated to attend May Day celebrations which was nationally conducted in Morogoro. The participation included employees joining others under the Ministry of Works and Transport to form a Sport Team representing the Ministry;
- ix) TUGHE branch of TCAA was facilitated to conduct their Annual general meeting but also their leaders were able to attend a seminar on labour laws;
- x) Workers Council was able to be conducted twice in the period under review, were employees participated in airing out their views on how to achieve the set goals and targets;
- xi) The Authority was also able to conduct a farewell party to 11 retired staff; and
- xii) Developed various Human Resource and Administration Policies, Guidelines and Procedures as follows:
 - a. Diversity and Inclusion Guidelines;
 - b. Recruitment and Selection Guidelines;
 - c. Disciplinary Procedures; and
 - d. Air Traffic Management and Aeronautical Information Officers Recruitment Management Guidelines.

b) Accounts and Finance Section

The financial matters of the Authority are governed by the Public Finance Act, Cap 348 and international financial best practices. The Authority's Annual Plan and Budget are prepared in

accordance with the Five Years Strategic Plan (FYSP) of 2022/23– 2025/26 of the Authority and is based on Medium Term Expenditure Framework (MTEF). The Finance and Accounts Section is responsible for ensuring the efficient financial management and financial controls necessary to support all Authority's operations. It prepares and issues Authority's financial statements, prepares and evaluates monthly management accounts to ensure compliance with applicable statutes, regulations, and international public sector accounting standards. It develops and maintains effective systems of internal and financial control, provides sound advice on the financial implications of the Authority's decisions, prepares timely cash planning and forecasting, develops financial, accounting policies and procedures. Additionally, the Section is responsible for treasury and cash management.

c) Estate Management Section

This section is responsible for Estate Management for the Authority. During the year under review, the Estate Management Section performed the following activities:

- i) Facilitated the rehabilitation of air traffic control (ATC) tower at Mtwara airport.
- ii) Facilitated the project for supply and installation of new elevator for ATC tower at Abeid Aman Karume International airport (AAKIA).
- iii) Facilitated the project for internal painting works at Avion House.
- iv) Facilitated the procurement of consultancy services for supervision of the construction activities for new Civil Aviation training Centre (CATC).
- v) Facilitated the project for replacement of false floor tiles at KIA and JNIAACC Building (approach, engineering and tower).
- vi) Facilitated the project for replacement of windowpanes at KIA ATC tower.

2.12 PLANNING, MONITORING AND EVALUATION UNIT

The unit is responsible for organizational support services to coordinate the planning of strategic activities, and to link the Authority with parent Ministry and stakeholders, advise the Director General on all matters related to corporate planning, develop and coordinate TCAA Strategic Plan and ensure its effective implementation, liaise with Government Ministries and Departments, Treasury Registrar and other stakeholders on all issues concerning Planning, Budgeting, Reporting and Information sharing and prepare performance and various reports and coordinate their dissemination

2.13 PROCUREMENT MANAGEMENT UNIT

Procurement functions were undertaken in accordance with Public Procurement Act, Cap 410 [R. E 2022] and its regulations of 2013 as amended in 2016. The functions include capacity building of Procurement Management Unit (PMU) staff and Tender Board members by facilitating training on Public Procurement laws, preparation of Annual Procurement Plan, conducting tendering processes, coordination of contract management and facilitation of functions of the Tender Board.

During the year, the Authority planned to initiate procurement process for 78 tenders worth TZS 19.7 billion. As of 30 June 2024, 77 tenders reached at stage of contract award worth TZS 14.7 billion which is equivalent to 98.7% in terms of number of tenders and 75% in terms of value. One tender worth TZS 5 billion was postponed which is equivalent to 1.28% in terms of number of tenders and 25.33% in terms of value.

Among the 78 tenders implemented, 20 tenderers worth TZS 8.1 billion were development projects while 58 tenderers worth TZS 11.5 billion were under recurrent budget. TCAA engaged both foreign and local suppliers for the tenders during the year.

Table 31: Procurement Implementation

S/N	Description of the procurement Project	Name of the Supplier/Contractor/Service Provider	Country
1.	Supply of four (4) Motor Vehicles for Tanzania Civil Aviation Authority	Government Procurement Services Agency (GPSA)	Tanzania
2.	Supply, Installation, Testing and Commissioning of ATIS for Abeid Aman Karume International Airport (AAKIA) and upgrade at JNIA for Tanzania Civil Aviation Authority	M/S Intelcan Technosystems Inc.	Canada
3.	Supply of spares, tools and test gears for Communication, Navigation and Surveillance equipment for Tanzania Civil Aviation Authority	M/S Novotech Enterprises Limited	Tanzania
4.	Supply and installation of Car tracking system for TCAA	M/S Perfect Infotech International Limited	Tanzania
5.	Facilitation of VHF area cover systems	M/S Jotron As	Norway
6.	Supply and Installation of scanning x-ray machine and biometric gadgets for TCAA	M/S EQUPOINT PROPERTIES LIMITED	Tanzania
7.	Supply of ICT equipment for Tanzania Civil Aviation Authority	M/S Supercom Tanzania Limited	Tanzania
8.	Provision of Consultancy Services (ISO Certification) for TCAA	M/S Acn Ltd	UK
9.	Provision of Consultancy services on Supervision of Construction of New Civil Aviation Training Centre	M/S Mekon Arch Consult Limited	Tanzania
10.	Provision of flight Calibration for Navigational equipment at JNIA, AAKIA, KIA, Mwanza, Tabora, Songwe, Dodoma and Pemba stations for Tanzania Civil Aviation Authority	M/S Radiola Limited	New Zealand
11.	Provision of maintenance support contract of navigation aids for JNIA, KIA, AAKIA, Tabora and Mwanza for Tanzania Civil Aviation Authority	No Successful Tenderer	N/A
12.	Provision of maintenance support contract for billing system for Tanzania Civil Aviation Authority	M/S Indra Sistema's	Spain
13.	Provision of upgrading and licensing services for GEOTITAN for Tanzania Civil Aviation Authority	M/S Cgx Aero	France
14.	Provision of maintenance support contract for radar and topsky system for Tanzania Civil Aviation Authority	M/S Thales LAS France	France
15.	Provision of local maintenance support for Medium and low voltage equipment for Radar and Topsky for Tanzania Civil Aviation Authority	No Successful Tenderer	N/A
16.	Rehabilitation of JNIA - ACC Building and Construction of parking bay at JNIA for TCAA	M/S Platnum Construction Limited	Tanzania
17.	External Painting works (Aviation House) for TCAA	M/S Apm Construction Masters Company Limited	Tanzania
18.	Rehabilitation of toilets (Aviation House) for 1st, 2nd, 3rd and 4th floor for Tanzania Civil Aviation Authority	M/S Swash Construction Co. Limited	Tanzania
19.	Rehabilitation of JNIA - ACC building and Construction of Parking Bay at JNIA for Tanzania Civil Aviation Authority/ Rehabilitation of JNIA - ACC Building (Roof Top Ceiling, Internal Painting works and supply and installation of Access controlled doors at Engineering Room	M/S 3d Builders Limited	Tanzania
20.	Supply of Office Furniture and Fittings for Tanzania Civil Aviation Authority	M/S EMPRESS FURNITURE	Tanzania

Among the 78 tenders implemented, 20 tenderers worth TZS 8.1 billion were development projects while 58 tenderers worth TZS 11.5 billion were under recurrent budget. TCAA engaged both foreign and local suppliers for the tenders during the year.

Procurement Challenges

During the year under review the following were key challenges encountered.

- i) Procurement system (NeST) breakdown which caused delays in tendering process,
- ii) Technological changes on ICT equipment and communication systems which resulted in market price increase leading to budget deficit.

Mitigation of Procurement Challenges

- i) The system Administrator (PPRA) has continued with improving system connectivity and providing technical assistance through helpdesk
- ii) Reduced tendering processing time to enable contract finalization within budgeting period.

2.14 ICT AND STATISTICS UNIT

This Unit is responsible for handling all ICT and statistical matters of the Authority. It supports the Authority's functions to achieve its corporate objectives. It is the Authority's policy to ensure that the public is provided with timely and accurate information. To this end, the Authority has established and maintaining an appropriate and secured ICT infrastructure and application systems in order to enhance information management.

During the year, the following has been achieved in the area of Network infrastructure, hardware acquisition, application systems and ICT Governance.

a) Network Infrastructure

- i) The Authority has upgraded internet link to all of its stations from 4 Mbps to 100 Mbps.
- ii) Upgraded data link from 512 Kbps to 1 Mbps to all stations: this greatly improved traffic flows and performance of CASIP, ERMS and e-Office in staff daily activities.
- iii) Established new connection to National Internet Data Centre (NIDC) using IP MPLS to replace slow and intermittent IP Sec connection. This has improved communication between systems hosted there that needs to share data with systems available inhouse
- iv) Network security has been enhanced by continue monitoring of configured SOPHOS firewall system that filters traffic and enables securely remote connectivity for authorized staff to access and work on Authority systems from outside office premises.

b) Application Systems

It is a strategic target that all business processes for the Authority be automated. Table 32 summarizes what has been achieved in 2023/24:

Table 32: ICT Projects

No	Application System	Description
1	Remote Piloted Aircraft Permit Management System	Authority operationalised a developed Drones information management system to ensure that drone's importation, registration and issuance of permit to operate drones in the country is strictly controlled. The system is also integrated with Tanzania Revenue Authority system to ensure that required revenue during import and export of droned are properly collected
2	AVSEC Personnel records management system	The system allows Authority to keep the updated records of all AVSEC personnel electronically, enable digital verification of AVSEC personnel and provides instant notification when licenses of these staff are about to expire/has expired so that proper proactive step can be taken on time. It also provides different operational and audit reports
3	Aviation Operation Statistic Database (AOSDB)	The Authority has successful deployed and operationalize this system which allows Aviation stakeholders to submit required statical data electronically. It has enabled Authority to get aviation activities data on time and in the predefined format and standards which makes analysis easier and provide accurate reporting
4	Enhancement of Online Permit Management System	The system enables Flight Operators and Agents to request pay and print approved permits (Landing and Over flight) online. Among other upgrade made, the system has been enhanced to allow diplomats (embassies and international organisation) to apply for landing and overflight permit at our portal and get their permit online

2.15 CIVIL AVIATION TRAINING CENTRE

Civil Aviation Training Centre (CATC) is the training arm of the Tanzania Civil Aviation Authority (TCAA) established on 10 June 1985 through the joint efforts of the Tanzania Government, the International Civil Aviation Organization (ICAO) and United Nations Development Programme (UNDP). The Centre is located in Dar es Salaam at the Julius Nyerere International Airport (JNIA) Terminal One Building. The main objective of CATC is to provide quality and cost-effective Aviation training to meet the current and future needs of the aviation industry in Tanzania and elsewhere.

a) Customer Base

The Centre has the main customer base as follows: -

i) CATC customers are from within and outside the country. Within the country CATC customers are from the TCAA, Airports Operators, airlines, military, ground handling companies, approved aviation security organizations, other service providers at airports and the public.

ii) Customers from outside the country are from Uganda, Botswana, Swaziland, Liberia, Ghana, Nigeria, Rwanda, Burundi, Somalia, Zambia, Namibia, Sierra Leone, Guinea Conakry, Kenya, Southern Sudan and South Africa.

b) CATC Accreditations and Certifications

i) ICAO Aviation Security Training Centre (ASTC-Dar es Salaam) among 9 ICAO certified training institutions in Africa and 35 institutions Worldwide.

ii) ICAO Train air Plus full member-Gold

iii) ISO 9001: 2015 certified.

iv) Full Accredited by the National Accreditation Council of Technical Education

- v) Full Accredited by the National Council for Technical and Vocational Education and Training (NACTVET),
- vi) Approved Training Organization (ATO) by Tanzania Civil Aviation Authority (TCAA) based on ICAO 5 phases
- vii) CATC maintains ICAO TrainAir Plus Full member -Gold from January 2024 after fulfilling the ICAO requirements. Based on new ICAO requirements of 2021, membership expire every after one year and the training institution MUST fulfil the conditions to either grow of to drop to another category

c) Activities accomplished in financial year 2023/24

- i) 156 courses were conducted with 2,205 participants of which 1937 were Locals and 268 were foreigners.
- ii) New CATC organization structure was developed and submitted to relevant Authorities for approval,
- iii) Advanced Airport Operation course was developed and completed,
- iv) Air Cargo operation course developed and on-going starting from NTA level 4 (Certificate to NTA level 6(diploma)
- v) Memorandum of Agreement (MoA) regarding capacity building for 77 air traffic controllers from Civil Aviation Authority of Botswana worthing USD 353,500 was signed in June 2024.
- vi) In September 2023, Somalia Civil Aviation Authority inter into agreement with CATC to host CASE II project to deliver capacity building to Somalia CAA experts in Dar es Salaam. The project is full funded by European Union whereby for each course, half of the participants will be from Somalia and half from Government of Tanzania

2.16 QUALITY ASSURANCE UNIT

The Unit is responsible for ensuring that the Authority achieves and adheres to quality management system under ISO-9001:2015 standard/other quality management system, also the coordination of all functions related to Risk Management and Business Continuity Management.

The QAMU as the part of the Authority continues to implement reviewed strategic plan 2023/24 – 2025/26 under the objective of human resource, organizational capacity and operational efficiency strengthened. In order to ensure the Authority meets its 3 targets:

- i. ISO 9001 compliance maintained,
- ii. Business continuity management system (ISO 22301) implemented and,
- iii. Internal controls and risk management enhanced.

The Authority through its 2023/24 – 2025/26 Strategic plan under the objective of human resource, organizational capacity and operational efficiency strengthened, the implementation of various activities within the objective, continues to instil confidence of the services provided to customers by building up the effective quality, risk and business continuity management systems. The mentioned management systems affect every aspect of the organization by ensuring different processes are efficient and effective to ensure customer satisfaction, reduction of impact on the ability of the Authority to achieve its objectives and resilience of the Authority to continue providing services during disruptive incidents.

a) Quality Management System

To ensure the compliance of the ISO 9001:2015, the Authority is being assessed annually in the following scope: -

- i) TCAA Regulatory (Safety Regulation, Economic Regulation & Corporate Services).

ii) Provision of Air Navigation Services within Dar-es-salaam Flight Information Region (FIR) which includes Air Traffic Management (ATM), Communication Navigation Surveillance (CNS) & Aeronautical Information Management (AIM).

iii) The Design and provision of training services for the Civil Aviation Industry to include ATM, AIS, CNS, AVSEC, Airport Operations, Train the Trainer & Airport Ground Handling.

Currently, the Authority has successfully completed its recertification cycle by our registrar and awarded a certificate of Compliance in all ISO 9001:2015 Authority scopes in March 2024. The Quality Assurance Management Unit continues to perform internal audits for sections and stations to ensure compliance and improvements.

b) Risk Management

The Authority developed its 2023/2024 risk register with 79 risks with 320 mitigations. At the end of the financial year, 302 mitigations have been implemented which resulted to 94.38% implementation compared to 92.7% of the previous financial year.

During the end of the 4th Quarter, the residual risks remain as per table 1.0 (Residual Risk Assessment) below. This signifies that the Authority has achieved to mitigate 92.4% (73) of risk to green which is within the appetite level stipulated by the Board. Only 6 risks are above the appetite level. Fig 1.0 shows the trend analysis in which the transformation was above 20% which was contributed by action plan and resource deployment.

Table 33: Residual Risk Assessment

Colour	Residual Risk at the end of 4 th quarter	Residual Risk at the end of 3 rd quarter	Residual Risk at the end of 2 nd quarter	Residual Risk at the end of 1 st quarter	Inherent Risk at the beginning of 1 st quarter
Red	-	-	-	-	6 (7.5%)
Brown	0 (1.26%)	1 (1.26%)	1 (1.25%)	10 (12.6%)	34 (43.04%)
Yellow	6 (6.3%)	10 (12.6%)	32 (40%)	41 (51.8%)	38 (48.1%)
Green	73 (92.4%)	68 (87.34%)	47 (58.75%)	28 (35.4%)	1 (1.26%)
Total	79	79	80	79	79

c) Business Continuity

To ensure that, the Authority is capable of safeguarding critical business functions against any interruptive events. The Authority has started the implementation of Business Continuity by developing framework and business continuity plan for Air Navigation Services and Information Communication Technology to start with. The plan guides the Authority to respond, recover, resume and restore the business activities/tasks to a predefined level of operations following a disruption. It is developed based on key scenarios that would address unexpected disruptions, i.e., Failure of Communication systems in provision of Air Traffic Services

Loss of ICT systems

- (i) Loss of key third party suppliers/ stakeholders
- (ii) Loss of key staff/ Unavailability of internal dependencies

Risks

- i. There is possibility of un competitiveness of service providers will result in high prices, monopoly, unsustainability and unreliability of service provision.
- ii. There is possibility of emerging pandemic and other threats result in disruption of air transport.
- iii. There is a possibility If systems are not interoperable, there will be poor seamless operations, an increase in operational cost and workload.
- iv. There is a possibility If loss of separation occurs, then it will result into a collision of aircraft
- v. There is a possibility If there is noncompliance with safety management regulations, there will be an increase in ATS incidents and safety levels will not be met hence affecting the reputation of the organization.
- vi. There is a possibility If search and rescue response is delayed, there will be a high number of casualties.
- vii. There is a possibility of unavailability of information Systems that may cause business process disruptions
- viii. There is a possibility of cyber-crime which may lead to operation disruptions, confidentiality breach, reputation, and integrity.
- ix. The possibility that information collected contains a material misstatement which may lead to undetected errors, financial loss, business interruption and loss of customer trust
- x. There is a possibility that ineffective procurement project and contract management may lead to cost over-run, delays or failure to deliver quality services
- xi. There is a possibility of not complying with national and international regulatory requirement that may result to revocation of accreditation/ certification and lead to degradation of the institution's status

Proposed Mitigations

- i. Enhance market liberalization, undertake research on route development and Intensified enforcement;
- ii. Development of the National and Airports Aviation Public Health Emergency Preparedness and Response Plan, Monitoring of Screening of international arriving and departing passengers;
- iii. Deployment of new systems with latest technology;
- iv. Providing refresher training to air traffic controllers;
- v. Conducting SMS awareness seminar to ANS staff and Sensitize Management (operational and non-operational) on safety culture and SMS;
- vi. Sensitization and awareness to all stakeholders who can assist Search and rescue operations and training more personnel on key SAR activities such as Basic SAR operations and Administration;
- vii. Imparting ICT Staff knowledge and latest skills on Network and Infrastructure;
- viii. Regular patching of computers and ICT Systems and improving Network Monitoring Tools and Implement Intrusion detection system;
- ix. Automation of business processes and enhance effectiveness and efficiency of internal control;
- x. Improvement of the Authority's Project Management Framework;
- xi. Developing plan to accommodate regulatory requirements nationally and internationally

2.17 LEGAL SERVICES UNIT

The unit is responsible for legal advisory and secretariat to the Board of Directors. It keeps custody of all the Authority's legal and statutory documents. During the year the following activities were performed:

- a) Review of the following Regulations to address new ICAO Standards and Recommended Practices.
- i) The Civil Aviation (Heliports) Regulations, 2024 (GN. No. 2 of 2024);
 - ii) The Civil Aviation (Operation of Aircraft - Helicopter Operations) Regulations, 2024 (GN. No. 3 of 2024);
 - iii) The Civil Aviation (Carriage by Air) Regulations, 2024 (GN. No. 4 of 2024);
 - iv) The Civil Aviation (Certification, Licensing and Registration of Aerodromes) Regulations, 2024 (GN. No. 5 of 2024);
 - v) The Civil Aviation (Instruments and Equipment) Regulations, 2024 (GN. No. 6 of 2024);
 - vi) The Civil Aviation (Aerodromes Designs and Operations) Regulations, 2024 (GN. No. 7 of 2024);
- and
- vii) The Civil Aviation (Facilitation of Air Transport) Regulations, 2024 (GN. No. 8 of 2024);
 - viii) The Civil Aviation (Operation of Aircraft – General Aviation) Regulations, 2024 (GN. No. 9 of 2024);
 - ix) The Civil Aviation (Transport of Dangerous Goods by Air) Regulations, 2024 (GN. No. 10 of 2024);
 - x) The Civil Aviation (Fatigue Risk Management) Regulations, 2024 (GN. No. 11 of 2024); and
 - xi) The Civil Aviation (Operation of Aircraft – Commercial Air Transport Operations) Regulations, 2024 (GN. No. 12 of 2024)
- b) Handling the following cases in collaboration with the Office of the Solicitor General:
- i) Case No. 226/2022 (Captain Agustino Shio vs TCAA, Director General TCAA, Captain Lulu Malima & the Attorney General);
 - ii) Case No. 76/2023 (Martinair Holland N.V. & KLM vs TCAA, TAA, Ethiopian Airlines Enterprise & the Attorney General);
 - iii) Case No. 511/2024 (Werner Ewald Lüttgen & Others vs Coastal Travels, TCAA & the Attorney General); and
 - iv) Civil Appeal No. 62/2023 (Martinair Holland N.V. & KLM vs TCAA, TAA, Ethiopian Airlines Enterprise & the Attorney General).
- c) Review of Cabinet Papers for the following:
- i) Constitution of the African Civil Aviation Commission, 2009;
 - ii) Aeronautical and Maritime Search and Rescue Bill;
 - iii) Protocol to amend the Convention on Offences and Certain Other Acts Committed on Board Aircraft, 2014; and
 - iv) Protocols amending Articles 50(a) and 56 of the Chicago Convention, 2016.

2.18 INTERNAL AUDIT UNIT

The Authority has established an Internal Monitoring System in line with relevant public sector legislation and procedures. The Internal Audit Function reports functionally to the Audit, Risk and ICT Committee, and administratively to the Director General. During the year under review the unit achieved its strategic objectives based on key performance indicators and approved by Audit committee of the Board. The achievement was recorded while observing Code of Ethics Conduct, standards, and definition of Internal Audit functions.

The Internal Audit unit carried out its functions that entail assuring risk management, control, and governance processes in line with the Internal Audit Charter, Annual Audit Plan, Internal audit guide for public sector and International Standards for Professional Practices of Internal Auditing (IPPF). The Internal Audit unit continued to provide assurance and consulting services to the Board and Management on the effectiveness of risk management, control and governance processes.

2.19 PUBLIC RELATIONS AND COMMUNICATIONS UNIT

The Public Relations and Communication Unit holds the pivotal role of managing both internal and external corporate communications, orchestrating social events, and upholding the Authority's public image. This unit serves as a vital bridge connecting the Authority, the media, and the broader public.

Throughout the financial year 2023/24, the Authority undertook numerous initiatives encompassing the realm of communication and public relations, which are detailed in this report. For the Financial Year 2023/24 the Authority executed several activities related to Communication and Public Relations functions as set out below

a) Feature Articles

In the fiscal year 2023/24, a notable surge in activity was observed, with 300 feature articles being published in local newspapers and the Authority's bi-annual magazine. This figure marks a substantial increase from the 275 articles published in the preceding financial year 2022/23.

b) Media Coverage

A total of 50 media events were meticulously organized, encompassing a diverse range of activities such as public hearings, celebrations, and several other Authority's events.

c) Advertisements

Over the course of the year, the Authority successfully rolled out 90 sets of diverse advertisements, showcasing a significant growth from the 22 batches of advertisements that was disseminated in the fiscal year 2022/23.

d) Participation in Domestic Exhibitions

The Authority made its presence felt at the 47th Dar es Salaam International Trade Fair (Sabasaba), Nanenane and Mapinduzi exhibitions, and marked a notable achievement by welcoming 5,000 visitors altogether. This accomplishment reflects a substantial enhancement from the 2,700 visitors recorded during the 46th edition of the Sabasaba exhibition in the preceding financial year, 2022/23. Additionally, the Unit participated in two more exhibitions in the respective financial year showcasing significant growth from the preceding year where the unit participated in one exhibition. Moreover, the unit played a pivotal role in the distribution of educational and informational materials related to TCAA, making them accessible to both the government and the public.

e) Political and Charitable donations

The Authority demonstrated its commitment to community social needs through political and charitable donations during the period ending June 2024 and made 11 corporate social responsibility activities.

f) Sensitization Program

During the fiscal year 2023/24, two (2) educative sensitization seminars through media houses on TCAA activities were conducted to Journalists and Editors at different intervals, to sensitize them on TCAA activities.

2.20 OBJECTIVES AND STRATEGIES

The Authority implements the following key objectives as per Strategic Plan 2022/23-2025/26 as described under table below:

Table 34: Objectives Implementation

No.	Objectives	Strategies		
		Short-Term Strategies To be achieved by 30 June 2024	Medium-Term Strategies To be achieved by 30 June 2025	Long-Term Strategies To be achieved by 30 June 2026
A.	To improve health services and minimizing HIV/AIDS infections.	- To provide sensitization on voluntary counselling and testing of HIV/AIDS. - To continue providing care and support to staff living with HIV/AIDS. - To continue providing care and support to staff living with HIV/AIDS.	To review HIV/AIDS policy	- To provide sensitization on voluntary counselling and testing of HIV/AIDS. - To continue providing care and support to staff living with HIV/AIDS
B.	Effective implementation of national anti-corruption strategy enhanced and sustained.	- To promote transparency on TCAA services. - To promote ethical behavior in TCAA.	To strengthen leadership, governance, internal control and risk management.	- Enhance anticorruption awareness campaign to customers and employees - To strengthen leadership, governance, internal control and risk management
C.	Safe and secure civil aviation system and environmental protection enhanced.	To enhance safety, security and facilitation.	To minimize the adverse environmental effects of civil aviation activities	
D.	Orderly development of air transport sub-sector sustained.	To advise the government on air transport policies and the general public.	- To promote competition and economic efficiency. - To protect the interest of consumers, efficient suppliers, investors	- To enhance synergy between aviation and other related sectors of economy - To enhance facilitation of air transport services
E.	Enhancement of capacity and efficiency of air navigation services.	- Enhancing safety to prevent aircraft collision and reduce accidents and incidents - To Ensure the efficient provision of air navigation services	Enhancing safety to prevent aircraft collision and reduce accidents and incidents	Enhancing safety to prevent aircraft collision and reduce accidents and incidents
F.	Strengthening of human resource and organisational capacity and operational efficiency.	- Improving the working environment. - Strengthening of the financial sustainability. - Building human Resources capacity	- Strengthening leadership, governance, internal control and risk management - Strengthening the Authority's management systems and procedures. - The reinforcement of legal and regulatory framework	Enhancing business processes and improving the working environment.

2.20.1 Key Achievements

Key achievements experienced by the Authority during the year and future strategies are as follows:

- a) Completion of USAP -CMA Audit with a positive result of 86.98% which is above global average;
- b) Enforced compliance to International Civil Aviation Organization Standards (ICAO SARPs) by the aviation sector stakeholders.
- c) Reviewed various regulatory tools and developed other new regulatory tools such as Aerodromes, Security and Remotely Piloted Systems regulations;
- d) Commencement of installation of VHF Radio communication systems for enhancement of radio communication between pilots and air traffic controllers;
- e) Completion of D- ATIS project at KIA and Arusha
- f) Procurement of consultancy for supervision of construction works for art Civil Aviation Training Centre;
- g) Completion design review of available design state of art Civil Aviation Training Centre;
- h) Enhanced Civil Aviation Training Centre through provision of staff capacity building, equipment and conducive working environment;
- i) Effective management of Authority resources coupled with sound financial and administrative services;
- j) Managed to monitor, evaluate and inspect planned activities;
- k) Strengthened capacity building for Authority staff for improvement staff performance;
- l) Maintained collaboration with other Government institutions (Tanzania Food & Drug Authority (TFDA), Tanzania Airports Authority (TAA), National Environment Management Council (NEMC), Tanzania Revenue Authority (TRA), Zanzibar Airports Authority (ZAA), Tanzania Police Force, Tanzania People's Defence Forces and others on matters that require Collaborative Decision Making (CDM).

2.20.2 Challenges

During the year under review, the Authority faced the following challenges:

Table 35: Challenges and Mitigation

S/N	CHALLENGE	MITIGATION
1	Inadequate compliance with the amended TCARs in safety and security oversight by the industry stakeholders due lack of safety culture	Developing and implementing programs to enhance safety and security culture and awareness among industry stakeholders
2	Shortage of financial resource that hindered timely completion of development projects	Exploring new revenue streams, alternative financial options, and enhancement of financial sustainability plan
3	Limited capacity by the Authority to attract and retain qualified human capital due to shortage of aviation experts in the labour market	The Authority continues to improve remuneration packages and training programs to attract and retain qualified human capital
4	Defaulting payments of air navigation charges by some of the public institutions and diplomatic communities	Implementation of new credit policy and automation of procedures for monitoring collections.
5	Transfer powers of the Board of Directors and Management on matters related to human resource management to the President's Office Public Service Management through Public Services Act (Chapter 298) and its adverse effect on Authority's operations	The Authority is currently engaging the TR office and PoPSM on the possibility of releasing some of the human resource Management function to the Authority (Board and Management) for a smooth implementation of TCAA strategic goals.

2.21 STAKEHOLDERS' RELATIONSHIP

The Authority believes that the stakeholders are reasons for existence of the Authority. Several measures have been taken to institute a responsible behaviour towards members of the Authority and other stakeholders. These measures include, but not limited to, holding interactive meetings, seminars, conferences and workshops.

Table 36: TCAA Stakeholders' Relationship

Stakeholders	Their Interests / Concerns	Value we create
Government Institutions	• Increase of the revenue. • Strong Organization. • Contribution and Statutory deductions. • Timely information. • Effectiveness in regulation of the air transport sector.	• 15 % Contribution to GCF • Sound policies and procedures. • Compliance to statutory requirements • Advising on the aviation matters.
Operators	• Excellent offers. • Fair enforcement of laws and regulations.	• Regulatory and Air Navigation Services. • Provision of laws and regulations on Civil Aviation.
Customers	• Sustainable business. • Transparency in procurement processes. • Prompt payment of due accounts. • Timely and fair • Consumer protection.	• Good, works and consultancy and non-Consultancy Services. • Complaint's handling (hearing and award),
Employees	• Improved working conditions • Career goals	• Provide good working conditions • Job security
International Regulators	• Timely compliance with new standards.	• Provide response on action to be taken (audit findings, New Standards etc.).
General Public	• Quality services	• Regulated services.
Investors	• Timely and accurate information. • Timely and reliable Air transport services. • Transparency on services offered.	• Provision of information on investment opportunities available. • Provision of high-quality air transport services. • Provision of information on the performance of the company. • Provision of investment proposals.
Parliamentary Committees	• Accurate and timely information and reports. • Ensuring compliance with all relevant legal and regulatory requirements. • Adhere to different National policies • Implementation of Election Manifesto. • Accurate and timely response to questions and answers.	• Provision of reliable information and reports regarding Authority's performance. • Ruling party manifesto implementation report.

2.22 OPERATING AND FINANCIAL REVIEW

Operating and financial review provides a comprehensive review of the Authority's performance and financial position for the year.

a) Analysis of Financial Performance

The following is an analysis of financial performance for the year ended 30 June 2024: -

i) Revenue

During the year, the Authority recorded total revenue of TZS 114.45 billion as compared to TZS 84.44 billion in financial year (2022/23). The increase amounts to TZS 30.01 billion equivalent to 36%.

ii) Revenue from exchange transaction

During the year, the Authority recorded total revenue from exchange transactions of TZS 55.12 billion as compared to TZS 49.90 billion (2022/23) with an increase of TZS 5.20 billion which is equivalent to 10%

iii) Aeronautical Revenue

A total of TZS 60.96 billion was earned during the year in comparison with TZS 53.64 billion of 2022/23 making an increase of TZS 7.32 billion which is equivalent to 14%. The increase in revenue were due to an increase of flight movements after opening airspace in all countries and the Royal Tour campaign has also contributed to increase tourists hence an increase in flight movement to and from Tanzania.

iv) Revenue from Training College (CATC)

A total of TZS 2.65 billion was collected from CATC during the year in comparison with TZS 1.72 billion of 2022/23 making an increase of TZS 0.93 billion which is equivalent to 54%. Some of the reasons for the increase in revenue were;

1. More students because of MOU with Rwanda, Guinea, Somalia, Uganda and Roberts FAR
2. New courses developed such as RPAS (Drones courses)
3. Competent instructors
4. Efforts in Marketing and promotion
5. Compliance (more people were enforced to comply with regulations by studying various courses)

v) Safety Regulation Costs Recovery

A total of TZS 1.83 billion was earned during the year in comparison with TZS 1.38 billion of 2022/23 making an increase of TZS 0.45 billion which is equivalent to 33% reasons being:

1. An increase of safety and oversight activities done by the Authority which was possible when operators resumed operations after Covid 19.
2. An increase of personnel licenses due to more application requests from training organizations and aviation crew in general

vi) Revenue from non-Exchange transactions

A non-exchange transaction is one in which one party receives something of value without directly giving value in exchange.

During the year, the Authority recorded total revenue from non-exchange transactions of TZS 34.81 billion as compared to TZS 29.58 billion in 2022/23 with an increase of TZS 5.23 billion which is equivalent to 18%.

The Authority recognizes revenues from embarking passenger's safety fees, fines and penalties, and Economic and Safety Regulations fees when the event occurs, and the asset recognition criteria ar

met. Other non-exchange revenues are recognized when it is Controller and Auditor General AR/PA/ TCAA/2023/24 51 probable that the future economic benefits or service potential associated with the asset will flow to the Authority and the fair value of the asset can be measured reliably.

vii) Safety regulation fees

A total of TZS 3.98 billion was earned during the year in comparison with TZS 2.33 billion of 2022/23 making an increase of TZS 1.65 billion which is equivalent to 71%. This was mainly due to an increase of revenue generated from regulatory activities which resumed after Covid-19 relief.

viii) Economic regulation fees

A total of TZS 5.53 billion was earned during the year in comparison with TZS 6.82 billion which was earned in financial year 2022/23, a decrease by TZS 1.29 billion which is equivalent to 19%.

ix) Embarking passengers' fees

A total of TZS 25.30 billion was earned during the year in comparison with TZS 20.43 billion which was earned in financial year 2022/23, an increase by TZS 4.87 billion which is equivalent to 24%. This was mainly due to an increase of the embarking passengers.

x) Expenditure

During the year, the Authority recorded total expenditure of TZS 106.44 billion as compared to TZS 95.77 billion with an increase of TZS 10.67 billion which is equivalent to 11%

The increase in expenditure is mainly caused by the following areas:

• Salaries, allowances, and other staff benefits

A total of TZS 47.60 billion was incurred during the year in comparison with TZS 44.70 billion of 2022/23 making an increase of TZS 2.90 billion which is equivalent to 6%. This was mainly due to recruitment and promotion of internal staff which led to an increase of salaries, recruitment, transfer, and subsistence costs.

• Administrative and Operational expenses

A total of TZS 29.80 billion was incurred during the year in comparison with TZS 21.41 billion of 2022/23 making an increase of TZS 8.39 billion which is equivalent to 39%. This was mainly due to the reclassification of chart of accounts to comply with government directives (GFS codes) and reclassification of assets to operational expenses.

• Contribution to Government and Other bodies

Contribution to government is made in order to comply with Treasury Registrar (TR) directives which requires the Authority to contribute 15% of the gross revenue to GCF. In addition, the Authority continues to contribute membership fees to various local and international organization on behalf of the government.

xi) Surplus/ Deficit

During the financial year, the Authority reported a surplus of TZS 8.01 billion (2023: deficit of TZS 11.33 billion)

b) Analysis of Financial Position

i) Cash and Cash Equivalent

The Authority's cash and cash equivalents as at 30 June 2024 was TZS 3.33 billion (30 June 2023:

TZS 13.43 billion), which is decrease of TZS 10.10 billion, equivalent to 75%. This decrease was because of the fund reserved for letter of credit margin for VHF project worth TZS 8.60 billion from previous year but currently there is no letter of credit issued.

ii) Receivable and Prepayment

This refers to the outstanding amounts that the Authority is owed by its operators, staff loans and advanced to suppliers.

At the end of the year ended 30 June 2024, the total receivables and prepayments of the Authority was TZS 25.16 billion as compared to the balance of TZS 19.83 billion at the end of financial year 2022/23 which is an increase of TZS 5.33 billion, equivalent to 27%.

iii) Inventory

There was an inventory of TZS 0.57 billion (30 June 2023: TZS 0.63 billion), a decrease of TZS 0.06 billion, equivalent to 10%. The decrease was due to the issuance of the slow-moving inventories during the year.

iv) Property, Plant and Equipment

The property and equipment as at 30 June 2024 stood at TZS 248.72 billion compared to TZS 248.74 billion as at 30 June 2023, a decrease of TZS 0.02 billion was attributed to the change of useful life and asset condition and related depreciation charges for the year, there were also a Work-In Progress for TZS 7.52 billion compared to TZS 1.86 billion as at 30 June 2023, an increase of TZS 5.66 billion, equivalent to 304% which is attributed by the ongoing VHF area cover and AIM solution projects.

c) Analysis of Cash Flows

The Authority's cash flows can be analysed from the cashflows statement under three areas of cashflows from operating activities, cashflows from investing activities and cashflows from financing activities. It should be noted that cash flow analysis does not consider any growth in the cash flow statement because the cash flow statement always shows what happened in the past. Therefore, the Authority's cash flows analysis is summarized below:

i) Cash flows from Operating Activities

The net cash flows from operating activities of TZS 5.27 billion (30 June 2023: TZS 14.16 billion), was derived as the difference between cash receipts amounting to TZS 92.16 billion (30 June 2023: TZS 93.89 billion) and payments that were made to suppliers and staff amounting to TZS 86.88 billion (30 June 2023: TZS 79.73 billion).

ii) Cash flows from Investing Activities

The net cash outflow flows from Investing activities of TZS 15.37 billion (30 June 2023: TZS 5.08 billion) mainly relate to investment in property plant and equipment.

d) Budget Performance

The Authority prepares its budget on the accrual basis, except for estimates such as depreciation and amortization. Therefore, the budget sets out three-year spending plans of the national and provincial governments. It aims to ensure that budgets reflect Government's social and economic priorities and give substance to Government's reconstruction and development commitments.

e) Future Plans

Following the mid-term review of strategic plan, the following are the strategic plans that will be implemented:

- i) Financial Sustainability Strategy
- ii) Development of a modern CATC to meet the training needs of the rapidly growing aviation industry in Tanzania, Africa and elsewhere in the world.
- iii) Completion of the Installation, Integration, Training, Testing, Commissioning and Technical Support of Very High Frequency (VHF) Radio Communication Systems for Tanzania Civil Aviation Authority, and
- iv) Construction of Liaison Office in Dodoma

f) Capital Structure

By the provisions contained in the Civil Aviation Act (Chapter 80 of the Laws [R.E. 2020]) (the “Act”), all movable and immovable properties which immediately before the commencement of the Act was vested in the former TCAA established under Executive Agencies Act no.3 of 1997, vested in the Tanzania Civil Aviation Authority subject to all interests, liabilities, charges, obligations and trusts affecting those properties.

Consequently, the capital structure represents financial capital and human capital;

g) Treasury Policies and Objectives

The Authority has made every effort to ensure that its financial decisions are accurate as they are aligned by the relevant government guidelines. The Authority operates under issued Government circulars, legislations, guidelines, and Board of Directors directives.

In compliance with the Treasury Registrar Act Cap 370, the Authority continued its contributions to the government consolidated fund and during the year the Authority recorded TZS 12.76 billion.

h) Liquidity of the Entity

The authority during the financial year as at 30June 2024 has shown the ability to meet short- and long-term financial obligations and convert its assets into cash without causing significant losses. The assessment was done through analysing the Authority’s current assets and liabilities, cash flow and working capital.

During the year, current ratio 1.2 times, Acid Test ratio 1.14 times, which proves that the Authority was able to fund its current liabilities when occurred.

2.23 RESOURCES

The Authority’s key strengths which assist in the performance of its functions to achieve its objectives are pegged on a well-composed Board of Directors, competent Management, human resources, deployed ICT systems and documented internal Policies and Guidelines. These strengths continuously create value to the Authority. In addition, the Authority has intellectual resources, social and relationship resources, natural resources, and other resources. These are explained below: -

a) Financial resources

The Corporation enhances its financial sufficiency by improving management of its resources through prioritization of initiatives, implementing initiatives within the available financial resources to generate adequate revenue for timely implementation of planned activities. The Authority’s Sources of finance is derived from the mandate it has been given through Sect 68 of the establishment Act “Tanzania Civil aviation Authority consists of: -

- i) fees collected by the Authority including fees payable for the grant and renewal of licenses.
- ii) charges paid in respect of air navigation services and safety oversight.

- iii) levies collected from regulated suppliers.
- iv) all the payments or property due to the Authority in respect of any matter incidental to its functions; and
- v) any grants, loans, donations, bequests, or other contributions made to the Authority.

b) Human resources

The Authority has skilled, committed, motivated and competent employees dedicated to the provision of quality services that meet and exceed customers' expectations. Management adheres to the principles of good governance and promotes good working environment and labor relations. In addition, the Authority has continually invested on human resource development focusing on training, staff wellness, staff recognition, competitive remuneration and career growth.

By 30 June 2024, the Authority had 15 stations located at Dar es Salaam (JNIA) Kilimanjaro (KIA), Mwanza, Arusha, Songwe, Iringa, Songea, Tabora, Kigoma, Dodoma, Mtwara, Tanga, Zanzibar (AAKIA) and Pemba and a total of employees 502 (female 161, Male 342). Factors that may affect the Authority in ensuring availability of competent human resources at an approved establishment include absence of employees', the process of getting approval from the Government on staff establishment, and budgetary limitations and control processes. Nevertheless, the Authority is taking close care of its human resources to ensure they are highly motivated to continuously working with the Authority and meet future demand.

c) Social and Relationship resources,

The Authority social and relationship resources is composed of ethical and transparent relationship with its customers, regulated service providers, suppliers, regulatory bodies, Government, and the public who are internal and external stakeholders by establishing a harmonious relationship. The Authority's creates shared value strategy relating to social development initiatives such as education and leadership development, financial inclusion, and safety facilities which are delivered to the communities in the areas of operations.

In addition, the Authority had established and maintained good working relationships with local entities within the country and maintained international networking with relevant organs including AATO, CASSOA, ESAF, IATA, CCC, SADC, EAC, CANSO, AFCAC, SASO, ICAO, TAISOA, TATCA and IFATCA.

Factors that may affect availability, quality and affordability of social and relationship resources include Corporation's failure to participate and contribute to local and international communities' activities, non-payment of contributions and subscriptions to respective organs in this area, and low level of transparency and engagement with stakeholders. Despite these, the Authority maintains its commitments and initiatives on social and relationship resources to continuously meeting existing and future demand.

d) Natural resources,

The Authority's major natural resources are airspace (movement of aircraft), land (NAVAIDs). Various initiatives have been taken by the Authority to promote environment sustainability through internal engagements and external partnerships and commitments. Factors that may affect availability, quality and affordability of natural resources include natural calamities, pandemic, terrorist, human sabotage, political interference, laxity in compliance with legislation and minimum commitments from leaders. However, the Corporation values natural resources and will continuously take necessary steps to ensure protection and availability of such resources to meet the Corporation's future demand.

e) Other resources

In the discharge of its mandate and functions, the Authority is guided by the Tanzania Civil aviation Act cap 80 and its operating regulations, staff regulations, financial regulations, Standing Orders for the Public Service, Factors that may affect availability of other resources mentioned above include length of process to come with the relevant legislation for implementation, amendment by the Parliament of the legislation applicable to the Authority, and amendment or issuance of new Regulations by the Ministry responsible for Air transport. However, the Corporation will collaborate with the key stakeholders, including the Ministry of Works and Transport, to ensure availability and timely amendments, where necessary, of legislation for implementation to address the current and future needs of aviation sector.

2.24 PRINCIPAL RISKS, UNCERTAINTIES AND OPPORTUNITIES

a) Uncertainties

The following assumptions has been taken by the Authority during assessments of the risks, uncertainties and opportunities which will prevail during the implementation of the Authority functions:

- i) Socio- economic factors or conditions like Inflation, Interest rates, Gross Domestic Product, per capital income, economic growth rate, and terms of international trade exchange rate will continue to remains table.
- ii) Political environment will remain stable and political commitment to support the aviation industry.
- iii) Legal factor has been stable, issues like Policies, Laws and Regulations will exist the same during the implementation of Authority functions and that make regulatory environment predictable.
- iv) The Authority will be able to match with the pace of technological changes especially in CNS systems.
- v) There will be insignificance changes in resources provision like competent, skilled and motivated staff and financial as per Authority plans.

b) Opportunities

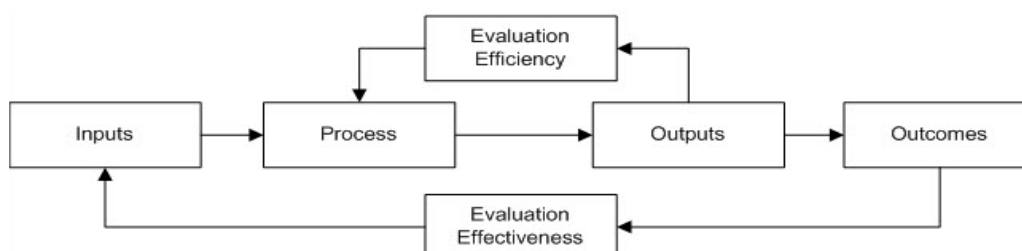
The Authority's risk assessment process identified opportunities that would expectedly enhance the strategic plan execution as summarized below:

- i) Technological changes and ability of the Authority to embrace those technological changes especially in CNS systems. This might attract more air operators to use Tanzania airspace due to improvement of quality air navigation services that may lead to increase in revenue.
- ii) Change in economic and political policy may lead to conducive environment resulting in:
 1. increase investments, deploy new systems, more skills to staff and growth of business.
 2. increase employment opportunities and therefore increase people purchasing power that stimulate social economic movement.
 3. introduction of air transport low-cost carrier
 4. stimulate exportation of perishable goods and tourism.

2.25 AUTHORITY'S OPERATING MODEL

The Authority analysis on inputs, processes, outputs, and outcome has been listed in Section.

Figure 2: Authority's Operating Model



2.26 KEY PERFORMANCE INDICATORS

Table 26: Key Performance Indicators

No.	Objectives	Key Performance Indicator (KPI)	Definition / Calculation	Purpose	Assumptions	Target Previous Year	Target Current Year	Target Future
A.	To improve health services and minimizing HIV/AIDS infections.	Number of staffs living with HIV/AIDS provided support.	Number of staffs provided support	To improve health services and minimizing HIV/AIDS infections at workplace	High level of voluntary test among staff	1	1	1
B.	Effective implementation of national anti-corruption strategy enhanced and sustained.	Number of staff trained and understood on ethics management.	Number of staffs trained	Minimizing corruption incidents at workplace	Staff understand negative impact of corruption	270	120	300
C.	Safe and secure civil aviation system and environmental protection enhanced.	Number of Accident and Incident occurred	Total number of accident and incidents per 100,000 movements	Safe and secured air navigation services	Safety Oversight is effective	0.88	0.85	0.83
D.	Orderly development of air transport sub-sector sustained.	Number of licensed operators Number of consultations done Number of BASA signed	Percentage (%) of operating operators	To ensure that an orderly and sustainable air transport system is developed	Conducive environment for operation	100%	100%	100%
E.	Enhancement of capacity and efficiency of air navigation services.	Reduction of incident rate per aircraft movements Percentage of CNS/ATM system serviceability Percentage of accuracy and reliable information	Total number of incidents per 10,000 movements	Oversight enhances compliance and identifies preventive and corrective measures to mitigate risks in the system	Operations are efficiency and effective	1	0.5	0.25
F.	Strengthening of human resource and organisational capacity and operational efficiency.	Percentages (%) of resources provision	Percentages (%) of resources provided	To ensure resources are provided in order to achieve Authority's objectives	Human capital and financial sustainability	100%	100%	100%

NOTE:

- The expected outcome, implementation status, budget, and actual amount for the year for the KPIs are explained in note 4, Service Performance Information.
- Financial statements information has not been adjusted for inclusion in the operating and financial review.
- There have been no changes to KPIs, and the calculation method used compared to previous financial years, including significant changes in the underlying accounting policies adopted in the financial statements.

2.27 CORPORATE GOVERNANCE MATTERS

a) Corporate Governance Statement

The Authority is committed to the principles of good corporate governance. The Board recognizes the importance of integrity, transparency, and accountability. In addition, the Board has an overall responsibility for ensuring that the performance and management of the functions and affairs of the Authority are carried out in an efficient, transparent, and ethical manner. Furthermore, the Board is also responsible for:

- i) setting the Authority's strategic objectives and Value,
- ii) reviewing management performance standards,
- iii) ensuring that the necessary resources are in place for the Authority to meet its objectives, providing public education on the functions and obligations of the Authority,
- iv) determining and setting priorities of the general performance and targets of the Authority,
- v) ensuring that measures for the development of civil aviation are in place and implementable, considering and advising the Minister on the development and maintenance of civil aviation policy framework and such other matters affecting civil aviation as it considers desirable in the interest of civil aviation in the United Republic,
- vi) performing such other functions not inconsistent with this Act as the Minister may direct.

Therefore, during the year under review, the Authority complied with all aspects of good corporate governance principles which include Board operations and control; rights of the Government and general public; stakeholder relations; ethics and social responsibility; accountability, risk management and internal control; and transparency and disclosure.

b) Code of Conduct

The Authority's Code of Conduct binds both Members of the Board of Directors and Staff, it explicitly requires that the Authority to have zero tolerance to fraud and corruption. The Authority has the Code of Ethics and Conduct, Ethics Committee and it provide awareness to staff on ethical conduct matters. In circumstances of breach of conduct respective persons are subjected to disciplinary processes as per the Public Service disciplinary procedures.

c) Directors Interests

During the year 2023/24, no conflict of interest existed between the Directors and the Authority. The details on related party transactions are disclosed in note 25 of these financial statements.

d) Independence

All the Non-executive Directors are considered by the Board to be independent both in character, judgment and free of relationships or circumstances, which could affect their judgment.

e) Membership of those charged with governance:

The Board of Directors, which consists of the Chairman and six other members, is established under Section 32 of the Civil Aviation Act, Cap 80. The Chairman and Vice Chairman are appointed by the President of the United Republic of Tanzania on the basis of the principle that where the Chairman hails from a part of the Union, then the Vice Chairman shall be a person who hails from the other part of the Union.

Board Members are appointed by the Minister responsible for aviation following lists of short-listed candidates submitted by Nomination Committee. In order to maintain impartiality of the Authority and for the purpose of avoiding conflict of interest, a person shall not be qualified for appointment as a member of the Authority if owing to the nature of the office he holds is likely to exert influence on the Authority.

While the Board Chairman was appointed on 18th December 2023 and the Vice Chairman was appointed on 4 August 2021.

The Director General is also a Member of the Board, and the Board has appointed the Secretary of the Board as required by the Act. Table 37 below shows the Board Members who served the Authority

during the financial year under review. The Board of Directors of TCAA, as the highest decision-making organ of the Authority, is established under Section 32 of the Civil Aviation Act (Chapter 80 of the Laws [R.E. 2020]) (the “Act”).

The Director of Legal Services serves as Secretary to the Board. During the financial year 2023/24, Ms. Maria M. Memba who is Director of Legal Services served as Secretary to the Board. A total of seven (7) Board Meetings were conducted during the period under review whereby four (4) were ordinary meetings for quarterly reports and three (3) were extra ordinary meetings. Agenda items for the Ordinary Meetings were to receive and deliberate on quarterly performance reports for the Authority while Extra Ordinary Meetings were called to deliberate on matters that due to its urgency could not wait for Ordinary Meetings.

During the financial year the board discussed and deliberated on the following issues;

- i. MTEF preparation for financial year 2024/25
- ii. Action Plan and Annual procurement plan for financial year 2024/25
- iii. Financial statements for the financial year ended 30 June 2023
- iv. Internal Audit and Audit committee charter
- v. The proposed revised Authority’s functions and organisation structure
- vi. Developing and implementing institutional risk management and fraud risk management Framework in the public sector
- vii. Automation of Risk Management system
- viii. Kiwanja cha Ndege Primary school sit visit
- ix. Consumer Complaints; and
- x. Air services and ground handling licences

Table 37: Board Members and Board Secretary for the Year 2023/24

SN	Name	Gender	Position	Nationality	Qualification	Age	Appointment	Meetings
1.	Dr. Hamis Mwinyimvua	M	Chairman	Tanzanian	PhD in Economics	64	18 Dec 2023	2
2.	Ms. Mtumwa K. Ameir	F	Vice Chair	Tanzanian	LL.B., LL.M.	50	4 Aug 2021	7
3.	Dr. Eng. Malima M. Bundara	M	Member	Tanzanian	PhD in Engineering	73	02 Feb 2022	7
4.	Prof. Siasa I. Mzenzi	M	Member	Tanzanian	PhD in Accounting CPA (T)	46	02 Feb. 2022	5
5.	Ms. Rukia J. Adam	F	Member	Tanzanian	MBA, ACPA (T)	67	23 July 2020	7
6.	Mr. Yussuf M. Ali	M	Member	Tanzanian	MSc. Economic & Finance	51	23 July 2020	7
7.	Mr. Hamza S. Johari	M	Member	Tanzanian	LL.B., LL.M	54	22 Feb 2016	6
8.	Ms. Maria M. Memba	F	Secretary	Tanzanian	LL.B., LL.M	48	26 January 2021	7

Source: Board Chairman and Members Curriculum Vitae, Letters of appointment and Board attendance register.

f) Committees of those charged with governance:

To ensure a high standard of corporate governance throughout the Authority, the Board formed three Committees in compliance with Board Charter. The formed Committees are Audit, Risk and ICT Committee; Finance and Administration Committee; Regulatory Committee

Members of the Audit, Risk and ICT Committee shall not be Members of the Finance & Administration Committee.

To avoid conflict of interest, the Chairman of the Board shall not be a Member of any of the Committees but rather has to maintain his independence as the overseer of the Board's functions. Each committee Chairman shall report on the work of the committee and the issues which it has discussed at the following Board meeting.

Members of Management, employees of the Authority, other public employees and industry experts, conversant with a matter under consideration by a committee, may be co-opted to attend meetings and assist a committee by providing pertinent information as appropriate.

The composition and details of the Board Committees and number of meetings attended by the Chairman and members of the committee during the financial ended 30 June 2024 are provided hereunder:

g) Audit, Risk and ICT Committee

The Audit, Risk and ICT Committee was reconstituted in December 2022 following Board Evaluations where it was found that some members of the Audit Committee were also Members of the Finance and Administration Committee.

The Committee is composed of a chairman and two members, who are also the Board Members. The responsibilities of the Committee are to assist the Board in its oversight responsibility with respect to internal audit functions, internal control systems, internal and external audit reports, financial statements, risk management policy and ICT matters.

The Committee meets once quarterly with additional meetings convened as and when necessary. During the financial year ended 30 June 2024, the Committee held six meetings, of which two were ordinary and two were extra-ordinary.

The Members of Committee who served during the financial year ended 30 June 2024 are shown in Table 38 below:

Table 38: Board's Audit, Risk and ICT Committee Members in 2023/24

SN	Name	Gender	Position	Nationality	Qualification	Age	Appointment/ Resignation	Meetings Attendance
1.	Prof. Siasa Mzenzi	M	Chairman	Tanzanian	PhD in Accounting CPA (T)	46	02 Feb 2022	6
2.	Ms. Mtumwa K. Ameir	F	Vice Chair	Tanzanian	LL.B., LL.M.	50	4 August 2021	5
3.	Ms. Rukia J. Adam	F	Member	Tanzanian	MBA, ACPA (T)	67	23 July 2020	6

The Committee meetings, during the financial year under review, discussed and deliberated on the Authority's Quarterly Performance Reports.

h) Finance and Administration Committee

The Finance and Administration Committee was reconstituted in December 2022 following Board Evaluations where it was found that some members of the Audit Committee were also Members of the Finance and Administration Committee.

The Committee is composed of a chairman and two members, who are also the Board Members. The responsibilities of the Committee are to assist the Board in fulfilling its oversight responsibilities relating to Authority's corporate governance matters.

The Committee meets once quarterly with additional meetings convened as and when necessary. During the financial year ended 30 June 2024, the Committee held six meetings, of which two were ordinary and two were extra-ordinary.

The Members of the Committee who served during the financial year ended 30 June 2024 are shown in Table 39 below:

Table 39: Board's Finance and Administration Committee Members in 2023/24

SN	Name	Gender	Position	Nationality	Qualification	Age	Appointment / Resignation	Meetings Attendance
1.	Dr. Eng. Malima M. Bundara	M	Chairman	Tanzanian	PhD in Engineering	73	02 Feb. 2022	6
2.	Mr. Yussuf M. Ali	M	Member	Tanzanian	MSc. Economic & Finance	51	23 July 2020	6
3.	Mr. Hamza S. Johari	M	Member	Tanzanian	LL.B., LL.M	54	22 Feb 2016	4

The Finance and Administration Committee Members meetings, during the financial year under review, discussed and deliberated on the Authority's Quarterly Performance Reports.

i) Regulatory Committee

The Regulatory Committee was reconstituted in December 2022 following Board Evaluations where it was found that some members of the Audit Committee were also Members of the Finance and Administration Committee which necessitated restructuring of all Committees.

The Committee is composed of a chairman and two members, who are also the Board Members. The responsibilities of the Committee are to assist the Board in fulfilling its oversight responsibilities relating to regulation of the aviation personnel, equipment, and facilities.

The Committee meets once quarterly with additional meetings convened as and when necessary. During the financial year ended 30 June 2024, the Committee held four ordinary.

The Members of Committee who served during the financial year ended 30 June 2023 are shown in Table 40 below:

Table 40: Board's Regulatory Committee Members in 2023/24

SN	Name	Gender	Position	Nationality	Qualification	Age	Appointment/Resignation	Meetings
1.	Mr. Yussuf M. Ali	M	Chairman	Tanzanian	MSc. Economic & Finance	51	23 July 2020	6
2.	Prof. Siasa I. Mzenzi	M	Member	Tanzanian	PhD in Accounting CPA (T)	46	02 Feb. 2022	4
3.	Dr. Eng. Malima M. Bundara	M	Chairman	Tanzanian	PhD in Engineering	73	02 Feb. 2022	5
4.	Mr. Hamza S. Johari	M	Member	Tanzanian	LL.B., LL.M	54	22 Feb 2016	2

The Committee meetings, during the financial year under review, discussed and deliberated on the Authority's Quarterly Performance Reports.

j) Committees Meetings

During the year under review, a total of 18 Committee meetings were conducted as shown in tables 41, 42, and 43.

Table 41: Board Committees

S/N	Board Committee	No. of Meetings
1	Audit, Risk & ICT Committee	6
2	Finance and Administration Committee	6
3	Regulatory Committee	6
	Total	18

Table 42: Ordinary Meetings of the Board of Directors and its Committees

Details	No. of meetings required annually	No of meetings held
Board of Directors	4	4
Audit, Risk & ICT Committee	4	4
Finance and Administration Committee	4	4
Regulatory Committee	4	4
Total	16	16

Table 43: Extra Ordinary Meeting of the Board of Directors and its Committees

Details	No. of meetings held
Board of Directors	3
Audit, Risk & ICT Committee	2
Finance and Administration Committee	2
Regulatory Committee	2
Total	9

k) Management Committees

i) Ethics Committee

The committee deals with staff ethical behavior and conduct in the Authority, and it consist of Members as indicated in the Table No. 44 below:

Table 44: Ethics Committee

SN	Name	Position	Qualification
1.	Mr. Burhan Majaliwa	Chairperson	MBA Leadership and Governance
2.	Mr.Yusuf Mwadini	Member	MSc Finance and Investment
3.	Mr. Elineema Philemon	Member	MBA-International Business
4.	Ms. Tamika Mwakabumbila	Member	Msc - Statistics
5.	Ms. Massa Mumburi	Secretary	LLM - Corporate and Commercial law
6.	Ms. Magret Semkiwa	Member	Bsc - Education

ii) Quality Committee

The committee deals with quality management system issues as per certification systems with accordance with ISO Standards. Committee members are indicated in table 45 below:

Table 45: Quality Committee

SN	Name	Position	Qualification
1.	Mr. MagesaSarota	Chairperson	MBA - Marketing
2.	Ms. Tumaini Mgya	Member	MSC - Air Transport
3.	Mr. Burhan Majaliwa	Member	MBA - Leadership and Governance
4.	Ms. ThamarathAbeid	Member	BSC- Education
5.	Ms. EufraziaBille	Member	BSC- Business Administration

iii) Workers' Council

The Workers Council advises and recommend to the Board of Directors on all matters on staff and management issues which need workers participation as per agreed regulations and procedures. Workers council memberships are as indicated in table 46 below:

Table 46: Workers Council

SN	Name	Position
1.	Mr. Hamza S. Johari	Chairperson
2.	Mr. Mweya D. Mweya	Secretary
3.	Ms. Neema R. Matagi	Deputy Secretary
4.	5 Directors	Members
5.	21 Chief and Managers (Head of Sections)	Members
6.	14 Civil Aviation Managers	Member
7.	17 TUGHE Representatives	Member
8.	11 Workers Representatives	Member
9.	1 Guest from Tanzania Federation of Trade Unions (TFTU)	Member
10.	1 Guest from Government Workers Council	Member

iv) Tender Board

The Tender Board's role is to advise the Director General on procurement matters. Table No 47 shows the list of Tender Board Members.

Table 47: Tender Board

SN	Name	Position	Qualifications
1.	Mr. Daniel N. Malanga	Chairperson	Master's in business administration
2.	Mr. Yoswam M. Nyongera	Secretary	MBA - Procurement & Logistics Management, CSP (T)
3.	Ms. Zawadi J. Maalim	Member	Masters in project management
4.	Ms. Ludovick Ndumbaro	Member	Master's in business administration
5.	Ms. Mellania M. Kasese	Member	MSC - Development Policy
6.	Mr. Swalehe Nyenye	Member	Master's in Public Infrastructure Management
7.	Ms. Massa Mumburi	Member	LLM - Corporate and Commercial Law
8.	Mr. Sospeter N. Masiana	Member	Msc Finance and Investment, CPA (T)

v) Gender Desk

The objective of the desk is to ensure all gender related issues are addressed in accordance with the Authority's procedures. Desk members are indicated in table 48 below:

Table 48: Gender Desk

SN	Name	Position	Qualification
1.	Ms. Mellania M. Kasese	Coordinator	MSC - Development Policy
2.	Mr. Wilfred Mwaituka	Member	Advanced Certificate for Secondary Education
3.	Ms. Zawadi J. Maalim	Member	Masters in project management

vi) HIV/AIDS Committee

The committee's role is advising on all matters relating to HIV/AIDS as per the National HIV/AIDS policy. HIV/AIDS committee members are indicated in table 49 below:

Table 49: HIV/AIDS Committee

SN	Name	Position	Qualification
1.	Ms. ZawadiMaalim	Chairperson	Masters in project management
2.	Ms. Valerie Chilipweli	Secretary	MBA - Human Resource Management
3.	Ms. Lydia Kenguru	Member	BA- Records Management
4.	Mr. James Mwalla	Member	Masters of International Business
5.	Mr. Daniel Makina	Member	BA- Law Enforcement
6.	Ms. Shani Msengwa	Member	Bsc Geology

I) Environmental matters, including the impact of the operation of the entity on the environment.

i) Policy:

The Authority has a policy to protect environment by regulating all aviation activities to reduce the impact of aviation activities to the environment. This includes:

- a) To reduce aircraft emission by implementing the Carbon Offsetting Reduction Scheme for International Aviation (CORSIA). Under this scheme, which is globally implemented, airline operators are required to monitor, report and verify their annual carbon dioxide (CO₂) emissions in tonnes (tonnes CO₂). Two airlines which are involved in reporting their emission for international flight are Air Tanzania Company Limited (ATCL) and Precision Air Services PLC.
- b) To participate in providing consultation during Environmental and Social Impact Assessment (ESIA) process to various proponents hired by operators to conduct ESIA on behalf of them.
- c) To participate in national and international environmental matters such as attending ICAO seminars and workshop, AFCAC, ESAF Environmental Regional Seminars, and commemoration of Environmental day each year in June,
- d) Ensuring compliance to existing emission standards for aircraft operations and internationally binding environmental standards for aircrafts which are outlined in Annex 16 to the Convention on International Aviation.

ii) Implementation of the Policy:

In achieving this target, the Authority performed the following.

- a) The authority is applying measures like operational improvements, aircraft technology and encouraging operators to use alternative fuels to reach ICAO aspirational goal of zero Carbon emission by 2050.
- b). During the period of 2023/24, the Authority provided consultations to National Environmental Management Council (NEMC) Eastern Zone, Zanzibar Business and Academic Consultancy (ZABACO), PaulSam Geo-Engineering Company Limited, COLBA Consulting Ltd and City Engineering Company Ltd. The Authority also conducted two Controller and Auditor General AR/PA/TCAA/2023/24 69 site inspections at Dolly Estate, Migandini Village and Singida Gold Mine in Mang'onyi Village.

m) Employee's Welfare

i) Policies:

a) Human Resource Management Policy

The Authority has Human Resource Management Policy envisioned to put in place principles, guidance, and direction for the Authority's management of human resources and shall be regarded as the foundation upon which the general practise of human resource management is built and observed. It provides fundamentals and standards for implementation and operationalization of various human resource management initiatives. This is realized through the provision of clear highlights on the development of human resource management strategy with different mechanisms and tools for efficient management of human resource in the Authority. The policy objective is to provide high level policy direction in human resource management in the Authority. It sets out guiding principles, instruments and tools for effective and efficient management of human resources in the Authority.

b) Staff Health Policy

The Authority acknowledges that effective and efficient implementation of its strategic objectives depends on healthy workforce. The increasing workload, change of lifestyle and emerging NCD's affect health of employees and consequently compromise productivity. The Policy has been prepared

for the purpose of ensuring that employees and their immediate family members can access health services and wellbeing initiatives.

The Staff Health Policy applies to all employees and their immediate family members. The policy is established to improve provisions under Part VI of the Civil Aviation (Staff) Rules, 2011. The policy complies with Occupational Safety and Health Act 2003 and the Public Service Management Guideline on HIV/AIDS and NCD's (2014) which requires public institutions to have a workplace policy on Occupational Safety and Health and HIV/AIDS and NCDs.

c) Staff Loan Scheme

The Staff Loan Scheme is part of implementation of TCAA Human Resource Management Strategy that among others it aims at putting in place mechanism for attracting and retaining competent human resource. The Scheme therefore aims at providing affordable housing, motor vehicle and personal loans. The provision of these loans will unhook employees from the trap of unfriendly and unaffordable loans offered by commercial banks and other financial institutions and at the same time act as an incentive and mechanism for attracting and retaining competent human resource. The objectives of the Scheme are to attract and retain competent and high-quality staff through provision of financial assistance in the form of loan that enables employees to acquire assets or meet key personal needs for self and their families; to prescribe duties and responsibilities of all parties involved in the implementation of the Scheme; to describe categories, procedures, and guidelines for operationalization of the Scheme; and to outline and describe the lending criteria.

d) Diversity and Inclusion Guidelines

The Authority's aims to have a diverse, inclusive, and equitable workplace: where all staff, whatever their gender, race, ethnicity/national origin, age, education, disability or religious belief feel valued and respected. TCAA respect and value diverse life experiences and heritages and are committed to promoting and providing equal opportunity in employment and avoiding discrimination at recruitment and during employment. The policy provides a framework for TCAA's approach to managing diversity at workplace and is central to the maintenance of an inclusive work environment and culture that allows all employees to contribute to achievement of Authority's strategic goals at their full potential.

e) Induction and onboarding Guidelines

The Authority recognize that establishment of staff induction and onboarding guidelines is vital for provision of clear procedures for carrying out inductions of new, appointed, promoted and re-categorized staff. It is through these guidelines that staff are provided with induction on the Authority's establishment, vision, mission, core values, organization policies, technical aspects, and general understanding of business acumen. Induction and orientation programs enable new incumbents to comprehend Authority's culture and sets clear expectations with regards to required performance standards, conduct and general demeanor. The programs also reduce start-up cost, build self-confidence, ensure operational efficiency, reduces staff turnover, and abbreviates start up learning curve.

f) Learning and Development Guidelines

The purpose of this Staff and Learning Guidelines is to set out procedures for planning, budgeting and implementation of learning and development programs in the Authority. The guidelines emphasize on the importance of developing a pool of well-trained human resource to spearhead implementation of Authority's strategic objectives.

g) Leadership Development Guidelines

Leadership development guidelines puts mechanisms that enables employees who holds leadership

positions to continuously improve the skills, abilities and leadership confidence when discharging their duties. The program involves imparting employees in leadership skills not limited to mentoring and coaching, change management, staff disciplinary management, effective delegation, influence, career counselling, negotiation, and communication skills. The purpose of these guidelines is to put in place standards and procedures which governs implementation of leadership development initiatives. The guidelines shall be read together with staff learning and development guidelines.

h) Recruitment and Selection Guidelines

The Authority recognizes that presence of competent and talented human resource is vital in realizing its strategic objectives. The Authority's ability to attract competent and talented human capital dependents amongst other factors the presence of standardized procedures to guide recruitment activities. Therefore, these guidelines have been developed for the purpose of setting standards and guiding principles for recruitment and selection process within the Authority.

i) Culture Change Guidelines

The Authority recognize that an organization with structured culture tend to be more successful as compared to those with unstructured culture. It is in this spirit; the Authority is committed to ensure culture change programs becomes mandatory and are budgeted through its Annual Training Plan. The culture change program is an important tool for promoting and equipping staff with positive attitude, team-ship spirit, and high level of customer care, excellence spirit, effective communication skills and patriotism. The guidelines, therefore, provide procedures in handling culture change initiatives in the Authority. The purpose of the guidelines is to provide mechanisms for governance of culture change programs organized by the Authority. The programs shall be organized in levels depending on culture change demands to all employees of the Authority. However, with the discretion of the Director General, employees from other Institutions may be invited to attend the programs.

j) Succession Planning Guidelines

Succession Planning is a component of Human Resource Planning that focuses in managing risk led by planned and unplanned human resource departures that deprives the organizations key skills, continuity, performance, and it compromises Authority's ability to effectively undertake its oversight function in aviation safety, security, and in provision of air navigation services.

The Succession Planning Guidelines is established to provide guidance during the implementation and execution of successions within the Authority. The Guidelines aims not only to manage talents but also it is a staff development initiative geared to achieve a systematic approach to succession planning.

ii) Implementation of the Policies:

Human Resource Management Policy

The Authority operates insured (health benefit) plan for employees, their spouses and up to a maximum of four dependents by the National Health Insurance Fund (NHIF), Also the Authority covers additional medical expenses for services which are not provided by NHIF. The total contributions made by the Authority to NHIF during the year was TZS 1.29 billion (30 June 2023: TZS 0.84billion) being 3% of the employees' basic salary. A total of TZS 0.118 billion was spent to staff for medical services which are not covered by NHIF.

The Authority also provided HIV/AIDS and non-communicable diseases awareness to its staff in which a total of 192 attended the awareness session costing TZS 0.04 billion. On the other hand, the Authority

organized staff Bonanza and facilitated staff attended to SHIMIWI and Mei Mosi Sports costing TZS 0.151 billion

Social and Community issues

Internship Policy

The Authority accept the young graduates to undertake practical trainings within the Authority prior to their enrolment in the labour market. This initiative by the Authority is in line with the Country's aspiration to become middle income country by 2025 and attain sustainable development goals (Goal #8) by 2030, whereby meeting of these targets is highly dependent upon presence of highly skilled workforce.

During the year the Authority had a total of 18 interns, their acceptance depends on operational needs and availability of finance to cater for their expenses. The internship duration shall be of three months renewable act one year.

n) Gender Parity

The Authority is an equal opportunity employer and shall refrain from discrimination any staff based on race, color, religion, gender (including pregnancy) and national of origin. The Authority however understands that its only through total commitment, loyalty and dedication of its employees will be able to achieve its performance targets.

During the year the Authority head count stood at 501 as at June 2024 in which 160 were Female, while Male were 351 making a percentage of 31 Female against 69 of Male. Human capital functions relating to recruitments, promotions and monthly best were based on merits as indicated in the table here under:

Table 50: Gender parity

No.	Activity	Female	Male	Percentage (F/M)
1.	New Hire	7	11	39/61
2.	Promotion	8	34	19/81
3.	Monthly Best workers	4	8	33/67

Table 51: Staff structure

Description	Year ended 30 June, 2024			Year ended 30 June, 2023		
	Male	Female	Total	Male	Female	Total
Management Team	3	2	5	3	2	5
Chief/Principal Officers	181	63	244	174	60	234
Senior Officers	102	60	176	111	66	177
Middle level Officers	65	35	91	61	33	94
Total	351	160	516	349	161	510

o) Other Matters

Anticorruption Policy

The objective of the Policy is to ensure that employees are made aware of the negative consequences of corruptions practices to the Authority and to the country while undertaking their operational roles. It also aims to prevent corruption, mitigate the risks of bribery and corruption within the Authority and ensure compliance with anti-corruption laws in the United Republic of Tanzania.

Implementation of the Policy:

The Authority conducted sensitization seminars to staff on Corruption issues and four Ethics committee meetings facilitated during the financial year 2023/24

2.28 POLITICAL AND CHARITABLE DONATIONS

The Authority made a number of donations during the year ended 30 June 2024. Donations were made to institutions and charitable organizations to acknowledge TCAA's responsibility to community social needs.

Donations are part of the Authority's Corporate and Social Responsibility Policy issued during the year 2023/24 whereby Political and Charitable donations are made according to the outlined guidelines.

During the year, the Authority didn't make any Political donations however, charitable donations made were TZS 0.153 billion to support a number of social and economic development initiatives implemented throughout the country. The list of some of beneficiaries on corporate social responsibilities funds for the financial year 2023/24 is provided under Table 52:

Table 52: Charitable Donations

No.	Institutions	Type of Donations	Location	Amount
1	Arusha City Council	Charitable	Arusha	25,000,000.00
2	TRO - Babati	Charitable	Babati	20,000,000.00
3	Association of Tanzania Employers	Charitable	Dar es salaam	5,000,000.00
4	MOT	Charitable	Dodoma	10,000,000.00
5	Mfuko wa Maadhimisho Zanzibar	Charitable	Zanzibar	10,000,000.00
6	Rada Primary School	Charitable	Songwe	8,000,000.00

2.29 PERSONS WITH SPECIAL NEEDS

The Authority is preparing a Diversity and Inclusion Policy. The policy aims to promote inclusion and equity for individuals with disabilities by aiding, support and accommodations to enable them to fully participate in the society. The policy has been designed in alignment with TCAA health policy of 2021, addition; the policy enables accessibility of the employment rights, education, disability related benefits but doesn't only focus on physical disability but also focuses on disability mental and welfare of a disabled person at workplace.

The Authority has entered into agreement with Institute of Social Works to provide psychological session to TCAA staff. The contract became effective on 6 December 2022 with the coverage of depression, relationships, and parental issues. Also, The Authority has employed five employees with disability.

2.30 PREJUDICIAL ISSUES

During the year, the Authority didn't face issues which were outside the control.

2.31 INTERNAL CONTROLS

The Board accepts final responsibility for the risk management and internal control systems of the Authority. It is the task of the Management to ensure that, adequate internal financial and operational control systems are developed and maintained on an on-going basis to provide reasonable assurance regarding:

- a) Effectiveness and efficiency of operations.
- b) Safeguarding of Authority's assets.
- c) Compliance with applicable laws and regulations.
- d) Reliability of accounting records.
- e) Business sustainability under normal as well as adverse conditions; and
- f) Responsible behavior towards all stakeholders.

The efficiency of any internal control system is dependent upon the strict observance of prescribed measures. There is always a risk of non-compliance of such measures by staff. Whilst no system of internal control can provide absolute assurance against misstatement or losses, the Authority's system is designed to provide to the Board reasonable assurance that the procedures in place are operating effectively. The risk mitigations which are part of the internal control system have been explained in Section 4.

2.32 SOLVENCY

The Board confirms that applicable accounting standards have been followed and that the financial statements have been prepared on a going concern basis. The Board has reasonable expectation that the Authority has adequate resources to continue in operational existence for the foreseeable future. The Authority's total liability as at 30 June 2024 was TZS 25.32 billion (2022/23: TZS 34.96 billion) and total assets was TZS 289.75 billion (2022/23: TZS 291.37 billion). The Authority's state of affairs as at 30 June 2024 is shown in the accompanying statement of financial position. The Board considers the Authority to be solvent on the basis of the statement of financial position as at 30 June 2024

2.33 RELATED PARTY TRANSACTIONS

Details of transactions with related parties and outstanding balances as at the reporting date are disclosed in note 25 of the financial statements. All transactions with related parties were undertaken on arm's length basis.

2.34 STATEMENT OF COMPLIANCE

The Report by Those Charged with Governance is prepared in compliance with the new Tanzania Financial Reporting Standard No. 1 (TFRS 1) as issued by the National Board of Accountants and Auditors (NBAA) and became effective from 1 January 2021.

2.35 EVENT AFTER THE REPORTING DATE

On 14 August 2024 the Director General of TCAA was appointed by the President of the United Republic of Tanzania for the position of the Attorney General, following that appointment on 08 September 2024 the Director of Safety Regulation was appointed for the position of the Director General.

2.36 THE AUDITORS

Controller and Auditor General is the statutory auditor of the Tanzanian Civil Aviation Authority by virtue of article 143 of the constitution of the United Republic of Tanzania and amplified in section 9 of the Public Audit Act, Cap 418 (R.E. 2021). However, in accordance with section 33(1) of the same act, M/s Deloitte & Touche on behalf of National Audit Office of Tanzania (NAOT) carried out the audit of the Authority for the financial year ended 30 June 2023.

Name of the Auditor is Controller and Auditor General of the United Republic of Tanzania located at 4 Barabara ya Ukaguzi, P. O. Box P 950, Tambukareli, 41104 Dodoma.

Delegated Auditor is M/S Deloitte & Touche with PF No 025 and Taxpayer Identification Number (TIN) 100-148-692 registered with the National Board of Accountants and Auditors of Tanzania (NBAA) located at 3rd Floor, ARIS House, Plot 152, Haile Selassie Road, Oysterbay, P.O. Box 1559, Dar es Salaam.

2.37 APPROVAL

The report by those charged with governance has been approved by those charged with governance and signed on its behalf by:



Dr. Hamis H Mwinyimvua
CHAIRPERSON



Mr. Salim R Msangi
ACCOUNTING OFFICER

Date:

3.0 STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Tanzania Civil Aviation Authority Act, (CAP 80) of 2003[R.E 2006], require the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Authority as at the end of the financial year, and of the results of the Authority for that year. It also requires the directors to ensure that the Authority keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of the Authority. They are also responsible for safeguarding the assets of the Authority.

The Directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards and the manner required by the Tanzania Civil Aviation Authority Act, 2003 Cap 80 (R.E 2006), and for such internal controls as directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Directors accept responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with International Public Sector Accounting Standards and Tanzania Civil Aviation Authority Act, 2003 Cap 80 (R.E 2006).

The Directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Authority and of its operating results. The directors further accept responsibility for the maintenance of accounting records which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of the directors to indicate that the Authority will not remain a going concern at least for the next twelve months.



Dr. Hamis H Mwinyimvua
CHAIRPERSON



Mr. Salim R Msangi
ACCOUNTING OFFICER

Date:

4.0 DECLARATION OF THE HEAD OF FINANCE

The National Board of Accountants and Auditors (NBAA) according to the power conferred under the Auditors and Accountants (Registration) Act. No. 33 of 1972, as amended by Act No. 2 of 1995, requires financial statements to be accompanied 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 Board of Directors to discharge the responsibility of preparing financial statements of an entity showing true and fair view of the entity position and performance in accordance with applicable International Accounting Standards and statutory financial reporting requirements. Full legal responsibility for the preparation of financial statements rests with the Board of Directors as under Statement of Directors Responsibilities on earlier page.

I, CPA Sospeter Nashon, being the Finance Manager of Tanzania Civil Aviation Authority hereby acknowledge my responsibility of ensuring that financial statements for the year ended 30 June 2023 have been prepared in compliance with International Public Sector Accounting Standards (IPSAS) and statutory requirements.

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



CPA Sospeter Nashon
FINANCE MANAGER
NBAA Membership No: ACPA 4595

Date:

5. FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2024

	Note	2023/24 TZS '000	2022/23 TZS '000
ASSETS			
Current assets			
Cash and cash equivalents	6	3,328,875	13,428,002
Receivables	7	25,160,019	19,825,542
Inventories	8	567,638	628,427
Prepayments	9	132,255	2,033,690
Investment in Equity shares	10	32,501	31,758
Total current assets		29,221,288	35,947,419
Non-current assets			
Property, plant and equipment	11(a)	248,717,024	248,737,557
Capital work in progress	11(b)	7,519,781	1,862,970
Intangible assets	12	4,288,797	4,824,344
Total non-current Assets		260,525,602	255,424,871
TOTAL ASSETS		289,746,890	291,372,290
LIABILITIES			
Current liabilities			
Payables	13	24,153,715	33,502,215
Employee benefits	14(iii)	904,860	887,642
Total current liabilities		25,058,575	34,389,857
Non - current liabilities			
Employee benefits payable	14	265,515	567,430
Total non-current liabilities		265,515	567,430
TOTAL LIABILITIES		25,324,090	34,957,287
NET ASSETS		264,422,800	256,415,003
EQUITY			
Capital fund	15	6,694,229	6,694,229
Accumulated surplus		257,728,571	249,720,774
TOTAL EQUITY		264,422,800	256,415,003

Notes form part of the financial statements which were approved and authorized for audit by the Board of Directors on and signed on its behalf by:



Dr. Hamis H Mwinyimvua
CHAIRPERSON



Mr. Salim R Msangi
ACCOUNTING OFFICER Date:

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2024

	Note	2023/24 TZS '000'	2022/23 TZS '000'
REVENUE			
Revenue from exchange transactions	16	55,119,180	49,899,238
Revenue from non-exchange transactions	17	34,810,597	29,579,556
Other revenue	18	24,519,751	4,957,739
		114,449,528	84,436,533
EXPENSES			
Salaries, allowances and other staff benefits	19	47,600,546	44,700,029
Administrative expenses	20	29,796,666	21,406,503
Board expenses	21	295,542	252,011
Contribution to Government and other bodies	22	15,268,308	13,375,669
Expected credit loss	7	4,195,418	2,588,656
Depreciation and amortization	23	9,285,252	13,446,715
Total expenses		106,441,732	95,769,583
Surplus/(deficit) for the year		8,007,796	(11,333,050)

Notes form part of the Financial Statements



Dr. Hamis H Mwinyimvua
CHAIRPERSON



Mr. Salim R Msangi
ACCOUNTING OFFICER



Date

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

	Capital Fund TZS '000	Accumulated Surplus TZS '000	Total Equity TZS '000
At 1 July 2023	6,694,229	249,720,775	256,415,004
Surplus for the year	-	8,007,796	8,007,796
At 30 June 2024	6,694,229	257,728,571	264,422,800
At 1 July 2022	6,694,229	261,726,263	268,420,492
Opening balance adjustment on review of assets	-	(672,438)	(672,438)
Deficit for the year	-	(11,333,050)	(11,333,050)
At 30 June 2023	6,694,229	249,720,775	256,415,004

Notes form part of the Financial Statements



Dr. Hamis H Mwinyumvua
CHAIRPERSON



Mr. Salim R Msangi
ACCOUNTING OFFICER

Date



STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2024

	Notes	30-Jun-24 TZS '000	30-Jun-23 TZS '000
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts			
Exchange transactions	16	60,388,244	55,346,809
Non-exchange transactions	17	30,572,352	27,669,817
Other income	18	1,307,675	10,879,151
		<u>92,268,271</u>	<u>93,895,777</u>
Payments			
Employee cost	19	(47,885,986)	(44,151,705)
Suppliers	24	(17,285,412)	(13,636,146)
Other payments	25	(21,823,320)	(21,946,544)
		<u>(86,994,718)</u>	<u>(79,734,395)</u>
Net cash receipt from operating activities		<u>5,273,553</u>	<u>14,161,382</u>
INVESTING ACTIVITIES			
Payment to suppliers of property, plant and equipment	11(c)	<u>(15,372,718)</u>	<u>(5,082,840)</u>
Net cash used in investing activities		<u>(15,372,718)</u>	<u>(5,082,840)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
(Decrease)/increase in cash and cash equivalent		(10,099,165)	9,078,542
Cash and cash equivalent at the beginning of the year		13,428,235	4,349,693
Cash and cash equivalent at the end of the year	6	<u>3,329,070</u>	<u>13,428,235</u>

Notes form part of the financial statements.



Dr. Hamis H Mwinyimvua
CHAIRPERSON



Mr. Salim Ramadhani Msangi
Ag. DIRECTOR GENERAL

Date 25/3/2025

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30 JUNE 2024

	Original Budget (A)	Adjustments (B)	Final Budget C = (A+B)	Actual (D)	Difference Actual Vs Budget (D-C)	Note
	TZS ,000	TZS ,000	TZS ,000	TZS ,000	TZS ,000	
Receipts						
Revenue from exchange transactions	62,608,070	3,662,598	66,270,668	55,119,180	(11,151,488)	i
Revenue from non-exchange transactions	27,649,513	827,232	28,476,745	34,810,597	6,333,852	ii
Other income	25,267	-	25,267	24,519,751	24,494,484	
Total Receipts	90,282,850	4,489,830	94,772,680	114,449,528	19,676,848	
Payments						
Salaries, allowances & other Staff benefits	47,771,374	-	47,771,374	47,600,546	(170,828)	iii
Administrative expenses	24,441,344	4,439,830	28,881,174	29,796,666	915,492	iv
Board expenses	245,915	50,000	295,915	295,542	(373)	v
Contribution to Government fund and other bodies	7,522,367	-	7,522,367	15,268,308	7,745,941	vi
Capital expenditure	10,301,850	-	10,301,850	15,372,718	5,070,868	vii
Total Payments	90,282,850	4,489,830	94,772,680	108,333,780	13,561,100	
Surplus from the budget	-	-	-	6,115,748	6,115,748	

The Authority prepares its budget on the accrual basis, except for estimates such as depreciation and amortization. Therefore, the budget sets out three-year spending plans of the national and provincial governments. It aims to ensure that budgets reflect Government's social and economic priorities and give substance to Government's reconstruction and development commitments. Comments on significant variances are highlighted below.

Comments on the significant variances on final budget and actual for the year ended 30 June 2024

i. Revenue from Exchange Transactions

The revenue budget includes 20% shares of Air Navigation charges which the Authority collects on behalf of TMA while the amount of actual collections is net of TMA share.

ii. Revenue from Non-Exchange Transactions

The excess from budget of TZS 6.33 billion was mainly attributed to aviation industry bounces back from the Covid 19 pandemic that led tourism, trade and other associated industries vibrant.

iii. Salaries, Allowances & Other Staff Benefit

The surplus from budget of TZS 0.01 billion was mainly due to implementation of cost cutting measures.

iv. Administration Expenses

The deficit from budget of TZS 0.91 billion was mainly due to cost cutting measures implementation.

v. Contribution to Government Fund and other bodies

The Authority contributes on behalf of the Government to various Organizations based on the agreement between member states and membership status. The adverse variance of TZS 7.45 billion was caused by the recalculation of current year TCAA contribution to government consolidated fund.

vi. Capital Expenditure

The variance in capital expenditure was caused by the implementation of carryover projects from the previous years whose balance was under the carryover budget

6.0 NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

1. GENERAL INFORMATION

Tanzania Civil Aviation Authority ("the Authority" or "TCAA") was established on 1 November 2003 as a corporate body, pursuant to the Tanzania Civil Aviation Authority Act 2003 (Act No. 10 of 2003) which has been consolidated with the Civil Aviation No. 13 of 1977 and now titled as the Civil Aviation Act (Chapter 80 of the Laws [R.E. 2020]) (the "Act"). The address of its registered office and principal place of business are disclosed on page 1 of these financial statements. The principal activities of the Authority are described in the Directors' Report.

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

The Authority's financial statements have been prepared in accordance with and comply with the International Public Sector Accounting Standards (IPSAS) as issued by the International Public Sector Accounting Standards Board (IPSASB). The Report by Those Charged with Governance has been prepared in line with the requirements of the Tanzania Financial Reporting Standard (TFRS) No. 1 as issued by the National Board of Accountants and Auditors (NBAA).

The financial statements have been prepared on the historical cost basis, unless stated otherwise in the accounting policies. The statement of cash flows is prepared using the direct method. The financial statements are prepared on accrual basis. The financial statements are presented in Tanzanian Shillings (TZS), which is the functional currency of the Authority, and all values are rounded to the nearest thousand (TZS '000').

The Authority's budget period is July 2023 to June 2024 and the budget was approved by relevant approval authorities before the beginning of the financial year.

2.1 GOING CONCERN

The Authority's Management has assessed the Authority's ability to continue as a going concern and is satisfied that the Authority has the resources to continue its operations for the foreseeable future. Moreover, Management has not found any suspicious information that may have impact on the Authority's ability to continue as a going concern. Therefore, the financial statements are prepared on the going concern basis.

2.2 AUTHORISATION OF FINANCIAL STATEMENTS

The Authority's financial statements for the year ended 30 June 2024 were adopted and authorized for issue by the Risk and Audit Committee of the Board on 28th August 2024.

3. NEW AND AMENDED STANDARDS ADOPTED BY THE AUTHORITY

The Authority is aware of a number of new standards and some amendments issued but not yet effective as at 30 June 2024 and which might have impact in the Authority financial statements. These standards are those that the entity reasonably expects to have an impact on disclosures, financial position or performance when applied at a future date. The entity intends to adopt these standards when they become effective. The Standards includes;

There are six (6) new Standards issued by the International Public Sector Accounting Standards Board (IPSASB) but were not yet effective up to the date of issuance of the Authority's financial statements. The new Standards are:

a) IPSAS 43-Leases, which is effective on or after January 1, 2025. This standard introduces a right-of-use model that replaces the risks and rewards incidental to ownership model in IPSAS 13, Leases. For lessors, IPSAS 43 substantially carries forward the risks and rewards incidental to ownership model in IPSAS 13. This standard will improve the transparency of lease accounting in the public sector.

b) IPSAS 44-Non-Current Assets Held for Sale and Discontinued Operations, which is effective for annual periods beginning on or after 1 January 2025. This standard fills a gap in the IPSAS suite by providing guidance on how to account for public sector assets that are held for sale on commercial terms. The standard is important from a public interest perspective, as it ensures transparency and accountability when decisions to sell public sector assets have been taken. IPSAS 44 specifies the accounting for assets held for sale and the presentation and disclosure of discontinued operations. It requires assets that meet the criteria to be classified as held for sale to be:

i) Measured at the lower of carrying amount and fair value less costs to sell and depreciation on such assets to cease; and

ii) Presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.

c) IPSAS 45-Property, Plant and Equipment, which is effective for annual periods beginning on or after 1 January 2025. This standard replaces IPSAS 17, Property, Plant, and Equipment by adding current operational value as a measurement basis in the updated current value model for assets within its scope, identifying the characteristics of heritage and infrastructure assets, and adding new guidance on how these important types of public sector assets should be recognized and measured. The objective of IPSAS 45 is to develop enhanced guidance clarifying the recognition and measurement of infrastructure and heritage assets that are Property, Plant, and Equipment.

d) IPSAS 46-Measurement, which is effective for annual periods beginning on or after 1 January 2025. The objective of this Standard is to define measurement bases that assist in reflecting fairly the cost of services, operational capacity and financial capacity of assets and liabilities. It identifies approaches under those measurement bases to be applied through individual IPSAS to achieve the objectives of financial reporting.

This standard provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice. It brings in generic guidance on fair value for the first time, and introduces current operational value, a public sector specific current value measurement basis addressing constituents' views that an alternative current value measurement basis to fair value is needed for certain public sector assets.

e) IPSAS 47-Revenue, which is effective for annual periods beginning on or after 1 January 2026. IPSAS 47 replaces the existing three revenue standards IPSAS 9, IPSAS 11 and IPSAS 23, and presents accounting models which will improve financial reporting and support effective public sector financial management. The objective of this Standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from revenue transactions. To meet the objective, the Standard:

- i) Requires an entity to consider the terms of the transaction, and all relevant facts and circumstances, to determine the type of revenue transaction; and
- ii) Sets out the accounting requirements to account for the revenue transaction.

f) IPSAS 48-Transfer Expenses, which is effective for annual periods beginning on or after 1 January 2026. IPSAS 48 provides accounting guidance for transfer expenses, which account for a significant portion of expenditures for many public sector entities. This new Standard fills a significant gap in the IPSASB's literature and provides guidance to help entities account for public sector transfer expense transactions.

The objective of this Standard is to establish the principles that a transfer provider (an entity) shall apply to report useful information to users of financial statements about the nature, amount, timing, and uncertainty of cash flows arising from transfer expenses. To meet the objective above, the Standard:

- i) Requires an entity to consider the terms of the transaction and all relevant facts and circumstances to determine the type of transfer expense transaction; and
- ii) Sets out the accounting requirements for the transfer expense transactions.

The Authority is currently assessing the impact of the above-mentioned standards and plans to adopt them on or before the required effective date.

There are no other IPSASs or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the Authority.

g) IFRS S1: General Requirements for Disclosure of Sustainability-related financial information
IFRS 1 which is effective for Public Interest Entities (PIE) for annual periods beginning on or after 1 January 2025 sets out general requirements for disclosing material sustainability-related information, including risks and opportunities, across an entity's value chain. It's designed to help investors understand the connections between different sustainability-related risks and opportunities, including those set out in IFRS S2. IFRS S1 also includes qualitative characteristics for the information that needs to be provided, such as relevance and faithful representation.

h) IFRS S2: Climate-related Disclosures

IFRS 2 which is effective for Public Interest Entities (PIE) annual periods beginning on or after 1 January 2025 sets out specific disclosures for climate-related matters, including risks and opportunities. It's designed to be used with IFRS S1 and incorporates guidance on climate-related disclosure topics and metrics. IFRS S2 metrics and disclosure topics are based on SASB Standards, with amendments to improve international applicability.

4. SUMMARY OF MATERIAL ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of Authority's financial statements are set out below. These policies have been consistently applied in all years, unless otherwise stated.

a) Revenue recognition

i) Revenue from non-exchange transactions

The Authority recognizes revenues from embarking Passengers Safety Fees, Fines and Penalties, and Economic & Safety Regulations Fees when the event occurs, and the asset recognition criteria are met. Other non-exchange revenues are recognized when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the fair value of the asset can be measured reliably.

ii) Revenue from exchange transactions

Rendering of services

The Authority recognizes revenue from rendering of services by reference to the stage of completion when the outcome of the transaction can be estimated reliably. The stage of completion is measured by reference to completed journey of Aircraft in Tanzania Airspace in accordance with AIP GEN 4.2. For student fee, the revenue is recognized when the course has been conducted and the student attended.

Sale of goods

Revenue from the sale of Aeronautical Information Publication (AIP) is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of AIP and when the amount of revenue can be measured reliably, and it is probable that the economic benefits or service potential associated with the transaction will flow to the Authority.

Grants income

Government grants are assistance by government in the form of transfers of resources to an entity in return for past or future compliance with certain conditions relating to the operating activities of the entity. Government Grants received are recognized based on whether has conditions or does not have conditions. For grants without conditions attached, revenue is recognized immediately in the statement of financial performance. If conditions are attached, a liability is recognized as deferred revenue in the statement of financial position and is reduced and revenue recognized as the conditions are satisfied.

Interest income

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount.

b) Foreign currency translation

Functional and presentation currency

Items included in the financial statements of the Authority are measured using the currency of the primary economic environment in which the Authority operates ("functional currency"). The financial statements are presented in Tanzanian Shillings, which is the Authority's functional and presentation currency.

Transactions and balances

Foreign currency transactions are translated into Tanzanian shillings using the exchange rates prevailing at the dates of transactions. At the end of each reporting period, monetary items denominated in foreign currencies are translated to Tanzanian Shillings at the rate prevailing at that date. Exchange differences are recognized in Statement of Performance in the period in which they arise.

c) Property and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, the Authority recognizes such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value.

Depreciation is calculated to write off the cost of fixed assets on a straight-line basis over the useful life of the assets. The annual depreciation rates, which have been consistently applied, are as follows:

Buildings	2%
Land	
Motor Vehicles	10%
Telecommunications	10%
Equipment	10%
Furniture and Fittings	10%
Computer's hardware	12.5%

The assets' residual values and useful lives are reviewed, and adjusted prospectively, if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount, or recoverable service amount, if the asset's carrying amount is greater than its estimated recoverable amount or recoverable service amount.

The Authority de-recognizes items of property, plant and equipment and/ or any significant part of an asset upon disposal or when no future economic benefits or service potential is expected from its continuing use. 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 when the asset is de-recognized.

d) Leases

Authority as a lessee

Also, the Authority has a lease agreement with Tanzania Telecommunication Company Ltd (TTCL) to lease communication lines throughout the country; the Authority need direct lines connecting its 14 stations through various technologies such as VPN and VHF Radio Communications.

e) Intangible assets: Computer Software

Intangible assets acquired are carried at cost less accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs are not capitalized and expenditure is charged to Statement of Performance in the year in which the expenditure is incurred. Intangible assets are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Currently the amortisation rate is 10% per annum.

Recognition

Intangible asset shall be recognized if and only if: it is probable that expected future economic benefits or service potential that are attributable to the asset will flow to the entity and the cost or fair value of the asset can be measured reliably.

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange.

Subsequently, the intangible assets are accounted using Cost Model. By using cost model; the intangible asset is carried at cost less accumulated amortization and accumulated impairment, if any. Expenditure that enhances or extend the performance of computer software beyond their original specifications is capitalized.

Internally generated intangible assets, excluding development costs, are not capitalized and expenditure is reflected in the Statement of Financial Performance in the year in which the expenditure is incurred. Intangible assets comprise of costs that are directly associated with identifiable and unique computer software products that TCAA controls.

The useful life of the intangible assets is assessed as either finite or indefinite. Intangible assets with a finite useful life are assessed for impairment whenever there is an indication that the asset may be impaired.

Amortization

The intangible asset with a finite life is amortized over its useful life as follows:

The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortization period or method, as appropriate, and are treated as changes in accounting estimates.

The amortization expense on an intangible asset with a finite life is recognized in the Statement of Financial Performance as the expense category that is consistent with the nature of the intangible asset.

Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the Statement of Financial Performance when the asset is derecognized.

f) Impairment of non-financial assets

At the end of each reporting period, the Authority reviews the carrying amounts of its assets to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated, and an impairment loss is recognized in the Statement of Performance whenever the carrying amount of the asset exceeds its recoverable amount.

Assets are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recovered.

In assessing whether there is any indication that an asset may be impaired, the Authority Management considers, as a minimum, the following indications:

- **External sources of information:** Cessation, or near cessation, of the demand or need for services provided by the asset; Significant long-term changes with an adverse effect on the entity have taken place during the period, or will take place in the near future, in the technological, legal, or government policy environment in which the entity operates;
- **Internal sources of information:** Evidence is available of physical damage of an asset; Significant long-term changes with an adverse effect on the entity have taken place during the period, or are expected to take place in the near future, in the extent to which, or manner in which, an asset is used or is expected to be used. These changes include the asset becoming idle, plans to discontinue or restructure the operation to which an asset belongs, or plans to dispose of an asset before the previously expected date; A decision to halt the construction of the asset before it is complete or in a usable condition; and Evidence is available from internal reporting that indicates that the service performance of an asset is, or will be, significantly worse than expected.

Recognition

An impairment loss is recognized when the carrying amount of the assets exceeds its recoverable service amount. An asset's recoverable service amount is the higher of the non-cash generating asset's fair value less costs to sell and its value in use.

In assessing value in use, the Authority has adopted the restoration cost approach as it has determined this to be appropriate because of the nature of the assets. Under this approach, the present value of the remaining service potential of the asset is determined by subtracting the estimated restoration cost of the asset from the current cost of replacing the remaining service potential of the asset before impairment.

In determining fair value less costs to sell, the price of the assets in a binding sale agreement in an arm's-length transaction, adjusted for incremental costs that would be directly attributable to the disposal of the asset is used. If there is no binding agreement, but the asset is traded on an active market, fair value less cost to sell is the asset's market price less cost of disposal.

If there is no binding sale agreement or active market for an asset, the Authority determines fair value less cost to sell on the basis of the best available information.

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

g) Inventories

Inventories consist of stationery and other consumables. They are measured at cost upon initial recognition. To the extent that inventories were received through non-exchange transactions (for no cost or for a nominal cost), the cost of the inventories are at their fair value at the date of acquisition).

Inventories are stated at the lower of cost and net realizable value. Cost is determined using the weighted average method. Net realizable value is the amount that the item can realize in the market less cost of bringing to the saleable condition. Specific provision is made for obsolete, slow moving, and damaged inventory.

Inventories are recognized as an expense when deployed for utilization or consumption in the ordinary course of operations of the Authority.

h) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. The Authority's financial assets include cash, trade and other receivables.

Financial Assets and Liabilities

Financial assets and liabilities are recognized in the Authority's financial position when the Authority becomes a party to the contractual provisions of the instrument.

Classification of Financial Assets

The Authority shall classify financial assets as subsequently measured at amortized cost on the basis of the following criteria,

- (a) The Authority's management model for financial assets and
- (b) The contractual cash flows characteristics of the financial asset

Financial asset at Amortized cost

The Authority measures financial assets at amortized costs if, both of the following conditions are met:

- the financial asset is held within a management model whose objective is to hold financial assets in order to collect contractual cash flows and
- the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Classification of Financial liabilities

The Authority classifies financial liabilities as subsequently measured at amortized costs, except for:

- (a) Financial liabilities at fair value through surplus or deficit which shall be subsequently measure at fair value;

- (b) Financial liabilities that arise when a transfer of financial asset does not qualify for derecognition;
- (c) Financial guarantee contracts for which the Authority subsequently measured at the higher of the amount of the loss allowance and the amount initially recognized less accumulated amortization;
- (d) Commitments to provide a loan at below-market interest rate for which the Authority shall subsequently measures it at the higher of the amount of the loss allowance and the amount initially recognized less the accumulated amortization.
- (e) Contingent consideration recognized by an acquisition of another entity as per IPSAS 40.

Reclassification

The Authority shall reclassify its financial assets when and only when it changes its management model for the financial assets. However, the Authority shall not reclassify any financial liability.

Measurement

Initial measurement

The Authority measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through surplus or deficit, transaction cost that are directly attributable to the acquisition or issue of the financial asset or financial liability. However, the Authority measures Shortterm receivables and payables at the original invoice amount if the effect of discounting is immaterial.

Subsequent measurement of financial assets

After initial recognition, the Authority measures financial asset with respect to their classification at Amortized cost using the effective interest method. However, the Authority measures Short-term receivables at the original invoice amount if the effect of discounting is immaterial.

Subsequent measurement of financial liabilities

After initial recognition, the Authority shall measure a financial liability amortized cost or fair value according to their classification. However, the Authority measures Shortterm payables at the original invoice amount if the effect of discounting is immaterial.

Impairment of Financial Assets

The Authority shall recognize a loss allowance for expected credit losses on a financial asset that is measured at amortized cost, fair value through Net assets/ Equity, a lease receivable, or loan commitment and a financial guarantee contract.

The Authority shall measure the loss allowance for financial instrument at an amount equal to the lifetime credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. If the credit risk on financial instrument has not increased significantly since initial recognition, the Authority shall measure the loss allowance for the financial instrument at an amount equal to 12-month expected credit losses.

However, the Authority shall adopt the simplified approach for Lease Receivables and Receivables from exchange and non-exchange transactions whereby, according to IPSAS 41, the Authority shall always measure the loss allowance at an amount equal to lifetime expected credit losses.

Derecognition of a financial asset

The Authority derecognizes a financial asset, or, where applicable, a part of a financial asset or part of a group of similar financial assets, when:

- (i) The rights to receive cash flows from the asset have expired or is waived.
- (ii) The Authority has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party; and either:
 - the Authority has transferred substantially all the risks and rewards of the asset, or
 - the Authority has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Derecognition a financial liability

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

Offsetting of financial instruments financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts, and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

Offsetting of Financial Instruments

Financial assets and financial liabilities are offset, and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

i) Provisions, Contingent Liabilities and Contingent Assets

Provisions

Provisions are recognized when the Authority has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Where the Authority expects some or all of a provision to be reimbursed, the reimbursement is recognized as a separate asset 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.

Contingent Liabilities

The Authority does not recognise a contingent liability but discloses details of any contingencies in the notes to the financial statements unless the possibility of an outflow of resources embodying economic benefit or service potential is remote.

Contingent Asset

The Authority does not recognise a contingent asset but discloses details of possible asset whose existence is contingent on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Corporation in the notes to the financial statements.

j) Cash and Cash Equivalents

Cash and cash equivalents in the statement of financial position comprise cash at bank and in hand.

For purpose of cash flow statement, cash and cash equivalents consists of cash and cash equivalent as defined above

k) Provisions

Provisions are recognized when the Authority has a present obligation (legal or constructive) as a result of a past event in which 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. 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 provision due to passage of time is recognized as a borrowing cost

Pensions and Other Post-Employment Benefits

The Authority contributes to defined contributions plans and a defined benefit plan.

Pension Obligations

Under the defined contribution plan, the Authority's employees are members of state-owned pension scheme, the Public Service Social Security Fund (PSSSF). The Authority contributes to the schemes 15% of gross salary for each employee, and employee contributes 5% respectively. The Authority's contributions to the fund are charged to the Statement of Performance in the period in which they relate.

Terminal Benefits

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

Gratuity Benefits

The Authority provides gratuity benefits to its contract employee's payable on expiry of the contract. The Authority contributes 25% of the basic salary towards that fund. Gratuity is charged to Statement of Performance during the period in which the employee renders related services.

l) Employee Benefits - Retirement Benefit Plans

The Authority provides retirement benefits for its employees. Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a PSSSF and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable.

Defined benefit plans are post-employment benefit plans other than defined-contribution plans. The defined benefit funds are actuarially valued based on one-year Central Bank Treasury Bills. Deficits identified are recovered through lump sum payments or increased future provision. The contributions and lump sum payments reduce the post-employment benefit obligation.

m) Foreign Currency Transactions

Transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the

date of the transaction. Trade creditors or debtors denominated in foreign currency are reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the settlement of creditors, or from the reporting of creditors at rates different from those at which they were initially recorded during the period, are recognized as income or expenses in the period in which they arise.

n) Budget Information

The annual budget is prepared on the accrual basis, that is, all planned costs and income are presented in a single statement to determine the needs of the Authority. As a result of the adoption of the accrual basis for budgeting purposes, there are no basis, timing or entity differences that would require reconciliation between the actual comparable amounts and the amounts presented as a separate additional financial statement in the statement of comparison of budget and actual amounts.

Explanatory comments are provided in the notes to the annual financial statements; first, the reasons for overall growth or decline in the budget are stated, followed by details of overspending or under spending online items.

The annual budget figures included in the financial statements are for the Authority and its stations. These budget figures are those approved by the Board of Directors both at the beginning and during the mid-year review following a period of consultation with the internal stakeholders.

o) Significant Judgments and Sources of Estimation Uncertainty

The preparation of the Authority's financial statements in conformity with IPSAS requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

Judgments

In the process of applying the Authority's accounting policies, management has made judgments, which have the most significant effect on the amounts recognized in the consolidated financial statements.

i. Operating Lease Commitments – Authority as Lessor

The Authority has entered property leases of certain of its properties. The Authority has determined, based on an evaluation of the terms and conditions of the arrangements, (such as the lease term not constituting a substantial portion of the economic life of the commercial property) that it retains all the significant risks and rewards of ownership of these properties and accounts for the contracts as operating leases.

1. Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Authority based its assumptions and estimates on parameters available when the financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

i. Useful Lives and Residual Values

The useful lives and residual values of assets are assessed using the following indicators to inform potential future use and value from disposal:

- a) The condition of the asset based on the assessment of experts employed by the Authority.
- b) The nature of the asset, its susceptibility and adaptability to changes in technology and processes.
- c) The nature of the processes in which the asset is deployed.
- d) Availability of funding to replace the asset.
- e) Changes in the market in relation to the asset

ii. Fair Value Estimation – Financial Instruments

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

iii. Provisions

Provisions were raised and management determined an estimate based on the information available. Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date and are discounted to present value where the effect is material.

iv. Impairment of financial assets

Estimates are required to be made of what would be the impact of a loss event that has occurred after the initial recognition of a financial asset and which would affect the estimated future cash flows. The Authority assessed, at the reporting date, whether a financial asset or group of financial assets have been impaired based on objective evidence of impairment or a loss event as per IPSAS 29.

v. Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow model.

vi. Trade and other payables

Trade and other payables are stated at their nominal value. Trade payables are non-interest bearing and are normally settled between 15 to 30 days.

Trade payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method. However, the Authority measures short-term payables at original invoice amount when the effect of discounting is immaterial.

Trade payables include 20% of Air Navigation Charges due to Tanzania Meteorology Authority. This liability is paid as soon as the outstanding receivable is settled by customers.

5.0 FINANCIAL RISK MANAGEMENT

The Corporation's activities are potentially exposed to a variety of financial risks, including credit risk, liquidity risk, market risks, operational risks and the effects of the changes in foreign currency exchange rates. The Corporation's overall risk management programme takes account of the unpredictability of foreign exchange rate trends and seeks to minimize potential adverse effects on its financial performance.

The most important types of risk are:

- a) Credit risk.
- b) Liquidity risk.
- c) Market risk (interest rate risk and exchange rate risk)

(a) Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. Credit risk mainly arise from receivables with customers and cash balances held at commercial banks.

The Authority's maximum exposure to Credit Risk as at 30 June is as shown below:

	2023/24 TZS'000	2022/23 TZS'000
Financial Assets:		
Cash and Cash Equivalents	3,329,070	13,428,235
Receivables	25,162,582	19,825,309
Total Financial Assets exposed to credit risk	28,491,652	33,253,544

Credit Risk Management

Credit risk is managed on an entity-wide basis. Credit risk arises from cash and cash equivalents, deposits with banks, as well as trade and other receivables. The Authority assesses the credit quality of each customer, considering its financial position, past experience and other factors.

The Authority does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The Authority defines counterparties as having similar characteristics if they are related entities. The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks.

(a) Receivables

Receivables are amounts owed by consumers and are presented net of impairment losses. The Authority has a credit risk policy in place, and the exposure to credit risk is monitored on an ongoing basis. The Authority provides credit to its customers who operated on cash basis for more than six months without any default. There were no material changes in the exposure to credit risk and its objectives, policies, and processes for managing and measuring the risk during the year under review. The Authority's strategy for managing its risk includes encouraging its customers to pay cash before the operations. The Authority's maximum exposure to credit risk is represented by the carrying value of each financial asset in the statement of financial performance.

The Authority has no significant concentration of credit risk, with exposure spread over many consumers; The Authority establishes an allowance for impairment that represents its estimate of anticipated losses in respect of receivables. The outstanding amounts of the 19 largest debtors represent 80% (2023: 86%) of the total outstanding balance. The average credit period on services rendered is 60 days from date of invoice. The Authority provided fully for all receivables outstanding over 365 days where there was no evidence of expected recovery. Receivables up to 365 days are provided for based on estimated irrecoverable amounts, determined by reference to past default experience.

Set out below is the information about the credit risk exposure on the Entity's receivables and contract assets using a provision matrix:

Year ended 30 June 2024

Days past due	Loss rate	Exposure at default TZS "000"	Expected credit loss TZS "000"
0-30 Days	1%	3,000,463	39,804
31-60 Days	2%	17,744	325
61-90 Days	3%	161,243	5,564
91-120 Days	16%	1,399,577	228,008
121-150 Days	22%	818,115	179,421
151-180 Days	27%	4,774,073	1,282,906
181-365 Days	63%	3,456,122	2,177,264
366-730 Days	33%	22,731,576	7,577,192
Total		36,358,913	11,490,484

Year ended 30 June 2023

Days past due	Loss rate	Exposure at default TZS "000"	Expected credit loss TZS "000"
0-30 Days	0%	10,508,200	-
31-60 Days	0%	3,956,578	-
61-90 Days	15%	2,547,586	382,138
91-180 Days	30%	3,344,853	1,003,456
181-360 Days	50%	1,596,900	798,450
361+ Days	100%	5,111,060	5,111,060
		27,065,177	7,295,104

(b) Cash and Cash Equivalents

Total Cash in the Banks to which the Entity is exposed to credit risk as of 30 June 2024 with its comparative figures are presented in the table below according to the classification of assets (classification according to external credit rating is done based on credit ratings published by Standard and Poor's, Moody's or fitch)

Name of the bank	Balance as at June 2024 TZS '000	Balance as at June 2023 TZS '000	Credit Ratings
NBC	22,716	49,365	0.40%
CRDB	-	143,727	2.16%
NMB	45,470	315,992	0.40%
TCB	23,931	21,417	6.10%
DCB	311,953	278,005	6.10%
LC Merging	-	8,573,268	0.40%

The Authority limits its exposure to credit risk by depositing cash and cash equivalents with only reputable financial institutions approved by Bank of Tanzania. Consequently, the Authority does not consider there to be any significant exposure to credit risk.

The amount that best represents the Authority's maximum exposure to credit risk at 30 June 2024 without taking account of the value of any collateral obtained was:

	2023/24 TZS '000	2022/23 TZS '000
Cash and cash equivalents	3,329,070	13,428,235
Receivables	36,653,066	27,120,413
	39,982,136	40,548,648

The amount that best represents the Authority's maximum exposure to credit risk as at 30 June 2024 without taking account of the value of any collateral obtained was:

	Fully performing TZS '000	Impaired TZS '000
Receivables	36,653,066	-
Cash and bank balances	3,329,070	195
Total credit exposure	40,548,648	7,295,104

The amount that best represents the Authority's maximum exposure to credit risk as at 30 June 2024 without taking account of the value of any collateral obtained was:

	Fully performing TZS '000	Impaired TZS '000
Receivables	27,120,413	7,295,104
Cash and bank balances	13,428,235	233
Total credit exposure	40,548,648	7,295,337

The customers under the fully performing category are paying their debts as they continue trading. The default rate is low. The debt that is overdue is not impaired and continues to be paid. The finance department is actively following this debt.

i) Liquidity Risk

Liquidity risk is the risk of the Authority not being able to meet its financial obligations as they fall due. The Authority's approach to managing liquidity risk is to ensure that sufficient liquidity is available to meet its liabilities when due, without incurring unacceptable losses or risking damage to Authority reputation.

The Authority manages its liquidity risk to ensure it is able to meet estimated expenditure requirements based on approved budget and through the use of cash flow forecasts. This is achieved through prudent liquidity risk management which includes maintaining sufficient cash and cash equivalents. Furthermore, the Authority strived to ensure that receivables were settled within 30 days after the due date by introducing interest on late payments and maintaining active follow up on outstanding debts. The analysis of the Authority's financial assets and financial liabilities into relevant maturity groups is shown below:

Year ended 30 June 2024

Financial asset / Financial liability	1 - 3 Months TZS '000	4 - 12 Months TZS '000	More than 12 Months TZS '000	Total TZS '000
Financial assets				
Receivable	13,627,338	11,535,244	-	25,162,582
Cash & cash equivalent	3,329,070	-	-	3,329,070
Total financial asset	16,956,408	11,535,244	-	28,491,652
Financial liabilities				
Payables	20,058,414	-	-	20,058,414
Total financial liability	20,058,414	-	-	20,058,414
Liquidity gap	(3,102,006)	11,535,244	-	8,433,238

Year ended 30 June 2023

Financial asset / Financial liability	1 - 3 Months TZS '000	4 - 12 Months TZS '000	More than 12 Months TZS '000	Total TZS '000
Financial assets				
Receivable	17,012,364	2,812,945	-	19,825,309
Cash & cash equivalent	13,428,235	-	-	13,428,235
Total financial asset	30,440,599	2,812,945	-	33,253,544
Financial liabilities				
Payables	24,664,616	-	-	24,664,616
Total financial liability	24,664,616	-	-	24,664,616
	5,775,983	2,812,945	-	8,588,928

i. Financial Risk

The Authority's activities are potentially exposed to a variety of financial risks, including credit risk, liquidity risk, market risks, operational risks and the effects of the changes in foreign currency exchange rates. The Authority's overall risk management programme takes account of the unpredictability of foreign exchange rate trends and seeks to minimize potential adverse effects on its financial performance.

ii. Market Risk

Market risk is the risk of changes in market prices, such as foreign-exchange rates and interest rates, affecting the Authority's income or the value of its financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on the risk. This risk includes the following:

a. Foreign exchange risk

The Authority has some exposure to foreign currencies as had some receivables from service providers and monetary items balances in foreign currency, especially US\$, while significant operating expenditure are incurred principally in local currency, that is TZS. The Corporation encourage the settlement in USD for receivables denominated in USD while it discourages payments in USD and any other foreign currency for Corporation's expenditure. However, this exposure does not result in a significant risk as foreign currency assets and liabilities as are normally settled within a fairly short time.

b. Interest rate risk

Interest rate risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Authority does not have long-term deposits or borrowings; thus, statement of financial performance is not highly affected by changes in market interest rates.

(c) Fair Value of Financial Assets and Liabilities

The Authority only has the available for sale investment carried at fair value. These are grouped into level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

(d) Foreign Currency Risk Management

The Authority's costs and expenses are principally incurred in Tanzanian Shillings (TZS) and US Dollars (US\$). The Authority does not enter into formal hedging transactions to manage its exposure to foreign exchange rate fluctuations. Volatility in the exchange rate of US \$ against TZS would make the Authority's costs and results less predictable than when exchange rates are more stable.

(e) Interest risk management

The Authority had no financial assets and liabilities exposed to interest rate risk as at year end.

(f) Financial instruments classifications

30 June 2023/2024			
	Financial assets at amortised costs TZS '000	Financial assets at fair value TZS '000	Financial liabilities at amortised costs TZS '000
Cash and cash equivalents	3,329,070	-	-
Receivables	25,162,582	-	-
Investment in Equity shares	-	32,501	-
Payables	-	-	20,058,414
Total	28,491,652	32,501	20,058,414

30 June 2022/2023			
	Financial assets at amortised costs TZS '000	Financial assets at fair value TZS '000	Financial liabilities at amortised costs TZS '000
Cash and cash equivalents	13,428,235	-	-
Receivables	19,825,309	-	-
Investment in Equity shares	-	31,758	-
Payables	-	-	19,825,309
Total	33,253,544	31,758	19,825,309

6. CASH AND CASH EQUIVALENTS

	2023/24 TZS'000	2023/24 TZS'000
TCAA GePG Collection USD DCB Ukonga	306,808	273,171
DG TCAA BOT Radar Account	347,308	2,315,941
USD-Expenditure A/C (NBC)	22,716	34,216
Expenditure A/C (NMB Bank House)-TZS	45,470	315,992
DG TCAA TPB Radar Project Account	23,930	21,417
USD-Revenue A/C (NBC)	-	229
TCAA GePG Collection TZS DCB Ukonga	5,146	4,834
Petty Cash	5,243	3,303
LC Margin Bank Account*	-	8,573,267
TZS Revenue A/C (BOT)	603,593	358,225
USD-Revenue A/C (CRDB)**	-	123,551
TZS-Expenditure A/C - AAKIA (NBC Zanzibar)	7,298	14,921

TZS-Revenue A/C (CRDB)	-	20,177
USD Revenue A/C (BOT)	1,961,558	1,368,991
	3,329,070	13,428,235
Less: Expected Credit Loss	(195)	(233)
	3,328,875	13,428,002

* LC margin bank account was opened to finance VHF Area project which was executed during the year

** GEPC revenue collection accounts whose balances are periodically transferred to BOT revenue account.

7. RECEIVABLES

	2023/24 TZS '000	2022/23 TZS '000
Receivable from non-exchange transaction	10,234,630	5,996,386
Salary advance	294,153	55,235
Receivable from exchange transactions	26,121,525	21,068,792
	36,650,308	27,120,413
Less: Expected Credit Loss	(11,490,289)	(7,295,104)
	25,160,019	19,825,309

Movement of Expected Credit Loss (ECL) charged in the profit or loss is as follows:

ECL at the beginning of the year	(7,294,871)	(4,706,215)
ECL at the end of the year	11,490,289	7,294,871
ECL movement charged to profit or loss	4,195,418	2,588,656

8. INVENTORIES

	2023/24 TZS '000	2022/23 TZS '000
Computer consumables	85,396	-
Technical spare parts	375,705	415,217
Other office stock	19,081	19,732
Stationeries	87,456	193,478
	567,638	628,427

9. PREPAYMENTS

	2023/24 TZS '000	2022/23 TZS '000
Prepaid IP VPN rates	30,791	53,753
Prepayments to Suppliers Control	101,464	1,979,937
	132,255	2,033,690

10. INVESTMENT IN EQUITY SHARES

	2023/24 TZS'000	2022/23 TZS'000
Investment in equity shares	32,501	31,758
	32,501	31,758

Investment in equity shares represent 7,428 equity shares of Twiga Portland Cement Company Limited purchased during the Initial Public Offering at a cost of TZS 435 per share. The Authority did not buy these shares with the aim of trading rather supporting establishment of Dar es Salaam Stock Exchange. The increase in value is due to revaluation of the share price at TZS 4,375.5 per share (2023: TZS 4,000).

11.(a) PROPERTY PLANT AND EQUIPMENT

Cost	Office building TZS '000	Technical Building TZS '000	Motor vehicles TZS '000	Telecom & Navaid TZS '000	Furniture and fittings TZS '000	Computer TZS'000	Office Equipment TZS'000	Land TZS'000	Total TZS'000
At 1 July 2022	15,054,455	6,472,031	6,055,725	89,639,536	1,112,232	9,942,930	11,462,652	171,043,799	310,783,360
Transfers	(425,887)	(1,994,709)	-	(3,307,813)	891,858	(1,107,402)	2,922,059	-	(3,021,894)
Additions*	-	-	783,392	2,034,182	1,071,847	356,416	1,033,536	7,967	5,287,340
Disposal	-	-	-	(547,408)	(24,000)	(138,257)	(153,406)	-	(863,071)
At 30 June 2023	14,628,568	4,477,322	6,839,117	87,818,497	3,051,937	9,053,687	15,264,841	171,051,766	312,185,735
At 1 July 2023	14,628,568	4,477,322	6,839,116	87,818,498	3,051,937	9,053,687	15,264,841	171,051,766	312,185,735
Additions*	-	-	846,780	6,872,095	581,179	102,710	336,770	-	8,739,534
Disposal	-	-	-	(5,996)	(7,874)	(6,338)	(61,249)	-	(81,457)
At 30 June 2024	14,628,568	4,477,322	7,685,896	94,684,597	3,625,242	9,150,059	15,540,362	171,051,766	320,843,813
*Additions comprises:									
Year ended 30 June 2023									
Monetary additions	-	-	783,392	735,607	103,141	342,069	422,482	7,967	2,394,658
Non-monetary additions	-	-	-	1,298,575	968,706	14,347	611,054	-	2,892,682
Total additions	-	-	783,392	2,034,182	1,071,847	356,416	1,033,536	7,967	5,287,340
Year ended 30 June 2024									
Monetary additions	-	-	509,425	-	235,973	102,710	313,615	-	1,161,723
Non-monetary additions	-	-	337,355	6,872,095	345,206	-	23,155	-	7,577,811
Total additions	-	-	846,780	6,872,095	581,179	102,710	336,770	-	8,739,534

	Office building TZS'000	Technical Building TZS'000	Motor vehicles TZS'000	Telecom & Navaid TZS'000	Furniture and fittings TZS'000	Computer TZS'000	Office Equipment TZS'000	Land TZS'000	Total TZS'000
Depreciation:									
At 1 July 2022	4,664,088	1,520,599	3,555,626	31,237,597	620,101	5,253,423	5,515,738	-	52,367,172
Charge for the year	199,826	80,881	698,021	8,888,623	270,764	1,154,507	1,702,059	-	12,994,681
Transfers	(26,804)	(1,087,322)	-	(1,599,527)	423,930	(813,114)	1,678,198	-	(1,424,639)
Disposal	-	-	-	(276,072)	(20,161)	(112,055)	(129,362)	-	(537,650)
Charge for the year - disposed assets	-	-	-	-	3,830	2,240	15,979	-	22,049
Impairment charge for the year	-	-	26,565	-	-	-	-	-	26,565
At 30 June 2023	4,837,110	514,158	4,280,212	38,250,621	1,298,464	5,485,001	8,782,612	-	63,448,178
At 1 July 2023	4,837,110	514,158	4,280,212	38,250,621	1,298,464	5,485,001	8,782,612	-	63,448,178
Charge for the year	222,832	87,778	312,474	5,450,627	215,218	1,792,799	667,976	-	8,749,704
Disposal	-	-	-	(5,469)	(5,998)	(5,634)	(53,992)	-	(71,093)
At 30 June 2024	5,059,942	601,936	4,592,686	43,695,779	1,507,684	7,272,166	9,396,596	-	72,126,789
Net Book Value:									
At 30 June 2024	9,568,626	3,875,386	3,093,210	50,988,818	2,117,558	1,877,893	6,143,766	171,051,766	248,717,024
At 30 June 2023	9,791,458	3,963,164	2,558,905	49,567,876	1,753,473	3,568,686	6,482,229	171,051,766	248,737,557

11.(b) CAPITAL WORK IN PROGRESS

AS AT 30 JUNE 2024

Code	Project	Balance at 1 July 2023 TZS '000	Additions TZS '000	Transfer / Retirement TZS '000	Write off through expenses	Balance at 30 June 2024 TZS '000
31222107	VHF Radio Communication System	1,778,104	11,782,989	(7,445,126)	(668,921)	5,447,046
31222109	ATIS Project	84,866	1,078,452	(84,866)	(1,078,452)	-
31222108	AIXM - AIMS Project	-	2,120,554	(47,819)	-	2,072,735
		1,862,970	14,981,995	(7,577,811)	(1,747,373)	7,519,781

AS AT 30 JUNE 2023

Code	Project	Balance at 1 July 2022 TZS '000	Additions TZS '000	Transfer / Retirement TZS '000	Write off through expenses	Balance at 30 June 2023 TZS '000
31222107	VHF Radio Communication System	-	1,778,104	-	-	1,778,104
31222109	ATIS Project	84,866	-	-	-	84,866
33181101	CATC Building project	49,151	-	(49,151)	-	-
00321903	Voice Recorder Project	361,283	949,747	(1,311,030)	-	-
		495,300	2,727,851	(1,360,181)	-	1,862,970

11.(c) PAYMENT MADE FOR ACQUISITION OF CAPITAL ASSETS

The Authority made below payment to suppliers of property, plant and equipment:

	2023/24 TZS '000	2022/23 TZS '000
Motor vehicles	509,425	783,392
Telecom and nav aids	-	735,607
Furniture and fittings	235,973	103,141
Computer	102,710	342,069
Office equipment	313,615	422,482
Land	-	7,967
Capital work in progress	14,210,995	2,688,181
	15,372,718	5,082,839

12. INTANGIBLES

	2023/24 TZS '000	2022/23 TZS '000
Cost		
At 1 July	7,145,563	7,505,089
Additions	-	44,137
Transfer	-	740,216
Disposals	-	(1,143,879)
At 30 June	7,145,563	7,145,563
Amortization		
At 1 July	2,321,220	2,703,773
Adjustment	-	357,907
Disposal	-	(1,143,879)
Charge for the year	535,546	403,419
At 30 June	2,856,766	2,321,220
Net book value	4,288,797	4,824,343

13. PAYABLES

	2023/24 TZS '000	2022/23 TZS '000
Trade payables	2,086,148	2,607,437
Other payables	17,972,266	22,057,180
CATC Student, CASSOA and other allowance payable	-	480
Advance payment - unearned	423,480	224,797
Deferred income-VHF grant	-	8,612,321
MET charges payable	3,671,821	-
	24,153,715	33,502,215

* Other payables are comprised of liabilities the Authority incurs in relation to related parties' transactions mainly with Treasury Registrar.

** Unearned revenue comprises of revenue received from licensing fees which is amortized throughout the life of the license.

*** Deferred grant comprises of unamortized amount of grant received from Government for supply, installation, integration, training, testing, commissioning and technical support of very high frequency (VHF) radio communication as per contract no TCAA/G/30/2021/22.

14. EMPLOYEE BENEFITS

(i) Retirement benefits

The Authority is contributing to pension scheme administered by the Public Service Social Security Fund (PSSSF).

In addition, the Authority has an endowment scheme administered by a voluntary agreement between management and TUGHE as provided for in the staff benefit package to provide retirement benefits to employees reaching retirement age. The retired employee is paid in material or monetary equivalent to the material based on the length of service.

The cost of the endowment scheme and the retirement age benefits are fully met by the Authority. Contributions to these funds are recognized as an expense in the period the employees render the related services.

(ii) Provision for Gratuity - Contract staff

The Authority is paying 25% gratuity allowance from basic salary to all contract staff. During the year gratuity was measured against contract staff and its shortfall was adjusted to capital as indicated above in accordance with IPSAS 3. Under the contract of employment, the Authority contributes to Social Security Funds for future retirement benefits for its employees. However, the Authority charges gratuity expense in Statement of Financial Performance and maintains gratuity payable account for future payment to contract staff. Gratuity is computed at 25% of the employees' basic salary.

(iii) Provision for Long Term Service Award

The authority provides long term service award for their employees who have served more than 20 years ranging between TZS 10,000,000 to TZS 15,000,000 payable upon retirement. These operated as defined benefit plans. As at 30 June 2024 the Authority had 516 employees. The Authority has therefore made a provision of TZS 0.27 billion in reference to this liability compared with TZS 0.57 billion in 2022/23.

	2023/24 TZS '000	2022/23 TZS '000
Current liability		
NHIF - Payable	147,636	145,529
PSSSF Payable	485,998	485,097
Provision for Gratuity Payable	62,273	117,506
Long Term Service Award Payable (Current)	173,700	105,000
Investment Revaluation Reserve	35,253	34,510
	904,860	887,642
Non-current liability		
Long terms service award	265,515	567,430

15. CAPITAL FUND

By the provisions contained in the Civil Aviation Act (Chapter 80 of the Laws [R.E. 2020]) (the "Act"), all movable and immovable properties which immediately before the commencement of the Act were vested in the former TCAA established under Executive Agencies Act no.3 of 1997, vested in the Tanzania Civil Aviation Authority subject to all interests, liabilities, charges, obligations and trusts affecting those properties. Consequently, the capital fund represents part of the net assets and liabilities then identified and taken over by the Authority after transferring residential buildings to Tanzania Building Agency in July 2003 and adjustment of receivables.

Long term loan and reserve	2023/24 TZS'000	2022/23 TZS'000
Long term loan (EIB)	5,569,687	5,569,687
Accumulated surplus	1,702,745	1,702,745
Project fund	544,599	544,599
Fixed assets revaluation reserve	13,358	13,358
	7,830,389	7,830,389
Capital fund		
Total asset	16,923,471	16,923,471
Long term loan and reserve	(7,830,389)	(7,830,389)
	9,093,082	9,093,082
Decrease in capital fund		
Transfer of residential buildings to TBA	(2,339,831)	(2,339,831)
	6,753,251	6,753,251
Transfer of 5H ILS to TGFA	(37,593)	(37,593)
Transfer of PAPI to TAA	(21,429)	(21,429)
	6,694,229	6,694,229

16. REVENUE FROM EXCHANGE TRANSACTIONS

	2023/24 TZS '000	2022/23 TZS '000
Aeronautical revenue	60,964,492	53,641,403
Revenue from training college	2,649,247	1,719,471
Safety regulation costs recovery*	1,827,038	1,378,814
	65,440,777	56,739,688
Less: TMA Air navigation share	(10,321,597)	(6,840,450)
	55,119,180	49,899,238

Cash receipt from exchange transactions

Revenue from Exchange Transaction	65,440,777	56,739,688
Less: Trade Debtors for the year		
2023/24 :2022/23	(26,121,325)	(21,068,792)
Add: Trade Debtors for the year		
2022/23 :2021/22	21,068,792	19,675,913

60,388,244 55,346,809

Aeronautical revenue

Air Navigation Charges	51,668,059	44,970,548
Air Craft Landing & Parking Charges	9,278,316	8,654,476
AIP Sales	18,117	16,379

60,964,492 53,641,403

Revenue from training college

CATC Course Fees	2,649,247	1,719,471
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*Safety regulation cost recovery is as follows:

Flight Safety Document	1,371	7,555
Airport Certification cost recovery	170,489	442,884
Flight Ops Certification cost recovery	622,300	291,457
Airworthiness Certification cost recovery	959,724	549,136
Personnel Certification cost recovery	73,154	87,782

1,827,038 1,378,814

Aeronautical Revenue includes Landing and Parking services amount that is a net amount receivable from Tanzania Airport Authority (TAA).

Air navigation services fees and landing and parking services fees area shared in the ratios of 80%, 0%, 20% and 30%, 60%, 10% between TCAA, TAA, and TMA respectively. TCAA collects and distributes the air navigation services revenue in the agreed ratios.

17. REVENUE FROM NON-EXCHANGE TRANSACTIONS

	2023/24 TZS '000	2022/23 TZS '000
Safety regulation fees	3,982,331	2,330,896
Economic regulation fees	5,532,450	6,822,986
Embarking passengers' fees	25,295,816	20,425,674
	34,810,597	29,579,556

Cash receipt from Non exchange transactions

Revenue from Non-Exchange Transaction	34,810,597	29,579,556
Less: Trade Debtors for the year		
2023/24 :2022/23	(10,234,630)	(5,996,385)
Add: Trade Debtors for the year		
2022/23 :2021/22	5,996,385	4,086,646
	30,572,352	27,669,817

Safety regulation fees

Airworthiness Certification	783,548	812,377
Flight Operation Fees	756,045	327,460
Personnel Licensing Certification	814,683	581,505
Aviation Security Certification	38,473	59,301
Airport Certification	1,589,582	550,253
	3,982,331	2,330,896

Embarking passengers' fees

Safety fees	25,295,816	20,425,674
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Economic regulation fees

Short Term Licensing	3,918,183	4,598,990
Administration Fees	948,363	1,575,948
Air Service Licensing	394,517	415,311
Ground handling Licensing	271,387	232,737

	5,532,450	6,822,986
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Revenue from non-exchange transactions is mainly made of certification and licensing fees. Safety Regulation fees is made of fees from Airworthiness Certification, Personnel Licensing Certification, Flight Operation, Airport/ Aerodrome Certification Services and Aviation Security Certification. Economic Regulation fees are made of fees from Air Service Licensing, Short Term Licensing, Administration and Ground Handling Licensing. Embarking Passengers Safety Fees is charged from passengers Ticket for USD 9 (United States Dollars Nine) on an international passenger ticket and TZS 3,000 (Tanzanian Shillings three thousand) on the domestic passenger ticket.

18. OTHER REVENUE

	2023/24 TZS '000	2022/23 TZS '000
Fines and penalties	61,535	45,937
Rent recovery	11,328	11,960
Miscellaneous income*	47,910	183,883
Dividend received****	2,752	-
Realised exchange gain	1,268,989	575,688
Un-realized Exchange gain	354,468	-
Gain-expected credit loss on bank balances	38	-

Other revenue - equipment grants**	8,612,321	4,140,271
TRO outstanding contribution relief****	14,160,410	-
	24,519,751	4,957,739
Other receipts		
Less: TRO outstanding contribution relief	(14,160,410)	-
Less: Non-cash Items***	(1,157,014)	(569,124)
Less: Non-cash grant	(8,612,321)	(4,140,271)
Less: Gain - expected credit loss on bank balances	38	-
Add: Cash grant	-	10,350,774
Add: Unearned revenue	717,631	280,033
Total receipts for the year	1,307,675	10,879,151

NOTES

*Miscellaneous Income refers to revenue other than the main sources of TCAA revenue which includes dividends, sale of publication, 20 Years Anniversary sponsorship and other income of the same nature.

**Other Revenue - Equipment Grants comprises of amortisation/utilisation of VHF fund amounting to TZS 8.61 billion (2022/23: TZS 4.14 billion).

*** Recategorization of dividend from miscellaneous income to dividend received. The authority received annual dividend from Twiga Cement Company Limited.

**** TRO outstanding contribution relief relates to amount that was payable to TRO for the previous years that the Authority was relived during the year.

19. SALARIES, ALLOWANCES AND OTHER STAFF BENEFITS

	2023/24 TZS '000	2022/23 TZS '000
Acting allowance	44,113	93,178
Aviation allowance	2,530,326	2,380,332
Casual labor & wages	89,914	61,825
Death and condolence	22,190	2,200
Duty mailage allowance	900	544
Electricity allowance	169,439	173,050
Entertainment allowance	3,028	14,569
Extra duty allowance	651,931	417,548
Furniture allowance	223,000	57,000
Gratuity allowance	124,669	133,091
Telephone allowance*	300,675	-
House water allowance	1,000	2,300

Housing allowance	1,804,043	1,923,536
Working tools allowance	109,500	-
Long service award expenses	(98,215)	46,950
Management allowance	-	23,000
Meal and ration allowance	1,235,582	1,185,202
NHIF employer contributions	1,286,587	838,699
On call allowance	278,439	335,770
Outfit allowance	51,900	13,500
PSSSF contribution	4,919,028	4,195,000
Recruitment expenses	45,626	70,986
Retirement benefits	55,064	120,770
Risk allowance - cashier	41,707	12,085
Salary expenses	29,991,914	29,056,672
SDL -employer contribution	1,159,718	1,120,104
Special allowance pilot/AME	411,870	397,267
Staff transfer allowance	278,045	329,162
Staff uniforms	179,143	15,750
Subsistence allowance	7,340	77,118
Transport allowance	1,521,641	1,463,177
WCF - employer contributions	160,429	139,644

47,600,546 44,700,029

Employee costs paid during the year:

Salaries, allowances and other staff costs	47,600,546	44,700,029
Less: Provision		
(Gratuity Expense and Long Services)	-	-
Less: Unpaid salaries and other benefits		
2023/24: 2022/23	(1,135,122)	(1,420,562)
Add: Unpaid salaries and other benefits		
2022/23:2021/22	1,420,562	872,238

47,885,986 44,151,705

* Telephone allowance has been recategorized from mobile phones allowance

Salaries, Allowances & Other Staff Benefit are expenses incurred by the Authority to cover employee salary, allowances, benefits, and other regulatory activities done by the employees.

20. ADMINISTRATIVE AND OPERATIONAL EXPENSES

	2023/24	2022/23
	TZS '000	TZS '000
Advertisement & publicity	103,058	26,687
Advertising and Publication - Licensing	12,151	62,118
Air Navigation expenses	1,150	2,598
Air travel tickets - domestic	1,443,856	897,898
Air travel tickets - foreign	1,654,431	791,277

Aircraft accident investigation	38,387	143,342
Audit expenses	7,275	38,290
Audit fees	230,388	226,150
Bank charges and commissions	1,035,536	391,303
Budget expenses	162,422	-
Burial expenses	63,672	59,596
CATC promotion tour	-	1,150
CATC re-imburement	-	18,609
CATC running expenses	496,981	-
CATC teaching allowance	-	2,290
Computer supplies and accessories	205,813	202,763
Conference facilities	144,402	71,346
Conference facility domestic	14,845	41,026
Consultancy fees	125,797	67,250
Courier charges	35,618	23,420
Court martial and legal expenses	-	4,180
Diesel	1,157,596	833,463
Disposal of assets	10,365	19,692
Donations (CSR)	182,778	19,300
Education allowances (books)	3,000	2,800
Electricity charges	536,156	500,588
Email and internet expense	418,487	240,583
Exhibition, festival & celebration	564,192	234,648
Facilitation allowance	4,373,102	2,089,379
Familiarization tour & bench marking	7,255	-
Food and refreshment	748,618	577,732
Fumigation expenses	74,926	18,199
Generator fuel & oil	-	2,500
Government hospitality	5,067	5,260
Ground transport (bus, train, water) - domestic	79,057	95,331
HIV/aids seminars	-	1,140
Instructors' allowance	541,896	417,280
Insurance - buildings	403,996	-
Internal audit expenses	13,350	80
Land rent	8,889	2,321
Leased (circuits) lines	411,113	356,166
Mayday celebrations	111,590	42,300
Mechanical, electrical, and electronic spare parts	22,629	50,339
Medical aid	118,100	94,628
Mobile charges	6,397	4,320
Mobile phones	140,281	606,983
Motor vehicle - license & parking	45,740	16,362
Motor vehicle- cleaning	36,592	15,522
Motor vehicle hire	84,760	79,865
Motor vehicle -night security charges	1,136	2,179
Motor vehicle repair and maintenance	423,108	396,318
Newspapers and magazines	36,645	11,558

Office consumables	347,195	387,431
Office telephone charges	325,862	160,042
Outsourcing costs		
(includes cleaning services)	356,704	288,261
Per diem - domestic	2,919,394	2,857,117
Per diem foreign	2,582,761	2,200,587
Postage charges	22,705	1,020
Posts & telegraphs	7,757	997
Printing expenses	59,378	65,460
Professional allowances	-	1,660
Professional membership expenses	75	1,010
Repair and maintenance building	994,145	527,041
Repairs & maintenance navaid (flight calibrations, signalling and beacons)	1,722,801	1,457,705
Repairs & maintenance computer	86,655	40,817
Repairs & maintenance-furniture & fittings	55,305	62,569
Responsibility allowance	54,981	32,775
Routine maintenance and repair of machinery, equipment and plant	522,989	258,059
Security services	522,074	425,062
Seminar and workshop	220,288	174,055
Sewage charges	600	1,135
SHIMIWI & other sports	40,755	29,065
Sitting allowance	356,219	1,013,612
Software user licence - expenses	195,028	179,093
Stock taking exercise	-	9,270
Strategic plan expenses	-	-
Subscription - membership fee	20,278	14,816
Sundry expenses	336,743	289,024
Survey expenses	765	200
Teaching allowance	-	6,510
Technical materials	19,265	570
Technical upkeep	12,019	6,834
Tender board meeting expenses	113,815	80,122
Tuition fees - domestic	229,098	210,563
Tuition fees - foreign	871,317	574,293
Tyres and batteries	89,375	40,683
Visa application fees	17,818	18,201
Water charges	18,840	38,815
Website design & hosting expenses	6,918	10,318
Workers council	229,560	133,582
Training fund	94,581	-

29,796,666
21,406,503

21. BOARD EXPENSES

	2023/24 TZS '000	2022/23 TZS '000
Board Expenses	295,542	252,011
	295,542	252,011

** Board Expenses include Board fee, per diem, Air ticket cost, Airtime and Sitting allowances.

22. CONTRIBUTION TO GOVERNMENT AND OTHER BODIES

	2023/24 TZS '000	2022/23 TZS '000
Contribution to AATO	49,550	-
Contribution to AFCAC	224,240	-
Contribution to AFPP	-	-
Contribution to CANSO	51,760	42,470
Contribution to CASSOA	1,131,947	1,030,990
Contribution to CCC	600,000	550,000
Contribution to CGF	12,757,402	11,099,972
Contribution to Fair Competition Commission	50,000	50,000
Contribution to Fair Competition Tribunal	50,000	50,000
Contribution to ICAO	105,848	145,149
Contribution to Professional Associations	-	-
Other Contributions	247,561	32,000
Other International Contributions	-	349,383
Pilot & AME training	-	25,705
	15,268,308	13,375,669

23. DEPRECIATION AND AMORTIZATION

	2023/24 TZS '000	2022/23 TZS '000
Depreciation - Motor Vehicles	312,474	724,586
Depreciation - Office Buildings	222,832	199,826
Depreciation - Technical building	87,778	80,881
Depreciation - Office Equipment	667,976	1,718,039
Depreciation - Furniture & Fittings	215,218	274,594
Depreciation - Telecom & Navigation Equipment	5,450,627	8,888,623
Depreciation - Computers and Related Equipment	1,792,799	1,156,747
Depreciation -Office partition and Structure	-	-
	8,749,704	13,043,296

Amortization

Amortization - Computer Software Amortization	535,548	403,419
Total - Depreciation and Amortization	9,285,252	13,446,715

24. PAYMENT TO SUPPLIERS

	2023/24 TZS '000	2022/23 TZS '000
Advertisement & Publicity	103,058	26,687
Advertising and Publication - Licensing	12,151	62,118
Air Travel Tickets - Domestic	1,443,856	897,898
Air Travel Tickets - Foreign	1,654,431	764,678
Audit fees	230,388	226,150
Bank Charges and Commissions	1,035,536	391,039
Computer Supplies and Accessories	205,813	254,676
Conference Facilities	144,402	71,346
Conference Facility Domestic	14,845	41,026
Consultancy fees	125,797	67,250
Courier Charges	35,618	23,420
Diesel	1,157,596	831,423
Electricity Charges	536,156	500,588
Email and Internet Expense	418,487	240,583
Exhibition, Festival & Celebration	564,192	234,648
Food and Refreshment	748,618	577,991
Fumigation Expenses	74,926	16,225
Generator fuel & Oil	-	2,500
Land Rent	8,889	2,321
Leased (Circuits) Lines	411,113	356,166
Mechanical, electrical, and electronic spare parts	22,629	50,339
Motor Vehicle - License & Parking	45,740	16,362
Motor Vehicle- Cleaning	36,592	15,522
Motor Vehicle Hire	84,760	79,865
Motor Vehicle -Night security Charges	1,136	2,179
Motor Vehicle Repair and Maintenance	423,108	396,318
Newspapers and Magazines	36,645	11,548
Office Consumables (Papers, pencils, pens and stationeries)	347,195	388,220
Office Telephone Charges	325,862	160,042
Outsourcing costs (includes cleaning services)	356,704	288,261
Postage Charges	22,705	1,020
Posts & Telegraphs	7,757	997
Printing Expenses	59,378	65,460
Professional Membership Expenses	-	1,010
Publications of Journals	1,150	2,600
Repair and Maintenance Building	994,145	1,759,217

Repairs & Maintenance NAVAID		
(Flight calibrations, signalling and beacons)	1,722,801	1,509,831
Repairs & Maintenance Computer	86,655	64,061
Repairs & Maintenance-Furniture & Fittings	55,305	62,569
Routine Maintenance and Repair of Machinery, Equipment and Plant	522,989	264,252
Security Services	522,074	424,972
Seminar and Workshop	220,288	174,055
Sewage Charges	600	1,135
Software User Licence - Expenses	195,028	179,093
Subscription - Membership Fee	20,278	14,816
Sundry Expenses	336,743	261,539
Technical Materials	19,265	570
Technical Upkeep	12,019	6,834
Tuition fees - Domestic	229,098	210,563
Tuition fees - Foreign	871,317	305,431
Tyres and Batteries	89,372	40,681
Visa Application Fees	17,818	18,293
Water Charges	18,840	38,815
Sub Total	16,631,868	12,405,203
Less: Trade Payable 2023/24 & 2022/23	(2,086,148)	(2,607,437)
Add: Trade Payable 2022/23 & 2021/22	2,607,437	1,804,690
Add: Prepayment to suppliers	132,255	2,033,690

Total payment	17,285,412	13,636,146
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25. OTHER PAYMENTS

	2023/24 TZS '000	2022/23 TZS '000
Other Contributions	247,562	32,000
Other International Contributions	-	349,383
Contribution to CGF	12,757,402	11,099,972
Contribution to ICAO	105,848	145,149
Contribution to CCC	600,000	550,000
Contribution to CASSOA	1,131,947	1,030,989
Contribution to AATO	49,550	-
Contribution to AFCAC	224,240	-
Pilot & AME training	-	25,705
Contribution to Fair Competition Tribunal	50,000	50,000
Contribution to CANSO	51,760	42,470
Board Expenses	295,542	252,011
CATC Teaching Allowance	-	2,290
Workers council	229,560	133,582
Audit Expenses	7,275	38,290
Survey Expenses	765	200

Medical Aid	118,100	94,612
Mobile Phones	140,281	606,983
CATC Promotion Tour	-	1,150
Website Design & Hosting Expenses	6,918	10,318
Per Diem Foreign	2,582,761	2,091,459
Teaching Allowance	-	6,510
Aircraft Accident Investigation	38,387	143,342
Instructors' Allowance	541,896	417,280
Donations (CSR)	182,778	24,200
Contribution - Fair Competition Commission	50,000	50,000
Sitting Allowance	356,219	1,014,092
Court Martial and Legal Expenses	-	4,180
Stock Taking Exercise	-	9,270
SHIMIWI & Other sports	40,755	29,065
Burial Expenses	63,672	59,596
Mobile Charges	6,397	4,320
Education allowances (books)	3,000	2,800
Mayday celebrations	111,590	42,300
Government hospitality	5,067	5,260
Professional allowances	-	1,660
Facilitation allowance	4,373,102	2,090,819
Ground transport (bus, train, water) - domestic	79,063	95,331
Internal audit expenses	13,350	80
Per diem - domestic	2,919,394	2,878,305
Responsibility allowance	55,459	32,775
Tender board meeting expenses	113,815	80,122
TMA charges	4,345,362	5,180,428
Sub Total	31,898,817	28,728,298
Less: Other Payable 2023/24 & 2022/23	(17,972,266)	(22,057,179)
Less: Treasury registrar debt relief	(14,160,410)	-
Add: Other payable 2022/23 & 2021/22	22,057,179	15,275,425
Total payment	21,823,320	21,946,544

26. RELATED PARTY TRANSACTION AND BALANCES

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operational decisions.

The Authority transacts with entities related to it by virtue of common ownership.

The transactions entered into with related parties during the year and balances outstanding with related parties at the end of the year are set out below:

List of transactions/ balances with other government entities for the year ended 30th June 2024

a) Revenue and receivables

(i) For the year ended 30 June 2024

S/N	Goods/ Services Provided	Name of entity received Goods/ Services	Amount Received (TZS '000)	Receivable Balance (TZS '000)
1	Navigation Services	603 Air Transportation Station	-	3,200
2	Safety Fee and Air Navigation Charges	Air Tanzania Company Ltd	19,820,250	8,725,206
3	Landing and Parking fee MAY & JUNE 2024	TAA - KIA	8,526,531	349,051
4	Navigation Services	Ministry of Agriculture	-	407
5	Navigation Services	Ministry of Natural Resources & Tourism	-	53,330
6	Navigation Services	National Institute of Transport	43,489	1,183
7	Navigation Services	Ngorongoro Conservation Authority	-	3,078
8	Landing and Parking Services	Tanzania Airports Authority	15,075,369	5,025,004
9	REFUND	Tanzania Building Agency	12,221	-
10	MAST EVALUATION	Tanzania Electric Supply Company Limited	507,866	923
11	Navigation Services	Tanzania Forest Services Agency (tfs)	-	2,800
12	Documents evaluations, Flight training	Tanzania Government Flight Agency	36,251	8,469
13	Tuition fees	Tanzania Meteorological Agency	-	680
14	Navigation Charges	Tanzania National Parks	152,636	181,428
15	Navigation Services	Tanzania Peoples Defence Forces Airwing	-	15,980
16	Clearance for Provision of Telecommunication	Tanzania Telecommunication Corporations	5,200	650
17	Navigation Services	Tanzania Wildlife Management Authority	-	12,882
18	Navigation Services	Tanzania Wildlife Reseach	-	14,858
19	Navigation Services	Tanzania Wildlife Research Institute (tawiri)	-	1,245
20	Mast Evaluation	Wizara Ya Habari, Mawasiliano Na Teknolojia Ya Habari	-	477,000
21	Navigation Services	Wizara Ya Kilimo	-	946
22	Navigation Services	Wizara Ya Maendeleo Ya Mifugo Na Uvuvi	-	206
23	Tuition fees	Zanzibar Airport Authority	451,184	95,505
24	Tuition fees	Zanzibar Airport Authority - Pemba Airport	-	2,400
Total			44,630,997	14,976,431

(ii) For the year ended 30 June 2023

S/N	Goods/ Services Provided	Name of entity received Goods/ Services	Amount Received (TZS '000)	Receivable Balance (TZS '000)
1	Safety fees and Air Navigation	Air Tanzania Company Limited	5,983,488	4,679,978
2	Landing and parking	Kilimanjaro Airport Development Company	3,834,568	2,022,350
3	Air Navigation	Ministry of Natural Resources and Tourism	12,346	53,330
4	Air Navigation	Ngorongoro conservation Area	3,457	3,078
5	Landing and parking	Tanzania National Parks	1,987,567	160,870
6	Landing and parking	Tanzania Airports Authority	2,235,678	3,507,910
7	Air Navigation	Tanzania Wildlife Research Institute	876,543	13,754
8	Air Navigation	Tanzania Wildlife Management Authority	123,457	6,796
9	Consultation fees	Tanzania Building Agency	119,876	116
10	Landing and parking	Zanzibar Airport Authority	934,568	22,935
11	Air Navigation	TPDF Airwing	8,926	15,980
12	Air Navigation	TGFA	123,458	8,534
13	Mast evaluation	TANESCO	987,654	923
14	Document Evaluation Phase III	National Institute of Transport	6,946	722
15	Tuition fees	Ministry of Agriculture	655	946
16	Tuition fees	Ministry of Livestock Development and Fishery	-	206
17	Tuition fees	Tanzania Forestry Agency	-	2,800
Total			17,239,187	10,501,228

b) Expenses and payables

(iii) For the year ended 30 June 2024

S/N	Goods/ Services Provided	Name of entity received Goods/ Services	Amount Received (TZS '000)	Receivable Balance (TZS '000)
1	Operation cost Email service	Tanzania Telecommunication Corporations	882,902	108,060
2	Tuition Fees	African Association for Public Administration and Management	820	-

S/N	Goods/ Services Provided	Name of entity received Goods/ Services	Amount Received (TZS '000)	Receivable Balance (TZS '000)
3	Routine maintenance and repair	Air Tanzania Company Ltd	216,904	216,904
4	Port charges	Arusha City Council	25,000	-
5	Conference Facilities	Arusha International Conference Centre	40,828	-
6	WIP - Radio and Transmission System	Arusha Technical College	270	-
7	Membership and Award participation	Association of Tanzania Employers	8,000	1,900
8	General GFS code	CBE Revolving Fund	1,676	-
9	Tuition Fees	Chama Cha Madereva wa Serekali Tanzania	800	-
10	Diesel	Chief Executive Officer Government Procurement Services	1,198,809	37,644
11	Contributions To Other Organs.	Civil Aviation Safety and Security Oversight Agency	1,130,957	-
12	Income Tax PAYE	Commissioner for domestic revenue	8,229,295	-
13	Cement, Bricks and Building Materials	Corporation Sole Works Superintendent (CSWS)	53,626	-
14	Water Charges	Dar Es Salaam Water Supply and Sanitation Authority	12,032	2,119
15	Facilitation Allowance	District Executive Director Mtama Lindi	1,750	-
16	CF Use of Goods and Services	E-government Authority	28,455	1,957
17	Tuition Fees	Engineers Registration Board	9,850	-
18	Contributions To Other Organs.	Fair Competition Commission	37,500	25,000
19	Contributions To Other Organs.	Fair Competition Tribunal of Tanzania	56,250	-
20	Office Consumables (papers, pencils, pens and stationaries)	Government Printer Revenue Account	11,911	-
21	Tuition Fees	ICT Commission	4,480	-
22	Tuition Fees	Katibu Mkuu, Ofisi Ya Rais Menejimenti Ya Utumishi wa Umma Na-	1,800	-
23	Long term loans	Mawasiliano Loan	2,556	-
24	Subscription-Membership Fees	Medical Council of Tanganyika	100	-
25	Port charges	Mfuko wa Maadhimisho Ya Kitaifa Zanzibar	10,000	-

S/N	Goods/ Services Provided	Name of entity received Goods/ Services	Amount Received (TZS '000)	Receivable Balance (TZS '000)
26	Valuation fee	Ministry of Lands, Housing and Human Settlements	14,494	8,889
27	SHIMIWI	Ministry of Works and Transport (transport)	14,558	3,115
28	Medical Expenses	Muhimbili Orthopaedic Institute	150	-
29	Medical Expenses	Muhimbili National Hospital	2,359	-
30	Conference fee	Mzinga Corporation	5,400	-
31	Tuition Fees	Mzumbe University	1,700	-
32	Audit Fee	National Audit Office	18,825	-
33	Tuition Fees	National Board of Accountants and Auditors	16,120	-
34	Tuition Fees	National Construction Council	3,400	-
35	Insurance fee	National Health Insurance Fund	1,820,368	259,398
36	Tuition Fees	National Institute for Productivity	7,800	-
37	Tuition Fees	National Institute of Transport	1,690	-
38	Premium fee	National Insurance Corporation Tanzania Limited	406,247	-
39	Withdrawals	Occupation Safety and Health Authority	49,995	-
40	Medical Expenses	Ocean Road Cancer Institute	2,650	-
41	Contributions To Other Organs.	Office of The Treasury Registrar	4,173,000	8,754,402
42	Tuition Fees	Prime Minister's Office	600	-
43	Tuition Fees	Procurement and Supplies Professionals and Technicians Board	7,600	-
44	Subscription- Membership Fees	Public Procurement Appeals Authority	200	200
45	Subscription- Membership Fees	Public Procurement Regulatory Authority	27,150	2,500
46	Salary - Deductions	Public Service Social Security Fund	1,965,506	23,622
47	Salary - Deductions	Public Service Social Security Fund Tanzania	3,691,571	-
48	CSR	Rada Primary School	8,000	-
49	CSR	Capitation Account Ras Dar Es Salaam	5,000	-

S/N	Goods/ Services Provided	Name of entity received Goods/ Services	Amount Received (TZS '000)	Receivable Balance (TZS '000)
50	Water Services	Songea Urban Water Supply	550	300
51	Advertising and publication	Shirika La Magazeti ya Serikali	620	-
52	Loans	Sssra	9,470	-
53	Security Services	Suma Jkt Guard Ltd	422,151	34,736
54	Water services	Tanga urban Water supply	235	54
55	Courier services	Tanzania Posts Corporation	28,525	28,525
56	Conference Facilities	Tanzania Agriculture Research Institute	1,200	-
57	Port charges	Tanzania Air Traffic Controllers Association	10,000	-
58	Airport - utilities	Tanzania Airports Authority	130,748	83,442
59	Subscription- Membership Fees	Tanzania Association for Public Administration and Human Resources	1,050	-
60	Tuition Fees	Tanzania Association of Women Certified Accountants	900	-
61	Consultancy fees	Tanzania Building Agency	73,860	-
62	Contributions To Other Organs.	Tanzania Civil Aviation - Consumer Consultative Council	600,000	-
63	NMB EXPENDITURE ACCOUNT TZS	Tanzania Electric Supply Company Limited	249,989	12,719
64	Repair and Maintenance - MV and Generators	Tanzania Electrical, Mechanical and Electronics Services	181,736	116,723
65	Tuition Fees	Tanzania Institute of Accountancy	2,000	-
66	Met Services	Tanzania Meteorological Agency	6,811,677	2,902,475
67	Conference Facilities	Tanzania Nursing and Midwifery Council	4,250	-
68	Tuition Fees	Tanzania Personal Secretaries Association (TAPSEA)	2,700	-
69	Facilitation Allowance	Tanzania Police Force	980	-
70	Port charges	Tanzania Public Sector Human Resource Managers Network	1,000	-
71	Tuition Fees	Tanzania Public Service College	620	-

S/N	Goods/ Services Provided	Name of entity received Goods/ Services	Amount Received (TZS '000)	Receivable Balance (TZS '000)
72	WIP - Other Telecom Plant & Equipment	Tanzania Revenue Authority	132,676	-
73	Advertising and Publication	Tanzania Standard Newspaper (TSN)	3,127	-
74	Exhibition, Festivals and Celebrations	Tanzania Trade Development Authority	27,205	-
75	Motor Vehicles and Water Craft	TEMESA - Arusha	431	-
76	Outsource maintenance contract services	TEMESA - Ruvuma	8,244	-
77	Tuition Fees	The Institute of Risk Management Tanzania	1,000	-
78	Port charges	The Office of Solicitor General	5,000	-
79	Tuition Fees	The Office of The Attorney General	3,100	-
80	NHIF -Payable	TUGHE	163,665	-
81	Consultancy fees	Water Institute	1,860	1,240
82	Employer contribution	Workers Compensation Fund	134,666	-
83	Airport - utilities	Zanzibar Airport Authority	2,340	4,680
84	Navigation Equipment (flight calibrations, signalling and beacons)	Zanzibar Electricity Corporation	60,339	40,226
Total			33,288,868	12,670,830

(iv) For the year ended 30 June 2023

S/N	Goods/ Services Provided	Name of entity received Goods/ Services	Amount Received (TZS '000)	Receivable Balance (TZS '000)
1	Security costs	Suma JKT Guard Ltd	352,785	33,869
2	Security costs	Tanzania Police Force	419	-
3	Provision of Mail Services, Authority website domain hosting, e-Office and ERMS	E-Government Authority	33,617	-
4	Electricity charges	Tanzania Airports Authority	207,135	17,261
5	Electricity charges	TANESCO	254,909	21,242
6	Electricity charges	Zanzibar Electricity Corporation	12,000	1,030
7	Water charges	Tanga Urban Water Supply and Sanitation Authority	119	-

S/N	Goods/ Services Provided	Name of entity received Goods/ Services	Amount Received (TZS '000)	Receivable Balance (TZS '000)
8	Water charges	TAA	2,105	234
9	Water charges	Songea Urban Water Supply and Sanitation Authority	969	-
10	Water charges	Tanga Urban Water Supply and Sanitation Authority	119	-
11	Water charges	TUWASA - Tabora	478	-
12	Water charges	Water Institute	1,519	-
13	Sewage services	Dar Es Salaam Water Supply and Sanitation Authority	545	-
14	Diesel	Chief Executive Officer GPSA	651,631	-
15	Conference Facilities	Tanzania Agriculture Research Institute	7,350	-
16	Conference Facilities	Apc Investment Centre	9,390	-
17	Conference Facilities	Tanzania Airports Authority	400	-
18	Conference Facilities	Tanzania Agriculture Research Institute	1,200	-
19	Land rent	Ministry of Lands	2,321	-
20	Professional Membership Expenses	TAPSEA	350	-
21	Posts & Telegraph	TPC	697	-
22	Advertising and Publication - Licensing	TBC	9,612	-
23	Advertising and Publication - Licensing	TSN	20,768	-
24	Courier Charges	TPC	17,613	-
25	Leased (Circuits) Lines	TTCL	356,166	29,681
26	Office Telephone Charges	TTCL	153,191	12,766
			2,097,408	116,083

c) Compensation to the members of the board of directors and key management personnel

The remuneration of six (6) key management staff and board members during the year was as follows:

	2023/24 TZS '000	2022/23 TZS '000
Key management Compensation		
Salaries	723,420	723,420
Allowances	166,500	166,500
Total	889,920	889,920

NOTES

(1) Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Authority, directly or indirectly. Key management personnel have been defined as the executive directors of the Authority, and members of the Authority's senior management.

(2) The meeting costs above include Management and other member present in the meeting.

27. CAPITAL COMMITMENTS

	2023/24 TZS'000	2022/23 TZS'000
Approved but not contracted for	-	15,793,499
Approved and contracted for	19,646,918	-
	19,646,918	15,793,499

28. CONTINGENT LIABILITIES

The Authority had no contingent liability at financial year end.

29. ULTIMATE OWNER OF THE AUTHORITY

The Tanzania Civil Aviation Authority is a body corporate established under The Civil Aviation Act No. 10 of 2003, now Civil Aviation Act, (Chapter 80 of the Laws [R.E. 2020]) (the "Act").

The Government of the United Republic of Tanzania is the ultimate owner of the Authority.

30. EVENTS AFTER THE REPORTING DATE

On 14 August 2024 the Director General of TCAA was appointed by the President of the United Republic of Tanzania for the position of the Attorney General, following that appointment on 08 September 2024 the Director of Safety Regulation was appointed for the position of the Director General

31. REPORTING CURRENCY

These financial statements are presented in Tanzania Shillings (TZS '000').

32. DATE OF AUTHORISATION FOR ISSUE

These financial statements are authorized for audit by Tanzania Civil Aviation Authority on there is no anybody with the power to amend them once they are issued.



UNITED REPUBLIC OF TANZANIA
MINISTRY OF TRANSPORT
TANZANIA CIVIL AVIATION AUTHORITY

TCAA



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