UNITED REPUBLIC OF TANZANIA
MINISTRY OF TRANSPORT

ISO 9001:2015 CERTIFIED

TANZANIA CIVIL AVIATION AUTHORITY

ANNUAL REPORT

FOR THE YEAR ENDED

30 JUNE 2025

ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2025

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LIST OF ABBREVIATIONS

ABBREVIATION	MEANING
ACC	Area Control Centre
AFCAC	African Civil Aviation Commission
AFTN	Aeronautical Fixed Telecommunication Network
AGA	Aerodrome and Ground Aids
AIM	Aeronautical Information Management
AIP	Aeronautical Information Publication
AMHS	Air Traffic Services Message Handling System
AMO	Approved Maintenance Organization
ANS	Air Navigation Services
AOC	Air Operator Certificate
ATO	Approved Training Organization
ATS	Air Traffic Services
AVSEC	Aviation Security
BASA	Bilateral Air Services Agreement
CATC	Civil Aviation Training Centre
CCM	Chama Cha Mapinduzi
CNS	Communication, Navigation and Surveillance
COSPAS-SARSAT	International Satellite System for Search and Rescue
D-ATIS	Digital Automatic Terminal Information Service
DANS	Directorate of Air Navigation Services
DER	Directorate of Economic Regulation
DSR	Directorate of Safety Regulation
EAC	East African Community
EI	Effective Implementation

ELT	Emergency Locator Transmitter
FIR	Flight Information Region
FYDP III	Third Five-Year Development Plan
ICAO	International Civil Aviation Organization
ICT	Information and Communication Technology
ILS	Instrument Landing System
ISO	International Organization for Standardization
NCASC	National Civil Aviation Security Committee
NCASP	National Civil Aviation Security Programme
NACTVET	National Council for Technical and Vocational Education and Training
NOTAM	Notice to Airmen
PBN	Performance-Based Navigation
RPAS	Remotely Piloted Aircraft Systems
SAR	Search and rescue
SARPs	Standards and Recommended Practices
SID	Standard Instrument Departure
SLA	Service Level Agreement
SMS	Safety Management System
STAR	Standard Arrival Route
TCAA	Tanzania Civil Aviation Authority
TCARs	Tanzania Civil Aviation Regulations
USAP-CMA	Universal Security Audit Programme – Continuous Monitoring Approach
USOAP-CMA	Universal Safety Oversight Audit Programme – Continuous Monitoring Approach
VHF	Very High Frequency

CHAIRPERSON'S STATEMENT

It is my great pleasure to present the Annual Report of the Tanzania Civil Aviation Authority (TCAA) for the financial year ended 30 June 2025.

The year under review marked another significant milestone in the continued growth and development of Tanzania's civil aviation sector. Guided by its mandate and strategic objectives, the Authority continued to strengthen aviation safety, security, efficiency, and sustainability while supporting the Government's broader agenda of economic transformation, investment promotion, tourism development, and regional integration.

Despite a dynamic and increasingly complex aviation environment, the Authority recorded commendable achievements across its core functions. The aviation industry continued to demonstrate resilience and growth, reflected by increased passenger traffic, aircraft movements, and cargo volumes. These positive trends underscore the growing importance of air transport as a catalyst for national development and Tanzania's integration into regional and global markets.

The Authority continued to strengthen compliance with International Civil Aviation Organization (ICAO) Standards and Recommended Practices through enhanced safety and security oversight, certification activities, inspections, surveillance programmes, and implementation of corrective actions arising from international audits. These efforts have contributed significantly to maintaining a safe, secure, and orderly aviation environment within the United Republic of Tanzania.

The Board remained focused on providing strategic leadership, policy guidance, and oversight to ensure that the Authority operates in accordance with national laws, international obligations, and principles of good governance. During the reporting period, the Board closely monitored implementation of strategic priorities aimed at enhancing institutional effectiveness, strengthening regulatory oversight, modernizing infrastructure, and improving service delivery.

On behalf of the Board of Directors, I wish to express our sincere appreciation to the Ministry of Transport, aviation stakeholders, development partners, Management, and staff of the Authority for their dedication, professionalism, and continued support throughout the year. Their collective efforts have been instrumental in achieving the results highlighted in this report.

As the Authority prepares to commence the implementation of its Fifth Strategic Plan, the Board remains committed to providing strategic direction and oversight to ensure that TCAA continues to deliver world-class aviation services, embrace innovation and digital transformation, strengthen institutional capacity, and contribute effectively to the sustainable growth of Tanzania's aviation industry.

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Dr. Hamisi Mwinyimvua
Chairperson, Board of Directors

DIRECTOR GENERAL'S STATEMENT

I am pleased to present the Annual Report of the Tanzania Civil Aviation Authority (TCAA) for the financial year ended 30 June 2025.

The financial year 2024/25 was characterized by continued growth of the aviation industry, sustained implementation of strategic initiatives, and significant progress in strengthening aviation safety, security, efficiency, and service delivery. Guided by our mandate and strategic objectives, the Authority remained committed to ensuring effective regulatory oversight, provision of safe and efficient air navigation services, development of aviation human capital, and promotion of sustainable growth of the civil aviation sector.

The aviation industry continued to record strong performance during the reporting period. Passenger traffic increased from 7.17 million passengers in 2023/24 to 7.53 million passengers in 2024/25, representing a growth of 5.1 percent. International passenger traffic grew by 10.9 percent, reflecting increased tourism activities, business travel, and improved air connectivity. Similarly, total aircraft movements increased by 1.4 percent, while cargo traffic rose by 6.1 percent compared to the previous financial year. These achievements demonstrate the resilience of the aviation industry and its growing contribution to national economic development.

In the area of Air Navigation Services, the Authority continued implementing strategic modernization initiatives to enhance operational efficiency and service reliability. Significant progress was achieved in the modernization of Communication, Navigation and Surveillance (CNS) infrastructure, implementation of the Digital Automatic Terminal Information Service (D-ATIS), replacement of Instrument Landing Systems (ILS), and advancement of the Aeronautical Information Management (AIM) modernization project. These investments will continue to improve the safety, efficiency, and resilience of air navigation service delivery while supporting future growth in air traffic demand.

The Civil Aviation Training Centre (CATC) continued to play a critical role in developing aviation professionals for Tanzania and the region. During the year, the Centre conducted 131 specialized aviation courses and trained 1,967 participants from both local and international organizations. CATC maintained its internationally recognized accreditations and continued to strengthen its position as a regional Centre of excellence in aviation training.

Notwithstanding these achievements, the Authority continued to face challenges associated with rapidly evolving aviation technologies, increasing demand for specialized skills, cybersecurity risks, and the need for continued investment in critical aviation infrastructure. Nevertheless, we remain committed to addressing these challenges through innovation, capacity building, digital transformation, and strategic partnerships.

As we conclude the implementation of the Fourth Strategic Plan and prepare for the Fifth Strategic Plan, the Authority will continue focusing on regulatory excellence, modernization of aviation systems, customer-centred service delivery, environmental sustainability, and institutional resilience. Our objective remains to create an aviation system that is safe, secure, efficient, innovative, and capable of supporting Tanzania's long-term development aspirations.

I wish to express my sincere appreciation to the Board of Directors for its strategic guidance and unwavering support. I also extend my gratitude to the Government of the United Republic of Tanzania, the Ministry of Transport, aviation stakeholders, development partners, and all members of staff of the Authority whose commitment and professionalism made these achievements possible.

Together, we will continue building a modern, competitive, and sustainable aviation sector that contributes meaningfully to national development and positions Tanzania among the leading aviation nations in Africa.

....

Salim M. Msangi

Director General

01 INTRODUCTION

The Tanzania Civil Aviation Authority (TCAA) presents this Annual Report for the financial year ended 30 June 2025. The report provides an overview of the Authority's performance during the reporting period, highlighting key achievements, major developments, challenges encountered, and progress made in implementing its mandate and strategic objectives.

The Authority was established on 1 November 2003 under the Civil Aviation Act, Cap. 80 (R.E. 2020) as an autonomous regulatory body responsible for the safety, security, economic oversight, and development of civil aviation in the United Republic of Tanzania. In addition, the Authority provides Air Navigation Services within Tanzania and the upper airspace of Burundi and operates the Civil Aviation Training Centre (CATC) as a regional aviation training institution.

The Authority regulates and oversees three key areas of the aviation industry, namely: Air Transport Services; Aeronautical Airport Services; and Air Navigation Services.

In accordance with Section 31 of the Civil Aviation Act, the Authority's principal functions include:

a. Aviation safety oversight;
b. Aviation security oversight;
c. Economic regulation of the aviation industry;
d. Provision of air navigation services;
e. Monitoring and evaluation of regulated services;
f. Information dissemination and stakeholder engagement;
g. Resolution of disputes within the aviation industry;
h. Advisory services to the Government on civil aviation matters;
i. Coordination with local, regional, and international aviation institutions; and
j. Any other functions conferred by the Act or other written laws.

1.1 OBJECTIVES OF THE REPORT

This Annual Report has been prepared in accordance with Section 49 of the Civil Aviation Act, Cap. 80 (R.E. 2020) and aims to:

a) Report on the Authority's operational performance during the financial year ended 30 June 2025;

b) Inform stakeholders and the general public on the Authority's achievements and challenges in regulating and developing the civil aviation industry;

c) Provide information on the performance of air transport services, aeronautical airport services, and air navigation services;

d) Demonstrate the Authority's contribution towards national development priorities and international aviation obligations; and

e) Serve as a source of information for stakeholders, investors, policy makers, development partners, and the general public.

1.2 BOARD AND MANAGEMENT STRUCTURE

Board of Directors

The Board of Directors is the governing body of the Tanzania Civil Aviation Authority established under Section 32 of the Civil Aviation Act, Cap. 80 (R.E. 2020). The Board is responsible for providing strategic direction, policy guidance, and oversight of the Authority's operations.

The Board comprises a Chairperson and Vice Chairperson appointed by the President of the United Republic of Tanzania, four non-executive members appointed by the Minister responsible for Civil Aviation matters, and the Director General. To facilitate effective discharge of its responsibilities, the Board operates through specialized committees responsible for Audit, Risk and ICT; Finance and Administration; and Regulatory Affairs.

Dr Hamisi H. Mwinyimvua
Board Chairperson

Ms. Mtumwa K. Ameir
Board Vice Chairperson

Mr. Salim R. Msangi
Director General

Dr Bundara M. Malima
Board Member

Ms. Rukia J. Adam
Board Member

Prof. Siasa I. Mzenzi
Board Member

Management

Mr. Salim R. Msangi
Director General

The Director General serves as the Chief Executive Officer of the Authority and is responsible for the day-to-day management of the organization in accordance with Section 39 of the Civil Aviation Act.

During the reporting period, the Authority's management structure comprised four Directorates and several strategic support units reporting directly to the Director General. The Directorates include: Directorate of Safety Regulation; Directorate of Economic Regulation; Directorate of Air Navigation Services; Directorate of Corporate Services; and Civil Aviation Training Centre (CATC).

In addition, the Director General is supported by the Legal Affairs Unit, Planning, Monitoring and Evaluation Unit, Procurement Management Unit, Information and Communication Technology Unit, Public Information Unit, Internal Audit Unit, Quality Assurance Unit, and International Affairs Unit.

Flora A. Mwanshinga
Director Air Navigation Services

Daniel N. Malanga
Director Economic Regulation

Furaha Sanga
Ag. Director Safety Regulation

Maria Memba
Director Legal Services

Dastan M. Nkanabo
Director Corporate Services

1.3 VISION, MISSION AND CORE VALUES

Vision

"Propelling Tanzania's Civil Aviation System to Excellence in Africa and Beyond."

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 interests of stakeholders."

Motto

"Aviation Safety and Efficiency, Our Commitment, In Partnership."

Core Values

The Authority continues to uphold the following core values represented by the acronym IMPACT:

Table 1. **Core 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 behavior when dealing with stakeholders and discharge our duties with neutrality and impartiality, without fear or favor;
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 deliver quality services with professionalism, commitment, and good governance.
C	Commitment	We will deliver timely, quality services while upholding the principles of good governance.
T	Transparency Teamwork	TCAA staff working as a team will engage the industry stakeholders and work collaboratively to achieve organizational goals while upholding the standards of ethics, honesty and transparency in all our actions.

02 OPERATIONAL PERFORMANCE

During the financial year 2024/25, the Tanzania Civil Aviation Authority (TCAA) continued to discharge its mandate of regulating and overseeing civil aviation while providing air navigation services and aviation training. The Authority remained focused on enhancing aviation safety, security, efficiency, and sustainable industry growth in accordance with national priorities and international aviation standards.

The reporting period was characterized by continued growth in aviation activities, implementation of key infrastructure modernization projects, strengthening of regulatory oversight, enhancement of air navigation services, and expansion of aviation training programmes. Progress was recorded in major initiatives including the VHF Communication System Project, Instrument Landing System (ILS) replacement, Aeronautical Information Management modernization, and construction of the Civil Aviation Training Centre (CATC).

The Authority also continued to strengthen compliance with International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPs) through enhanced oversight activities and continuous improvement of regulatory frameworks. The following sections present the Authority's operational performance and key achievements during the financial year ended 30 June 2025.

2.1. SAFETY AND SECURITY REGULATION

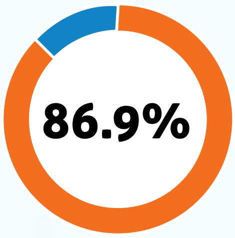
2.1.1. Aviation Security Section

The Aviation Security (AVSEC) Section continued to implement its mandate of ensuring the provision of safe, secure, and resilient civil aviation systems within the United Republic of Tanzania through the establishment, implementation, and continuous enhancement of aviation security measures aimed at preventing acts of unlawful interference with civil aviation operations.

During the financial year 2024/25, no act of unlawful interference was recorded within the country's civil aviation system, reflecting the continued effectiveness of the national aviation security oversight framework and collaboration among aviation security stakeholders.

a ICAO Universal Security Audit Programme Continuous Monitoring Approach (USAP-CMA)

Implementation of corrective measures following the 2023 ICAO USAP-CMA audit continued during the reporting period. The Authority achieved an overall compliance level of approximately 86.9 percent in relation to the audit findings.



OVERALL COMPLIANCE LEVEL
In relation to the audit findings.

CORRECTIVE MEASURES IMPLEMENTED

The Authority achieved an overall compliance level of approximately 86.9 percent in relation to the audit finding

Corrective Action Plans (CAPs)

Draft Corrective Action Plans (CAPs) addressing identified findings were submitted to ICAO Headquarters for follow-up and monitoring.

The Authority continued implementing corrective measures aimed at closing identified gaps and further strengthening compliance with international aviation security requirements

b Review and Approval of Operator Security Programmes

The Authority continued reviewing and approving aviation security programmes submitted by regulated entities to ensure compliance with national and international aviation security requirements.

Operator Security Programmes Reviewed & Approved

2023/24: 73 Programmes

2024/25: 100 Programmes

Increase of approximately 37.0%

OPERATOR	2023/24	2024/25	CHANGE
Airport Security Programmes	27	30	11%
Airline Security Programme	28	50	79%
Regulated agent/Ground Security handling Programme	13	15	15%
Catering Security Programme	5	5	-
TOTAL	73	100	37%

c Certification and Recertification of AVSEC Screeners and National AVSEC Instructors.

The Authority continued to conduct certification and recertification of Aviation Security (AVSEC) screeners and instructors to ensure the availability of competent personnel capable of effectively implementing aviation security measures at airports and related facilities.

708
AVSEC Screeners Certified / Recertified In **2024/25**

+16.6%
INCREASE
Compared to **607** in **2023/24**

Table 3. Aviation Screeners

SN	OPERATOR	2023/24	2024/25
1.	Tanzania Airports Authority-Regional Airports	155	115
2.	Julius Nyerere International Airport	16	154
3.	Zanzibar Airport Authority	135	110
4.	Kilimanjaro International Airport	117	68
5.	Air Tanzania Company Limited	8	15
6.	Precision Air	5	1
7.	NAS Dar Airco	21	16
8.	Swissport	61	81
9.	G4S Security Solution	1	2
10.	United Aviation Services	13	37
11.	Tanzania National Parks	-	-
12.	Dnata	23	51
13.	Geita Gold Mining	4	-
14.	Zanzibar Aviation Services and Travel Trade	4	12
15.	Insight Risk	5	12
16.	Alliance Cargo	5	8
17.	Celebi	4	-
18.	Garda World	9	-
19.	LSG SkyChef	1	5
20.	EQUITY	2	-
21.	UNITY	1	-
22.	KenCan	1	-
23.	Forest Hill	1	1
24.	Airco Holding	2	-
25.	Transworld	13	-
	Total	**607**	**708**

> The increase in the number of certified and recertified AVSEC screeners was mainly attributed to increased operational requirements among aviation service providers, recruitment of additional screeners by some operators, and enhanced emphasis on compliance with aviation security training requirements.

2.1.2. Aerodrome and Ground Aids Section

The Aerodrome and Ground Aids (AGA) Section continued to implement aerodrome safety oversight activities to enhance compliance with national regulations and ICAO Standards and Recommended Practices (SARPs). During the reporting period, the Section focused on aerodrome certification, surveillance, safety assessments, licensing, obstacle control, and review of aerodrome infrastructure developments to support safe and efficient aerodrome operations in the United Republic of Tanzania.

Key activities undertaken included review of Aerodrome Regulations and Technical Guidance Materials, completion of aerodrome recertification processes, licensing and registration of public and private aerodromes, obstacle assessments, review of aerodrome designs, stakeholder sensitization, and resolution of identified safety concerns.

The Section also continued implementation of corrective measures arising from ICAO Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP-CMA) findings and recommendations to strengthen compliance with international aerodrome certification requirements.

Financial Year 2024/25

- **82** Inspections Conducted
- **66** Aerodrome licenses
- **4** special inspections for Project
- **5** Site selection Assessments
- **15** Training Sessions
- **1** Sensitization Programme

a) Aerodrome Certification

The Authority continued to maintain certification oversight for major international aerodromes to ensure sustained compliance with applicable safety standards and operational requirements.

Table 4 presents the certification status of major international aerodromes during the reporting period.

Table 4. **International Aerodrome Certification.**

S/N	Aerodrome ID	Description
1.	Julius Nyerere International Airport	Certified until September 2027
2.	Aman Abeid Karume International Airport	Certified until September 2027
3.	Kilimanjaro International Airport	Certified until October 2027

The continued certification of these international aerodromes demonstrates sustained compliance with national and international aerodrome safety and operational standards.

b) Aerodrome Licensing

The Authority continued to undertake licensing and oversight of both government and private aerodromes to ensure compliance with established safety and operational requirements.

Table 5 presents the status of aerodrome licensing activities undertaken during the reporting period.

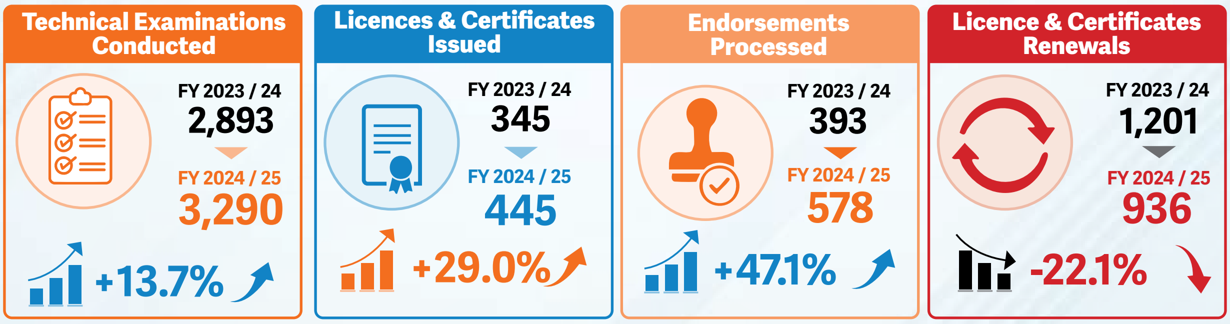
Table 5. **Aerodrome Licensed**

S/N	Aerodrome Group/Activity	Description
1	Government aerodromes	47 aerodromes
2	Licensing of Private aerodromes	15 aerodromes

2.1.3 Personnel Licensing Section

The Personnel Licensing Section continued to oversee the licensing, certification, and authorization of aviation personnel and Approved Training Organizations (ATOs) in accordance with the Tanzania Civil Aviation Regulations (TCARs). During the financial year 2024/25, the Authority continued to support the development of competent aviation personnel through administration of examinations, issuance and renewal of licences and certificates, and processing of operational endorsements.

Overall, licensing activities remained robust during the reporting period.



2.1.4. Flight Operations Inspections and Surveillance

The Flight Operations Section continued to implement safety oversight activities aimed at ensuring compliance with national aviation regulations and ICAO Standards and Recommended Practices (SARPs). Through routine inspections, surveillance activities, and operational assessments, the Authority monitored the performance of air operators, training organizations, flight crew members, and other aviation service providers to maintain safe and efficient flight operations within the United Republic of Tanzania.

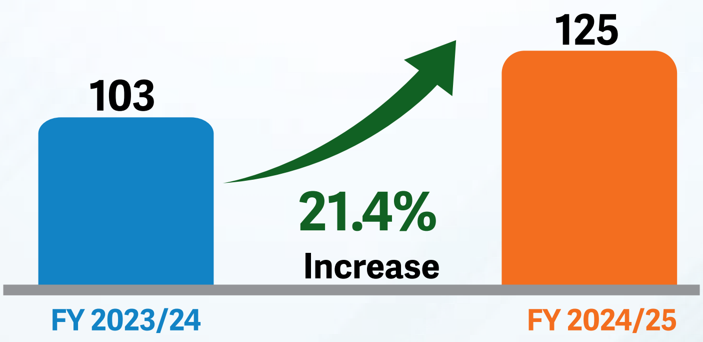
During the financial year 2024/25, the Authority conducted a total of 125 flight operations inspections and surveillance activities compared to 103 conducted during 2023/24,

Table 6 presents the flight operations inspections and surveillance activities conducted during the reporting period.

Table 6. **Flight Operations**

	Description	2023/24	2024/25
1.	Air Operator Certificate (Base)	29	33
2.	Ad hoc Base Inspections	10	12
3.	Ramp Inspections	14	16
4.	Enroute and cabin safety inspection	18	20
5.	Observation of Instructors/Examiners	20	23
6.	Operators' training facility approval	9	12
7.	Ground Handler's Inspection	-	5
8.	Ad-hoc inspections of RPAS Operators	3	4
	TOTAL	**103**	**125**

Figure 1. Flight operation inspections & Surveillance



2.1.5. Airworthiness Inspection and Surveillance.

KEY ACHIEVEMENT

During the financial year 2024/25, a total of

27

AIRCRAFT WERE REGISTERED AND ISSUED CERTIFICATES OF AIRWOTHINESS

Aircraft Registered During FY 2024/25

- **1** Boeing **787-8**
- **7** Cessna **208B**
- **1** Pilatus **PC-12**
- **1** **ATR42-300**
- **1** Cessna **152**
- **1** Cessna **402C**
- **3** Airbus Helicopter **AS350**
- **8** Hot Air Ballons
- **2** Embraer **E120**
- **2** Savannah Microlight

The Authority continued conducting inspections and surveillance activities to monitor compliance with approved maintenance programmes, operational standards, and aircraft airworthiness requirements.

Table 7. **Airworthiness Activities**

S/N	Type	2023/24	2024/25
1	AMO Audits	26	26
2	AMO *ad hoc* Surveillance	17	11
3	Aircraft Ramp Inspections	39	26
4	Aircraft C of A renewals/ Issue/ Export	181	184
5	AMEL Issue/ Renewal, Written Examination and Oral Examination	214	390
TOTALS		**477**	**637**

Figure 2. Airworthiness Inspections & Surveillance

2.1.6. Accidents and Incidents.

During the financial year 2024/25, the aviation industry recorded.

FY 2023/24

Total Occurrences

8

Accidents **1**

Incidents **7**

25.0% Decrease

FY 2024/25

Total Occurrences

6

Accidents **1**

Incidents **5**

Table 8. **Accidents & Incidents**

Type	2023/24	2024/25
Accidents	1	1
Incidents	7	5
TOTAL	**8**	**6**

Figure 3. Accidents & Incidents

The reduction in aviation incidents was mainly attributed to continued implementation

2.2. ECONOMIC REGULATION

The Department of Economic Regulation continued to implement regulatory and facilitative measures aimed at promoting sustainable growth, competitiveness, connectivity, and efficiency within Tanzania's civil aviation industry. During the financial year 2024/25, the Department focused on licensing of air transport and ground handling operators, development of regulatory frameworks, facilitation of air transport, bilateral air services negotiations, industry performance monitoring, and dissemination of aviation statistics.

2.2.1. Air Transport Regulation

During the reporting period, the Authority continued reviewing the Civil Aviation (Ground Handling Services) Regulations, 2012 to incorporate safety oversight requirements and facilitate issuance of Ground Handling Safety Certificates by the Directorate of Safety Regulation. The reviewed draft regulations were submitted to the Office of the Attorney General for legislative drafting and subsequent approval processes.

a) Licensing of Air and Ground Handling Services

The Authority continued regulating market entry and operations of air transport and ground handling service providers through the licensing framework administered by the Licensing Board.

During FY 2024/25, the Licensing Board considered 48 applications relating to air services compared to 34 applications in FY 2023/24, representing an increase of 41.2 percent. All applications considered during the reporting period met the prescribed licensing requirements and were approved.

Table 9. **Air service Licensing**

Category	2023/24		2024/25	
	Approved	Disapproved	Approved	Disapproved
New Applications	7	0	15	0
Applications for renewal/variations	27	0	33	0
Total	**34**	**0**	**48**	0

For ground handling services, the Board considered 12 applications, of which 10 were approved and 2 were disapproved following assessment against regulatory requirements.

Table 10. **Ground Handing Licensing**

Category	2023/24		2024/25	
	Approved	Disapproved	Approved	Disapproved
New Applications	0	0	2	1
Applications for renewal/variations	14	0	8	1
Total	**14**	**0**	**10**	**2**

The increase in air service licensing applications reflects continued growth in the aviation market and increased investor interest in the sector.

b) Bilateral Air Services Agreements (BASAs)

The Authority continued supporting international air connectivity through negotiation, review, and implementation of Bilateral Air Services Agreements (BASAs).

During FY 2024/25, Tanzania successfully negotiated three new BASAs with Uzbekistan, Benin, and Latvia. In addition, ten existing BASAs were reviewed with Bahamas, Czechia, Austria, Qatar, Germany, Malaysia, Ethiopia, Somalia, South Africa, and Hellenic Republic. Two BASAs with France and Oman progressed to signing stage.

These engagements strengthened Tanzania's international aviation relations and expanded opportunities for air transport connectivity, tourism, trade, and investment.

Table 11. **New and Reviewed BASAs**

S/N	Category	Year	Country
1.	New BASAs negotiated	2024/25	Uzbekistan, Benin and Latvia (three BASAs)
2.	BASAs reviewed	2024/25	Bahamas, Czechia, Austria, Qatar, Germany, Malaysia, Ethiopia, Somalia, South Africa, Hellenic (ten BASAs)
3.	BASAs Signed	2024/25	France (1 BASA) & Oman (1 BASA)

c) Facilitation of Air Transport

The Authority continued implementation of ICAO Annex 9 (Facilitation) through coordination of National Air Transport Facilitation (FAL) activities.

During the reporting period, the 56th and 57th National FAL Committee meetings were held in Dodoma and Mwanza respectively. The meetings brought together key stakeholders to address passenger, cargo, and crew facilitation challenges and formulate strategies for improving the efficiency of airport processes.

At the regional level, Tanzania participated in the East African Community Facilitation (EAC-FAL) meeting held in Kigali, Rwanda, where Partner States shared experiences and discussed issues of mutual interest relating to air transport facilitation across the region.

2.2.2. Business Analysis and Forecasting

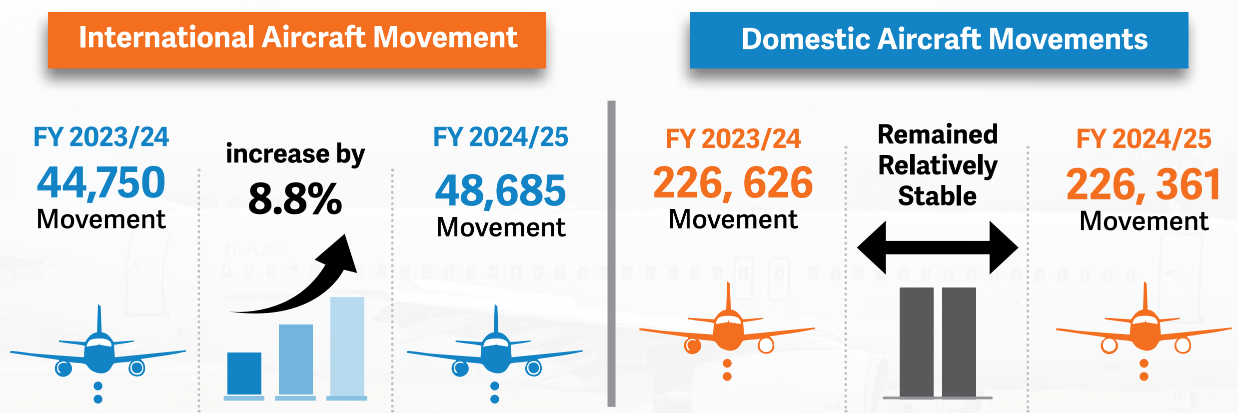
The Business Analysis and Forecasting Section continued to monitor industry performance and provide aviation statistics to support evidence-based planning, policy formulation, and regulatory decision-making.

During the reporting period, the Authority prepared the Civil Aviation Statistics Report for 2024 and issued four quarterly statistical reports in August 2024, November 2024, February 2025, and May 2025.

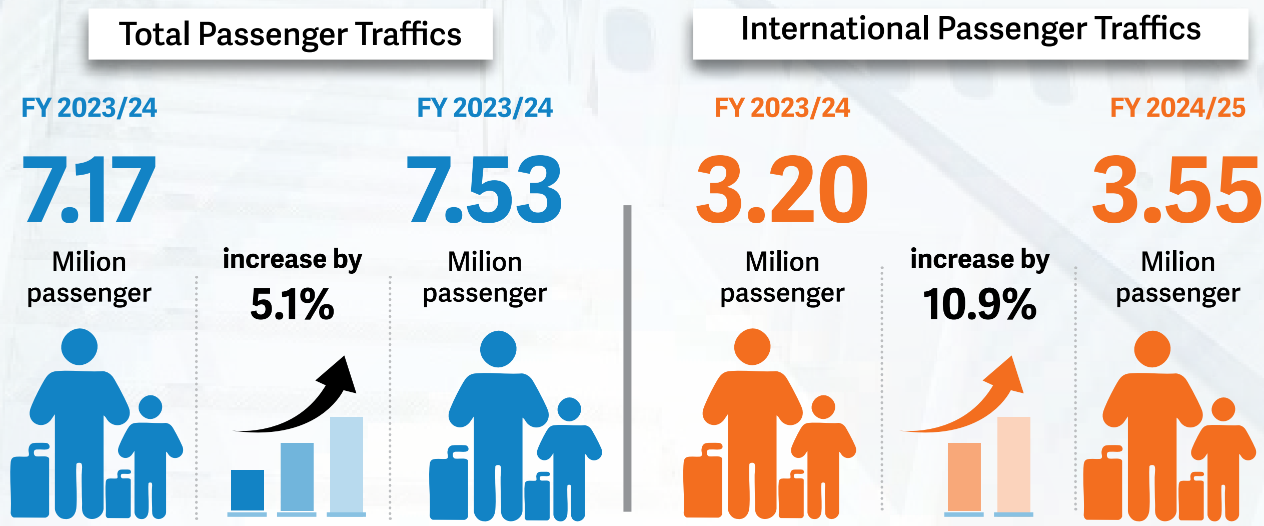
Cargo performance also improved

a) Traffic Performance

The aviation industry continued to demonstrate positive growth during FY 2024/25



Passenger traffic increased by 5.1 percent from 7.17 million passengers in FY 2023/24 to 7.53 million passengers in FY 2024/25



significantly, with total cargo volumes increasing by 6.1 percent from 39,027 tons to 41,403 tons. Domestic cargo recorded the highest growth rate at 15.0 percent, while international cargo increased by 5.4 percent.

Table 12. **Traffic Performance**

Category	Type	2023/24	2024/25	% Change
Aircraft Movement	Domestic	226,626	226,361	-0.1
	International	44,750	48,685	8.8
	TOTAL	**271,376**	**275,046**	**1.4**
Passenger Traffic	Domestic	3,965,899	3,982,497	0.4
	International	3,199,861	3,548,878	10.9
	TOTAL	**7,165,760**	**7,531,375**	**5.1**
Cargo (Tons)	Domestic	2,932	3,373	15.0
	International	36,095	38,030	5.4
	TOTAL	**39,027**	**41,403**	**6.1**

Figure 4. Traffic Performance

The growth in aviation traffic was primarily driven by increased tourism activities, expansion of business travel, and continued recovery and development of air transport services within the country and across international markets.

2.3. AIR NAVIGATION SERVICES

The Directorate of Air Navigation Services (DANS) continued to provide safe, efficient, and reliable air navigation services within the United Republic of Tanzania and the upper airspace of Burundi. During the financial year 2024/25, the Directorate focused on strengthening air traffic management, modernizing communication and surveillance infrastructure, enhancing aeronautical information management systems, and improving safety oversight to support the growing demands of the aviation industry.

2.3.1. Air Traffic Management

The Directorate continued to provide Air Traffic Services (ATS) at all designated stations and through the Dar es Salaam Area Control Centre (ACC), ensuring safe and orderly movement of aircraft within the Dar es Salaam Flight Information Region (FIR) and the upper airspace of Burundi.

During the reporting period, coordination arrangements with neighboring Flight Information Regions were strengthened through the review and signing of Letters of Procedures (LOPs) with Kigali and Lusaka Area Control Centers. The Directorate also conducted Civil-Military Coordination Meetings to enhance cooperation in airspace management and optimize utilization of national airspace.

To improve operational efficiency and support future air traffic growth, several airspace and flight procedure design initiatives were completed. These included the design and review of Performance-Based Navigation (PBN) procedures for Iringa, Msalato, Mpanda and Julius Nyerere International Airport (JNIA), as well as the design of Standard Arrival Routes (STARs) and Standard Instrument Departures (SIDs) that support Continuous Climb and Continuous Descent Operations (CCO/CDO). In addition, a restricted airspace area was established around the Mwalimu Nyerere Hydropower Project to enhance protection of critical national infrastructure.

The Directorate also continued coordinating Search and Rescue (SAR) services and responded to fifteen (15) Emergency Locator Transmitter (ELT) alerts received through the COSPAS-SARSAT system.

2.3.2. Communication, Navigation and Surveillance (CNS)

The Directorate continued to maintain and modernize Communication, Navigation and Surveillance infrastructure to support safe and efficient air navigation service delivery across the country.

During the reporting period, preventive and corrective maintenance programmes were implemented across all operational stations and remote facilities, ensuring continued availability of critical CNS systems. In parallel, the Directorate advanced several strategic modernization projects aimed at enhancing communication, navigation, and surveillance capabilities.

Table 14 presents the status of major CNS projects implemented during the financial year.

Table 13. **CNS Project Implementation**

SN	PROJECT	IMPLEMENTATION STATUS
1.	VHF Radio Communication System	The project is ongoing with the installation and commissioning of the VHF relay station at Oldean-Malanja, currently pending completion
2.	Implementation of D-ATIS at AAKIA and JNIA	The Factory Acceptance Test (FAT) was conducted from 28 October to 22 November 2024. System installation, including on-site training at JNIA, commenced on 24 March 2025 and was completed on 04 April 2025. The shipment of the D-ATIS system for AAKIA from Dar es Salaam to Zanzibar is scheduled for 03 July 2025.

3.	Flight Calibration Services	Calibration services are provided at JNIA, AAKIA, KIA, Mwanza, Tabora, Songwe, Dodoma, Songea, Mtwara and Pemba.
4.	Maintenance Support for RADAR & Topsky	A contract was sent to M/s Thales on 05 June 2025. However, they have requested clarifications prior to signing, to ensure mutual understanding. Communication is ongoing
5.	Maintenance Support for AMHS	The AMHS contract was signed on 02 December 2024 between M/s Comsoft Frequentis of Germany and TCAA. A system health check was conducted by an expert from 17 to 21 March 2025. System administration and maintenance training took place from 19 to 30 May 2025, followed by equipment training from 02 to 13 June 2025.
6.	Replacement of ILS at JNIA	The contract was signed on 21 October 2024 and the advance payment was made on 19 December 2024. The Critical Design Review (CDR) was completed on 13 June 2025. The project is currently at the material mobilization stage. Factory training is expected to be conducted from 15 September to 10 October 2025, followed by the Factory Acceptance Test (FAT)

As a result of continued investments and maintenance interventions, critical CNS infrastructure maintained high levels of operational availability, achieving serviceability rates of 96 percent for Navigation Aids and Surveillance Systems, 97 percent for VHF Area Coverage, 99 percent for VHF Tower Radios, and 99 percent for ATS Direct Speech communication links.

2.3.3. Aeronautical Information Management

The Aeronautical Information Management (AIM) Section continued providing aeronautical information services and aeronautical charting services in accordance with national regulations and ICAO requirements.

During the reporting period, the Directorate continued collection, processing, validation, and dissemination of aeronautical information through Aeronautical Information Publication (AIP) amendments, AIP supplements, Aeronautical Information Circulars (AICs), and Notices to Airmen (NOTAMs). The Aeronautical Fixed Telecommunication Network (AFTN) and Air Traffic Services Message Handling System (AMHS) remained operational and continued supporting flight planning and information dissemination services.

To provide a summary of key AIM outputs achieved during the year, Table 15 presents the major services delivered and modernization milestones attained.

Table 14. **AIM Modernization**

S/N	Airport / Area	Charts Produced	AIRAC Amendment
1.	Dar es Salaam FIR	En-Route Chart	06/2025
2.	Julius Nyerere International Airport (JNIA)	Aerodrome Chart, Aircraft Parking/Docking Charts (Terminal, I, II and III), Aerodrome Ground Movement Chart, Aerodrome Obstacle Chart – ICAO Type A (RWY 05/23), SID Charts – RNP CCO RWY 05 & 23, STAR Charts – RNP CDO RWY 05 and RWY 23, Nine Instrument Approach Charts and Visual Approach Chart	08/2025
3.	Kilimanjaro International Airport (KIA)	Aerodrome Chart, Aircraft Parking/Docking Chart, Ground Movement Chart – ICAO, SID Charts RWY 09 & 27, STAR Charts RWY 09 & 27, Nine Instrument Approach Charts and Visual Approach Chart	02/2026

S/N	Airport / Area	Charts Produced	AIRAC Amendment
4.	Arusha Airport	Aerodrome Chart, Instrument Approach Charts – ICAO RNP RWY 09 & 27 and Visual Approach Chart	02/2026
5.	Songwe Airport	Aerodrome Chart, Instrument Approach Chart and Visual Approach Chart	06/2025, 02/2026
6.	Bukoba Airport	Aerodrome Chart, Aerodrome Ground Movement Chart, Aircraft Parking/Docking Chart, Aerodrome Obstacle Chart ICAO Type A, Instrument Approach Chart and Visual Approach Chart	08/2025, 02/2026
7.	Pemba Airport	Aerodrome Chart, Aerodrome Ground Movement Chart, Aerodrome Obstacle Chart – ICAO and Visual Approach Chart	08/2025
8.	Mtwara Airport	Aerodrome Chart, Aircraft Parking/Docking Chart and Visual Approach Chart – ICAO	01/2026
9.	Iringa Airport	Aerodrome Chart, Instrument Approach Chart and Visual Approach Chart	06/2025
10.	Shinyanga Airport	Aerodrome Chart and Visual Approach Chart	06/2025
11.	Lamai Airport	Aerodrome Chart	07/2025
12.	Lobo Airport	Aerodrome Chart	07/2025
13.	Serengeti South Airport	Aerodrome Chart	07/2025
14.	Kibondo Airport	Aerodrome Chart	01/2026
15.	Kilombero Airport	Aerodrome Chart and Visual Approach Chart	01/2026
16.	Kasulu Airport	Aerodrome Chart	01/2026
17.	Mchauru Airport	Aerodrome Chart; Visual Approach Chart	02/2026
18.	Mtemere Airport	Aerodrome Chart	03/2026

Implementation of the AIM Modernization Project continued successfully, with system design and supply completed and installation reaching 98 percent completion. Migration of Aeronautical Information Publication (AIP) data into the new system also progressed, paving the way for publication of Tanzania's first electronic AIP (e-AIP). To strengthen data quality management, Data Provision Agreements (DPAs) and Service Level Agreements (SLAs) were reviewed and signed with key stakeholders and data originators.

2.3.4. Safety Management

The Directorate continued implementing the Air Navigation Services Safety Management System (SMS) to strengthen operational safety, safety culture, and compliance with regulatory requirements.

During the reporting period, safety assessments were conducted for major operational changes, including implementation of Instrument Flight Procedures at Msalato and Iringa aerodromes, establishment of the Iringa Control Zone, review of procedures at Mpanda aerodrome, and implementation of D-ATIS systems at JNIA and AAKIA.

The Directorate also conducted safety awareness and capacity-building programmes for operational personnel and management staff, while safety audits were carried out at all fifteen manned aerodromes to assess compliance with Safety Management System requirements.

A total of five Air Traffic Services (ATS) incidents were reported and investigated during the year. Appropriate safety recommendations were issued and corrective actions implemented to address identified safety concerns and prevent recurrence of similar occurrences.

The continued implementation of safety management initiatives contributed to strengthening safety oversight and maintaining safe air navigation service operations throughout the reporting period.

2.4. CIVIL AVIATION TRAINING CENTRE (CATC)

The Civil Aviation Training Centre (CATC) continued to provide aviation training and capacity-building services aimed at developing competent aviation professionals in accordance with International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPs). During the financial year 2024/25, the Centre conducted 131 aviation-related courses and trained a total of 1,967 participants, comprising 1,799 local and 168 international trainees. The training programmes were delivered at the Centre and various locations across the country to support the development of aviation competencies within Tanzania and the region.

a) Training Performance

Despite a decline in enrolment compared to the previous financial year, the Centre maintained its position as a leading aviation training institution in the region, serving both local and international participants from civil aviation authorities, airport operators, airlines, ground handling companies, government institutions, and other aviation stakeholders.

Table 15. **CATC Enrolment**

Financial Year	Total Students	Male	Female	International Students	Local Students	Total Courses
2021/22	2338	1638	704	340	1998	156
2022/23	2004	1476	528	229	1775	143
2023/24	2203	1550	653	267	1936	158
2024/25	1967	1413	554	168	1799	131

b) Training Development and Quality Assurance

To enhance the relevance and quality of its training programmes, the Centre developed new courses in Emergency Response Planning and Rescue and Fire Fighting Services (RFFS), while continuing the development of Air Cargo Operations programmes. In addition, several training materials were reviewed and updated to align with evolving industry requirements, technological developments, and regulatory changes.

c) Accreditation and International Recognition

The Centre maintained its status as an Approved Training Organization (ATO) accredited by the Tanzania Civil Aviation Authority and retained full accreditation from the National Council for Technical and Vocational Education and Training

(NACTVET). Internationally, CATC continued to hold Full Membership in the ICAO TRAINAIR PLUS Programme, certification as an ICAO Aviation Security Training Centre (ASTC – Dar es Salaam), and ISO 9001:2015 certification.

Furthermore, the Centre retained recognition from several civil aviation authorities within Africa and continued serving as a Council Member of the Association of African Aviation Training Organizations (AATO), reinforcing its position as a regional centre of excellence for aviation training.

The continued provision of quality training programmes, maintenance of internationally recognized accreditations, and expansion of specialized aviation training offerings contributed to strengthening aviation human resource capacity and supporting the sustainable development of the aviation industry in Tanzania and the region.

2.5. CORPORATE SERVICES

The Department of Corporate Services continued to provide strategic support services aimed at strengthening institutional capacity, human resource management, staff welfare, and organizational effectiveness. During the financial year 2024/25, the Department focused on implementation of human resource management initiatives, recruitment, staff development, diversity and inclusion, and enhancement of employee welfare programmes to support achievement of the Authority's strategic objectives.

2.5.1. Human Resource Management and Organizational Development

During the reporting period, the Authority continued implementing its Human Resource Management Strategy to strengthen workforce management and improve organizational effectiveness. Key achievements included development and operationalization of the Motor Vehicle Management Guidelines, Disciplinary Procedures, and Diversity and Inclusion Guidelines. In addition, the Authority continued reviewing its organizational structure to align human resource requirements with emerging operational and strategic priorities.

2.5.2. Recruitment and Workforce Composition

The Authority continued to strengthen its workforce through recruitment conducted in accordance with the Public Service Act, Cap. 298. During the financial year 2024/25, a total of 20 staff were recruited compared to six (6) staff recruited in the previous financial year, increasing the workforce from 497 to 499 employees against an approved establishment of 554 positions.

Table 16. **TCAA Staff Composition**

Description	Year ended 30th June, 2024			Year ended 30th June, 2025		
	Male	Female	Total	Male	Female	Total
Management Team	3	2	5	3	2	5
Chief/ Managers	18	5	23	18	5	23
Senior Officers	263	128	391	261	128	389
Middle level Officers	55	23	78	58	24	82
Total	**339**	**158**	**497**	**340**	**159**	**499**

The Authority continued promoting equitable employment opportunities and maintaining a workforce capable of supporting its regulatory and service delivery functions.

2.5.3. Staff Welfare and Capacity Development

The Authority continued implementing initiatives aimed at improving employee welfare and strengthening staff capacity. During the reporting period, staff continued to benefit from enhanced medical coverage through the National Health Insurance Fund (NHIF) Supplementary One package, while specialized medical examinations were facilitated for operational personnel in accordance with regulatory requirements.

The Authority also continued investing in staff development through implementation of its annual training programme. During FY 2024/25, a total of 182 staff received technical and professional training in various fields, while all 499 employees participated in awareness programmes covering anti-corruption, HIV/AIDS, and other workplace-related issues through the Authority's "Coco Morning" initiative.

These interventions contributed to enhancing employee competence, awareness, and overall organizational performance.

2.5.4. Diversity, Inclusion and Institutional Recognition

The Authority remained committed to promoting diversity and inclusion within the workplace. As at 30 June 2025, the Authority employed four staff members with disabilities and continued implementing measures to support an inclusive working environment through the Diversity and Inclusion Guidelines.

During the reporting period, the Authority received several national recognitions in acknowledgement of its institutional performance, including:

i. **First Place Winner** – Local Content Category under the Employer of the Year Awards (EYA);
ii. **First Runner-Up** – Best Employer in the Public Sector;
iii. Overall Best Performer Award under the Club of Best Performers;
iv. **First Runner-Up** – Public Sector Category; and
v. **Third Winner** – Best Presented Financial Statements in the Regulatory Authorities Category.

These achievements reflect the Authority's continued commitment to good governance, human resource excellence, and institutional performance.

2.6. PUBLIC INFORMATION AND CORPORATE COMMUNICATION

The Public Information Unit continued to support the Authority's strategic objectives through stakeholder engagement, public awareness initiatives, media relations, and corporate communication activities aimed at enhancing public understanding of civil aviation and strengthening the Authority's corporate image.

a) Stakeholder Engagement and Public Awareness

During the financial year 2024/25, the Authority implemented various public awareness and stakeholder engagement programmes through electronic media, community outreach initiatives, stakeholder consultations, and public events. Particular emphasis was placed on enhancing public understanding of drone operations and applicable regulatory requirements through awareness campaigns conducted via community radio stations across the country.

The Authority also participated in various stakeholder engagement initiatives, including consultations with the Parliamentary Committee on Infrastructure, aviation industry forums, and public outreach programmes involving special needs groups and community organizations. These initiatives contributed to improving public awareness of the Authority's mandate and strengthening relationships with key stakeholders.

The Director General of the Tanzania Civil Aviation Authority (TCAA), Mr. Salim Msangi in a group photo with Various aviation sector stakeholders from more than 13 African countries including Tanzania, Kenya, Uganda, Angola, Mauritius, the Democratic Republic of the Congo (DRC), Rwanda, Zambia, and Namibia during the opening of the 2025 Aviation System Block Upgrades (ASBU) Workshop held in Dar es Salaam.

Director General of the Tanzania Civil Aviation Authority (TCAA), Salim Msangi, together with the Commissioner General of Immigration, Anna Makakala, displaying the Memorandum of Understanding on a digital information-sharing framework during a ceremony held at the headquarters of the Immigration Department in Dodoma.

b) Media Relations and Corporate Communication

The Authority continued to utilize multiple communication platforms to disseminate information and promote visibility of its activities. During the reporting period, a total of 71 feature articles were published through newspapers and the Authority's bi-annual publication, compared to 60 articles published during the previous financial year.

In addition, the Authority coordinated 47 media coverage activities highlighting key institutional events, aviation developments, stakeholder engagements, and industry initiatives. Major publicity activities included coverage of national exhibitions, aviation conferences, environmental conservation initiatives, digital transformation programmes, and international aviation events hosted in Tanzania.

The Authority also maintained active engagement through its digital communication platforms, including Facebook, Instagram, X (formerly Twitter), and YouTube, providing regular updates on aviation matters and institutional activities. Furthermore, eleven batches of advertisements were published to support public notices, licensing announcements, procurement opportunities, commemorative events, and other statutory communications.

c) Institutional Visibility and Corporate Social Responsibility

The Authority continued to strengthen its public presence through participation in major national and international exhibitions, including the 48th Dar es Salaam International Trade Fair (Sabasaba), Nane Nane Agricultural Exhibition, and the Airports Council International (ACI Africa) Conference and Exhibition.

To enhance public access to information, the Authority distributed various educational and promotional materials, including brochures, newsletters, posters, banners, and other communication products through exhibitions, stakeholder meetings, public inquiries, and educational visits.

Prime Minister Kassim Majaliwa receiving an explanation from the Director General of the Tanzania Civil Aviation Authority (TCAA), Mr. Salim Msangi, during the opening of the 73rd Conference of the Airports Council International Africa (ACI Africa), taking place in Arusha.

TCAA RPAS Inspector Alex Kadiva providing public education on the proper and safe use of drones to a visitor at the booth of the Tanzania Civil Aviation Authority (TCAA) during the 48th Dar es Salaam International Trade Fair (Sabasaba), held at the Julius Nyerere Grounds along Kilwa Road, Temeke, Dar es Salaam.

As part of its Corporate Social Responsibility (CSR) programme, the Authority supported community development initiatives aimed at improving social welfare and promoting positive community relations. During the reporting period, support was provided to the Muhimbili National Hospital (MNH) Cancer Institute and Rada Primary School in Songwe Region through infrastructure improvement initiatives.

On behalf of the Director General of the Tanzania Civil Aviation Authority (TCAA), Grace Kiunsi hands over essential support items to representatives of parents of children undergoing cancer treatment at the Muhimbili National Hospital (MNH), as women from TCAA marked the International Women's Day through an act of solidarity and compassion.

These efforts contributed to strengthening the Authority's corporate image, increasing public awareness of civil aviation, and enhancing stakeholder confidence in the Authority's operations and services.

2.7. LEGAL SERVICES

The Legal Affairs Unit continued to provide legal advisory services and corporate governance support to the Authority while ensuring compliance with applicable laws, regulations, and international aviation instruments. The Head of the Unit continued to serve as Secretary to the Board and facilitated the discharge of the Board's governance responsibilities. During the financial year 2024/25, the Board held eight meetings comprising four ordinary and four extraordinary meetings, while its committees conducted a total of nineteen meetings to support effective oversight and decision-making.

Table 17. **Board meetings**

S/N	Board Committee	Ordinary Meetings	Extra-ordinary Meetings	Total
1	Audit, Risk & ICT	4	4	8
2	Finance and Administration	4	2	6
3	Regulatory	4	1	5
	Total	**12**	**7**	**19**

a) Legal and Regulatory Developments

During the reporting period, the Unit participated in the preparation of Cabinet Papers supporting the ratification of key international aviation instruments. These included the Constitution of the African Civil Aviation Commission (AFCAC), which was subsequently ratified by Parliament in August 2024, amendments to Articles 50(a) and 56 of the Convention on International Civil Aviation (Chicago Convention), and the 2014 Montreal Protocol relating to offences and certain other acts committed on board aircraft. These initiatives contributed to strengthening Tanzania's compliance with international aviation obligations and enhancing its participation in global and regional aviation governance frameworks.

b) Legal Advisory and Institutional Support

The Unit continued to provide legal advice and support across the Authority's operations. Key responsibilities included review and vetting of procurement contracts, participation in contract negotiations, and provision of legal guidance to various management and technical committees. The Unit also represented the Authority in regional aviation legal forums, including meetings organized under AFCAC, CASSOA and SASO, thereby contributing to the harmonization and development of aviation legal frameworks within the region.

c) Litigation and Dispute Management

During the financial year 2024/25, the Unit continued to safeguard the Authority's legal interests through management of legal matters and disputes. In collaboration with the Office of the Solicitor General, the Unit participated in the defence of a court case before the Court of Appeal of Tanzania, while continuing to provide legal support aimed at minimizing legal risks and protecting the Authority's interests.

The continued provision of legal advisory services, support to corporate governance processes, participation in international aviation legal initiatives, and management of legal risks contributed to strengthening the Authority's institutional effectiveness and regulatory mandate.

Financial Statements

YEAR ENDED 30 JUNE 2025

REPORT OF THE CONTROLLER AND AUDITOR GENERAL

THE UNITED REPUBLIC OF TANZANIA

NATIONAL AUDIT OFFICE

ISO 9001:2015 Certified

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 2025

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March 2026 AR/PA/TCAA/2024/25

About the National Audit Office

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.

NAOT Vision, Mission & Motto

Vision: A credible and modern Supreme Audit Institution with high-quality audit services for enhancing public confidence.

mission: To provide high-quality audit services through modernization of functions that enhances accountability and transparency in the management of public resources.

Motto: Modernizing External Audit for Stronger Public Confidence

Core Values

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

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

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.

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

Team Work Spirit: We value and work together with internal and external stakeholders.

© 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
CASSOA	Civil Aviation Safety and Security Oversight Agency
CATC	Civil Aviation Training Center
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
EGA	E-Government Authority
FAL	Air Transport Facilitation Meetings
GCF	Government Consolidated Fund
GePG	Government e-Payment Gateway
GNSS	Global Navigation Satellite System
HIV	Human Immunodeficiency Virus
HQ	Head Quarters
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
KIA	Kilimanjaro International Airport
MET	Meteorology
MTEF	Medium Term Expenditure Framework
NAVAIDS	Navigational Aids
NBAA	National Board of Accountants and Auditors
PAA	Public Audit Act
PAC	Public Accounts Committee
PAR	Public Audit Regulation
PFA	Public Finance Regulations
PPA	Public Procurement Act
PPR	Public Procurement Regulations
PSR	Primary Surveillance Radar

SARPS	Standard and Recommended Practices
SMS	Safety Management System
TAA	Tanzania Airports Authority
TBC	Tanzania Broadcasting Corporation
TCARs	Temporary Computer Access and Retrieval System
TMA	Tanzania Meteorological Agency
TTCL	Tanzania Telecommunication Corporation Limited
TUGHE	Tanzania Union of Government and Health Employees
ZAA	Zanzibar Airports Authority

1.0 INDEPENDENT REPORT OF THE CONTROLLER AND AUDITOR GENERAL

Hon. Chairman of the Board,
Tanzania Civil Aviation Authority,
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 2025, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Tanzania Civil Aviation Authority (TCAA) as at 30 June 2025, and its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (IPSAS) Accrual basis of accounting, as issued by the International Public Sector Accounting Standards Board (IPSASB) and in 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, which I obtained prior to the date of this auditor's report.

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

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with the knowledge I obtained during the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, 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 International Public Sector Accounting Standards (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 requires me to satisfy myself that the accounts have been prepared in accordance with the appropriate accounting standards.

1.2 REPORT ON COMPLIANCE WITH LEGISLATIONS

1.2.1 Compliance with the Public Procurement laws

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

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

Conclusion

Based on the audit procedures performed, I conclude that Tanzania Civil Aviation Authority (TCAA) complies, in all material respects, with the requirements of the Public Procurement laws in Tanzania.

1.2.2 Compliance with the Budget Act and other Budget Guidelines

Subject matter: Budget formulation and execution

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

Conclusion

Based on the audit procedures performed, I conclude that Tanzania Civil Aviation Authority (TCAA) complies, in all material respects, with the requirements of the Budget Act and related Budget Guidelines.

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

2.0 REPORT BY THOSE CHARGED WITH GOVERNANCE FOR THE YEAR ENDED 30 JUNE 2025

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 2025.

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

Acronym	Core Value	TCAA's Role
I	Integrity	To be fair and honest in all cornerstones of TCAA services when dealing without stakeholders.
M	Morals	Adhere to ethical behavior when dealing with stakeholders and discharge our duties with neutrality and impartiality, without fear or favor;
P	Professionalism and customer focused	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	Adhere to good governance practices by delivering our services with high level of commitment.
C	Commitment	Adhere to good governance practices by delivering our services with high level of commitment.

Acronym	Core Value	TCAA's Role
T	Transparency and teamwork	TCAA staff working as a team will engage the industry stakeholders and work collaboratively to achieve organizational goals while upholding the standards of ethics, honesty and transparency in all our actions.

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 Natural Resources and Tourism, Ministry of Defence and National Environmental and Management Council (NEMC). The Authority regulates civil aviation industry and provides air navigation services in Tanzania and delegated airspace of Burundi above flight level 245 (24,500ft).

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 promotes international travel between Tanzania and other countries through Bilateral Air Service Agreements (BASAs). Currently, Tanzania has BASAs with eighty-eight 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, tourism operators, 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

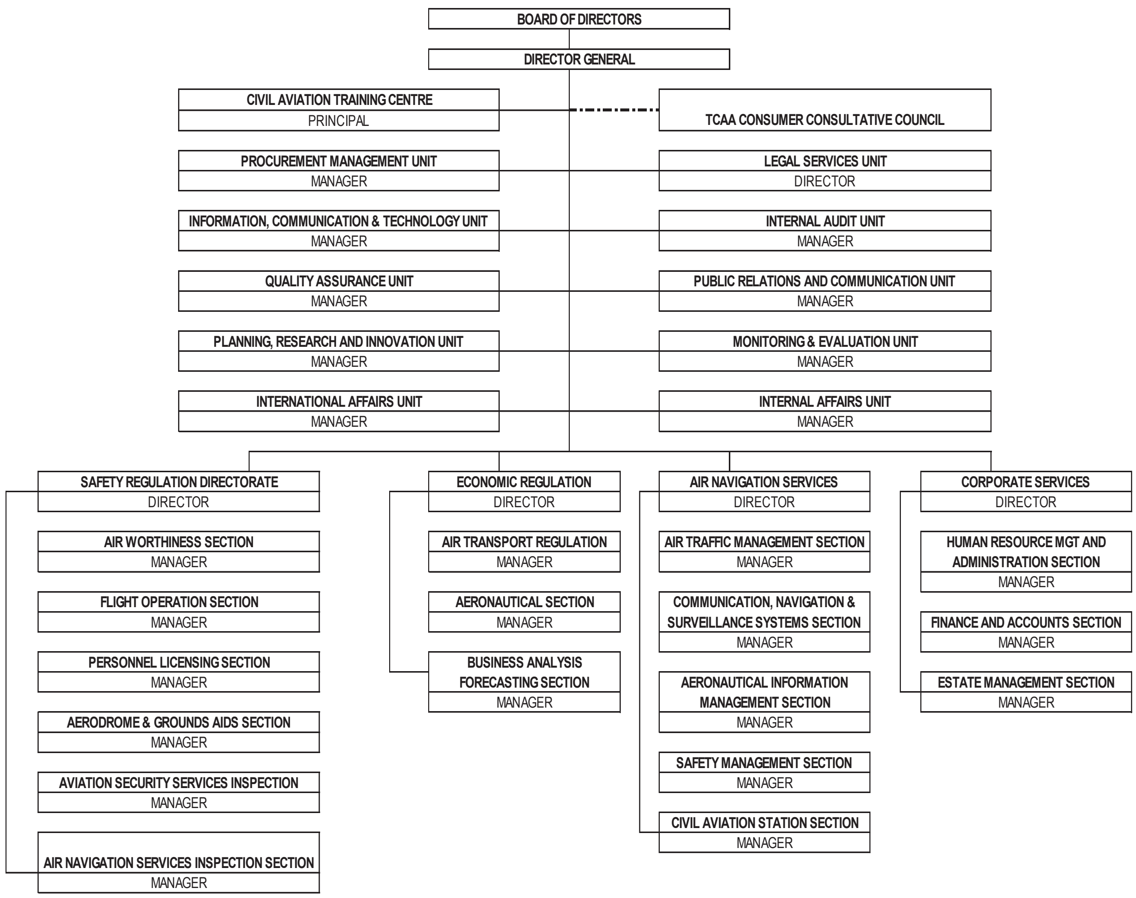
The structure of the Authority is operational after being approved by the President of the United Republic of Tanzania. In the structure, the Board of Directors is mandated with governing all operations of the Authority. The day-to-day management is entrusted to the Director General through four-line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

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

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

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 as provided in the Section 68 (1) of the Civil Aviation Act, Cap 80 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; and
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 96.2% 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 microeconomic 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, changes in technology, shortage of aviation experts and consumer consumption patterns. The aviation industry was affected worldwide due to Russia - Ukraine war, global congestion, narrow profit margins, persistent supply issues, cyber, technological infrastructure risk, fluctuation of oil prices, Global Regulatory Complexity, Climate change and environmental issues. Passengers and cargo were affected as well.

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 the e-Permit System has attracted more operators. During the period under review, a total of 4,662 flight permits were issued compared to 4,527 in 2023/24, hence improved revenue generation.

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 CO_2 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 CO_2 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 Regulations

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 Relations 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)	2024/2025 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mil)	Actual (TZS 'Mil)
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	•Number of staff living with HIV/AIDS provided support. •Number of staff sensitized on HIV/AIDS, tuberculosis and NCD's	•HIV/AIDS infections, tuberculosis, hepatitis D and NCD's reduced and supporting services to staff improved by June, 2026	•Staff •Competent Health consultancy Sufficient fund	•To provide support services to staff living with HIV/AIDS and those suffering from non-communicable diseases by June, 2025 •To facilitate HIV/AIDS Committee to conduct station visit by June, 2025 •To facilitate all staff to undergo medical checkup by June, 2025 •To conduct a 1 day	•Care and support are provided monthly to all people living with HIV on monthly basis. •Improved knowledge among staff	•Minimizing number of HIV/AIDS Infections at workplace. •Improve Health status of staff •Improved performance at work	•Awareness seminar conducted. •Support has been provided to those who voluntary identified. Medical check-up conducted through JKCI	170.78	140.1

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2024/2025 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mil)	Actual (TZS 'Mil)
				living with HIV/AIDS				awareness seminar on Health Issues (HIV/AIDS and Non-Communicable diseases) to all staff by June, 2025					
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 on 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.	• Workplace intervention programs on preventing and combating corruption developed and implemented by June, 2026	• Competent anticorruption experts • Sufficient fund	• To facilitate ethics committee activities by June, 2025 • To conduct a 1-day sensitization seminars to Station staff on Corruption issues by June, 2025	• Increased awareness on ethics and corruption issues	Reduction of unethical behaviours incidents related to corruption.	• Sensitization seminar on Corruption issues conducted at HQ and up-country stations (Mtwara, Tabora, Kigoma, Zanzibar)	43.98	43.93
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	• Competent staff • Laws and regulations • Sufficient fund	• Promulgation of new and revised Regulations. • Conducting certifica	• Promulgated Regulations • Certifications and surveillance inspectio	• Safe and secured civil aviation in Tanzania.	• New and revised regulations promulgated • Development of new	2,566.5	2,532.1

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2024/2025 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mil)	Actual (TZS 'Mil)
						of effective implementation (USAP).		tion and surveillance inspections.	ns conducted.		environmental regulations • Participated in the ICAO working group on licensing regulations for ground handling services providers • Certification and surveillance inspections conducted		
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	• Competent staff • Laws • Sufficient fund	• Promulgation of new and revised Regulations. • Licensing • Conducting surveillance inspections. • Conducting FAL meetings	• Promulgated Regulations • Licensed Operators • Inspections conducted. • FAL meetings conducted. • BASA signed.	Sustainable air transport system.	• Regulation's promulgation, licensing and surveillance inspections conducted. • • Three (3) BASA have been	971.1	960.6

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2024/2025 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mil)	Actual (TZS 'Mil)
						quarterly consultative meetings with stakeholders for updates on pandemics and provide awareness as appropriate • Reviewed eleven (11) existing BASAs with eleven countries. • Three (3) BASA contract.		• Conducting BASA signing.			signed and reviewed eleven (11) existing BASAs with eleven countries. • The Authority coordinates national level quarterly consultative meetings with stakeholders for updates on pandemics and provides awareness as appropriate • The NATFC (National-FAL) meets twice annually and for the		

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2024/2025 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mil)	Actual (TZS 'Mil)
											financial year 2024/25, the committee met twice in Dodoma and Mwanza		
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 accuracy and reliable information.	• 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	12,991.7	28,122.9
F. Strengthening of human resource and organizational capacity and	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 the provision of resources	• Competent staff • Sufficient fund	• Provision of Human, financial and other resources	Sustainable operations	Authority's objectives implemented	Staff benefits and other resources provided	11,187.30	11,003.00

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2024/2025 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mil)	Actual (TZS 'Mil)
operational efficiency	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 adoption of various standards and recommended practices from ICAO and regional agencies	Percentages of effective enforcement	• Establishing the Air Law Course at CATC • Participation in the working groups to address new ICAO Standards and Recommended Practices • 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	• Competent staff • Sufficient fund	• Training air law course at CATC • Establishment of Women in Aviation - Tanzania Chapter • Participation in the working groups to address new ICAO Standards and Recommended Practices • Handling cases • Review of regulations • Implementing the enforcement procedure	• The air law course has been established at CATC • Women in Aviation - Tanzania Chapter has been inaugurated • Working groups to address new ICAO Standards and Recommended Practices have been attended • Cases have been handled properly. • Enforcement procedures	Safe, secure, and sustainable civil aviation system	• Review of Four (4) cabinet papers conducted • Three (3) working groups to address new ICAO Standards and Recommended Practices on the development of new environmental regulations, licensing regulations for ground handling services providers and amendments to the Civil Aviation (Carriage by Air) Regulations, 2024 have been	787.18	785.22

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2024/2025 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mil)	Actual (TZS 'Mil)
									implemented.		effectively participated. • One (1) Case has been handled • A cabinet paper on the Protocol to amend the Convention on Offences and Certain Other Acts Committed on Board Aircraft, 2014; and Protocols amending Articles 50(a) and 56 of the Chicago Convention, 2016; • 100% of effective law enforcement		
	• Unavailability of	• Failure of autom	• Conduct system backup	Ensure adoption of	• Number of Business	• Enhancement of	• Competent staff	• Automation of business	• Business process	Secure and reliab	• Finalization of Aviation	366.04	364.1

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2024/2025 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mil)	Actual (TZS 'Mil)
	information system • Failure to secure and integrate information system.	ated business processes • Data loss and information leakage • Financial loss	and restoration test and provision of contingency link and redundant ICT Active Devices • Perform regular penetration test, updates, patches, and firewall.	modern technology in the development, maintenance and monitoring of ICT systems and services	Processes automated. • Number of ICT security awareness session conducted. • Number of backup and restoration test performed.	network security. • Automation of business processes	• Sufficient Fund • Modern technology	processes • Conducting ICT security awareness session • Conducting penetration test • Perform backup and restoration test.	automated. • staff attended ICT security awareness sessions. • Backup was conducted on daily basis. • Readability tests have been performed.	le ICT systems	Database Management System • Deployment of leave management system • Completion and deployment of the integration of the GePG eCommerce module with the CASIP Portal. • Completion and deployment of Integration between CASIP and ERMS • 304 staff in four sessions attended ICT security awareness sessions.		

Objectives	Risk	Risk Impact	Risk Mitigation	Strategies	Key Performance Indicators (KPIs)(Annually)	2024/2025 Target	Input	Processes	Outputs	Outcome	Implementation Status	Budget (TZS 'Mil)	Actual (TZS 'Mil)
											• Backup was conducted on a daily basis. • Four readability tests have been performed.		

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 JNIA and other airports;
b) Automation of the business process of the Authority’s support services;
c) Continue to make more efforts on the collection of previous debts from operators;
d) Improvement of CNS equipment in the Tanzania airspace;
e) Enhance capacity building of staff and strengthen Civil Aviation Training Centre;
f) Effectively manage resources and sound financial and administrative support functions;
g) To continue with law enforcement in Air Transport;
h) Establish an effective mechanism to manage and oversee unmanned aerodromes and unmanned aerial vehicles;
i) Enhance aviation safety and security oversight through automation of business processes in areas of personnel licensing, flight operations, airworthiness, aerodromes and aviation security inspections;

j) 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;
k) 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;
l) Enhance legal and regulatory capacity of the Authority for efficient and effective aviation sector oversight; and
m) Enhance effective management of resources and sound financial and administrative support functions

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 the 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

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

i) Certification Inspection

During the year ended 30 June 2025, a total of 527 certifications (2024: 536 certifications) inspections were carried out as detailed in **Table 3**.

Table 3: Certificates Issued and Inspections

No.	Description	2024/25	2023/24
1.	Certificate of Airworthiness (C of A) renewal/issue/export	114	156
2.	Aircraft Maintenance Engineer License (AMEL) issue/renewal	64	40
3.	Approved Maintenance Organisation (AMO) issue/Renewal	26	40
4.	AMO Surveillances	11	20
5.	Ramp and Ad-hoc inspection	37	56
6.	Written examination	226	198
7.	Oral examination	49	26
Total		**527**	**536**

ii) Accidents and Incidents Reported

During the year ended 30 June 2025, 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	2024/25	2023/24
1.	Accidents	1	1
2.	Incidents	6	10
Total		**7**	**11**

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 2024 to June 2025:

Table 5: Flight Operation Overall Performance

No.	Description	2024/25	2023/24
1	ATO inspection and renewal	9	12
2	Air Operator Certificates (AOC) inspection and renewal	15	35
3	Enroute and Cabin Safety Inspection	7	13
4	Ad-hoc base Inspections	5	12
5	Ramp Inspection	7	13
6	Observation of Instructors/ Examiners	13	27
7	Renew and amend Promulgated Regulations from Annex amendment	6	6
8	Review Operator Regulatory Manuals	15	35
9	Training and Sensitization to industry on regulations & guidance materials	2	4
10	Implementation of Corrective Action Plans emanating from ICAO - Universal Safety Oversight Audit Program (USOAP) Audit	2	2

No.	Description	2024/25	2023/24
11	Review and Customize Technical Guidance Materials	1	2
12	Data Sorting, scanning, filling and uploading on SOFIA software	1	1
13	Drone Authorization permit	335	33
14	Drone Workshop	1	1
15	Drone Guidance to Applicants	0	120
16	Drone registrations	459	16
17	Drone Import permit	110	
18	Drone Incidents and Investigations	0	5
19	Paraglide approvals and Parachute	2	6
20	Inspector’s training	4	6
21	Drone Technical Meeting	0	1
22	Simulator Approval	3	10
23	DGM, SMS, TANS Course Approval	2	4
24	Five Phase Certification	1	3
25	Ground Trainer observation and approval	2	6
26	Operational Technical Meeting	2	3
Total		**1,004**	**376**

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 2025 are as follows:

i. **Technical Examination**

A total of 3,300 examinations were booked during the year ended 30 June 2025 compared to 2,893 examinations booked in the year ended 30 June 2024. 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	2024/25	2023/24
1.	Airline Transport Pilot Licence	285	194
2.	Commercial Pilot Licence	356	425
3.	Private Pilot Licence	192	333
4.	Validation Certificate	50	41
5.	Flight Operations Officer’s Licence	1298	871
6.	Cabin Crew Certificates	182	290
7.	General Flying Tests	116	95
8.	Instrument Rating Tests	384	204
9.	Technical Type Rating	64	72
10.	ATCL exams	28	40

No.	Description	2024/25	2023/24
11.	Remote Pilots Licence	119	130
12.	Aircraft Maintenance Engineering	226	198
Total		**3,300**	**2,893**

ii. Issued Licenses and Certificates

A total of 649 licenses including certificates were issued during the year ended 30 June 2025 compared to 569 licenses issued in the year ended 30 June 2024 as shown in Table 7 below:

Table 7: Issued Licenses and Certificates

No.	Description	2024/25	2023/24
1.	Airline Transport Pilot Licence	19	11
2.	Commercial Pilot Licence	101	57
3.	Private Pilot Licence	15	17
4.	Student Pilot Licence	16	17
5.	Aircraft Maintenance Engineer's Licence	12	13
6.	Remote Pilots licence	27	32
7.	Flight Operations Officer's Licence	41	16
8.	Validation Certificates	50	41
9.	Cabin Crew Certificates	162	139
10.	Instructors Licence	2	2
11.	ATC Licence	0	0
12.	Aviation Security (AVSEC) Screener Certificates	**204**	**224**
Total		**649**	**569**

iii. Renewals

A total of 1,439 licenses, including certificates and ratings were renewed during the year ended 30 June 2025 compared to 1,564 licenses including certificates and ratings renewed during the year ended 30 June 2024 as shown in Table 8.

Table 8: Licenses Renewal

No.	Description	2024/25	2023/24
1.	Airline Transport Pilot Licence	296	200
2.	Commercial Pilot Licence	262	378
3.	Private Pilot Licence	21	36
4.	Student Pilot Licence	8	14
5.	Remote Pilot Licence	15	21
6.	Aircraft maintenance Engineer's Licence	52	54
7.	Flight Operations Officer's Licence	48	113
8.	Cabin Crew Certificates	98	305
9.	Flight Instructor Licence	4	3
10.	Air Traffic Control License	130	77
11.	Aviation Security (AVSEC) Screener Certificate	**505**	**363**
Total		**1,439**	**1,564**

iv. **Endorsements**

A total of 580 endorsements were made on various licenses and certificates during the year ended 30 June 2025 compared to a total of 393 endorsements in the year ended 30 June 2024 as shown in Table 9.

Table 9: Endorsements

No.	Description	2024/25	2023/24
1.	Instrument Rating	384	204
2.	Technical Type Rating	39	70
3.	Instructor's Rating	4	2
4.	English Language Proficiency	153	117
Total		**580**	**393**

v. **Sale of Documents**

A total of 188 documents were sold during the year ended 30 June 2025, compared to 393 documents sold during the year ended 30 June 2024.

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 2025/26. The section has continued to update Inventory of aerodrome certified, licensed and registration approval Table 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 08 September 2027
2.	Aman Abeid Karume International Airport	Certified until 30 October 2027
3.	Kilimanjaro International Airport	Certified until 30 September 2027

Table 11: Renewal of Aerodrome Licenses

No.	Aerodrome Group/activity	2024/25	2023/24
1.	TAA aerodromes	17	22
2.	Other aerodromes	48	79
3.	Approval to construct Aerodromes/helipads	2	2
	Total	**67**	**103**

Table 12: Continuous Surveillance of Aerodromes

No.	Aerodrome Group/activity	2024/25	2023/24
1.	CAM Inspections	**0**	0
2.	TAA, ZAA, TAA-KIA, Tanzania National Parks Authority (TANAPA) and other private aerodromes	**25**	23
3.	Review of operators Aerodrome manuals (Aerodrome Manual, SMS Manual and Aerodrome Emergency Planning Manual)	**100**	96
	Total	**125**	**119**

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

No.	Document action	Status of Review or development
1	Amendment of Civil Aviation (Helipads) Regulation 2024	Action completed
2	Amendment of Civil Aviation (Certification, Licensing and Registration of Aerodrome) Regulation 2024	Action completed
3	Amendment of Civil Aviation (Aerodrome design and operations) Regulation 2024	Action completed
4	Review of Technical Guidance material	On going

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 the effectiveness of baseline security measures intended to mitigate and prevent acts of unlawful interference with civil aviation.

All reviewed Technical Guidance Materials were approved and the same was distributed to 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	2024/25	2023/24
1.	Airport Security Program	30	23
2.	Airline Security program	48	32
3.	Regulated agent/ground handling Security Program	13	09
4.	Catering Security Program	05	04
5.	ASTC Training Program	02	02
Total		**98**	**70**

Table 15: Oversight Activities

No.	Oversight Activities	2024/25	2023/24
1.	Audits	08	14
2.	Inspections	08	15
3.	Ad-Hoc and Tests	16	20
4.	Follow up	08	06
Total		**40**	**55**

Table 16: Certified/Recertified Screeners

No.	Recertified Screeners	2024/25	2023/24
1.	Tanzania Airports Authority -Regional Airports	115	155
2.	Julius Nyerere International Airport	154	16
3.	Zanzibar Airport Authority	110	135
4.	Kilimanjaro Airports Development Company	68	117
5.	Air Tanzania Company Limited	15	08
6.	Precision Air	01	05
7.	NAS Dar Airco	16	21
8.	Swissport	81	61
9.	United Aviation Services	37	13
10.	Geita Gold Mining	00	04
11.	Zanzibar Aviation Services and Travel Trade	12	04
12.	Dnata	51	23
13.	Insight	12	05
14.	LSG Sky Chefs	05	01
15.	G4S	02	01
16.	Forest Hill	01	00
17.	Alliance Cargo	08	05
18.	Equity	02	00
19.	TransWord	13	00
20.	Airco Holding Co.	02	00
21.	KenCan Ground	01	00
22.	Unity Air	01	00
23.	Auric Air	01	00
24.	GardaWorld		09
	Total	**709**	**596**

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			
		2024/25		2023/24	
		Planned	Actual	Planned	Actual
1.	Routine audits	77	75	80	80
2.	Ad-hoc audits	40	40	31	31
3.	Safety Assessment	4	4	6	6
	Total	**121**	**119**	**117**	**117**

Table 18: Safety Audits of CNS

No.	Activity	Stations	2024/25	2023/24
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	3	0
		Total	**27**	**24**

Table 19: Safety Audits of ATM

No.	Activity	Stations	2024/25	2023/24
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	AAKIA,Mafia, Dodoma,JNIA ,Tabora Airport,Kikoboga Aerodrome	6	5
Total			**30**	**29**

Table 20: Safety Audits of AIM

No.	Activity	Stations	2024/25	2023/24
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	8	9
3	Safety assessment	Songwe Airport	1	1
4	Instrument Procedure designers' audits	Air Navigation Services - Head Office	1	2
Total			**26**	**24**

Table 21: Safety Audits of MET

No.	Activity	Stations	2024/25	2023/24
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,	12	14
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	6
	Total		**18**	**20**

Table 22: Safety Audits of SAR

No.	Activity	Stations	2024/25	2023/24
1	Routine audits	Julius Nyerere International Airport, Kilimanjaro International Airport, Mwanza Airport and Songwe	2	4

Table 23: Safety Audits of SMS

No.	Activity	Stations	2024/25	2023/24
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	2	1	Mchauru aerodrome ANSP, and Songwe Airport which is in progress

Table 25: Approval of Procedures and Facilities

No	Planned	Planned	Actual
1	Instrument flight procedures	2	2
2	Manual of operations	6	6
	Total	**7**	**8**

2.9 DIRECTORATE OF ECONOMIC REGULATION

The Division is entrusted with the mandate to ensure the growth and availability of regulated services to all consumers of air services. It promotes effective competition and economic efficiency, as well as the protection of consumer interests and the 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 licensing Bilateral Air Service Agreements and advisory role on air transport to the 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 2024, and the second was in May 2025. A total of 32 applications were approved during the year, as shown in Table 26.

Table 26: Licensing of Air Services Operators

Item Description	2024/25		2023/24	
	Approved	Disapproved	Approved	Disapproved
New Applications	15	0	7	0
Applications for renewal variations	17	0	27	0
Total	**32**	**0**	**34**	**0**

There was a decrease for licensed operators. However, promising business prospects were noted through an increased number of new applications.

b) Bilateral Air Services Agreements (BASAs)

Tanzania participated in the ICAO Air Services Negotiation Event (ICAN2024) that was held in Kuala Lumpur, Malaysia, from 21 to 25 October 2024. 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 fourteen (14) countries and subsequently negotiated three (3) new BASAs, reviewed existing BASAs with eleven countries.

After the ICAN 2024, the Government of the United Republic of Tanzania has entered (BASA) with a total of eighty-five (85) countries, whereby 59 were initiated and 26 signed.

c) Coordination of the 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 Dodoma and Mwanza in November 2024 and June 2025, 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.

During the year ended 30 June 2025, the Authority, through its Consumer Complaints Unit, attended a total of thirteen (13) complaints. Four (4) complaints were resolved amicably, and the remaining five (5) complaints were at various stages, including amicable settlements and four (4) references 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 2024/25 was prepared and four quarterly statistics reports were prepared and came out on August 2024, November 2024, February 2025 and May 2025.

b) Traffic Performance

Aircraft and passenger movements and cargo handled during the year 2024/25 are shown in Table 27,28, and 29, respectively.

Table 27: Aircraft Movements

No.	Aircraft Movements	2024/25	2023/24	Variances	Fluctuation (%)
1	International Aircraft	48,685	44,750	3,935	8
2	Domestic Aircraft	226,361	226,626	-265	0.1
	Total	**275,046**	**271,376**	**3,670**	**1.35**

Table 28: Passenger Movements

No.	Passenger Movements	2024/25	2023/24	Variances	Fluctuation (%)
1	International Passengers	3,548,878	3,199,861	349,017	10.9
2	Domestic Passenger	3,982,497	3,965,899	16,598	0.4
	Total	**7,531,375**	**7,165,760**	**365,615**	**5**

Table 29: Cargo Handled

No.	Cargo Handled (Tons)	2024/25	2023/24	Variances	Fluctuation (%)
1	International Cargo	38,030	36,095	1,935	5.4
2	Domestic Cargo	3,373	2,932	441	15
	Total	**41,403**	**39,027**	**2,376**	**6**

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

During the year 2024/25, the Authority completed the study, which shows the aviation industry contributes 1% to the Tanzanian GDP compared to 3.9% globally. The report was shared with stakeholders.

2.9.3 Aeronautical Airport Services

The section is responsible for the regulation of aeronautical airport services including ground-handling services, fuel and oil handling, inflight catering services, terminal building services and facilities, and facilitation issues at the airports. The section is responsible for licensing of ground handling operators. Further, the section is also responsible for undertaking 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 approved in the years 2024/25 and 2023/24 respectively as shown in Table 30.

Table 30: Licensing of Ground Handling Services Operators

Item Description	2024/25		2023/24	
	Approved	Disapproved	Approved	Disapproved
New Applications	3	1	0	0
Applications for renewal /variations	9	1	14	0
Total	**12**	**2**	**14**	**0**

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, in order is to ensure compliance to regulations and conditions of the licenses. The number of inspections undertaken in the financial year 2024/25 as compared to financial year 2023/24 are 13 and 21 respectively.

c) Facilitation of Air Transport

To ensure efficient and expeditious flow of passengers, baggage, and cargo at airports, the Authority formed the National Air Transport Facilitation Committee (NATFC). The committee comprises of various aviation stakeholders at the airports who meet to consult on various matters. The NATFC (National-FAL) meets twice annually and for the financial year 2024/25, the committee met twice in Dodoma and Mwanza while in financial year 2023/24 the committee met in Zanzibar and Mbeya.

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

The Authority coordinated national-level quarterly consultative meetings with stakeholders for updates on pandemics and provided awareness as appropriate. During the period, the country suffered an outbreak of Marburg, particularly in the Kagera region, and Mpox in various parts of the country. However, there were no travel restrictions imposed as a result of these pandemics.

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 14 stations continued as per hours promulgated in the Aeronautical Information Publication (AIP) except at Songwe airport, where the provision of services is extended beyond 12 hours to accommodate ATCL night flights. Three stations, JNIA, Kilimanjaro, and Mwanza, provide ATS 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) Two (2) letters of Procedures (LOPs) between Dar es Salaam Area Control Centre and Area Control Centers/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 Lusaka and Kigali;
d) 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;
e) Conducted a sensitization seminar on Search and Rescue (SAR) Services in Tanzania airspace to SAR agencies, including Ministry of Transport, Military, Police, Fire fighting services, TASAC, TAA, Hospitals (Amana, Temeke and Mwananyamala), Precision air, TANAPA, TGFA, Tanzanair, Tanzania Redcross and TMA;
f) The section received fifteen (15) Emergency Locator Transmitter (ELT) alerts from Mumbai COSPAS – SARSAT Mission Coordination Centre (MCC) for aircraft operating in Dar es Salaam Flight Information Region and provided SAR services as required; and
g) Airspace and flight procedure design services conducted in 2024/25 are as follows: -

   i. Reviewed PBN and conventional instrument approach procedures for JNIA;
   ii. Designed PBN Standard Arrival Routes (STARs) and Standard Departure Routes (SIDs) which support Continuous Climb/Descent Operations (CCOs/CDOs).
   iii. Designed PBN Instrument Flight Procedures at Iringa Airport.
   iv. Designed PBN Instrument Flight Procedures at Msalato International Airport.
   v. Reviewed PBN Instrument Flight Procedures at Mpanda Airport
   vi. Carried out Flight Validation for Instrument Flight Procedures at Iringa Airport and Msalato International Airport.
   vii. Established a restricted area in collaboration with Tanzania People's Defence Forces (TPDF) around Mwalimu Nyerere Hydropower Station to safeguard sensitive installations.

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:

a) Maintenance of CNS Facilities

i. Routine preventive maintenance, inspections, and audits at Dar es Salaam, 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 Nyanshana (Mwanza), Lilungu and Nambunga (Mtwara), Kalue (Mbeya), Gairo (Morogoro), Ngoli and Lubuli (Dodoma), Matogoro (Songea/Ruvuma), Lolkisale (Arusha), KazeHill and Mwisi (Tabora), Mnyusi and Kwenjugo (Tanga), Moroninya (Kasulu/Kigoma), Ndiso (Katavi), Kitulo (Njombe), Muganza and Mugumu (Mara), Nyamanyama (Kagera), Mwaseni (Pwani) and Michakain (Pemba) in accordance with the preventive maintenance schedule.
ii. Corrective maintenance was performed on the VHF A/C at Mnyusi, VOIP VHF Radio, the fiber link to TB3, ATALIS Server 4, and Voice Communication Control System (VCCS)- JNIA.
iii. Replacement of RADAR batteries at KIA and Mwanza and UPS cards at KIA, Mwanza, and Songwe was carried out.

b) Four coordination meetings with TTCL regarding the services they provided were conducted as required to ensure efficient provision of the services

c) Implementation of Projects;

i. VHF Radio Communication System is ongoing, with installation and Site Acceptance Tests (SAT) completed at KIA, Arusha, Pemba, and all VHF relay stations except Oldean Malanja, which is expected to be completed by August 2025.
ii. D-ATIS system upgrade for JNIA was completed and is in operation.
iii. Flight calibration services for navigational equipment at JNIA, AAKIA, KIA, Mwanza, Tabora, Songwe, Dodoma, Songea, and Pemba were conducted by Ms. Radiola as planned.
iv. The implementation of maintenance support services for the Aeronautical Message Handling System (AMHS) progressed as planned. An onsite system health check, covering both hardware and software was conducted. In addition, system administration and equipment training were conducted in Germany.
v. Replacement of Instrument Landing System (ILS) at JNIA is ongoing. The Critical Design Review (CDR) was completed on 13 June 2025. The system is currently at the manufacturing stage. Upon installation, the system will enhance safety and reliability for aircraft operations, especially during adverse weather conditions. Generally, it increases accuracy in landings when visibility is poor.

d) Serviceability Performance

The target serviceability level for CNS/ATM facilities is 98% by June 2026. Preventive and corrective maintenance activities performed on the CNS/ATM systems have achieved the following serviceability levels:

i. Navigation Aids: 97%
ii. Surveillance Equipment: 99%
iii. VHF Area Coverage: 97%
iv. VHF Tower Radio at Stations: 99%
v. Air Traffic Services Direct Speech (ATS DS) Link: 99%
vi. Aeronautical Fixed Telecommunications Network (AFTN/AMHS):
vii. International Circuits: 99%
viii. Domestic Circuits: 97%

Currently, the installation of the VHF Area Coverage system is ongoing and the replacement of navigation aids systems has commenced, the manufacturing of the Instrument Landing System (ILS) at JNIA is on-going.

2.10.3 Aeronautical Information Management

The AIM section is responsible for the provision of Aeronautical Information Services (AIS) and aeronautical charts services. In the period, the section carried out the following activities;

a) Provided AIS at 15 TCAA manned stations/airports as per hours promulgated in the Aeronautical Information Publication (AIP).
b) Collected and analysed aeronautical information and data for promulgation of AIP Amendments, AIP Supplements, Aeronautical Information Circulars (AICs) and Notices to Air missions (NOTAM).
c) Managed Aeronautical Fixed Telecommunication Network/ Air Traffic Services Message Handling Systems (AFTN/ AMHS) to enhance management of Flight Plans, NOTAMs, and provision of Pre-Flight Information Bulletin/Daily NOTAM Summary etc.
d) Provided Aerodrome Flight Information Services (AFIS) at Songea airport and
e) Provided Aeronautical charts services and achieved the following;

    i. Collected and verified aerodrome data for Saadan, Jongomero and Ikoga airports.

    ii. Reviewed 52 Aeronautical charts from 10 airports (JNIA, AAKIA, Mwanza, Arusha, Dodoma, Mtwara, Songwe, Pemba, Tabora and Bukoba).

The section also managed the implementation of AIM System Project, whereby two of the main milestones namely designing and supplying, are complete. The project is intended to introduce digital processing and management of aeronautical data and information by:

i. Use of aeronautical information exchange models and data exchange models designed to be globally interoperable.

ii. Enable digital aeronautical data exchange between the parties involved in the data processing chain.
iii. Providing real-time services through online means (Online flight planning, online self-briefing) and;
iv. Providing electronic AIM products such as eAIP, eCharts, eTOD, Aerodrome Mapping, Datasets and the like.

Also, the section continued with data migration activities which aim at populating data into the database. Upon completion, the AIM system will streamline data management, improve situational awareness, and facilitate better decision-making for pilots and air traffic controllers.

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 the year under review the following activities were conducted:

a) Safety Assessment

Safety assessments are carried out before the introduction of new operational procedures, equipment, systems, or facilities to ensure that changes are managed effectively, to avoid contributing to aircraft incidents or accidents. Safety assessments were conducted for the implementation of Instrument Flight Procedure at Msalato and Iringa, establishment of Iringa Control Zone as well as review of Mpanda Instrument Flight Procedures, upgrading of JNIA D-ATIS, and installation of D-ATIS at AAKIA

b) Safety Training and Education

To foster a strong safety culture and build organizational safety competencies, a total of 20 ANS staff from Kilimanjaro (KIA) and AAKIA and 15 Chiefs and Managers from the Directorate of ANS, Corporate Service, Legal Service and Director general office received awareness training intending to enhance their understanding of SMS principles and encourage active involvement in safety reporting and risk mitigation. Also, two (02) ANS staff from Arusha and Bukoba completed the Basic Safety Management Systems course conducted at the Civil Aviation Training Centre (CATC), and one (01) staff from JNIA attended the Basic SMS course fellowship program of ICAO conducted virtually by Aviation Training Services (ATOM) of the United Arab Emirates.

c) SMS/Safety audits

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

d) ATS incident investigations

The section continued to monitor, investigate, and analyze incidents reported within the Dar es Salaam Flight Information Region (FIR). The primary objective is to determine root causes and contributing factors, enabling the development of appropriate preventive and corrective measures. Five (05) incidents were reported and thoroughly investigated. The outcomes of these investigations contributed to safety recommendations aimed at preventing recurrence.

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 conducted at eight (8) stations of Head Office, JNIA, KIA, Zanzibar, Dodoma, Mwanza, Mtwara and Bukoba, which increased awareness on how to stay safe and healthy.
ii. Employees who have been identified as living with HIV/AIDS infections have been provided with support every month.
iii. All employees of the Authority attended a seminar on corruption issues, which increased awareness of corruption practices.
iv. A total of 165 Staff attended different courses related to their cadres and social skills training.
v. A total of 22 staff were recruited in the positions of 5-Air Navigation Technicians, 3-Airworthiness Inspectors, 5-Flight Operation Inspectors, 2-Aeronautical Ground Aid Development Inspectors, 1-Aviation Security Developmental Inspector, 3-Drivers, 1-Planning Officer and 2- Records Management Assistants.
vi. The Authority was able to conduct staff satisfaction survey to determine employee’s satisfaction level.
vii. TUGHE branch of TCAA was facilitated to conduct their Annual General Meeting.
viii. The Authority was also able to conduct a farewell party to 12 retired staff.
ix. Developed various Human Resource and Administration Policies, Guidelines and Procedures as follows:
    a. Sports and Games Management Guidelines,
    b. Performance Management Guidelines;
    c. Grievance Handling Procedure; and
    d. Organization Structure review.

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 toilets at Aviation House
ii. Facilitated the rehabilitation of Chang'ombe central store and workshop buildings.
iii. Facilitated the construction of the foundation wall at DVOR site – KIA Station.
iv. Facilitated the procurement of a contractor for the construction of the Civil Aviation Training Centre (CATC) in collaboration with PMU.
v. Facilitated the construction of a parking bay at JNIA ACC Building
vi. Facilitated the rehabilitation (roof ceiling) works at JNIA ACC Building
vii. Facilitated the external painting works of Aviation House building.

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 also coordinate the monitoring and evaluation of implemented plans and advise management on the appropriate way forward.

2.13 PROCUREMENT MANAGEMENT UNIT

Procurement functions were undertaken in accordance with the 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 under review, the Authority planned to initiate the procurement process for 150 tenders worth TZS 88.1 billion. As of 30 June 2025, 132 tenders have reached at stage of contract award worth TZS 85.3 billion, which is equivalent to 88% in terms of number of tenders and 97% in terms of value. 13 Tenders are in progress, which is equivalent to 9% in terms of number of tenders and 2% in terms of value. Five (05) tenders worth TZS 831 million were postponed, which is equivalent to 3% in terms of the number of tenders and 1% in terms of value. The analysis of the procurement implementation for the year under review is presented in Table 31:

Table 31: Summary of APP performance implementation of FY 2024/25

S/N	Description	No. of tenders	Value (TZS)	Performance in % (in term of tenders)	Performance in % (in term of values)
1.	Initiated Tenders	150	88,142,703,052	100%	
2.	Contracts awarded	132	85,373,602,413	88%	97%
3.	Tenders in progress	13	1,937,700,640	9%	2%
4.	Postponed Tenders	5	831,400,000	3%	1%

Among the 150 tenders implemented, 20 tenderers worth TZS 79.3 billion were development projects while 130 tenderers worth TZS 8.8 billion were under the 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 the tendering process; and
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; and
ii. Reduced tendering processing time to enable contract finalization within the 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 maintained an appropriate and secure ICT infrastructure and application systems 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) Rehabilitation of Zanzibar Station Network Infrastructure
The Authority successfully rehabilitated the network infrastructure at the Zanzibar Station. This has significantly improved network performance and created capacity for future connectivity demands.

ii) Dedicated Fiber Link to Civil Aviation Training Centre (CATC)
A dedicated fiber optic link was established between TTCL and CATC. This initiative has significantly increased network speed and eliminated congestion.

iii) Enhanced Network Security - Network security has been strengthened through continuous monitoring of the configured SOPHOS firewall system. This system filters network traffic and enables secure remote access for authorized staff to work on Authority systems

It is a strategic target that all business processes for the Authority be automated. Table 32 summarizes what has been achieved in 2024/25:

Table 32: ICT Projects

Application System	Description
Integration of the GePG eCommerce module with the CASIP Portal	This integration has enabled the Authority's customers to conveniently pay for services online using credit and debit cards, including VISA and MasterCard. The introduction of this feature has simplified the payment
Designed and developed an electronic revenue share distribution management system	This system facilitates automated revenue allocation among the following entities: i. Tanzania Civil Aviation Authority (TCAA) ii. Tanzania Airport Authority (TAA) iii. Tanzania Meteorological Authority (TMA) and iv. Air Tanzania Company Limited. The system has been integrated with the Government Electronic Payment Gateway (GePG) to ensure secure, transparent, and efficient revenue collection and distribution
Authority Leave Management System	The System streamlines the process of managing employee leave, provides effective implementation of employee leave rosters and leave

Application System	Description
	cycles, ensures compliance with labour laws, and provides leave management reports
e-GA Enterprise Resources Management Suite (ERMS)	The Authority has effectively continued to manage and monitor performance of ERMS
e-GA eoffice System	Authority has effectively continued to manage and monitor performance of e-Office system and all the modules to handle all incoming mails, internal memo and other received documents as well as routing of files to different action offices for comments and approvals has been going smoothly

2.15 CIVIL AVIATION TRAINING CENTRE

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

a) CATC Recognition and Certification

i. CATC is an ICAO Aviation Security Training Centre (ASTC-Dar es Salaam) among 9 ICAO certified training institutions in Africa and 35 institutions Worldwide.
ii. ISO 9001: 2015 certified.
iii. Full Accredited by the National Council for Technical and Vocational Education and Training (NACTVET),
iv. Approved Association of African Aviation Training Organization (AATO) by Tanzania Civil Aviation Authority (TCAA) based on ICAO 5 phases.
v. ICAO TrainAir Plus Full Member-Gold renewed annually after fulfilling the ICAO requirements.

b) Activities accomplished in financial year 2024/25

i. 131 courses were conducted with 1,967 participants, of which 1,799 were Locals and 168 were foreigners in FY 2024/25.
ii. The construction of the new CATC complex, including academic, administration, residential and conference blocks, has commenced.
iii. ASTC Dar es Salaam (CATC) was awarded an Outstanding Performance in conducting Aviation Security training in the Eastern and Southern Africa (ESAF) region for the year 2024.
iv. The new CATC management organisation structure was approved by TCAA management and the Board. Currently, the development of the internal CATC organisation structure, showing all the day-to-day functions.

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 implementation of various initiatives under this strategic objective continues to build confidence in the services provided by the Authority. This is achieved by strengthening quality, risk, and business continuity management systems—systems that impact all areas of the organization by improving process efficiency and effectiveness, enhancing customer satisfaction, reducing risks that hinder the achievement of organizational goals, and improving resilience during disruptive incidents.

a) Quality Management System

To ensure continued compliance with ISO 9001:2015 standards, the Authority undergoes an annual external assessment covering the following scope:

i. TCAA Regulatory Functions: Safety Regulation, Economic Regulation, and Corporate Services
ii. Air Navigation Services Provision within the Dar-es-Salaam Flight Information Region (FIR), including Air Traffic Management (ATM), Communication Navigation Surveillance (CNS), and Aeronautical Information Management (AIM)
ii. Design and Delivery of Training Services for the Civil Aviation Industry, including ATM, AIS, CNS, AVSEC, Airport Operations, Train the Trainer programs, and Airport Ground Handling.In March 2025, the Authority successfully completed its ISO 9001:2015 recertification process and was awarded a Certificate of Compliance for all applicable scopes.The QAMU continues to conduct internal audits across various departments and stations to monitor compliance and identify opportunities for improvement.

b) Risk Management

The Risk Register for the 2024/2025 financial year was developed in November 2023, reflecting the Authority's ongoing commitment to integrated risk management practices. A total of 40 risks were identified during the risk assessment exercise, along with 181 associated mitigation actions.

During the budget planning cycle, the reviewed Risk Register was used to guide resource allocation, ensuring that each mitigation action received the necessary support to minimize the likelihood and impact of identified risks.

As of the fourth quarter, 94.47% of mitigation actions (171 out of 181) have been implemented. This represents a steady improvement from previous quarters:

- Q3: 84.53%
- Q2: 71.27%
- Q1: 58%

Compared to the 2024/2025 Financial Year performance of 94.38%, this marks a slight improvement of 0.09%. However, some mitigation measures experienced delays, resulting in risk escalation and underscoring the importance of timely implementation.

Table 33: Residual risk assessment

Colour	Residual Risk at the end of 4th quarter	Residual Risk at the end of 3rd quarter	Residual Risk at the end of 2nd quarter	Residual Risk at the end of 1st quarter	Inherent Risk at the beginning of 1st quarter
Red	2	0	0	0	3
Brown	0	0	0	3	10
Yellow	4	10	17	23	27
Green	34	30	23	14	0
Total	**40**	**40**	**40**	**40**	**40**

c) Business Continuity Management

To ensure the Authority can continue performing its critical functions during and after disruptive events, Business Continuity Plans have been developed and implemented for key operational areas: Air Navigation Services, Information and Communication Technology, Corporate Services, and the Civil Aviation Training Centre (CATC).

These plans are designed to enable the Authority to respond, recover, resume, and restore essential services to a predefined level of operations following any disruption.

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:

During the year, the following activities were performed:

a) Participated in working groups to address new ICAO Standards and Recommended Practices regarding:

i) development of new environmental regulations;
ii) licensing regulations for ground handling services providers; and
iii) amendments to the Civil Aviation (Carriage by Air) Regulations, 2024.

b) Handled the following case in collaboration with the Office of the Solicitor General: Civil Appeal No. 62/2023 (Martinair Holland N.V. & KLM vs TCAA, TAA, Ethiopian Airlines Enterprise & the Attorney General).

c) Participated in the following activities of the Board of Directors:
i) E-board portal training;
ii) Ordinary meetings of the Audit, Risk, and ICT Committee of the year 2024/25;
iii) Meeting of the Governance Committee of the Board of the year 2024/25;
iv) Meeting of the Regulatory Committee of the Board of the year 2024/25;
v) Ordinary and extra-ordinary meetings of the Finance and Administration Committee of the year 2024/25; and
vi) Ordinary and extra-ordinary meetings of the Board of the year 2024/25;

d) Conducted station visits to TCAA stations of Arusha, Chang'ombe Central Workshop Dar es Salaam, Dodoma, Iringa, Kigoma, Kilimanjaro, Mtwara, Mwanza, Pemba, Songea, Songwe, and Tanga.

e) Provided legal advice on:

i) Agreement with the Social Welfare Institute regarding counselling services;
ii) Agreement between TCAA and Tanzania Meteorological Authority on provision of aeronautical meteorological services;
iii) Data sharing agreement with the Immigration Department;
iv) Memorandum of Understanding between the Civil Aviation Authority of Namibia and TCAA;
v) Technical cooperation agreement between the National Civil Aviation Agency of Gabon and the TCAA;
vi) Draft Framework of Procedures and Rules Governing Trade in Services in the Transport Sector under the African Continental Free Trade Area Protocol on Trade in Services;
vii) Memorandum of Understanding between TCAA and Kuwait Academy of Aviation and Technology;
viii) Memorandum of Understanding between TCAA and TPDF on search and rescue agreement signed between TPDF and the military authorities of SADC countries;
ix) Agreement between TANAPA and TCAA regarding cooperation between the institutions in tourism activities in Kilimanjaro, Arusha and Lake Manyara National Parks;
x) Agreement on exchange of experts between the Authority and the Engineers' Registration Board;
xi) Memorandum of Understanding between TCAA and Korea Aerospace University;
xii) Memorandum of Understanding between TCAA and University of Dar es Salaam on collaboration in the provision of online training and the use of a digital library; and

xiii) Proposed agreement between the Ministry of Land, Infrastructure and Transport of the Republic of Korea and the Ministry of Transport of the United Republic of Tanzania on cooperation in the transport and infrastructure sectors.

f) Coordinated–
   i) stakeholders' views and prepared a cabinet paper on the Protocol to amend the Convention on Offences and Certain Other Acts Committed on Board Aircraft, 2014; and Protocols amending Articles 50(a) and 56 of the Chicago Convention, 2016; and
   ii) views of other divisions and provide legal opinions on the Proposals for the enactment of a new law on Land Surveying and Registration of Surveyors, 2025.

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.

a) Feature Articles

In the fiscal year 2024/25, a notable surge in activity was observed, with 316 feature articles being published in local newspapers and the Authority's bi-annual magazine. This figure marks a substantial increase from the 300 articles published in the preceding financial year, 2023/24.

b) Media Coverage

A total of 61 media events were meticulously organized, encompassing a diverse range of activities such as public hearings, celebrations, BASA, exhibitions and several other Authority’s events.

c) Participation in Domestic Exhibitions

The Authority made its presence felt at the 48th Dar es Salaam International Trade Fair (Sabasaba), Nane nane and Mapinduzi exhibitions, and marked a notable achievement by welcoming 7,200 visitors altogether. This accomplishment reflects a substantial enhancement from the 5,700 visitors recorded during the 47th edition of the Sabasaba exhibition in the preceding financial year, 2024/25.

d) Political and Charitable donations

The Authority demonstrated its commitment to community social needs through political and charitable donations during the period ending June 2025 and made 7 corporate social responsibility activities.

e) Sensitization Program

During the fiscal year 2024/25, five (5) educative sensitization programs through media houses on TCAA mandates were conducted to journalists and Editors, as well as general public at different intervals, to sensitize them on TCAA activities which included the Editors Annual General Meeting and sensitization seminar was conducted to 4 media houses in Dar es Salaam.

2.20 OBJECTIVES AND STRATEGIES

The Authority implements the following key objectives as per the Strategic Plan 2022/23–2025/26 as described under Table 34:

Table 34: Objectives Implementation

S/n	Objectives	Strategies		
		Short-Term Strategies To be achieved by 30 June 2025	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 enhance HIV/AIDS awareness and support services for staff living with HIV/AIDS	• 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 Enhance anti-corruption awareness campaign to customers and employees. • To strengthen leadership, governance, internal	• To Enhance anticorruption awareness campaign to customers and employees • To strengthen leadership, governance, internal

S/n	Objectives	Strategies		
		Short-Term Strategies To be achieved by 30 June 2025	Medium-Term Strategies To be achieved by 30 June 2025	Long-Term Strategies To be achieved by 30 June 2026
			control, and risk management.	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	• 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 • To ensure human, financial, and other resources are effective and efficiently deployed	• Enhancing business processes and improving the working environment. • To ensure human, financial, and other resources are effective and efficiently deployed

2.20.1 Key Achievements

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

i. Implementation of activities under the State Safety Program (SSP);

ii. The TCAA organized and coordinated several training and workshops;
iii. Initiation of the Quality Management Systems through the development and approval of Agency Internal Procedures- • Technical Procedures Manual;
iv. Update the State Aviation AAQs completed to 98%;
v. Conducted Self-assessment for each audit area completed to 92% ;
vi. Continuing updating the existing ICAO Corrective action plan through online framework completed to 62.3%; and
vii. Continuing with updating of Compliance Checklist -completed up to 67.18%
viii. Proper certification and recertification of Air operators -Surveillance of certificated operators, resolution of safety concerns - recruitment and training to inspectors, use of coopted Inspectors, sensitization to operator on regulatory requirements, provision of adequate tools to Inspectors, sensitization of voluntary compliance to operator, recertification of AAKIA, INIA and KIA
ix. Proper coding, reconciliation and physical verifications of all assets subsequently with the Implementation of CAG recommendations
x. Undertake Preventive and Corrective maintenance of CNS/ATM facilities
xi. VHF Radios for 11 Airports and 18 Relay stations are in procurement process at Shipment stage
xii. Voice Recorders for JNIA, Songwe, Dodoma and Pemba have been procured and installed successful. The systems are on warranty period The remaining seven Recorders are still in procurement process at Shipment stage
xiii. Total of 22 Staff recruited in the year under review
xiv. HR Strategy document developed and implemented
xv. 218 staff trained on technical issues, and 203 attended corporate courses like culture change
xvi. Ticketing System, Reception Desk, Complaints Desk, IT Help Desk, Leave Management and Training Plan have been automated.

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.Also, the Authority has entered MOU

		with the Tanzania People's Defence Forces (TPDF)
4	Defaulting payments of air navigation charges, safety fee, and landing and parking fee by some of the public institutions and diplomatic communities	Implementation of new credit policy, implementation of joint control number system, 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 TCAA creates
Government Institutions	• Increase of revenue. • Strong Organization. • Contribution and Statutory deductions. • Timely information. • Effectiveness in the regulation of the air transport sector.	• 15 % Contribution to GCF • Sound policies and procedures. • Compliance with statutory requirements • Advising on aviation matters. • Reputable civil aviation industry
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.

Stakeholders	Their Interests / Concerns	Value TCAA creates
		• 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 2025: -

a) Revenue

During the year, the Authority recorded total revenue of TZS 113.73 billion as compared to TZS 114.45 billion in 2023/24, which is a 0.63% decrease. The revenue for financial year 2023/24 included TZS 14.1 billion as Treasurer Registrar contribution relief and TZS 8.6 billion equipment grants from the Ministry of Finance. Revenue from exchange transactions and revenue from non-exchange transaction increased by TZS 10.5 billion (11.68%) from TZS 89.93 billion in previous year to TZS 100.43 billion in the current year. The increase was attributed to:

a. The increase in flight movements in Tanzania's airspace due to the rise of business activities both domestically and in the southern African countries;
b. The Royal Tour campaign has also led to an increase in tourists, resulting in more flight movements to and from Tanzania.
c. Due to ongoing conflict in Eastern DRC, Rwanda Air has rerouted its flights, which originate from or travel to South Africa, Zimbabwe, Zambia, Angola, and Malawi, to use Tanzanian airspace instead of the DRC corridor;
d. Authority's efforts on awareness and law enforcement;
e. New applicants for Masts evaluation, such as TANESCO, Ministry of Communication and Technology, Towerco of Africa Tanzania Limited, Minara Tanzania Limited, Kilombero North Safari, and Viettel Tanzania;

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

i) Revenue from Training College (CATC)

A total of TZS 2.53 billion was collected from CATC during the year in comparison with TZS 2.65 billion of 2023/24, making a decrease of TZS 124 million, which is equivalent to 4.67%. Some of the reasons for the decrease in revenue were;

a) Most of the controllers' and aeronautical information training were for TCAA staff where the college does not earn revenue (non-revenue)
b) Some of the clients, such as Uganda Civil Aviation Authority (UCAA), Somalia CAA, and TAA, changed their training schedules due to internal arrangements; these sessions would have contributed to the course fees more than 0.7 billion.

ii) Safety Regulation Costs Recovery

A total of TZS 1.67 billion was earned during the year in comparison with TZS 1.83 billion of 2023/24, making a decrease of TZS 0.16 billion, which is equivalent to 8.74% due to the postponing of other oversight activities to concentrate on the implementation of the corrective action plan following the EU audit findings.

iii) Safety regulation fees

A total of TZS 4.59 billion was earned during the year in comparison with TZS 3.98 billion of 2023/24, making an increase of TZS 0.61 billion, which is equivalent to 15.33%. This was mainly due to the Authority's efforts on awareness and law enforcement. During the period, the Authority received new applicants such as Towerco of Africa Tanzania Limited, Minara Tanzania Limited, Kilombero North Safari, and Viettel Tanzania.

iv) Embarking passengers’ fees

A total of TZS 28.30 billion was earned during the year, compared to TZS 25.30 billion in 2023/24, an increase of TZS 3.00 billion, equivalent to 11.86% due to an increase in passenger movements.

v) Expenditure

During the year, the Authority recorded total expenditure of TZS 113.98 billion compared to TZS 106.44 billion in 2023/24, an increase of TZS 7.54 billion, equivalent to 7.09% caused by the increase in oversight and other regulatory activities.

b) Salaries, allowances, and other staff benefits

A total of TZS 49.50 billion was incurred during the year, compared to TZS 47.60 billion in 2023/24, resulting in an increase of 4.0% due to the recruitment and promotion of internal staff.

c) Administrative and Operational expenses

A total of TZS 32.38 billion was incurred during the year compared to TZS 29.80 billion for the year 2023/24, making an increase of TZS 2.58 billion, which is equivalent to 8.67%. This was mainly due to the increase in the Authority's operational activities.

d) Contribution to Government and Other bodies

Contribution to the government is made to comply with Treasury Registrar (TR) directives, which require the Authority to contribute 15% of the gross revenue to Government Consolidated Fund (GCF). In addition, the Authority continues to contribute membership fees to various local and international organizations such as ICAO, AFCAC, SADC-SASO, EAC-CASSOA, AATO, and CANSO on behalf of the government. The increase of TZS 1.5 billion from TZS 15.27 billion in 2023/24 to TZS 16.67 billion is attributed to the fluctuation of exchange rates and the increase in revenue.

vi) Surplus/deficit

During the financial year, the Authority reported a deficit of TZS 0.64 billion (2023/24: surplus of TZS 8.0 billion). The deficit is contributed by the amount of depreciation TZS 8.55 billion, the Expected Credit Loss amounting to TZS 6.97 billion, administrative and operational costs TZS 32.38 billion, salaries, allowances, and other staff benefit TZS 49.50billion, board expenses TZS 0.2 billion, and contribution to other bodies TZS 16.7 billion that increased during the year due to increase in operational activities.

B. Analysis of Financial Position

i) **Cash and Cash Equivalent**

The Authority's cash and cash equivalents as at 30 June 2025 was TZS 7.16 billion (30 June 2024: TZS 3.33 billion), which is an increase of TZS 3.83 billion, equivalent to 115.02%. The increase is due to the fund reserved for 10% advance payments in respect of the CATC development project, amounting to TZS 6.7 billion.

ii) **Receivable and prepayment**

This refers to the outstanding amounts that the Authority is owed by its operators, staff, and suppliers. At the end of the year the total receivables and prepayments of the Authority was TZS 26.96 billion compared to TZS 25.29 billion in the previous year, which is an increase of TZS 1.67 billion, equivalent to 6.61%.

iii) **Inventory**

There was an inventory of TZS 0.51 billion (30 June 2024: TZS 0.57 billion), a decrease of TZS 0.06 billion, equivalent to 10.53%.

iv) **Property, Plant and Equipment**

The value of property, plant, and equipment for 2024/25 was TZS 247.93 billion compared to TZS 248.72 billion for 2023/24, a decrease of TZS 0.79 billion was attributed to the disposal of eight (8) motor vehicles and other equipment.

v) **Capital Work In Progress**

The Work-In Progress at the end of reporting period was TZS 6.0 billion compared to TZS 7.52 billion for 2023/24, a decrease of TZS 1.52 billion, equivalent to 20.21% is attributed to the transfer of VHF area cover and AIM solution projects to Property, Plant and Equipment.

C. Analysis of Cash Flows

The Authority's cash flows can be analysed from the cash flows 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 10.93 billion (2023/24: TZS 6.04 billion), was derived as the difference between cash receipts amounting to TZS 99.33 billion (2023/24: TZS 92.27 billion) and payments that were made to suppliers and staff amounting to TZS 88.42 billion (2023/24: TZS 86.99 billion).

ii) **Cash flows from Investing Activities**

The net cash outflows from Investing activities of TZS 7.08 billion (2023/24: TZS 16.14 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 the Government's social and economic priorities and give substance to the Government's reconstruction and development commitments.

E. Future Plans

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

i) Implementation of Financial Sustainability Strategy;
ii) Improvement of CNS equipment in the Tanzanian airspace;
iii) Effectively manage resources and sound financial and administrative support functions;
iv) Development of a modern CATC to meet the training needs of the rapidly growing aviation industry in Tanzania, Africa, and elsewhere in the world;
v) To continue with law enforcement in the aviation sector;
vi) Completion of the Installation, Integration, Training, Testing, Commissioning, and Technical Support of Very High Frequency (VHF) Radio Communication Systems for the Tanzania Civil Aviation Authority, and
vii) To address the shortage of aviation experts

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 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 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 14.07 billion.

H. Liquidity of the Entity

The authority during the financial year as at 30 June 2025 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.

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 are derived from the mandate it has been given through Section 68 of the Act. The revenue sources consist 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

During the year-end 30 June 2025, the Authority had 499 employees (female 159, Male 340), 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 a good working environment and labour relations. In addition, the Authority has continually invested in human resource development, focusing on training, staff wellness, staff recognition, competitive remuneration, and career growth.

c) Social and Relationship resources,

The Authority's social and relationship resources are composed of ethical and transparent relationships 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 creates a 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 environmental sustainability through internal engagements and external partnerships and commitments. Factors that may affect the availability, quality and affordability of natural resources include natural calamities, pandemics, terrorists, 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 remain stable.
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.

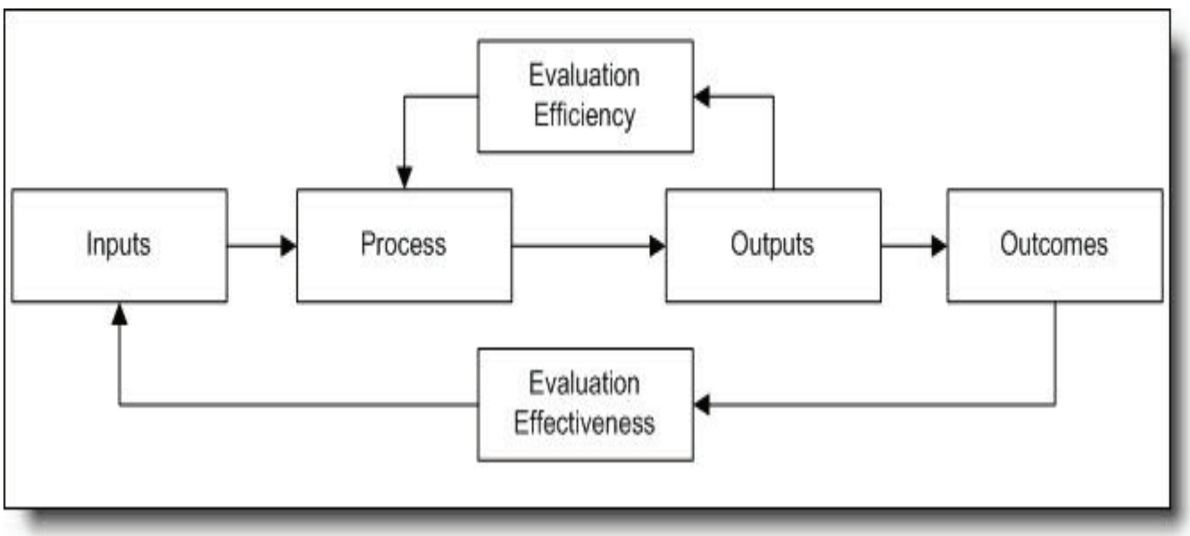
ii) Change in economic and political policy may lead to conducive environment resulting in:

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 outcomes has been listed in Section

Figure 2: Authority's Operating Model



2.26 KEY PERFORMANCE INDICATORS

Table 37: 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	2
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 the impact of corruption	120	190	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:

a) The expected outcome, implementation status, budget, and actual amount for the year for the KPIs are explained in note 4, Service Performance Information.
b) Financial statements information has not been adjusted for inclusion in the operating and financial review.
c) 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 2024/25, 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.

The Board of Directors, 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 Board Members who served the Authority during the financial year under review are shown in Table 38

Table 38: Board Members and Board Secretary for the Year 2024/25

SN	Name	Gender	Position	Nationality	Qualification	Age	Appointment	Meetings Attendances
1.	Dr. Hamis H Mwinyimvua	M	Chairman	Tanzanian	PhD in Economics	65	18 December 2023	6
2.	Ms. Mtumwa K. Ameir	F	Vice Chair	Tanzanian	LL.B., LL.M.	51	4 August 2021	7
3.	Dr. Eng. Malima M. Bundara	M	Member	Tanzanian	PhD in Engineering	74	2 February 2022	7
4.	Prof. Siasa I. Mzenzi	M	Member	Tanzanian	PhD in Accounting CPA (T)	47	2 February 2022	7
5.	Ms. Rukia J. Adam	F	Member	Tanzanian	MBA, ACPA (T)	68	23 July 2020	7
6.	Mr. Hamza S. Johari**	M	Member	Tanzanian	LL.B., LL.M	55	22 February 2016	1
7.	Mr. Salim R Msangi	M	Member	Tanzanian	MPHIL, LLB	58	13 September 2024	6
8.	Ms. Maria M. Memba	F	Secretary	Tanzanian	LL.B., LL.M	49	26 January 2021	7

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

**On 14 August 2024, the Director General of TCAA (Hamza S. Johari) 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, Salim R. Msangi was appointed for the position of the Director General.

During the year, a total of seven (7) Board Meetings were conducted, whereby four (4) were ordinary meetings for quarterly reports and three (3) were extraordinary 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 their urgency, could not wait for Ordinary Meetings.

During the financial year 2024/25, the board discussed and deliberated on the following issues;

i. MTEF preparation for financial year 2025/26
ii. Action Plan and Annual procurement plan for financial year 2025/26
iii. Financial statements for the financial year ended 30 June 2025
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. VHF project Sites visit at KIA and Arusha
ix. Airplane Africa Limited (AAL) visit at Mzimbu, Morogoro
x. Consumer Complaints; and
xi. Air services and ground handling licences

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 2025 are provided hereunder:

g) Audit, Risk and ICT 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 2025, the Committee held eight meetings, of which two were ordinary and four were extra-ordinary.

The Members of the Committee who served during the financial year ended 30 June 2025 are shown in Table 39:

Table 39: Board's Audit, Risk and ICT Committee Members in 2024/25

S/n	Name	Gender	Position	Nationality	Qualification	Age	Appointment / Resignation	Meetings Attendances
1.	Prof.Siasa I. Mzenzi	M	Chairman	Tanzanian	PhD in Accounting CPA (T)	47	02 February 2022	8
2.	Ms. Mtumwa K. Ameir	F	Vice Chair	Tanzanian	LL.B., LL.M.	51	4 August 2021	8
3.	Ms. Rukia J. Adam	F	Member	Tanzanian	MBA, ACPA (T)	68	23 July 2020	8

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 Committee is composed of a chairman and one member, who are also the Board Members. The responsibilities of the Committee are to assist the Board in 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 2025, 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 2025 are shown in Table 40:

Table 40: Board's Finance and Administration Committee Members in 2024/25

S/n	Name	Gender	Position	Nationality	Qualification	Age	Appointment/ Resignation	Meetings Attendances
1.	Dr. Eng. Malima M. Bundara	M	Chairman	Tanzanian	PhD in Engineering	74	02 February 2022	6
2.	Mr. Salim R Msangi	M	Member	Tanzanian	MPHIL, LLB	58	13 September 2024	6

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 the 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 2025, the Committee held four ordinary meetings.

The Members of Committee who served during the financial year ended 30 June 2025 are shown in Table 41

Table 41: Board's Regulatory Committee Members in 2024/25

S/n	Name	Gender	Position	Nationality	Qualification	Age	Appointment/ Resignation	Meetings Attendances
1.	Prof. Siasa I. Mzenzi	M	Member	Tanzanian	PhD in Accounting CPA (T)	47	02 February 2022	4
2.	Dr. Eng. Malima M. Bundara	M	Chairman	Tanzanian	PhD in Engineering	74	02 February 2022	4
3.	Mr. Salim R Msangi	M	Member	Tanzanian	MPHIL, LLB	58	13 September 2024	4

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 the Tables 42, 43 and 44.

Table 42: Board Committees

S/n	Board Committee	No. of Meetings
1	Audit, Risk & ICT Committee	8
2	Finance and Administration Committee	6
3	Regulatory Committee	4
	Total	**18**

Table 43: 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 44: Extra Ordinary Meeting of the Board of Directors and its Committees

Details	No. of meetings held
Board of Directors	3
Audit, Risk & ICT Committee	4
Finance and Administration Committee	2
Regulatory Committee	0
Total	**9**

k) Management Committees

i) Ethics Committee

The committee deals with staff ethical behaviour and conducts in the Authority, and it consists of Members as indicated in the Table 45:

Table 45: Ethics Committee

S/n	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

S/n	Name	Position	Qualification
5.	Ms. Massa Mumburi	Secretary	LLM - Corporate and Commercial law
6.	Ms. Magret Semkiwa	Member	BSc - Education
7.	Mr. Haji M Rubibi**	Member	Msc in Information Systems

** Co-opted member from TTCL as per the requirements of National Anti-Corruption Strategy and Action Plan Phase Four (NACSAOIV) 2023-2030, that members of the Integrity Committee (IC) shall be five, including one from outside the respective institution

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 46:

Table 46: Quality Committee

S/n	Name	Position	Qualification
1.	Mr. MagesaSarota	Chairperson	MBA - Marketing
2.	Ms. Tumaini Mgaya	Member	MSC - Air Transport
3.	Mr. Burhan Majaliwa	Member	MBA - Leadership and Governance
4.	Ms. Thamarath Abeid	Member	BSC- Education
5.	Ms. EufrasiaBille	Member	BSC- Business Administration

iii) Workers' Council

The Workers Council advises and recommends 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 47:

Table 47: Workers Council

S/n	Name	Position
1.	Mr. Salim R. Msangi	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 48 shows the list of Tender Board Members.

Table 48: Tender Board Member

S/n	Name	Position	Qualifications
1.	Mr. Daniel N. Malanga	Chairperson	Master's in business administration
2.	Mr. Hamis R. Musa	Secretary	MSc- 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) Diversity and Inclusion Committee

The committee's role is to advise on all matters relating to diversity and inclusion. The committee members are indicated in Table 49:

Table 49: Diversity and Inclusion Committee

SN	Name	Position	Qualification
1.	Zawadi Maalim	Chairperson	Masters in project management
2.	Philomena Kasanga	Secretary	Masters of Public Administration
3.	Lucy Ngowo	Member	Bachelor of Business Administration
4.	Mathias Maige	Member	Bachelor of Education
5.	Josephat Panga	Member	Bachelor of Accounts
6.	Theonatus Abwao Ndege	Member	Bachelor of Accounts
7.	Abdul Mpinda	Member	Masters of Finance and Investment

vi) 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 50:

Table 50: Gender Desk

SN	Name	Position	Qualification
1.	Ms. Mellania M. Kasese	Coordinator	MSC - Development Policy
2.	Ms. Zawadi J. Maalim	Member	Masters in project management

vii) 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 51:

Table 51: HIV/AIDS Committee

SN	Name	Position	Qualification
8.	Ms. Zawadi Maalim	Chairperson	Masters in project management
9.	Ms. Valerie Chilipweli	Secretary	MBA - Human Resource Management
10.	Ms. Lydia Kenguru	Member	BA- Records Management
11.	Mr. James Mwalla	Member	Masters of International Business
12.	Mr. Daniel Makina	Member	BA- Law Enforcement
13.	Ms. Shani Msengwa	Member	Bsc Geology

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

i) Policy:

The Authority has a policy to protect the 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 24/25 the Authority provided consultations as part of the Environmental and Social Impact Assessment (ESIA), for the following projects.
   i. Proposed Construction of Njombe Airport to Cuter Code 4E Operation allocated at Mpeto Mtaa, Ramadhan Ward, Njombe Town in Njombe Region

ii. Proposed Construction of Balloon Base Camp and Operating Balloon at Kogatende Area Within Serengeti National Park in Mara Region

iii. Environmental audit for the Operations of Kahama Airport Located at Plot No. 175, Block 'A' Mwendakulima Mtaa, Mwendakulima Ward, Kahama Municipality in Shinyanga Region.

iv. Environmental Impact Assessment (EIA) for the Proposed Construction of Permanent tented Camp on Campsite 5 In Mikumi National Park, Ihombwe Village, Mikumi Ward, Kilosa District, Morogoro Region

However, in ensuring compliance with Civil Aviation (Aerodrome) Regulations, the Authority conducted an inspection at Iringa Airport to assess the impact of aviation projects and infrastructures on the environment due to ongoing projects

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 practice 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 realised 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 provisional 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 demeanour. 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 put 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 0.903 billion (30 June 2024: TZS 1.29billion) being 3% of the employees' basic salary. A total of TZS 0.15 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 216 attended the awareness session costing TZS 0.017 billion. On the other hand, the Authority organized staff Bonanza and facilitated staff attended to SHIMIWI and Mei Mosi Sports costing TZS 0.23 billion.

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 13 interns; their acceptance depends on operational needs and the availability of finance to cater for their expenses. The internship duration shall be three months, renewable up to twelve Months.

n) Gender parity

The Authority is an equal opportunity employer and shall refrain from discrimination any staff based on race, colour, religion, gender (including pregnancy) and national of origin. The Authority however understands that it's 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 499 as at June 2025 in which 159 were Female, while Male were 340 making a percentage of 32 Female against 68 of Male. Human capital functions relating to recruitments, promotions and monthly best were based on merits as indicated in the Table 52 and 53:

Table 52: Gender parity

No.	Activity	Female	Male	Percentage -(F/M)
1.	New Hire	4	18	18/82
2.	Promotion	32	83	28/72
3.	Monthly Best workers	2	7	22/78

Table 53: 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	175	63	238	181	63	244
Senior Officers	102	60	162	102	60	162
Middle level Officers	60	34	94	65	35	100
Total	**340**	**159**	**499**	**351**	**160**	**511**

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 eight Ethics committee meetings facilitated during the financial year 2024/25

2.28 POLITICAL AND CHARITABLE DONATIONS

The Authority made a number of donations during the year ended 30 June 2025. 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 2024/25 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 0.139 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 2024/25 is provided under Table 54:

Table 54: Charitable Donations

No.	Institutions	Type of Donations	Location	Amount
1	Kiwanja cha Ndege Primary School	Charitable	Dodoma	26,974,600.00
2	Office Of Attorney General	Charitable	Dodoma	20,000,000.00
3	Makoongwe Nursery and Primary School	Charitable	Babati	10,000,000.00
4	Tanzania Red Cross Society	Charitable	Dar es salaam	10,000,000.00
5	Prevention For Gender Based Violence	Charitable	Dodoma	6,000,000.00
5	Wawi Mtemani Primary School	Charitable	Zanzibar	5,000,000.00
6	Amana Regional Referral Hospital	Charitable	Dar es salaam	5,000,000.00

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 behaviour 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 a 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 2025 was TZS 41.1 billion (2023/24: TZS 25.3 billion) and total assets was TZS 292.3 billion (2023/24: TZS 289.8 billion). The Authority's state of affairs as at 30 June 2025 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 2025.

2.33 SUSTAINABILITY DISCLOSURES

TCAA is committed to promoting sustainable development by integrating Environmental, Social, and Governance (ESG) principles into its regulatory and operational frameworks. As the national aviation regulator entrusted with overseeing safety, security, economic regulation, and environmental compliance within the aviation sector, TCAA is actively embedding sustainability considerations into its policy enforcement, licensing processes, and institutional operations. We are focused on aligning our regulatory oversight and internal practices with the highest standards of environmental responsibility, social inclusivity, and governance transparency in line with national and global priorities.

In fulfilment of our mandate and corporate accountability, TCAA has initiated the incorporation of sustainability-related disclosures within its reporting structures. These disclosures outline our efforts to minimize the aviation sector's environmental footprint, promote gender and stakeholder inclusiveness, and uphold strong governance practices. This aligns with Tanzania's Sustainable Development Goals (SDGs), reinforcing TCAA's role in fostering a safe, inclusive, and sustainable civil aviation industry.

Furthermore, TCAA is progressing toward full alignment with international sustainability reporting frameworks, particularly IFRS S1 (General Requirements for Sustainability-related Disclosures) and IFRS S2 (Climate-related Disclosures), until the issuance of new IPSAS on Sustainability and climate-related disclosures. By adopting these standards, we aim to enhance the quality, consistency, and transparency of climate-related risk disclosures and sustainability performance metrics. These efforts reflect TCAA's strategic vision to build a climate-resilient, efficient, and future-ready civil aviation ecosystem for Tanzania.

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

A) GOVERNANCE

In alignment with IFRS S1 and S2 standards, the Authority is implementing a formal governance framework to oversee Environmental, Social, and Governance (ESG) matters, including sustainability- and climate-related risks and opportunities. Governance authority is vested in the Board of Directors, who delegate oversight responsibilities to the Audit, Risk, and ICT Committee, a dedicated Committee established to guide ESG integration across the Authority's strategy and operations.

TCAA recognizes that effective governance of sustainability matters is critical to achieving its strategic objectives and maintaining public trust. The integration of ESG principles across the organization requires a clear delineation of roles and responsibilities from the Board level to operational units.

The Board of Directors

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 President of the United Republic of Tanzania appoints the Chairman and Vice Chairman. Board Members are appointed by the Minister responsible for aviation following list of short-listed candidates submitted by the Nomination Committee. 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 and the Director of Legal Services serves as Secretary to the Board.

The Board provides strategic oversight and direction on sustainability matters. Its primary responsibilities include:

i. Approving the Sustainability Framework and aligning it with TCAA's corporate strategy and national commitments such as the SDGs and Vision 2050;
ii. Ensuring that ESG risks and opportunities are integrated into the Enterprise Risk Management (ERM) and performance frameworks; and
iii. Receiving quarterly reports on ESG performance and providing guidance for continuous improvement.

Audit, Risk and ICT Committee

The Committee is composed of a chairman and two members, who are also the Board Members. The Committee meets once quarterly with additional meetings convened as and when necessary. The Committee oversees ESG matters and reports to the Board of Directors.

The Board Committee plays a critical oversight role in ensuring that sustainability and climate-related risks are identified, assessed, and integrated into an organization's enterprise risk management framework. Under IFRS S1 & S2, as well as broader ESG expectations, the committee's responsibilities include:

i. Review and monitor the identification, assessment, and management of sustainability-related and climate-related risks and opportunities;
ii. Oversee the implementation of climate action and sustainability plans within the Authority's operations, ensuring alignment with national strategies;
iii. Advise on integrating sustainability and climate considerations into development planning, resource allocation, and operational decisions; and
iv. Escalate material or urgent risks to the Board Chairman for executive attention, policy intervention, and strategic direction.

Executive Management

Executive Management is responsible for translating the Board's ESG directives into actionable initiatives. Its roles include:

i. Integrating sustainability considerations into policies, plans, and operations across directorates;
ii. Ensuring allocation of adequate resources (human, technical, and financial) to support ESG initiatives; and
iii. Overseeing the development of annual sustainability objectives and targets aligned with regulatory and ICAO sustainability priorities.

B) STRATEGY

TCAA has identified critical sustainability-related risks that directly impact

Relevant IFRS Standard	Risk Type	Reason for Relevance
IFRS S2 – Climate-related Disclosures	Physical Climate Risk (e.g., floods, storms)	Impacts core aviation infrastructure (runways, nav systems)
		Threatens operational continuity and passenger safety
		High financial cost of repairs and disruption
IFRS S2 – Transition Risks & Governance	Transition Risk (Policy, regulatory shifts)	Pressure to align with ICAO, CORSIA, UNFCCC Climate goals
		Non-compliance may affect international standing and regulatory relationships
		Strategic need to lead sustainable aviation in East Africa
IFRS S1 – Governance and ESG Disclosures	Reputational Risk from ESG Non-Disclosure	Rising expectations from stakeholders (Gov't, ICAO, donors) on transparency
		Weak ESG disclosure may harm trust, funding, and regulatory approval

SHORT-TERM, MEDIUM-TERM, AND LONG-TERM ACTION PLANS

To operationalize its sustainability strategy, TCAA has developed a phased action plan structured across three-time horizons. These action plans prioritize achievable, high-impact initiatives in the short term, set foundational programs in the medium term, and chart the path toward transformative outcomes in the long term. The approach supports gradual integration of ESG into regulatory, operational, and institutional frameworks.

a) Short-Term Action Plan (2024-2026)
Objectives:

i. Build institutional ESG capacity.
ii. Establish reporting systems.
iii. Ensure compliance with foundational environmental standards.

Priority Area	Key Actions
ESG Governance	Establish ESG Steering Committee and champions in all directorates.
Climate Compliance	Implement full CORSIA reporting and verification for eligible operators.
Awareness and Training	Roll out ESG training for all staff; conduct ESG Week and internal campaigns.
Data Systems	Deploy basic ESG indicator tracking using EPMS and environmental reporting tools.
Stakeholder Engagement	Launch stakeholder engagement portal and pilot annual ESG roundtable.
ESG Policy Integration	Finalize ESG Policy; integrate ESG metrics into directorate work plans.

b) Medium-Term Action Plan (2026-2029)
Objectives:

i. Enhance data quality, reporting consistency, and external assurance;
ii. Strengthen integration with national and international frameworks; and
iii. Promote innovation and resilience in aviation regulation.

Priority Area	Key Actions
ESG Reporting	Publish IFRS S1/S2-aligned annual ESG reports; initiate third-party limited assurance.
Renewable Energy	Achieve ≥15% renewable energy share in TCAA facilities.
Social Impact	Reach 35% women in technical leadership roles; expand youth outreach to 20+ schools.
Infrastructure Resilience	Retrofit 3+ key aviation facilities with climate adaptation measures.
Policy Harmonization	Align ESG disclosures with FYDP IV, National SDG reporting, and ICAO benchmarks.
Knowledge Management	Launch ESG knowledge portal and mentoring programs for ESG champions.

c) Long-Term Action Plan (2030 and beyond)
Objectives:

i. Achieve full sustainability maturity;
ii. Lead ESG innovation in the regional aviation industry; and
iii. Institutionalize resilience, inclusion, and transparency.

Financial Implications

The effects of sustainability-related risks and opportunities relating to the TCAA's material topics are reflected in the FY 2025 financial statements. For further information, refer to the following areas within our FY 2025 financial statement.

Category	Purpose	FY24/2025 Budget (TZS)	Financial Statement
IFRS S1, S2 ESG training to Board Members, Management, and Senior Officers	Providing awareness and establishing a framework	37 million	Statement of Financial Performance
Corporate Social Responsibilities	providing social assistance to the stakeholders	12.7 million	Statement of Financial Performance
Purchase of Sustainability Dustbins	Waste Management (Hazardous and non - hazardous)		Statement of Financial Performance

Projected Costs (2026-2028)

- Capacity Building- ESG Awareness sessions: TZS 0.045 billion
- Integration of ESG Sustainability Strategies in the reviewed Corporate Strategic Plan: TZS 0.23 billion
- Carbon Offsetting and Reduction Scheme for International Aviation CORSIA: TZS 0.13 billion.

2.34 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.

2.35 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.

2.36 EVENT AFTER THE REPORTING DATE

There were no events after the reporting date

2.37 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 2025.

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.

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

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.

2.38 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	Mr. Salim R. Msangi
CHAIRPERSON	**ACCOUNTING OFFICER**

Date 17/3/2026

3.0 STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE YEAR ENDED 30 JUNE 2025

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	Mr. Salim R. Msangi
CHAIRPERSON	**DIRECTOR GENERAL**

Date 17/03/2026

4.0 DECLARATION OF THE HEAD OF FINANCE FOR THE YEAR ENDED 30 JUNE 2025

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

It is the duty of a Professional Accountant to assist the 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 International Public Sector Accounting Standards (IPSAS) and statutory 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 Masiana**, being the Finance Manager of Tanzania Civil Aviation Authority hereby acknowledge my responsibility of ensuring that financial statements for the year ended 30 June 2025 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 16/03/2026

5.0 FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Note	2024/25 TZS '000	2023/24 TZS '000
ASSETS			
Current assets			
Cash and cash equivalents	7	7,163,669	3,328,875
Receivables	8	26,820,764	25,160,019
Inventory	9	505,376	567,638
Prepayments	10	142,112	132,255
Investment In Equity shares	11	37,140	32,501
Total current Assets		**34,669,061**	**29,221,288**
Non-current assets			
Property, plant and equipment	12(a)	247,927,046	248,717,024
Capital work in progress	12(b)	6,000,300	7,519,781
Intangible assets	13	4,057,555	4,288,797
Total non-current Assets		**257,984,901**	**260,525,602**
TOTAL ASSETS		**292,653,962**	**289,746,890**
LIABILITIES			
Current liabilities			
Payables	14	27,469,807	24,153,715
Employee benefits	15(iii)	957,359	904,860
Total current liabilities		**28,427,166**	**25,058,575**
Non - current liabilities			
Employee benefits	15(iii)	447,166	265,515
Total non-current liabilities		**447,166**	**265,515**
TOTAL LIABILITIES		**28,874,332**	**25,324,090**
NET ASSETS		**263,779,630**	**264,422,800**
EQUITY			
Capital fund	16	6,694,229	6,694,229
Accumulated surplus		257,085,401	257,728,571
TOTAL EQUITY		**263,779,630**	**264,422,800**

These financial statements were approved and authorized for issue by the Board of Directors on ……………………………………. and signed on its behalf by:

DR. Hamis H. Mwinyimvua	Mr. Salim R. Msangi
CHAIRPERSON	**DIRECTOR GENERAL**

Date: 17/03/2026

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2025

	Note	2024/25	2023/24
		TZS '000	TZS '000
REVENUE			
Revenue from exchange transactions	17	62,234,864	55,119,180
Revenue from non-exchange transactions	18	38,199,070	34,810,597
Other revenue	19	13,296,377	24,519,751
		113,730,311	**114,449,528**
EXPENSES			
Salaries, allowances, and other staff benefits	20	(49,503,092)	(47,600,546)
Administrative expenses	21	(32,381,379)	(29,796,669)
Expected Credit Loss	7&8	(6,976,847)	(4,195,418)
Board expenses	22	(191,476)	(295,542)
Contribution to Government and other bodies	23	(16,768,920)	(15,268,308)
Depreciation and amortization	24	(8,551,767)	(9,285,249)
Total expenses		**(114,373,481)**	**(106,441,732)**
(Deficit)/surplus for the year		**(643,170)**	**8,007,796**

Notes form part of the Financial Statements

HHMwinyimvua

Dr. Hamis H. Mwinyimvua
CHAIRPERSON

Mr. Salim R. Msangi
ACCOUNTING OFFICER

Date 17/03/2026

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30 JUNE 2025

	Capital Fund	Accumulated Surplus	Total Equity
	TZS '000	**TZS '000**	**TZS '000**
At 1 July 2024	6,694,229	257,728,571	264,422,800
Deficit for the year	-	(643,170)	(643,170)
At 30 June 2025	**6,694,229**	**257,085,401**	**263,779,630**
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**

Notes form part of the Financial Statements

Dr. Hamis H. Mwinyumvua
CHAIRPERSON

Mr. Salim R. Msangi
DIRECTOR GENERAL

Date 17/03/2026

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2025

	Notes	2024/25	2023/24
		TZS '000	TZS '000
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts			
Revenue	17&18	99,262,271	90,960,596
Other income	19	448,575	1,392,552
		99,710,846	**92,353,148**
Payments			
Payment of employee cost	20	50,294,653	48,124,904
Payment of suppliers	25	29,530,121	26,597,997
Other payments	26	8,955,859	11,585,694
		88,780,633	**86,308,595**
Net cash from operating activities	28	**10,930,213**	**6,044,553**
INVESTING ACTIVITIES			
Payment to suppliers of Infrastructure and equipment	12(c)	(7,081,367)	(16,143,718)
Net cash used in investing activities		**(7,081,367)**	**(16,143,718)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in cash and cash equivalent		3,848,846	(10,099,165)
Cash and cash equivalent at the beginning of the year		**3,329,070**	**13,428,235**
Cash and cash equivalent at the end of the year	7	**7,177,916**	**3,329,070**

Notes form part of the financial statements.

Dr. Hamis H. Mwinyimvua
CHAIRPERSON

Mr. Salim R. Msangi
DIRECTOR GENERAL

Date 17/03/2026

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS
FOR THE YEAR ENDED 30 JUNE 2025

	Original Budget (A) TZS,000	Adjustments (B) TZS,000	Final Budget C = (A+B) TZS,000	Actual (D) TZS,000	Difference Actual Vs Budget (D-C) TZS,000	Percentage	Note
Receipts							
Revenue	98,672,306	2,783,980	101,456,286	100,433,934	(1,022,352)	(1.0%)	i
Other income	29,583	-	29,583	13,296,377	13,266,794	44846.0%	iii
Total receipts	**98,701,889**	**2,783,980**	**101,485,869**	**113,730,311**	**12,244,442**	**12.1%**	
Payments							
Salaries, allowances & other Staff benefits	47,866,553	474,510	48,341,063	49,503,092	1,162,029	2.4%	iv
Administrative expenses	28,846,207	2,309,470	31,155,677	32,381,379	1,225,702	3.9%	v
Board expenses	250,000	-	250,000	191,476	(58,524)	(23.4%)	vi
Contribution to Government fund and other bodies	7,522,367	-	7,522,367	16,768,920	9,246,553	122.9%	vii
Capital expenditure	14,216,762	-	14,216,762	7,081,367	(7,135,395)	(50.2%)	viii
Total payments	**98,701,889**	**2,783,980**	**101,485,869**	**105,926,234**	**4,440,365**	**4.4%**	
Surplus from the budget	**-**	**-**	**-**	**7,804,077**	**7,804,077**		

Dr. Hamis H. Mwinyimvua
CHAIRPERSON

Mr. Salim R. Msangi
DIRECTOR GENERAL

Date 17/03/2026

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 2025

(i) Revenue - 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) Board expenses - The surplus from budget of TZS 0.058 billion was mainly due to implementation of cost cutting measures.

(iii) Salaries, allowances & other Staff benefits - The excess from the budget of 1.2 billion was mainly caused by the recruitment of staff for different strategic positions.

(iv) Administration expenses - The excess from the budget of TZS 1.2 billion was mainly due to increased level of activity during the year.

(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 9.25 billion was caused by the provision of the government consolidated fund amount.

(vi) Capital Expenditure: The variance in capital expenditure was caused by the carryover of the CATC development project fund, which was delayed by the delay in contract signing.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

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 is 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' 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 2025 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 2025 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 Operation**s, 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 measured at the lower of carrying amount and fair value less costs to sell and depreciation on such assets to cease; and 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) **IPSAS 49 – Retirement Benefit Plans:** IPSAS 49 prescribes the accounting and reporting by retirement benefit plans. The Standard addresses the presentation of financial statements, the measurement of plan assets and liabilities, and the disclosure requirements for plans that provide retirement benefits. Since TCAA does not operate any retirement benefit plans within the scope of this Standard, the implementation of IPSAS 49 will have no impact on the Authority's financial statements.

h) **IPSAS 50 – Exploration for and Evaluation of Mineral Resources:** IPSAS 50 establishes the accounting treatment for expenditures incurred in connection with the exploration for and evaluation of mineral resources. The Standard requires entities to recognize and measure exploration and evaluation assets, and to disclose information about such activities. TCAA is not engaged in exploration or evaluation of mineral resources; therefore, IPSAS 50 will not have any impact on the Authority's financial statements.

i) **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.

j) **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 SIGNIFICANT 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 amortization 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 extends the performance of computer software beyond their original specifications is capitalized.

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:

Description of Intangible Asset Category	Useful Life (Years)
Application software	**10**

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.

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 is 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 is 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 Short-term 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 Short-term 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 recognize 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.

5. 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 financial statements.

i. **Operating Lease Commitments – Authority as Lessor**

The Authority has entered into property leases of some 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.

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; however, where this is not feasible, judgment is required in establishing fair values. Judgment involves considering 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.

6. FINANCIAL RISK MANAGEMENT

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.

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 risks mainly arise from receivables with customers, staff loans, and cash balances held at banks.

The Authority's exposure to credit risk as at 30 June is as shown below:

	2024/25	2023/24
	TZS '000	TZS '000
Cash and cash equivalents	7,163,669	3,328,875
Receivable from non-exchange transaction	8,389,742	10,234,630
Staff Loan	426,872	294,153
Receivable from exchange transactions	36,457,234	26,121,525
	52,437,517	**39,979,183**

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's credit risk exposure arises from the failure of the regulated service providers to pay fees and or levies. The Authority does not have significant credit risk as it banks with reputable financial institutions and recovers the staff loans and imprest directly from the staff salary.

(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 83% (2024: 80%) 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 2025

Days past due	Loss Ratio (%)	Exposure at default	Expected credit loss
		TZS '000	TZS '000
0-30 Days	11%	1,138,964	120,055
31-60 Days	15%	6,351	975
61-90 Days	18%	50,334	8,872
91-120 Days	42%	17,367	7,364
121-150 Days	42%	450,580	191,380
151-180 Days	43%	195,761	84,501
181-365 Days	43%	7,926,288	3,372,978
Above 365 Days	42%	35,061,331	14,666,959
		44,846,976	**18,453,084**

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
181-365Days	63%	3,456,122	2,177,264
366-730 Days	33%	22,731,576	7,576,997
Total		**36,358,913**	**11,490,289**

(b) Cash and Cash Equivalents

Total Cash in the Banks to which the Entity is exposed to credit risk as of 30 June 2025 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)

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

B. 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 2025:

Financial asset/financial liability	**1 - 3 Months**	**4 - 12 Months**	**More than 12 Months**	**Total**
	TZS '000	**TZS '000**	**TZS '000**	**TZS '000**
Financial assets				
Receivable	12,344,940	14,475,824	-	26,820,764
Cash & cash equivalent	7,163,669	-	-	7,163,669
Total financial asset	**19,508,609**	**14,475,824**	**-**	**33,984,433**
Financial liabilities				
Payables	17,441,799	5,209,888	-	22,651,687
Total financial liability	**17,441,799**	**5,209,888**	**-**	**22,651,687**
Liquidity gap	**2,066,810**	**9,265,936**	**-**	**11,332,746**

Year ended 30 June 2024

Financial asset/financial liability	**1 - 3 Months**	**4 - 12 Months**	**More than 12 Months**	**Total**
	TZS '000	**TZS '000**	**TZS '000**	**TZS '000**
30th June 2023				
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**

Financial asset/financial liability	1 - 3 Months TZS '000	4 - 12 Months TZS '000	More than 12 Months TZS '000	Total TZS '000
Liquidity gap	**(3,102,006)**	**11,535,244**	**-**	**8,433,238**

C. 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:

i. 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.

ii. 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.

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.

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.

D. Financial instruments classifications

Categories of financial assets and financial liabilities at the end of financial year was as follows:

	Financial assets at amortised costs TZS '000	Financial asset at fair value TZS '000	Financial liabilities at amortised costs TZS '000
Year ended 30 June 2025			
Cash and cash equivalents	7,163,669	-	-
Receivables	26,820,764	-	-
Investment in equity shares	-	37,140	-
Payables	-	-	22,651,687
Total	**33,984,433**	**37,140**	**22,651,687**
Year ended 30 June 2024			
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**

7. CASH AND CASH EQUIVALENTS

	2024/25 TZS '000	2023/24 TZS '000
USD-Expenditure A/C (NBC)	26,927	22,716
DG TCAA BOT Radar Account*	4,844,205	347,308
USD-Revenue A/C (NBC)	-	-
DG TCAA TPB Radar Project Account	24,392	23,930
TZS Revenue A/C (BOT)	56,271	603,593
TIB Radar Project Account	-	-
USD-Revenue A/C (CRDB)	12,508	-
USD-Cash Receipt AC (DCB Ukonga-HQ)	-	-
USD Revenue A/C (BOT)	1,259,455	1,961,559
USD-Revenue A/C (NMB)	-	-
TCAA GePG Collection USD DCB Ukonga	312,708	306,808
Petty Cash	8,215	5,243
TZS-Expenditure A/C - AAKIA (NBC Zanzibar)	145,698	7,298
Expenditure A/C (NMB Bank House)-TZS	481,391	45,470
TCAA GePG Collection TZS DCB Ukonga**	6,146	5,145
	7,177,916	**3,329,070**
Less: Expected Credit Loss	(14,247)	**(195)**
	7,163,669	**3,328,875**

* DG TCAA BOT Radar Account is the account that manages the authority's project payments. The balance includes the amount that the Authority set aside to finance a

10% advance payment of the CATC development project as per the signed contract Y4/2024/2025/W/02.

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

Movement of Expected Credit Loss (ECL) charged in the profit or loss is as follows:

	2024/25	2023/24
	TZS '000	TZS '000
ECL at the beginning of the year	(195)	(233)
ECL and the end of the year	14,247	195
ECL movement charged/(credited) to profit or loss	**14,052**	**(38)**

8. RECEIVABLES

	2024/25	2023/24
	TZS '000	TZS '000
Receivable from non-exchange transaction	8,389,742	10,234,630
Staff loan receivable	426,872	294,153
Receivable from exchange transactions	36,457,234	26,121,525
	45,273,848	**36,650,308**
Less: Expected Credit Loss	(18,453,084)	(11,490,289)
	26,820,764	**25,160,019**

Movement of Expected Credit Loss (ECL) charged in the profit or loss is as follows:

ECL at the beginning of the year	(11,490,289)	(7,294,833)
ECL at the end of the year	18,453,084	11,490,289
ECL movement charged to profit or loss	**6,962,795**	**4,195,456**

9. INVENTORIES

	2024/25	2023/24
	TZS '000	TZS '000
Computer consumables - Inventory	47,398	85,396
Technical Spare Parts(stock)	340,549	375,705
Office Sundries (Stock)	5,521	19,081
Stationery Stock	111,908	87,456
	505,376	**567,638**

10. PREPAYMENTS

	2024/25 TZS'000	2023/24 TZS'000
Prepaid IP VPN Rates	7,828	30,791
Prepayments to Suppliers Control	134,284	101,464
	142,112	**132,255**

Prepayments are expenses paid in advance to the supplier of services, goods, and capital. During the period under review, the Authority made payments to TTCL for IP VPN rates, where it amortizes 40% of the monthly bills, JNICC for conference fees, and a deposit to GPSA for the supply of motor vehicle fuel.

11. INVESTMENT IN EQUITY SHARES

	2024/25 TZS'000	2023/24 TZS'000
Investment in equity shares	37,140	32,501
	37,140	32,501

Investment in equity shares represents 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 to support the establishment of the Dar es Salaam Stock Exchange. The increase in value is due to the revaluation of the share price at TZS 5,000 per share (2024: TZS 4,376).

12. (a) PROPERTY PLANT AND EQUIPMENT

Cost	Office Buildings TZS '000	Technical Building TZS '000	Motor vehicles TZS '000	Furniture and fittings TZS '000	Computer TZS'000	Telecom &Navaid TZS '000	Office Equipment TZS'000	Land TZS'000	Total TZS'000
At 1 July 2023	14,628,568	4,477,322	6,839,116	3,051,937	9,053,687	87,818,498	15,264,841	171,051,766	312,185,735
Disposal	-	-	-	(7,874)	(6,338)	(5,996)	(61,249)	-	(81,457)
Monetary additions	-	-	509,425	235,973	102,710	-	313,615	-	1,161,723
Non-monetary additions	-	-	337,355	345,206	-	6,872,095	23,155	-	7,577,811
At 30 June 2024	**14,628,568**	**4,477,322**	**7,685,896**	**3,625,242**	**9,150,059**	**94,684,597**	**15,540,362**	**171,051,766**	**320,843,812**
At 01 July 2024	14,628,568	4,477,322	7,685,897	3,625,241	9,150,059	94,684,597	15,540,362	171,051,766	320,843,812
Transfers	4,470,362	(4,477,322)	-	(15,680)	-	30,480	(7,840)	-	-
Write offs	-	-	-	(170,136)	(22,798)	(163,850)	(117,839)	-	(474,623)
Disposal	-	-	(615,036)	(3,468)	(12,046)	-	(124,087)	-	(754,637)
Monetary additions	-	-	-	289,187	678,373	-	446,535	-	1,414,095
Non-monetary additions	862,503	-	-	584,202	120,951	4,697,073	24,780	-	6,289,509
At 30 June 2025	**19,961,433**	**-**	**7,070,861**	**4,309,346**	**9,914,539**	**99,248,300**	**15,761,911**	**171,051,766**	**327,318,156**

	Office Buildings and Structures TZS'000	Technical Building TZS '000	Motor vehicles TZS'000	Furniture and fittings TZS'000	Computer TZS'000	Telecom &Navaid TZS'000	Office Equipment TZS'000	Land TZS'000	Total TZS'000
Depreciation:									
At 1 July 2023	4,837,109	514,158	4,280,212	1,298,464	5,485,001	38,250,622	8,782,611	-	63,448,177
Disposal	-	-	-	(6,066)	(5,716)	(5,480)	(53,830)	-	(71,092)
Charge for the year	222,832	87,778	312,474	215,218	1,792,799	5,450,626	667,976	-	8,749,703
At 30 June 2024	**5,059,941**	**601,936**	**4,592,686**	**1,507,616**	**7,272,084**	**43,695,768**	**9,396,757**	**-**	**72,126,788**
At 1 July 2024	5,059,941	601,936	4,592,686	1,507,616	7,272,084	43,695,767	9,396,757	-	72,126,787
Transfers	596,995	(601,936)	-	(2,233)	-	8,291	(1,117)	-	-
Write offs	-	-	-	(18,240)	(12,012)	(15,833)	(14,085)	-	(60,170)
Disposal	-	-	(568,440)	(762)	(10,909)	-	(94,278)	-	(674,389)
Charge for the year	321,938	-	347,466	272,683	547,008	5,771,222	738,565	-	7,998,882
At 30 June 2025	**5,978,874**	**-**	**4,371,712**	**1,759,064**	**7,796,171**	**49,459,447**	**10,025,842**	**-**	**79,391,110**
Net Book Value:									
At 30 June 2025	**13,982,559**	**-**	**2,699,149**	**2,550,282**	**2,118,368**	**49,788,853**	**5,736,069**	**171,051,766**	**247,927,046**
At 30 June 2024	**9,568,627**	**3,875,386**	**3,093,210**	**2,117,626**	**1,877,975**	**50,988,829**	**6,143,605**	**171,051,766**	**248,717,024**

Disclosure notes:

i. During the year 2024/25, the Authority reclassified its chart of accounts to align with Government Assets Management Information System (GAMIS) requirements, which resulted in the technical buildings being grouped into office buildings.

ii. In August 2024, the Authority, in collaboration with the Ministry of Finance, conducted a review of the remaining economic life of its assets as instructed in the Government Circular No. 2 of 2019. Results of the work are reflected in the Fixed Assets Register (FAR) in the GAMIS System

iii. Transfer/Retirement - the transfer in projects includes transfer to Property, Plant, and Equipment and/or write offs under other indirect expenses.

iv. Non-monetary additions comprise of assets addition from transfers from capital work in progress.

12. **(b) CAPITAL WORK IN PROGRESS**

AS AT 30 JUNE 2025

Code	Project	Balance at 1 July 2024	Additions	Transfer[1]	Write off through expenses	Balance at 30 June 2025
		TZS "000	TZS "000	TZS "000	TZS "000	TZS "000
31222107	VHF Radio Communication System	5,447,046	1,756,430	(6,402,571)	(575,601)	225,304
31222108	AIXM - AIMS Project	2,072,735	2,596,335	(208,581)	-	4,460,489
31112219	ILS PROJECT	-	370,695	-	-	370,695
33181101	CATC Building project	-	186,648	-	-	186,648
31222109	ATIS PROJECT	-	757,164	-	-	757,164
		7,519,781	**5,667,272**	**(6,611,152)**	**(575,601)**	**6,000,300**

AS AT 30 JUNE 2024

Code	Project	Balance at 1 July 2023	Additions	Transfers	Write off through expenses	Balance at 30 June 2025
		TZS "000	TZS "000	TZS "000	TZS "000	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**

[1]Transfers comprise of TZS 6,289,509,000 to property plant and equipment (Note 12(a)) and TZS 321,643,000 to intangible assets (Note 13).

12. (c) PAYMENT MADE FOR ACQUISTION OF CAPITAL ASSETS

The Authority made below payment to suppliers of property, plant and equipment:

	2024/25	2023/24
	TZS '000	TZS '000
Motor Vehicles	-	509,425
Furniture & fittings	289,187	235,973
Computer	678,373	102,710
Office equipment	446,535	313,615
WIP	5,667,272	14,981,995
	7,081,367	**16,143,718**

13. INTANGIBLE ASSETS

	2024/25	2023/24
	TZS '000	TZS '000
Cost		
At 1 July	7,145,563	7,145,563
Additions	321,643	-
At 30 June	**7,467,206**	**7,145,563**
Amortisation		
At 1 July	2,856,766	2,321,220
Charge for the year	552,885	535,546
At 30 June	**3,409,651**	**2,856,766**
Net book value	**4,057,555**	**4,288,797**

14. PAYABLES

	2024/25	2023/24
	TZS '000	TZS '000
Other creditors*	19,053,274	17,972,265
CATC Student, CASSOA, and other allowance payable	-	-
Trade payables	3,598,413	2,086,148
Advance payment – unearned**	753,449	423,480
Provision for taxable payables****	888,353	-
Deferred Income- Grant***	1,598,800	-
Provisions for Met Charges	1,577,518	3,671,822
	27,469,807	**24,153,715**

* Other payables are comprised of liabilities the Authority incurs in relation to related parties' transactions, mainly with the Treasury Registrar.

** Unearned revenue comprises revenue received from licensing fees, which is amortized throughout the life of the license.

*** Deferred grant comprises the unamortized amount of grant received from the Government for the Construction of the Civil Aviation Training Center as per contract Y4/2024/2025/W/02.

****Tax payable comprises the amount established by the Tanzania Revenue Authority (TRA) following the verification/examination exercise on how the Authority complies with tax matters; the Authority is obliged to remit TZS 100 million monthly.

15. 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 2025 the Authority had 499 employees.

	2024/25	2023/24
Current liability	**TZS '000**	**TZS '000**
NHIF - Payables	-	147,636
PSSSF Payables	503,971	485,999
Provision for Gratuity Payable	228,026	62,272
Long Term Service Award Payable (Current)	185,470	173,700
Investment Revaluation Reserve	39,892	35,253
	957,359	**904,860**
Non-current liability		
Long-term service award	**447,166**	**265,515**

16. 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.

	2024/25 TZS ‘000	2023/24 TZS ‘000
CAPITAL FUND		
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 building 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**

17. REVENUE FROM EXCHANGE TRANSACTIONS

	2024/25 TZS ‘000	2023/24 TZS ‘000
Aeronautical revenue	65,363,119	60,964,492
Revenue from the training college	2,525,473	2,649,247
Safety regulation costs recovery	1,665,630	1,827,038
	69,554,222	**65,440,777**
Less: TMA Air navigation share 20%	(7,319,358)	(10,321,597)
	62,234,864	**55,119,180**
Cash receipt from exchange transactions		
Revenue from Exchange Transaction	69,554,222	65,440,777
Less: Trade Debtors for the year 2024/25:2023/24	(36,457,234)	(26,121,525)
Add: Trade Debtors for the year 2023/24:2022/21	26,121,525	21,068,792
	59,218,313	**60,388,244**

	2024/25	2023/24
	TZS '000	TZS '000
Aeronautical revenue		
Air Navigation Charges	56,672,402	51,668,059
Air Craft Landing & Parking Charges	8,676,373	9,278,316
AIP Sales	14,344	18,117
	65,363,119	**60,964,492**
Revenue from training college		
CATC Course Fees	**2,525,473**	**2,649,247**

*Safety regulation costs recovery is as follows:

	2024/25	2023/24
Safety regulation costs recovery	TZS '000	TZS '000
Flight Safety Document	-	1,371
Airport Certification Cost Receivable	141,733	170,489
Flight Ops Certification Cost receivable	303,106	622,300
Airworthiness Certification Cost Receivable	1,144,332	959,723
Personnel Certification Costs Receivables	76,459	73,155
	1,665,630	**1,827,038**

Aeronautical Revenue includes Landing and Parking services amount which is a net amount receivable from Tanzania Airport Authority (TAA).

Air navigation services fees and landing and parking services fees are 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.

18. REVENUE FROM NON-EXCHANGE TRANSACTIONS

	2024/25	2023/24
	TZS '000	TZS '000
Safety regulation fees	4,587,653	3,982,331
Economic regulation fees	5,310,812	5,532,450
Embarking passengers' fees	28,300,605	25,295,816
	38,199,070	**34,810,597**
Cash receipt from non-exchange transactions		
Revenue from Non-Exchange Transaction	38,199,070	34,810,597
Less: Trade Debtors for the year 2024/25:2023/24	(8,389,742)	(10,234,630)
Add: Trade Debtors for the year 2023/24:2022/23	10,234,630	5,996,385
	40,043,958	**30,572,352**
Safety regulation fees		
Airworthiness Certification	1,249,129	783,548
Flight Operation Fees	688,646	756,045

	2024/25	2023/24
	TZS '000	TZS '000
Personnel Licensing Certification	867,864	814,683
Aviation Security Certification	92,425	38,473
Airport Certification	1,689,589	1,589,582
	4,587,653	**3,982,331**
Embarking passengers' fees		
Safety fees	**28,300,605**	**25,295,816**
Economic regulation fees		
Short Term Licensing	3,371,968	3,918,183
Administration Fees	1,216,805	948,363
Air Service Licensing	447,045	394,517
Ground Handling Licensing	274,994	271,387
	5,310,812	**5,532,450**

Revenue from non-exchange transactions is mainly made of certification and licensing fees. Safety Regulation fees are 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.

19. OTHER REVENUE

	2024/25	2023/24
	TZS '000	TZS '000
Fines and penalties	16,480	61,535
Dividend received	4,234	2,752
Rent recovery***	-	11,328
Expected credit loss on bank balances	-	38
Miscellaneous Income*	427,861	47,910
Realised exchange gain***	-	1,268,989
Un-realized exchange gain	-	354,468
Other revenue - equipment grants**	1,901,200	8,612,321
TRO outstanding contribution relief	10,946,602	14,160,410
	13,296,377	**24,519,751**
Other receipts		
Other revenue for the year	13,296,377	24,519,751
Less: TRO outstanding contribution relief	(10,946,602)	(14,160,410)
Less: Non-cash items***	-	(354,468)
Less: Non-cash grant	(1,901,200)	(8,612,321)

	2024/25	2023/24
	TZS '000	TZS '000
Add: Grants from Ministry of Finance	-	-
Less: Expected credit loss on bank balances	-	-
Add: Unearned revenue	-	-
Total receipts for the year	**448,575**	**1,392,552**

*Miscellaneous Income refers to revenue other than the main sources of TCAA revenue, which includes dividends, sale of publications, Sabasaba booth rental fees, staff gifts surrendered after being given by clients, staff loan repayment from sponsored, PAPI flight calibration phase three, Radar project refund and other income of the same nature.

**Other Revenue - Equipment Grants comprises of amortisation/utilisation of VHF and CATC project fund amounting to TZS 1.9 billion (2023/24: TZS 8.61 billion).

*** The Authority received an annual dividend from Twiga Cement Company Limited. The amount is the result of the increase in value due to the revaluation of the share price at TZS 5,000 per share (2024: TZS 4,375.5).

20. SALARIES, ALLOWANCES AND OTHER STAFF BENEFITS

	2024/25	2023/24
	TZS '000	TZS '000
Meal and Ration Allowance	1,226,981	1,235,582
House Telephone Allowance	497,994	300,675
Extra Duty Allowance	692,042	651,931
WCF - Employer Contributions	152,375	160,429
SDL -Employer contribution	1,066,624	1,159,718
Acting Allowance	53,228	44,113
PSSSF Contribution	4,516,980	4,919,028
House Water Allowance	2,200	1,000
Outfit Allowance	36,000	51,900
Staff Uniforms	30,077	179,145
Retirement Benefits	72,830	55,064
Casual Labor & Wages	166,340	89,914
Aviation Allowance	2,508,238	2,448,270
Special Allowance Pilot/AME	447,929	411,870
Housing Allowance	1,932,378	1,804,043
Subsistence Allowance	44,280	7,340
Working Tools Allowance	42,500	109,500
Furniture Allowance	76,165	223,000
Leave Passage	70,552	82,056
Staff Transfer Allowance	383,487	278,045
Duty Mileage Allowance	-	900
Entertainment Allowance	36,703	3,028
Electricity Allowance	152,500	169,439
Death and condolence	15,000	22,190

	2024/25	2023/24
	TZS '000	TZS '000
Risk Allowance - Cashier	52,775	41,707
On Call Allowance	291,867	278,439
Recruitment Expenses	22,900	45,626
NHIF Employer Contributions	903,396	1,286,587
Long Service Award Expenses	348,420	-98,215
Salary expenses	30,722,931	29,991,912
Transport Allowance	1,526,428	1,521,641
Gratuity Allowance	222,619	124,669
Provision for tax on benefits	1,188,353	-
	49,503,092	**47,600,546**
Employee costs paid during the year:		
Salaries, allowances and other staff costs	49,503,092	47,600,546
Add: Net staff loan disbursed	132,719	238,918
Add: Provision for tax on benefits	888,353	-
Less: Unpaid salaries and other benefits 2024/25: 2023/24	(1,364,633)	(1,135,122)
Add: Unpaid salaries and other benefits 2022/23: 2022/23	1,135,122	1,420,562
	50,294,653	**48,124,904**

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.

21. ADMINISTRATIVE AND OPERATIONAL EXPENSES

	2024/25	2023/24
	TZS '000	TZS '000
Advertisement & Publicity	128,016	103,058
Advertising and Publication - Licensing	6,216	12,151
Air Navigation expenses	-	1,150
Air Travel Tickets - Domestic	851,260	1,443,856
Air Travel Tickets - Foreign	1,436,331	1,654,431
Aircraft Accident Investigation	25,810	38,387
Audit Expenses	77,395	7,275
Audit fees	334,618	230,388
Bank Charges and Commissions	1,084,834	1,035,536
Budget Expenses	186,600	162,422
Burial Expenses	107,391	63,672
CATC running expenses	-	496,981
Computer Consumables - expenses	130,139	-
Computer Supplies and Accessories	275,714	205,813
Conference Facilities	107,205	144,402
Conference Facility Domestic	7,968	14,845
Consultancy fees	4,970	125,797
Courier Charges	60,060	35,618
Court Martial and Legal Expenses	5,616	-
Diesel	785,113	1,157,596

	2024/25 TZS '000	2023/24 TZS '000
Disposal of Assets	494,701	10,364
Donations (CSR)	139,755	182,778
Education Allowances (Books)	3,400	3,000
Electricity Charges	571,890	536,156
Email and Internet Expense	744,542	418,487
Exhibition, Festival & Celebration	382,802	564,192
Facilitation Allowance	4,908,077	4,373,102
Familiarization Tour & Bench Marking	62,510	7,255
Food and Refreshment	980,811	748,618
Fumigation Expenses	30,672	74,926
Government Hospitality	19,204	5,067
Ground Transport (Bus, Train, Water) - Domestic	63,929	79,057
HIV/AIDS Seminars	17,052	-
Instructors' Allowance	975,916	541,896
Insurance - buildings	-	403,996
Internal Audit Expenses	20,290	13,350
Land Rent	17,717	8,889
Leased (Circuits) Lines	476,382	411,113
Mayday Celebrations	184,293	111,590
Mechanical, electrical, and electronic spare parts	249,711	22,629
Medical Aid	149,371	118,100
Mobile Charges	35,757	6,397
Mobile Phones	7,581	140,281
Motor Vehicle - License & Parking	33,102	45,740
Motor Vehicle- Cleaning	51,011	36,592
Motor Vehicle Hire	128,578	84,760
Motor Vehicle -Night security Charges	1,745	1,136
Motor Vehicle Repair and Maintenance	486,894	423,108
Newspapers and Magazines	54,838	36,645
Office Consumables (Papers, pencils, pens and stationeries)	305,638	347,195
Office Telephone Charges	248,745	325,862
Outsourcing costs (includes cleaning services)	305,060	356,704
Per Diem - Domestic	3,688,588	2,919,394
Per Diem Foreign	3,443,432	2,582,761
Postage Charges	5,967	22,705
Posts & Telegraphs	10,831	7,757
Printing Expenses	58,843	59,378
Professional Membership Expenses	-	75
Repair and Maintenance Building	1,126,155	694,145
Repairs & Maintenance NAVAID (Flight calibrations, signaling and beacons)	869,664	625,432
Repairs & Maintenance Computer	188,935	86,655
Repairs & Maintenance-Furniture & Fittings	75,574	55,305
Responsibility Allowance	55,732	54,981
Routine Maintenance and Repair of Machinery, Equipment and Plant	408,011	322,989

	2024/25	2023/24
	TZS '000	TZS '000
Security Services	621,161	372,074
Seminar and Workshop	277,120	220,288
Sewage Charges	12,021	600
SHIMIWI & Other sports	35,208	40,755
Sitting Allowance	199,036	356,219
Software User Licence - Expenses	89,513	195,028
Subscription - Membership Fee	24,803	20,278
Sundry Expenses	516,198	336,743
Survey Expenses	-	765
Technical Materials	11,507	19,265
Technical Upkeep	35,647	12,019
Tender Board Meeting Expenses	94,945	113,815
Training Fund	54,240	94,581
Tuition fees - Domestic	74,311	229,098
Tuition fees - Foreign	1,278,033	871,317
Tyres and Batteries	97,168	89,375
Visa Application Fees	25,291	17,818
Water Charges	28,446	18,840
Website Design & Hosting Expenses	28,778	6,918
Workers council	176,566	229,560
Write off of work in progress	575,601	1,747,373
Computer Supplies, Accessories and Consumables	78,389	-
Kitchen Appliances, Utensils and Crockery	27,016	-
Realised exchange loss	105,133	-
Un-realized exchange gain loss	216,286	-
	32,381,379	**29,796,669**

*During the year, the Authority reclassified its chart of accounts to align with GFS codes, where Air Navigation expenses and CATC running expenses have been reclassified to the relevant administrative and staff costs

22. BOARD EXPENSES

	2024/25	2023/24
	TZS '000	TZS '000
Board Expenses	191,476	295,542
	191,476	**295,542**

* Board Expenses include Board fee, per diem, Air ticket cost, Airtime and Sitting allowances.

23. CONTRIBUTION TO GOVERNMENT AND OTHER BODIES

	2024/25	2023/24
	TZS '000	TZS '000
Other Contributions	286,207	247,562
Contribution to AFCAC	124,777	224,240

	2024/25	2023/24
	TZS '000	TZS '000
Contribution - Fair Competition Commission	60,000	50,000
Contribution to AATO	26,200	49,550
Contribution to Fair Competition Tribunal	60,000	50,000
Contribution to Consolidated Fund	14,072,944	12,757,402
Contribution to CANSO	52,834	51,760
ICAO Contribution	212,118	105,848
TCAA - CCC Contribution	620,000	600,000
Contribution to CASSOA	1,253,840	1,131,946
	16,768,920	**15,268,308**

24. DEPRECIATION AND AMORTIZATION

	2024/25	2023/24
	TZS '000	TZS '000
Depreciation - motor vehicles	347,466	312,474
Depreciation - office buildings	321,938	222,832
Depreciation - technical building	-	87,778
Depreciation - office equipment	738,565	667,976
Depreciation - furniture & fittings	272,683	215,218
Depreciation - telecom & navigation equipment	5,771,222	5,450,626
Depreciation - computers and related equipment	547,008	1,792,799
	7,998,882	**8,749,703**
Amortization		
Amortization - computer software amortization	552,885	535,546
Total depreciation and amortization	**8,551,767**	**9,285,249**

25. PAYMENT TO SUPPLIERS

	2024/25	2023/24
	TZS '000	TZS '000
Total administrative and operational expenses (Note 21)	32,381,379	29,796,669
Less: Disposal of Assets (Note 21)	(494,701)	(10,364)
Less: Write off of work in progress (Note 21)	(575,601)	(1,747,373)
Less: Unrealised foreign exchange loss	(216,286)	
Add Inventory 2024/25 & 2023/24	505,376	567,638
Less: Inventory 2023/24 &2022/23	(567,638)	(628,427)
Less: Trade Payable 2024/25 & 2023/24	(3,598,413)	(2,086,148)
Add: Trade Payable 2023/24 &2022/23	2,086,148	2,607,437
Movement in prepayment to suppliers	9,857	(1,901,435)
Total payment	**29,530,121**	**26,597,997**

26. OTHER PAYMENTS

	2024/25	2023/24
	TZS '000	TZS '000
Total Board Expenses (Note 21)	191,476	295,542

	2024/25 TZS '000	2023/24 TZS '000
Total contribution to Government and other bodies (Note 22)	16,768,920	15,268,308
Advance payment – unearned	329,969	(198,683)
Deferred Income- Grant	1,598,800	8,612,321
Provisions for Met Charges	2,094,304	(2,316,298)
Less: Other Payable 2024/25 & 2023/24	(19,053,274)	(17,972,266)
Less: TR Debt Relief	(10,946,602)	(14,160,410)
Add: Other Payable 2023/24 & 2022/23	17,972,266	22,057,180
Total payment	**8,955,859**	**11,585,694**

27. RELATED PARTY TRANSACTIONS 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 30 June 2025

a) Revenue and receivables

(i) For the year ended 30 June 2025

No.	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	9,759,379	12,987,699
4	Navigation Services	Ministry Of Agriculture	-	407
5	Navigation Services	Ministry Of Natural Resources & Tourism	-	53,330
6	Navigation Services	National Institute of Transport	10,243	2,146
7	Navigation Services	Ngorongoro Conservation Authority	-	12,878
8	Landing and Parking Services	Tanzania Airports Authority	4,346,738	12,935,961
10	MAST Evaluation	Tanzania Electric Supply Company Limited	1,212,750	923
11	Navigation Services	Tanzania Forest Services Agency	-	2,800
12	Documents evaluations, Flight training	Tanzania Government Flight Agency	91,642	3,219
13	Tuition fees	Tanzania Meteorological Agency	-	680
14	Navigation Charges	Tanzania National Parks	59,641	206,699
15	Navigation Services	Tanzania People's Defence Forces Airwing.	13,500	15,980
16	Clearance for Provision Of Telecommunication	Tanzania Telecommunication Corporations	-	650
18	Navigation Services	Tanzania Wildlife Research Institute	8,302	27,987

No.	Goods/Services provided	Name of entity received goods/services	Amount received (TZS '000)	Receivable balance (TZS '000)
20	MAST Evaluation	Wizara Ya Habari, Mawasiliano Na Teknolojia Ya Habari	477,000	-
21	Navigation Services	Wizara Ya Kilimo	-	946.28
22	Navigation Services	Wizara Ya Maendeleo Ya Mifugo Na Uvuvi	-	206.01
23	Tuition fees	Zanzibar Airport Authority	117,119	53,455
24	Tuition fees	Zanzibar Airport Authority - Pemba Airport	-	2,400
			16,096,314	**26,311,566**

(ii) For the year ended 30 June 2025

No.	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 & 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 (TFSA)	-	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 Research	-	14,858
19	Navigation Services	Tanzania Wildlife Research Institute (TWRI)	-	1,245

No.	Goods/Services provided	Name of entity received goods/services	Amount received (TZS '000)	Receivable balance (TZS '000)
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**

b) Expenses and payables

(i) For the year ended 30 June 2025

No.	Goods/Services provided	Name of entity received goods/services	Amount Paid (TZS 000)	Payable balance (TZS 000)
1	VPN/ Leased Circuits / Telephone/ Emails	Tanzania Telecommunication Corporations	1,491,483	363,925
2	Air ticket Charges	Air Tanzania Company Ltd	-	10,617
3	Conference Facilities	Arusha International Conference Centre	1,200	-
4	TCAA Contributions	Attorney General Event Collection Account	5,000	-
5	Fuels / Office Consumables	Chief Executive Officer Government Procurement Services Agency	776,488	7,766
6	Taxes	Commissioner For Domestic Revenue	89,314	-
7	Acs Maintenance	Corporation Sole Works Superintendent (CSWS)	41,380	-
8	TCAA Financial Support	Dar Es Salaam Sub Treasury Acc	5,000	-
9	Water Charges	Dar Es Salaam Water Supply And Sanitation Authority	5,924	1,065
10	E-office Support	E-Government Authority	43,075	-
11	TCAA Contributions	Fair Competition Commission	85,000	-
12	TCAA Contributions	Fair Competition Tribunal Of Tanzania	45,000	-
13	CNS Inspection	Government Chemist Laboratory Authority	120	-
14	Fuels / Office Consumables	GPSA Kigoma	9,779	-
15	Participation fees	ICT Commission	1,840	-
16	TCAA Support	Imc Ilemela Municipal Council	500	-
17	Consultancy Charges	Institute Of Social Work	20,000	-
18	Medical Check-ups	Jakaya Kikwete Cardiac Institute	30,000	-

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

No.	Goods/Services provided	Name of entity received goods/services	Amount Paid (TZS 000)	Payable balance (TZS 000)
19	Conference Facilities	Julius Nyerere International Convention Centre	9,204	41,462
20	Staff IDs Printing	Julius Nyerere International Airport	407	-
21	Postage Charges	M/S Tanzania Posts Corporation	6,090	-
22	TCAA Contributions	Mfuko Wa Maadhimisho Ya Kitaifa Zanzibar	3,000	-
23	Land Rent	Ministry Of Lands, Housing and Human Settlements Development	26,606	-
24	TCAA Contributions	Ministry Of Works and Transport (Transport)	6,115	-
25	Medical Check-ups	Muhimbili National Hospital	7,780	193
26	Conference Facilities	Mwalimu Julius Nyerere Leadership School	1,940	-
27	Audit fees	National Audit Office	20,000	-
28	Seminars Participation	National Board of Accountants and Auditors	19,110	600
29	Ground Hiring Charges	National Housing Corporation	450	450
30	Training fees	National Institute of Transport	3,180	-
31	Workplace Inspection	Occupation Safety and Health Authority	6,000	77,395
32	Medical Check ups	Ocean Road Cancer Institute	880	550
33	TCAA Support	Office Of Attorney General	24,650	1,550
34	CGF Contribution	Office Of the Treasury Registrar	500,000	-
35	ICT Licensing Charges	Personal Data Protection Commission	1,000	3,640
36	Participation fees	President’s Office	8,500	-
37	Subscription fees	Procurement And Supplies Professionals and Technicians	4,770	-
38	TCAA Support	Public Bar Association of Tanzania	1,000	-
39	Subscription fees	Public Procurement Regulatory Authority	29,200	-
40	TCAA Support	Public Service Management and Good Governance	2,000	-
41	Fuels	Regional Manager-GPSA Arusha	40,270	-
42	Water Charges	Songea Urban Water Supply and Sanitation Authority	298	-
43	Security Charges	Suma Jkt Guard Ltd	445,880	113,624
44	Water Charges	Tanga Urban Water Supply and Sanitation Authority	84	150
45	Conference Facilities	Tanzania Agriculture Research Institute	4,350	600
46	Electricity Charges	Tanzania Airport Authority	182,432	105,359
47	Participation fees	Tanzania Broadcasting Corporation (TBC)	600	-
48	Maintenance Charges	Tanzania Building Agency	21,454	-

No.	Goods/Services provided	Name of entity received goods/services	Amount Paid (TZS 000)	Payable balance (TZS 000)
49	AIM Inspection Charges	Tanzania Bureau of Standards (TBS)	540	189
50	Electricity Charges	Tanzania Electric Supply Company Limited	300,011	7,685
51	MV Maintenance	Tanzania Electrical, Mechanical and Electronics Services Agency	297,845	24,367
52	Conference Facilities	Tanzania Nursing and Midwifery Council	5,250	-
53	Postage Charges	Tanzania Posts Corporation	57,161	3,194
54	Participation fees	Tanzania Public Service College	6,200	-
55	Taxes charges	Tanzania Revenue Authority	219,544	269,840
56	Advertisement Facilities	Tanzania Standard Newspaper	6,789	2,714
57	Exhibition Participation	Tanzania Trade Development Authority	20,527	18,695
58	MV Maintenance	Temesa Mtwara Regional	2,858	-
59	Quality Assurance fee	The National Council for Technical and Vocational Education and Training	470	320
60	Water Charges	TUWASA Tabora	722	-
61	Participation fees	University Of Dar Es Salaam	3,100	-
62	Participation fees	Uongozi Institute	1,800	-
63	Quality Assurance fee	Vocational Education and Training Authority	900	-
64	MV Maintenance	Wakala Wa Karakana Kuu Ya Magari Zanzibar	765	-
65	TCAA Contributions	Wizara Ya Habari, Mawasiliano Na Teknolojia Ya Habari	300	-
66	TCAA Contributions	Wizara Ya Habari, Utamaduni, Sanaa Na Michezo	2,000	-
67	MV Parking fees	Zanzibar Airport Authority	4,680	-
68	Electricity Charges	Zanzibar Electricity Corporation	430	-
			4,960,245	**1,055,950**

(ii) For the year ended 30 June 2025

No.	Goods/Services provided	Name of entity received goods/services	Amount Paid (TZS 000)	Payable 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	-
3.	Routine maintenance and repair	Air Tanzania Company Ltd	216,904	216,904
4.	Port charges	Arusha City Council	25,000	-

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

No.	Goods/Services provided	Name of entity received goods/services	Amount Paid (TZS 000)	Payable balance (TZS 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 Dirctor- 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	-
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	-

TANZANIA CIVIL AVIATION AUTHORITY (TCAA)

No.	Goods/Services provided	Name of entity received goods/services	Amount Paid (TZS 000)	Payable balance (TZS 000)
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 Capitation Account	8,000	-
49.	CSR	Ras Dar Es Salaam	5,000	-
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	-

No.	Goods/Services provided	Name of entity received goods/services	Amount Paid (TZS 000)	Payable balance (TZS 000)
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	-
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**

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:

	2024/25 TZS '000	2023/24 TZS '000
Key Management Compensation		
Salaries	726,900	723,420
Allowances	189,920	166,500
Total	**916,820**	**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.

28. RECONCILATION OF DEFICIT/SURPLUS FOR THE YEAR TO CASH FLOW FROM OPERATIONS

	2024/25 TZS'000	2023/24 TZS'000
(Deficit)/surplus for the year	(643,170)	8,007,796
Adjusted for:		
Depreciation and amortization	8,551,767	9,285,249
Expected Credit Loss	6,976,847	4,195,418
Fair value movement of shares	(4,639)	(743)
Add: Disposal of property, plant and equipment	494,701	10,364
Add: Write of work in progress	575,601	1,747,373
	15,951,107	**23,245,457**
Movement in working capital:		
- Receivables	(8,623,541)	(9,529,895)
- Inventory	62,262	60,789
- Prepayments	(9,857)	1,901,435
- Payables	3,316,092	(9,348,500)
- Employee benefits payable	234,150	(284,733)
Net cash from operating activities	**10,930,213**	**6,044,553**

29. CAPITAL COMMITMENTS

	2024/25 TZS'000	2023/24 TZS'000
Approved but not contracted for	-	-
Approved and contracted for	12,036,744	19,646,918
	12,036,744	**19,646,918**

30. CONTINGENT LIABILITIES

The Authority had no contingent liability at financial year end.

31. 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.

32. EVENTS AFTER THE REPORTING DATE

These are no material events after the reporting date that require adjustment or disclosure.

33. REPORTING CURRENCY

These financial statements are presented in Tanzania Shillings (TZS '000').

34. 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.

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