



**THE UNITED REPUBLIC OF TANZANIA.**

**NATIONAL AUDIT OFFICE**



**UNIVERSAL COMMUNICATIONS SERVICE ACCESS FUND (UCSAF)**

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

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AR/PA/UCSAF/2023/24

**Mandate**

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



**Independence and objectivity**

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

**Teamwork Spirit**

We value and work together with internal and external stakeholders.

**Results-Oriented**

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



**Professional competence**

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

**Integrity**

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

**Creativity and Innovation**

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

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## ABBREVIATIONS

<b>BOT</b>	Bank of Tanzania
<b>BSZPH</b>	Border and Special Zones Phase
<b>CAG</b>	Controller and Auditor General
<b>HESLB</b>	Higher Education Students Loan
<b>ICT</b>	Information Communication Technology
<b>IPSAS</b>	International Public Sector Accounting Standards
<b>ISSAIs</b>	International Standard of Supreme Audit Institutions
<b>LAAC</b>	Local Authorities Accounts Committee
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MUSE</b>	Mfumo wa Uhasibu Serikalini
<b>NBAA</b>	National Board of Accountants and Auditors
<b>NHIF</b>	National Health Insurance Fund
<b>OSHA</b>	Occupational Safety and Health Authority.
<b>PAA</b>	Public Audit Act
<b>PAC</b>	Public Accounts Committee
<b>PAR</b>	Public Audit Regulation
<b>PAYE</b>	Pay as You Earn
<b>PFA</b>	Public Finance Regulations
<b>PPA</b>	Public Procurement Act
<b>PPR</b>	Public Procurement Regulations
<b>PSSSF</b>	Public Service Social Security Fund
<b>TANESCO</b>	Tanzania Electrical Supplies Company Limited
<b>TBC</b>	Tanzania Broadcasting Corporation
<b>TCRA</b>	Tanzania Communication Regulatory Authority
<b>TEMESA</b>	Tanzania Electronically Mechanical and Service Agency
<b>TTCL</b>	Tanzania Telecommunication Corporation Limited
<b>TV</b>	Television
<b>TZS</b>	Tanzanian Shilling
<b>UCSAF</b>	Universal Communications Service Access Fund
<b>USD</b>	United States Dollars
<b>WCF</b>	Workers Compensation Fund



## **1.0 INDEPENDENT REPORT OF THE CONTROLLER AND AUDITOR GENERAL**

Chairperson of the Board,  
Universal Communications Services Access fund,  
P.O. Box 1957  
**Dodoma,**  
**Tanzania**

### **1.1 REPORT ON THE AUDIT OF FINANCIAL STATEMENTS**

#### **Unqualified Opinion**

I have audited the financial statements of Universal Communications Services Access Fund (UCSAF) which comprise the statement of financial position as at 30 June 2024, and the statement of financial performance, statement of changes in net assets and 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 Universal Communications Services Access fund as at 30 June 2024, and its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS) Accrual basis of accounting and the manner required by the Public Finance Act, Cap. 348

#### **Basis for Opinion**

I conducted my audit in accordance with the International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the section below entitled "Responsibilities of the Controller and Auditor General for the Audit of the Financial Statements". I am independent of Universal Communications Service Access Fund 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.

#### **Emphasis of Matter**

I draw attention to the matter below. My opinion is not modified in respect of this matter.

Financial statements include disclosure Note 3 to the Financial Statements related to Accounting Estimates, Judgments, and Assumptions in recognizing revenue from the service

levy. UCSAF bills operators based on their management accounts submitted to it. In cases where these accounts are unavailable, UCSAF estimates current-year revenues using prior-year revenue data.

However, actual revenues may differ from these estimates or the management accounts, potentially requiring future reconciliation and adjustments to service levy income once operators submit their audited financial statements for the relevant period.

I have performed audit procedures in accordance with auditing standards concerning these disclosures. However, delays and non-submission of audited financial statements for previous years within six months after the reporting period limit the Fund to authenticate the accuracy of revenue billed.

Users of the financial statements should carefully consider the information presented in the disclosures and the potential impact that these revenue estimates may have on UCSAF's financial performance and future results of operations.

#### **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 of Those Charged with Governance, statement of directors' responsibilities and Declaration by the Head of Finance but does not include the financial statements and my audit report thereon which I obtained prior to the date of this auditor's report.

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

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

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



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

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

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

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

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

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

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

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

to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my audit report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the entity to cease to continue as a going concern; and

- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

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

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

## **1.2 REPORT ON COMPLIANCE WITH LEGISLATIONS**

### **1.2.1 Compliance with the Public Procurement laws**

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

I performed a compliance audit on the procurement of works, goods, and services in the UCSAF for the financial year 2023/24 as per the Public Procurement laws.



## Conclusion

Based on the audit work performed, I state that, except for the matters described below, procurement of goods, works and services of Universal Communication Access Fund is generally in compliance with the requirements of the Public Procurement laws.

### Tender Documents not approved by the Tender Board

During my review of the tendering process, I found that six tender documents had not been approved by the Tender Board. Meanwhile, two contracts, totaling TZS 867,149,465.04, had been signed, and four tenders remained at various stages as of 30 June 2024. All these tenders were advertised without prior approval of their tender documents by the Tender Board, contrary to Regulation 185 of the PPR 2013.

### Non-Delivery and Installation of 494 Procured Signboards

My review found that 494 procured signboards had neither been delivered nor installed, despite an advance payment of TZS 58,292,000 (50% of the contract value) to the supplier, and the delivery period had expired after multiple extensions, contrary to Section 48(1) of the Public Procurement Act Cap 410.

## 1.2.2 Compliance with the Budget Act and other Budget Guidelines

### Subject matter: Budget formulation and execution

I performed a compliance audit on budget formulation and execution in the UCSAF for the financial year 2023/24 as per the Budget Act and other Budget Guidelines.

## Conclusion

Based on the audit work performed, I state that, Budget formulation and execution of Universal Communication Access Fund is generally in compliance with the requirements of the Budget Act and other Budget Guidelines.



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



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## UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)

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

#### 2.1 INTRODUCTION

In accordance with the Tanzania Financial Reporting Standard No. 1(TFRS 1) the report of those charged with Governance, Universal Communications Services Access fund (UCSAF) presents its financial statements for the year ended 30 June 2024. Presentation of the financial statements is based on Accrual Basis of International Public Sector Accounting Standards (IPSAS). Additional information is also included to enhance understanding and comparison of facts as required and in line with the IPSAS accrual basis of accounting.

The financial statements disclose the affairs of UCSAF for the year ended 30 June 2024 and they comprise of; Statement of Financial Position, Statement of Financial Performance, Statement of Cash Flow, Statement of Changes in Net Assets/Equity, Statement of comparison of Budget and Actual Amount, along with explanatory notes and accounting policies applied in preparation and presentation of the financial statements.

#### 2.2 NATURE, OBJECTIVES/STRATEGIES OF UCSAF

##### 2.2.1 Nature of the Fund

UCSAF is a state-owned entity with full ownership by the Government of United Republic of Tanzania whose interest are vested in the Board of Directors appointed by the Minister responsible for communications. UCSAF was established under section 4 of the Universal Communications Service Access Act No.11 of 2006 with the main role of ensuring communication services to rural and urban underserved areas. In 2009, the Universal Communication Access Fund Regulations were published to govern the operations of UCSAF.

UCSAF mandate is derived from section 5 of the Universal Communications Service Access Act, Cap 422. Its mandate includes ensuring the availability of communication services in rural and urban under-served areas through enabling accessibility and participation by communication operators in providing communication services. The mandate also includes promoting the social-economic development of rural and urban under-served areas through the availability of communication services from universal service providers to meet consumer communication needs.

The organizational culture for UCSAF is derived from its vision, mission statement and shared core values indicated below: -

##### **Vision**

A digitally inclusive Tanzania,

## UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)

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### Mission

To facilitate access to communication services in underserved areas through project planning, subsidy provision and partnership with sector players in achieving social economic development.

### Core Values

The core values of the UCSAF are:

- a. **Professionalism:** We use demonstrate high level of skills and competence in performing our duties;
- b. **Respect:** We understand each other's differences and our different roles with humility and being sensitive
- c. **Accountability and Transparency:** We take full responsibility for our actions;
- d. **Creativity:** We encourage the development of new methods and ideas in delivering our services
- e. **Team work:** We collaborate with internal and external stakeholders to realize our common goal;
- f. **Integrity:** We uphold an honest and ethical culture in all we do;
- g. **Efficiency:** We achieve results in the best possible means;
- h. **Empowerment:** We engage citizens to determine their digital needs and encourage their convenient participation in the service delivery process

### 2.2.2 Objectives of Establishing UCSAF

The objectives of establishing UCSAF are set out in section 5 of the Universal Communications Service Access Act, Cap. 422 as follows:

- a. Ensure that the availability of communication services in rural and urban under-served areas;
- b. To support widespread access and use of internet;
- c. Promote the participation of the public and private sector in the provision of universal service in rural and urban under-served areas;  
Promote the social -economic development of rural and urban under-served areas; create a framework for open and efficient access to and use of communication and information services at reasonable and affordable prices;
- d. Promote widespread provision of quality services at affordable rates and ensure that, rural and urban under-served areas have access to communication and information services at reasonable and affordable prices; and
- e. Ensure availability of universal services by enhancing communication services through private sector participation.

## UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)

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### 2.2.3 Functions and Principal Activities

Functions of UCSAF are set out in section 6 of the Universal Communications Service Access Act, Cap. 422 that form the basis for its core activities as follows:

- a. Identify communications project areas that may be subsidized with funds of UCSAF or that qualify for allocation of subsidy it;
- b. Determine the criteria to identify the rural and urban under-served areas and designate universal service areas;
- c. Establish mechanisms for proper Management of funds;
- d. Set the bidding conditions for the awarding of funds;
- e. Evaluate the communications projects submitted by operators, to be subsidized with UCSAF;
- f. Conduct research into and keep abreast with developments in the rural and urban under-served areas regarding communication services and information technologies;
- g. Advise the TCRA on any matters relating to the universal access, universal service obligations of applicants;
- h. Specify the universal service obligation through defining a set of communication services that all users should have access to at an affordable price;
- i. Designate universal service providers with obligation to provide universal service in accordance with laid down criteria;
- j. Monitor and enforce agreements relating to implementation of universal service obligation;
- k. Operate and maintain a universal service fund established by the Act;
- l. Monitor and enforce the mechanism for the assessment, collection and recovery of universal service subsidy;
- m. Determine and distribute the universal subsidy;
- n. Recommend to the Minister responsible for communications about policy guidelines for the fund;
- o. Manage the financial resources of the fund and make the most suitable allocation of the funds;
- p. Liaise, consult and cooperate with Ministries of Government, independent departments or authority on matters related to the universal service; and
- q. Make guidelines for the operation of UCSAF.

### 2.2.4 Operational Activities

The day-to-day operations of the Fund are managed through Directorates, Section and Units having different functions as shown in **Table 1** below:

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

**Table 1: UCSAF's Organization Structure and Administrative Functions as of 30 June 2024**

SN	Directorate/ Unit	Functions in accomplishment of principal activities
1.0	Office of CEO	The office is headed by the CEO who is the Chief Executive Officer and ex-officio member of the Board. Chief Executive Officer is also secretary to the Board. The CEO is responsible to the Board for the implementation of the decisions of the Board. The CEO has an overall leadership position in four (4) units and three (3) Directorates with the functions shown in 1.1 to 1.7 below:
1.1	Procurement Management Unit (PMU)	<p>The functions of the unit are: -</p> <ol style="list-style-type: none"> <li>1. Evaluate the bids for communications projects proposals for tenders submitted by operators, to be subsidized with the fund;</li> <li>2. Set the bidding conditions for the awarding of funds in line to the approved technical specifications and procedures spelt by the procurement act and regulations in force;</li> <li>3. Ensure proper procurement systems and services in compliance with the procurement laws and regulations currently in force in the country;</li> <li>4. Ensure the formulation and implementation of Annual Procurement Plan of the Fund in line to the approved Fund's annual plan as per the current procurement laws and regulations in Tanzania;</li> <li>5. Coordinate the contract management in collaboration with user Directorate/ Unit;</li> <li>6. Prepare relevant periodic reports spelt by the current procurement laws and regulations in force and submit to the relevant authorities;</li> <li>7. Advise the Management on matters pertaining to the procurement of goods and services and logistics management in accordance with the Public Finance Act and Public Procurement Act;</li> <li>8. Prepare annual procurement plan and facilitate its execution;</li> <li>9. Facilitate functions of the Tender Board and implement its decisions;</li> <li>10. Prepare proposals for procurement and disposal of assets; and Play the role of secretariat to the Tender Board.</li> </ol>
1.2	Internal Audit Unit	<p>The functions of the unit are: -</p> <ol style="list-style-type: none"> <li>1. Prepare and coordinate Strategic Audit Plans;</li> <li>2. Review and report on proper control over the receipts, custody and utilization of financial resources of the Fund;</li> <li>3. Review and report on conformity with financial and operational procedures laid down in any legislation or any regulation or instruction issued under such legislation and good accounting practice as, from time to time, defined by the Accountant General in order to avoid incurring obligations and authorizing payments to the extent which would ensure effective control over the expenditure of the Fund;</li> <li>4. Review and report on the correct classification and allocation of revenue and expenditure accounts;</li> </ol>

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

SN	Directorate/ Unit	Functions in accomplishment of principal activities
		<ol style="list-style-type: none"> <li>5. Review and report on the reliability and integrity of financial and operating data so that information provided allows for the preparation of accurate financial statements and other reports for the information of the Fund and the general public as required by legislation;</li> <li>6. Review and report on the systems in place used to safeguard assets, and as appropriate, the verification of the existence of such assets;</li> <li>7. Review and report on operations or programs to ascertain whether results are consistent with established objectives and goals;</li> <li>8. Review and report on the adequacy of action by the management in response to internal audit reports, and assisting management in the implementation of recommendations made by those reports and also, where appropriate, recommendations made by the Controller and Auditor General;</li> <li>9. Review and report on the adequacy of controls built into computerized systems in place in the Fund;</li> <li>10. Conduct performance audit on appraisal of development projects;</li> <li>11. Evaluate effectiveness of all administrative matters in order to ascertain to what extent resources are being utilized and adhered to Regulations and Procedures; and</li> <li>12. Conduct operational/value for money audits.</li> </ol>
1.3	Legal Unit	<p>The main functions of the Legal Services Unit are: -</p> <ol style="list-style-type: none"> <li>1. Ensure the enforcement of the instruments establishing the Fund and provide legal counselling service to the Board, Fund Management and the entire management team;</li> <li>2. Perform the secretariat function to the Board of the Fund;</li> <li>3. Represent the Fund in court and other avenues in which the Fund takes the side as a party to a legal case in form of a litigation or other form of proceedings;</li> <li>4. Coordinate the Board and Management meetings and assume the role of custodianship to the proper records of each meeting proceeding and contracts entered by the Fund progressively;</li> <li>5. Coordinate in the process to liaise, consult and cooperate with Ministries of Government, Independent Departments or Authorities on matters related to the universal service;</li> <li>6. Collaborate with other Directorates responsible for project implementation in the management of contracts entered with service providers to ensure compliance of terms and conditions;</li> <li>7. Ensure protection of the Fund against any sources of reputation risks and related matters; and</li> <li>8. Participate in the exercises intended to review, amend or repeal the legal instruments establishing the Fund as need arises.</li> </ol>
1.4	Corporate Communication	<p>The functions of the unit are: -</p> <ol style="list-style-type: none"> <li>1. Manage and ensure proper branding of Fund's image;</li> </ol>

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

SN	Directorate/ Unit	Functions in accomplishment of principal activities
	and Public Relations Unit	<ol style="list-style-type: none"> <li>2. Coordinate the development and implementation of strategic corporate communication policy and plan;</li> <li>3. Manage communications with all stakeholders of the Fund and ensure positive relationships with business community in ICT sector, media, internal and external audiences; and</li> <li>4. Coordinate management of Corporate Social Responsibility (CSR) of the Fund.</li> </ol>
1.5	Operations, Research and Development Directorate	<p>The functions of the Directorate are: -</p> <ol style="list-style-type: none"> <li>1. To implement the planned projects in consideration of the set milestones;</li> <li>2. To conduct field trials in rural and underserved areas with the view of testing appropriate technologies for rural connectivity;</li> <li>3. To map the actual usage and service distribution of communication services within the geographic areas of the country;</li> <li>4. To develop mechanisms based on appropriate technologies for interventions to curb the gaps identified for communication services need in specific areas;</li> <li>5. To undertake studies on communications traffic and usage data in rural and urban underserved areas for telecommunications, postal services and broadcasting subsectors;</li> <li>6. To liaise with communications operators for telecommunications, postal services and broadcasting subsectors in order to obtain the coverage plans in the medium and long-term period intervals;</li> <li>7. To undertake surveys that provide information in addition to that captured during the implementation period;</li> <li>8. To supervise the consultants' work contracted to specific individual project implementation and manage the successful closure of each project;</li> <li>9. To provide ICT support services to other units of the Fund;</li> <li>10. To conduct research into and keep abreast of developments in the rural and urban under- served areas regarding on communication services and information technologies;</li> <li>11. To specify the universal service obligation through defining a set of communication services that all users should have access to at an affordable price; and</li> <li>12. To identify the communication project areas and determine adequate subsidy to be allocated for communication project roll-out.</li> </ol> <p>The Directorate has Two Sections and Zone Offices</p> <ol style="list-style-type: none"> <li>(i) Operations Section;</li> <li>(ii) Research and Development Section; and</li> <li>(iii) Zone Offices.</li> </ol>

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

SN	Directorate/ Unit	Functions in accomplishment of principal activities
1.6	Project Planning, Monitoring and Evaluation Directorate	<p>The functions of the Directorate are: -</p> <ol style="list-style-type: none"> <li>1. To monitor the implementation of universal service obligations projects;</li> <li>2. To monitor compliance to the specifications agreed for each project during the implementation process;</li> <li>3. To formulate procedures and best ways for project planning to ensure sustainability beyond implementation period;</li> <li>4. To monitoring of quality assurance of projects and operations in reference to set standards;</li> <li>5. To review project contracts;</li> <li>6. To conduct periodic reviews on projects within the agreed framework before and after project commissioning according to the agreed specifications and determine areas of improvements to enhance achievement of the implemented projects along the project periods;</li> <li>7. To maintain a public register of all Fund's projects under implementation and those completed and commissioned to indicate beneficiaries and key stakeholders for each project;</li> <li>8. To develop comprehensive database for the planned projects by accumulating, classifying, archiving the statistics of the Fund;</li> <li>9. To be custodian of the Fund's Statistics; and</li> <li>10. To perform evaluation of projects along each implementation span.</li> </ol> <p>This Directorate has two (2) Sections:</p> <ol style="list-style-type: none"> <li>(i) Project Planning Section; and</li> <li>(ii) Monitoring and Evaluation Section.</li> </ol>
1.7	Corporate Services Directorate	<p>The functions of the Directorate are: -</p> <ol style="list-style-type: none"> <li>1. To manage the financial resources of the Fund and make the most suitable utilization of the funds;</li> <li>2. To disburse approved subsidies to each project in line to the contractual terms;</li> <li>3. To manage and adequately assign human resource to the Units and Directorate of the Fund;</li> <li>4. To coordinate the formulation and implementation of relevant policies and guidelines for proper management and controls of financial and human resources of the Fund;</li> <li>5. To establish the mechanism for a proper management of funds;</li> <li>6. To provide safeguard and protection of the assets and other valuable resources of the Fund;</li> <li>7. To provide the expertise in the soliciting of funds from other alternative sources feasible to the Fund's operations;</li> <li>8. To explore feasible financial investment opportunities to increase the net values of the assets; and</li> <li>9. To manage the registry of daily operations of the Fund's.</li> </ol>



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SN	Directorate/ Unit	Functions in accomplishment of principal activities
		The Directorate has two sections: (i) Finance and Accounts Section; and (ii) Human Resource Management and Administration.

### 2.3 STRATEGIES AND KEY PERFORMANCE INDICATORS (KPIs)

UCSAF is operated through the 5<sup>th</sup> UCSAFCSP 2022-27 with KPIs embedded within Strategic Objectives which include: Reducing HIV/AIDS Infections and NCD and improving Supportive Services, enhancing and sustaining effective Implementation of National Anti- Corruption strategy, improving access to Universal Communication Services, improving financial adequacy and institutional Capacity to Deliver Services.

These strategies are evaluated in annual basis with the established Monitoring and Evaluation (M&E) tools.

During the year under review, UCSAF had an overall rating of its KPIs to the tune of 83% against the targeted plan.

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

**Table 2: Measurement of performance as per documented Key Performance Indicators (KPIs) during the year 2023/24**

Strategic Objective	Strategies	Targets	Performance Indicators	Implementation Status	% Achievement (On Annual Basis)
HIV/AIDS Infections and NCD Reduced and Supportive Services Improved	Implement preventive programs and provide supportive services to affected staff	HIV/AIDS and NCDs preventive program prepared and implemented by June, 2027	Percentage of staff disclosing their status on infection	Implementation was in progress. Self-disclosure might be difficult because of voluntary willingness among employees.	60%
		Program to support infected staff prepared and implemented by June, 2027	Program prepared and implemented	Program incorporated in annual action plan and Annual budget allocation approved.	100%
<b>Objective's implementation status</b>					
Effective Implementation of National Anti-Corruption Strategy enhanced and sustained	Prevent corruption incidences and enhance ethical conduct	Anti-Corruption Action Plan prepared and implemented by June, 2027	Level of stakeholders' perception on corruption at UCSAF	Implementation was in progress. A committee in place to deal with anti-corruption at workplace with UCSAF.	80%
		Ethics Compliance Framework implemented by June, 2027		A committee in place to deal with anti-corruption and ethical issues in workplace with UCSAF. Whistle blowing policy in place and put into action.	90%
<b>Objective's implementation status</b>					
Access to Universal Communication Services Improved	Enhance telecommunication, postal and broadcasting services in rural and underserved urban areas	A Guideline for project identification and management prepared and implemented by June, 2027	Guideline prepare and implemented	Draft Guideline prepared	95%
		Database on telecommunication, postal and broadcasting services in rural and underserved urban	Database for telecommunication, postal and	Database on telecommunication, postal and broadcasting services in rural and underserved urban	100%
					90%

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

Strategic Objective	Strategies	Targets	Performance Indicators	Implementation Status	% Achievement (On Annual Basis)
		<p>areas developed and maintained by June, 2027</p> <p>Guideline for subsidy allocation to projects prepared and implemented by June, 2027</p> <p>353 ongoing telecommunication projects completed by June, 2024</p> <p>Ongoing project to enhance TBC radio broadcasting services in 8 districts completed by June, 2023</p> <p>Ongoing project to upgrade 70 telecommunication towers from 2G-to-2G 3G/4G completed by June, 2023</p> <p>375 telecommunication projects designed and implemented by June, 2027</p> <p>50 broadcasting projects designed and implemented by June, 2027</p> <p>5 postal projects designed and implemented by June, 2027</p>	<p>broadcasting developed)</p> <p>Guideline prepared and implemented</p> <p>Number of wards/sites completed</p> <p>Number of districts completed for broadcasting projects</p> <p>Number of towers upgraded</p> <p>Number of projects designed and completely implemented</p> <p>Number of broadcasting projects completed.</p> <p>Number of postal projects completed.</p>	<p>areas is in place. Update and further validation were in progress.</p> <p>Guideline preparation was in progress.</p> <p>177 completed and commissioned. Implementation for the rest was in progress.</p> <p>Project completed in 4 districts Implementation for the rest was in progress</p> <p>Project completed in 70 towers.</p> <p>Project design completed for 758 locations; Construction completed in 5 towers. Implementation for the rest was in progress</p> <p>7 broadcasting projects completed. Implementation for the rest was in progress</p> <p>1 of postal projects completed. Implementation for the rest was in progress</p>	<p>75%</p> <p>96%</p> <p>75%</p> <p>100%</p> <p>30%</p> <p>36%</p> <p>20%</p>

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

Strategic Objective	Strategies	Targets	Performance Indicators	Implementation Status	% Achievement (On Annual Basis)
	Enhance project management	Evaluation of 438 ongoing communication projects undertaken by June, 2024	Number of sites/lots Evaluated	Evaluation of completed for 322 ongoing communication projects	87%
		430 communication projects monitored and evaluated by June, 2027	Number of communication projects monitored	322 communication projects monitored	89%
		Research agenda developed and implemented by June, 2027		Research agenda development was in progress	25%
	Enhance ICT usage in service delivery /Support wide spread access and use of internet	School connectivity project implemented in 750 public schools by June, 2027	Number of schools connected	244 schools provided with ICT equipment	33%
		Ongoing Telemedicine Project to connect 7 hospitals completed by June, 2024	Number of hospitals connected	Telemedicine Project completed and connection for 5 hospitals was completed	100%
		Telemedicine project implemented in 20 public hospitals by June, 2027	Number of public hospitals connected	Telemedicine project implemented in 0 public hospitals	10%
		5 projects on bridging digital gap designed and implemented by June, 2027	Number of projects designed and implemented	The project was halted following board directives	N/A
		Guideline for ICT project identification and management prepared and implemented by June, 2027	Guideline in place	Guideline for ICT project identification and management prepared ready for further approval	50%
		Database on ICT projects developed and maintained by June, 2027	Database developed and maintained	Database on ICT projects developed and maintained. Further validation and update is in progress	85%

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

<b>Strategic Objective</b>	<b>Strategies</b>	<b>Targets</b>	<b>Performance Indicators</b>	<b>Implementation Status</b>	<b>% Achievement (On Annual Basis)</b>
		Project on Hotspot connectivity project in 105 public areas implemented by June, 2027	Number of public areas connected	23 Public areas connected using hotspot technology.	25%
<b>Objective's implementation status</b>					
Financial Adequacy Improved	Increase revenue	Compliance on payment of universal service levy raised to 100% by June, 2027	Percentage increase in revenue	Annual collection on service levy was 131% of the annual target. Billing was 117% of the annual target on service levy	131%
		Resource mobilization strategy prepared and implemented by June, 2027	Preparation and implementing a strategy	Resource mobilization strategy preparation was in progress	50%
	Improve resource management	Financial operational documents reviewed by June, 2027	Percentage change in revenue	Regulations (Financial and Universal Service Access Regulations) reviewed to improved revenue	100%
		Compliance to Finance Act and its regulations facilitated by June, 2027	Percentage change in revenue	Complied to Finance Act and its Regulations in force	100%
Objective's implementation status	Enhance Corporate Governance	Annual Budget and Plans prepared and implemented by June, 2027	Percentage change in revenue	Annual Budget and Plans prepared and implemented	90%
		M&E Framework operationalized by June, 2027	Percentage change in revenue	M&E Framework operationalized	85%
		UCSAF Board facilitated to implement its oversight role by June, 2027	Level of staff satisfaction	Board was facilitated	93%
Institutional Capacity to					100%

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

<b>Strategic Objective</b>	<b>Strategies</b>	<b>Targets</b>	<b>Performance Indicators</b>	<b>Implementation Status</b>	<b>% Achievement (On Annual Basis)</b>	
Deliver Services Improved		Assurance and advisory services provided by June, 2027	Audit Opinion	Unqualified opinion	100%	
	Strengthen Human Resource Management	Training plan prepared and implemented by June, 2027	Plan prepared and implemented	Annual Training plan prepared and implemented	100%	
		100% staff recruited as per establishment by June, 2027	Target Number of employees recruited	Recruitment for 12 employees was at the final stage	90%	
		Operational documents prepared and implemented by June, 2027	Scheme of Service; Incentive Scheme Staff and Financial Regulations approved and put into practical operation.	The approved Scheme of Service; Incentive Scheme Staff and Financial Regulations were in operation	100%	
	Strengthen Resource Management	Internal ICT Strategy prepared and implemented by June, 2027	Development and implementation of ICT Strategy	Development of ICT Strategy was in progress	100%	
	Improve Framework	Legal services provided by 100% by June, 2027	Legal services provided on annual basis	Legal services provided	100%	
	Enhance Awareness	Public	Public Awareness program prepared and implemented by June, 2027	Annual Awareness program prepared and implemented	Annual Public Awareness program prepared and implemented	100%
			Complaints handling mechanism institutionalized by June, 2027	Mechanism to handle complaints in pace and institutionalized	Complaints handling mechanism institutionalized by June, 2027	100%
			2 zonal offices established by June, 2027	Number of zonal offices established	3 zonal offices established	100%
			Public register on universal service provision developed by June, 2027	Register on universal service provision developed	Public register on universal service provision developed and published	100%

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

Strategic Objective	Strategies	Targets	Performance Indicators	Implementation Status	% Achievement (On Annual Basis)
	Improve working environment	Stakeholders' Engagement Strategy developed and implemented by June, 2027	Stakeholders' Engagement Strategy developed and implemented	Development of Stakeholders' Engagement Strategy was in progress	60%
		Goods and services procured and managed by 100% by June, 2027	Goods and services procured and managed at the desired level of 100%	Goods and services were procured and managed	100%
		Staff welfare services provided by 100% by June, 2027	Staff welfare provided	Staff welfare services were provided by 100%	100%
		Directorates and Units facilitated to undertake their functions by June, 2027	Directorates and Units facilitated to undertake their functions by June, 2027	Two directorates and four units facilitated and functioned at the expected level.	100%
		Construction of Office Building completed by 100% by June, 2024	Stage of completion for the UCSAF's Office Building	Construction of Office Building completed at 100% level.	100%
		Adequate working tools provided by 100% by June, 2027	Adequate working tools provided	Adequate working tools provided	95%
<b>Objective's implementation status</b>					<b>92%</b>
<b>TOTAL</b>					<b>84.5%</b>

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## UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)

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### 2.4 CORPORATE GOVERNANCE MATTERS

#### a. Board Commitment and Statement to Corporate Governance Practice

The Board is cognizant to the value that corporate governance adds to UCSAF's successful implementation to its programs and mandated functions with the basis on the achievement of its strategic objectives with the choice of adequate strategy for performance.

In that reflection, the Board continued to review various policies and procedures used to direct the activities of UCSAF. The reason being to provide a reasonable assurance to meet its objectives and that the operations are carried out in an ethical and accountable manner. The decision-making processes are run with the values of integrity, responsibility, accountability and transparency in mind.

#### b. Compliance to Government Directives

UCSAF complied with all directives from Government and its subordinate organs including the directives from the Treasury Registrar throughout the year.

#### c. Board Composition and Membership of Those Charged with Governance

The Board of Directors is established under Section 7 of the Universal Communications Services Access Act No. 11 of 2006 (the Act). The Board is established as the Governing body of the Universal Communications Service Access Fund (UCSAF). All members including the chairperson are appointed by the Minister responsible for communication. The Board is responsible for, among other things, proper, transparent and efficient governance, administration, monitoring, approval and control of the conduct of business operations.

In reference to section 7 of the Act, the UCSAF's Board is composed of seven members being:

- i. The Chairman;
- ii. Five non- executive members; and
- iii. The Chief Executive Officer who is also secretary to the Board.

The basis of composition of members to the Board is drawn on the basis of representation from key stakeholders' groups as follows:

- a. A representative of the Ministry responsible for communications of the Revolutionary Government of Zanzibar;
- b. A representative of the Ministry responsible for communication;
- c. A representative of the Ministry responsible for Finance;
- d. A representative of the Tanzania Communication Regulatory Authority; and
- e. A representative from private sector representing different sub-sectors of the Communication sector.



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Board membership may be terminated with at least one of the following occurrences to a member:

- a. He resigns;
- b. He is declared bankrupt;
- c. He is convicted of a criminal offence;
- d. He is in conflict of interest;
- e. He is incapable of carrying out the member's duties because of ill health or physical or mental impairment;
- f. He fails to attend at least two third of all meetings of the Board in a period of consecutive twelve months without sufficient cause;
- g. He fails to attend three consecutive meetings without sufficient cause; or
- h. His appointment is revoked by the appointing authority.
- i. Power and Roles of the Board

The Board is responsible for:

- i. Performance of the functions and management of the affairs of the Fund;
- ii. Maintaining the integrity of the Fund's financial activities, monitor the Fund's financial and annual reports;
- iii. Observing the elements of good governance at the Fund that include responsibility; accountability; fairness; transparency and dynamism; innovation and collaboration in directing and making its strategic decisions;
- iv. Approving the:
  - a. Programs of UCSAF;
  - b. Operating budget;
  - c. Appointment of staff other than the Chief Executive Officer; and
  - d. Quarterly reports on direct disbursements of Fund projects.
- v. Reviewing and approving the corporate strategic plan, annual budgets and asset management plan and monitoring performance against budget on a quarterly basis;
- vi. Establishing procedures and controls to ensure that the fund's financial statements are true, fair and conform with the law;
- vii. Approving and monitoring financial and other reports, including annual, and quarterly accounts;
- viii. Reviewing and ratifying systems of risk management and internal compliance and control, codes of conduct, and legal compliance;
- ix. Monitoring management's performance and implementation of strategy, communication projects and ensuring appropriate resources are available;
- x. Ensuring that an appropriate process is in place for recruitment, review of performance, remuneration, training and development of the fund's employees to provide for management succession; and
- xi. Approving and fostering a corporate culture which requires the Fund management and every employee to operate and observe high level of ethical, respect, innovation, integrity, objectivity, team work, transparency, accountability, efficiency and in a professional manner.

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**d. Board Charter and Board Conduct of Business**

The Board Charter was established under paragraph 9 of the Schedule to the Act to enable regulation of its own procedures of conduct as a pertinent element of corporate governance. The Charter sets the guidance and reference to ensure that the conduct of the Board is in compliance, consistent with, and establishes the basis for its commitment to the best practice in corporate governance.

The scope of the Charter is articulated by the provision on how the Board conducts its business in reference to the following elements:

- i. Roles and powers of the Board and power delegation framework;
- ii. Composition of Committees of the Board;
- iii. Conflict of Interest Policy;
- iv. Independence of Board members;
- v. Responsibility for Risk Management, Internal Control and Accountability;
- vi. Board evaluation on annual basis;
- vii. Board meetings and how the quorum is determined;
- viii. Resolution procedure and voting of board members including restricted matters;
- ix. Minutes of and proceeding of Board meetings;
- x. Training for Board members;
- xi. Allowances and fees of the Board members;
- xii. Board reporting responsibilities;
- xiii. The seal of the Board and its control; and
- xiv. Consistency with legislation.

**e. Board of Directors who were available during reporting period**

The Directors of the UCSAF at the date of this report, have served for the period from 1 July 2023 to 30 June 2024 except where otherwise stated are: -

S/N	Name	Position	Age	Qualifications	Appointment Date	Exit Date
1	Prof. John S. Nkoma	Chairperson	75	PhD in Physics	3 July 2021	2 July 2024
2	Mr. Khatib M. Khatib	Vice Chairperson	54	MA Economics	01 Mar 2018	2 July 2024
3	Ms. Eunice A. Masigati	Member	39	LL.M (ICT), LL.B	01 Mar 2018	2 July 2024
4	Eng. Francis F. Mihayo	Member	51	MSc. Tel. Eng.; PGDEIT; ADE- TE	01 Aug 2019	31 Jul 2025
5	Dr. Elizeus K. John	Member	51	PhD in Finance,	3 July 2021 (Reappointed 17 October 2024)	16 Oct 2027
6	Ms. Georgia Mutagahywa	Member	57	MSc. Psychology, MA(Journalism)	3 July 2021	2 July 2024
7	Mrs. Justina T. Mashiba	Member	50	M.IBEM, LL.B;	01 Jul 2019	23 July 2023

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S/N	Name	Position	Age	Qualifications	Appointment Date	Exit Date
				Advocate of High Court of Tanzania		
8	Ambassador Valentino Mlowola	Chairperson	63	LL.B, Counter Terrorism Fellowship, Basic Recruit Course	25 September 2024	24 September 2027
9	Eng. Ikuja Jumanne Ikuja	Member	48	Msc. Telecomm. Engineering	17 October 2024	16 October 2027
10	Ms. Elizabeth Riziki	Member	37	MBA in Corporate Management	17 October 2024	16 October 2027
11	Eng. Leo. P. Magomba	Member	46	Master of Communication (ICT/Telecomm.) Management [eMCM]	17 October 2024	16 October 2027
12	Najma Abdalla Ali	Member	37	LL.B and Shariah	17 October 2024	17 February 2025
13	Eng. Peter Mwasalyanda	Secretary	48	Adv Dipl (Eng) Postgraduate Dipl. (Electronics and IT)	17 October 2024	16 October 2027

All members of the Board are Tanzanians and Non-Executives except Mrs. Justina Mashiba who is both the Chief Executive Officer as well as the Secretary to the Board in accordance with section 7(2) of the Universal Communications Service Access Act, 2006 (Amended).

### f. Board Committees

The Board has three (3) Committees which assist it in carrying out its mandate. These are Board Audit and Risk Committee, Board Allocation and Board Investment Committee and Finance and Administration Committee. These Committees scrutinize in depth all major issues which are ultimately approved by the Board.

Each committee has three (3) members with majority of members required to form a quorum.

#### Number of Meetings held for each Board Committee for 2023/24

Committee Name	Number of Meetings
Board Audit and Risk Committee	3
Board Allocation and Investment Committee	3
Board Finance and Administration Committee	3

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**g. Constitution of the Board Committees**

**i. Board Audit and Risk Committee**

S/N	Name	Position	Age	Qualification	Appointment Date	Exit Date
1	Mr. Khatib M. Khatib	Chairperson	54	MA Economics	01 Mar. 2018	02 Jul 2024
2	Ms. Eunice A. Masigati	Member	39	LL.M ICT, LL. B	01 Mar. 2018	02 Jul 2024
3	Ms. Georgia Mutagahywa	Member	57	MSC Psychology, MA (Journalism)	03 Jul. 2021	02 Jul 2024
4	Dr. Elizeus K. John	Chairperson	52	PhD in Finance	3 July 2021 (Reappointed 17 October 2024)	16 October 2027
5	Ms Najma Abdalla Ali	Member	37	LL.B and Shariah	17 October 2024	17 February 2025
6	Eng. Ikuja Jumanne Ikuja	Member	48	Adv Dipl (Eng) Postgraduate Dipl. (Electronics and IT)	17 October 2024	16 October 2027

**ii. Board Allocation and Investment Committee**

S/N	Name	Position	Age	Qualification	Appointment Date	Exit Date
1	Eng. Francis F. Mihayo	Chairperson	52	MSc. Tel. Eng.; PGDEIT; ADE- TE	01 Aug. 2019	31 Jul 2025
2	Mrs. Justina T. Mashiba	Member	51	M.IBEM, LLB; Advocate of High Court of Tanzania	01 Jul. 2019	End of tenure
3	Dr. Elizeus K. John	Member	52	PhD in Finance	11 Nov. 2022	2 July 2024
4	Eng. Leo. P. Magomba	Chairperson	46	Master of Communication (ICT/Telecomm.) Management [eMCM]	17 October 2024	16 October 2027
5	Eng. Peter Mwasalyanda	Member	48	Adv Dipl (Eng) Postgraduate Dipl. (Electronics and IT)	17 October 2024	16 October 2027
6	Ms. Elizabeth Riziki	Member	37	MBA in Corporate Management	17 October 2024	16 October 2027

**iii. Board Finance and Administration Committee**

S/N	Name	Position	Age	Qualification	Appointment Date	Exit Date
1	Dr. Elizeus K. John	Chairperson	52	PhD in Finance	3 Jul. 2021	2 July 2024
2	Mr. Francis F. Mihayo	Member	52	MSc. Tel. Eng.; PGDEIT; ADE- TE	01 Aug. 2019	31 July 2025

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S/N	Name	Position	Age	Qualification	Appointment Date	Exit Date
3	Mrs. Justina T. Mashiba	Member	51	M. IBEM, LLB; Advocate of High Court of Tanzania	01 Jul. 2019	End of tenure
4	Ms. Elizabeth Riziki	Chairperson	37	MBA in Corporate Management	17 October 2024	16 October 2027
5	Eng. Peter Mwasalyanda	Member	48	Adv Dipl (Eng) Postgraduate Dipl. (Electronics and IT)	17 October 2024	16 October 2027
6	Eng. Leo. P. Magomba	Member	46	Master of Communication (ICT/Telecomm.) Management [eMCM]	17 October 2024	16 October 2027

Below is a summary indicating the number of meetings attended by each Board member

Name	Board Meeting	Board Finance & Administration Committee	Board Allocation & Investment Committee	Board Audit & Risk Committee
Prof. John S. Nkoma	6	NA	NA	NA
Mr. Khatib M. Khatib	6	NA	NA	5
Ms. Eunice A. Masigati	2	NA	NA	5
Ms. Georgia Mutagahywa	3	NA	NA	5
Eng. Francis F. Mihayo	5	6	5	NA
Dr. Elizeus K. John	5	6	5	NA
Mrs. Justina T. Mashiba	6	6	5	NA

### h. Board Resolutions

The Board held four statutory meetings and two special meetings for the year under review. During those meetings, a number of resolutions were made including the following signification proceedings:

- i. **Oversight and overall management of UCSAF**
  - a. Approval of Proposal for Additional Capital on Staff Revolving Fund.
  - b. Approval of Implementation of Rural Telecommunication Phase 8 Project.
  - c. Approval of promotion of 11 employees, recruitment of eight (8) vacant positions to fill UCSAF Establishment for the financial year 2023/24, and renewal of Director of Corporate Affairs Employment Contract.
  - d. Approved the Report of report of a Working Session of Board Chairpersons and Chief Executive Officers of Public Institutions in Tanzania.
  - e. Ratified Circular Resolution No. 02/2023: Performance Contract Between Treasury Registrar and Board of Directors of Universal Communications Service Access Fund.
  - f. Adopted the Evaluation Report of the Board of Directors of the Universal Communications Service Access Fund for the Year 2022/23.

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- g. Approved Budget Adjustment and Reallocation for the Financial Year 2023/24.
- h. Approved Revised UCSAF's Annual Work Plan for the Financial Year 2023/24.
- i. Approved the Revised Annual Procurement Plan (APP) for Financial Year 2023/2024.
- j. Approved Confirmation of Employment of one staff, annual salary increments for three (3) Employees.
- k. Approved the Project to Connect 20 PCCB District Offices Through Virtual Private Network (VPN).
- l. Approved Proposed Budget for the Financial Year 2024/25.
- m. Approved the Proposed Annual Procurement Plan the Financial Year 2024/25.
- n. Approved recruitment of eight (8) vacant posts through transfer process.
- o. Approved request for assuming duty for the following 10 employees having completed the vetting exercise.
- p. Approved the proposal for implementation of Treasury Registrar's Letter with Regards to UCSAF's Contributions to the Consolidated Fund.

### ii. Setting policy directions, strategies and guidance

During the year under review, the Board made approval and adoption of the following policies and procedures for UCSAF's operational use:

- a. Adoption of Revised UCSAF Staff Regulations approved by the by Permanent Secretary, President's Office' Public Service Management and Good Governance:
- b. Approved the Records Management Policy,
- c. Approved the Client Service Charter
- d. Approved UCSAF Internal ICT Instruments, ie ICT Policy; ICT Security Policy; Acceptable ICT Use Policy; and ICT Strategy.
- e. Approved Project Management, Monitoring, Evaluation and Learning Manual
- f. Approved Training Plan for the Financial Year 2024/25

### iii. Review of Management Performance and Operations

Approval of Employees' performance for the financial year 2022/23 with corresponding reward thereof including promotion and annual salary increment of individual employees in respective positions on merit basis.

## 2.5 CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE

UCSAF initiatives for rural telecom projects are focused on closing the digital gap identified in commercially non-viable rural and urban areas, attracting investment, enabling access to communication services, and bringing social and economic development to those areas, with the ultimate goal of improving the livelihoods of individual citizens.

Through the implementation of such projects, UCSAF conforms to the realization of the National 5-year Development Plan 2021/22-2025/26, Tanzania Development vision 2025, Zanzibar Development Vision 2050, Ruling Party Election Manifesto 2020-2025, National Policy on

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HIV/AIDS 2001, National Anti-Corruption Strategy and Action Plan for Tanzania 1999 and the National ICT Policy 2016 objectives, which among the following are in line with its legal establishment and mandate:

- i. To enhance public participation and understanding of the potential of ICT for effective transformation towards a knowledge-based society;
- ii. To strengthen strategic ICT leadership at all levels to effectively champion the exploitation of ICT in all sectors of the economy; and
- iii. To enhance access and availability of affordable and reliable broadband services to accelerate socio-economic development of the society;
- iv. To have reliable, interoperable and sustainable ICT infrastructure that supports ubiquitous national connectivity; and
- v. To bridge the digital divide by universal access to ICT products and services.

Each individual project is intended to achieve the following issues:

- i. Connecting the unconnected community in a given area
- ii. Improving the delivery of social services such as education, health and similar services;
- iii. Providing opportunities for employment at individual levels for those involved in the erection of the basic and active infrastructure on one side and those engaged in the service delivery of the telecom service; and
- iv. Improving financial inclusion in the project areas through the resultant increase in mobile money subscribers and users.

UCSAF provides subsidies to support the MNO's investment in communication infrastructure and therefore stimulates the participation of each individual project intended to achieve the following issues:

- i. Connecting the unconnected community in a given area
- ii. Improving the delivery of social services such as education, health and similar services;
- iii. Providing opportunities for employment at individual levels for those involved in the erection of the basic and active infrastructure on one side and those engaged in the service delivery of the telecom service; and
- iv. Improving financial inclusion in the project areas through the resultant increase in mobile money subscribers and users.

### 2.5.1 Development Projects and Related Activities

During the year 2023/24, UCSAF continued to implement the following development projects and related activities:

- i. Continued providing Telecommunication Services to 437 wards through DTP Phase 1. This is a project to extend communication services to 437 wards through the Digital Tanzania Project (DTP) Phase One. The project consists of 437 Lots with a total contract

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- sum of TZS 55,613,653,000. Airtel is implementing the project with 111 sites, MIC with 185 sites, Vodacom with 137 sites, and TTCL with 4 Sites.
- ii. Upgrade of 304 2G sites to 2G3G/4G. The project consists of 304 towers at a contract sum of TZS 5,149,164,696. Operators have upgraded 249 out of 304 sites from 2G to 2G3G and/or 4G. Through this project, Airtel has 32 sites, TTCL has 55 sites, Vodacom has 69 sites and Honora (Tigo) has 148.
  - iii. Reviewing and Updating a Guideline for Project Identification and Management. This Document will set priorities for project implementation and management.
  - iv. Conducting a Survey and Developing a Database on Telecommunication, Broadcasting Services, and ICT in Rural and Urban Underserved Areas. The survey was undertaken to prepare a database on Telecommunication, Broadcasting, and ICT in rural and urban underserved areas. A database of areas without communication service was prepared through desktop work and collecting areas from district ICT officers.
  - v. Reviewing and Preparation of Guidelines for Subsidy allocation to Projects. This will be achieved by defining the objective of the subsidy, identifying eligible projects, and setting subsidy amount based on the cost of the project and the expected impact by establishing a competitive process; likewise, the results of subsidized projects will be monitored and evaluated to ensure that they are achieving the desired outcomes. During the FY, terms of reference were developed, and the actual task of developing the guidelines will be done in FY 2024/25.
  - vi. Conducting Impact Assessment of School Connectivity, Telemedicine, Community Radio, Free Internet Hotspot and Teachers Training Project. The exercise involves the determination of boundaries of the assessment by identifying the project's goals, objectives, and expected outcomes. Also, determination of the affected by the project, including beneficiaries, partners, and other stakeholders. Identify the criteria for assessing the project's impact, such as economic, social, environmental, and cultural factors. Data on the project's performance and impact will be collected, including baseline data, project data, and post-project data. Draft Terms of Reference (TOR) were refined before floating a tender for implementation. Initial preparations for the tender were done during Q4; however, the tender to undertake the assignment will be floated during FY 2024/25.
  - vii. Enhancement of Broadcasting Services in 3 Border Areas. UCSAF informed TBC regarding the project implementation and agreed on project areas. The areas to benefit from the project include Usangi (Mwanga Kilimanjaro), Nyang'wale (Geita), and Rombo DC (Kilimanjaro). The contract was signed on 19 February 2024.
  - viii. Modernizing Community Radio and Enhancing Radio Broadcasting in 4 Regions. During the period under review, UCSAF planned to support the establishment of Community radio and the enhancement of radio broadcasting in 4 regions. Through this project, UCSAF planned to fund the construction of FM broadcasting sites, including towers, fences, shelters, power systems, and other passive infrastructure. The tender was initiated in NeST. However, it was cancelled due to technical issues.
  - ix. Upgrading of 100 2G sites to 2G3G/4G. A list of sites to be included in the bidding document has been prepared. The maximum subsidy set for one site upgrade is TZS



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- 20,000,000. During the year, a tender was floated; however, bidders did not attend it on time, so it was cancelled. The tender will be floated in FY 2024/25.
- x. Installation of UCSAF Sites Signage to 500 Telecommunication Towers. Towers involved in the project include those from previous project phases that did not require service providers to install site signage. Evaluation and the award of the contract were conducted. The completion period is expected to be November 2024.
  - xi. Equipping Point of Sales (POS) equipment for Tanzania Posts Corporation. The project's objective is to improve postal service delivery in rural and urban underserved areas. However, after reviewing the budget, it was agreed that funds for this project will finance LAN connectivity for 20 districts of PCCB and modernize the TSN studio. A contract was signed between the parties, and they submitted a request for subsidies as per the contract.
  - xii. Preparation of Monitoring and Evaluation Framework and Capacity Building. The completion preparation of the M&E Framework was followed by Capacity Building so that the framework could be understood and followed well. The framework will be used to gauge and monitor all projects within UCSAF. During the year under review, the Monitoring, Evaluation, and Learning (MEL) framework was developed and submitted to Management and the Board for approval.
  - xiii. Conducting training on ICT for 248 Students during Girls in ICT Day. The girls received basic computer application development training and later competed for a few winners who received laptops, and UCSAF will set up ICT clubs at their respective schools. During the year under review, training took place with COSTECH as the lead trainer.
  - xiv. Provision of special ICT learning equipment to 6 schools with students having special needs. This is a project that is aimed at providing Special Information and Communication Technology (ICT) learning equipment to six (6) Government Schools having students with special needs. During the year under review, evaluation and award of the tender was completed. ICT equipment was supplied in early August 2024.
  - xv. Provision of ICT Training to 650 Public School Teachers. During the year under review, UCSAF provided Information and Communication Technology (ICT) training to school teachers who received ICT equipment from UCSAF. In brief, this project aims to equip school teachers with ICT knowledge that will enhance their teaching capabilities. Also, the project will sharpen teachers' skills and provide basic troubleshooting for ICT equipment, including computers and printers. Initially, UCSAF planned to provide training to 650 school teachers; however, due to budgetary constraints, during Q3 FY 2023/24, the project was conducted from 27th to 30th November 2023 at the University of Dodoma (UDOM) by training only 42 teachers from Kigoma, Songwe, and Tabora Regions through UNICEF funds.
  - xvi. Establish Internet hotspots in 20 locations. During the Year under review, UCSAF planned to establish Internet Hotspot in 20 locations. This project will increase internet penetration in the country as per the ruling party manifesto of 2020 article 61(h). The areas that will be involved will include various areas in Universities and Public places. This project will provide DART bus stations with free public Wi-Fi. Requirements were gathered, and two routes were established. The first phase is Morogoro Road (Kimara - Kivukoni), and 2nd phase is Mbagala Road (Mbagala - Gerezani). During the period under

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review, the tender was initiated through NeST. However, the tender was cancelled and will be re-initiated in July 2024.

- xvii. Continued providing Telecommunication Service to 319 wards through Phase 8 Project. This is a project to extend communication services to 319 wards through the Rural Telecommunication Phase 8 Project. The project comprises 319 Lots with a maximum set subsidy of TZS 71,155,700,000. Through this project, Airtel will construct 58 sites, Halotel will construct 34 sites, MIC will construct 76 sites, TTCL will construct 100 sites and Vodacom will construct 53 sites. Details of the contracted amounts and lots are provided in the table below.

### Distribution of Lots, Contract Value and Commitments for Phase 8 Rural Telecom Project (in TZS)

Name of Service Provider	Contract Value (TZS)	No. of Lots	Advance Payment at the date of report (TZS)	Commitment at the date of report (TZS)
Viettel Tanzania Plc	4,980,000,000	34	3,486,000,000	1,494,000,000
TTCL Corporation	32,000,000,000	100	22,400,000,000	9,600,000,000
Vodacom Tanzania Plc	9,490,000,000	53	6,643,000,000	2,847,000,000
Airtel Tanzania Plc	10,196,700,000	50	7,137,690,000	3,059,010,000
Honora Tanzania Plc (former MIC Tanzania Plc)	13,680,000,000	38	9,576,000,000	4,104,000,000
<b>Total</b>	<b>70,346,700,000</b>	<b>275</b>	<b>49,242,690,000</b>	<b>21,104,010,000</b>

### 2.5.2 Challenges that impacted the Development Projects and Related activities

The UCSAF encountered several challenges in implementing the development projects during the year under review as follows:

- i. Heavy rainfalls destroyed roads which impaired the speedy construction of sites.
- ii. Lack of key infrastructure supporting the construction of sites led to the delay of project completion.
- iii. The reluctance of operators to participate in UCSAF projects hinders project implementation to the required number.
- iv. Compliance requirements for tendering processes in the public sector for projects impacted the implementation of the rural telecommunication projected phase with a delay from the originally target date.
- v. Delay in the recruitment procedures for new employees affected the manpower size and related expenditures, which further affected the implementation of some activities requiring specialized skills and at the targeted level.

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### 2.5.3 Administrative Activities

During the year 2023/24, UCSAF also managed to perform the following activities: -

- i. Prepared the financial statements for the financial year 2022/23 that were audited by the Controller and Auditor General with unqualified audit opinion.
- ii. Supplied protective gear to all UCSAF offices countrywide.
- iii. Developed internal strategies and operational documents (ICT Strategy and Records Management Policy).
- iv. Supported 34 staff members on professional and managerial training; and Finalized the construction of the office building and all HQ Staff were transferred to the new office.

### 2.5.4 Features of the Statements of Financial Performance Linked to Other Results

#### Performance for the Year

During the year under review, UCSAF recorded revenue of TZS 59.3 billion (2022/23: TZS 42.9 billion). Similarly, UCSAF had an expenditure of TZS 39.3 billion which includes operating expenses and transfers (2022/23: TZS 43.4 billion). The overall increases in actual revenue of TZS 16.4 billion is attributed to increase in the universal service levy rate from 1% to 1.25% as well as management initiative to strengthen revenue collection by billing the service operators on monthly basis. The decrease in spending is largely contributed by the decrease in communication network expenditure in which advances have been paid for telecommunication projects however most of these projects are not fully commissioned and therefore have not been expensed.

### 2.6 CAPITAL STRUCTURE

The capital structure of UCSAF is composed of accumulated surplus as a result of operations since its initial inception in July 2009. The table below provides the nature and composition. The opening balance of the accumulated surplus includes TZS 951,910,000 as an initial fund for initial year of operation (July 2009) amount received from TCRA on behalf of the Government of the United Republic of Tanzania. This is indicated as Opening balance of Taxpayers' Fund.

	Note	Accum. Surplus/ (Deficit) TZS	Capital Funds TZS	TOTAL TZS
Opening Balance as at 01 Jul 2023		88,771,474,594	951,910,000	89,723,384,594
Surplus/ Deficit for the Year		20,118,497,302		20,118,497,302
<b>Closing Balance as at 30 Jun 2024</b>		<b>108,889,971,896</b>	<b>951,910,000</b>	<b>109,841,881,896</b>
Opening Balance as at 01 Jul 2022		91,270,159,566	951,910,000.00	92,222,069,566
Adjustment to Opening Acc. Surplus		(1,995,091,633)		(1,995,091,633)
Surplus/ Deficit for the Year	12.4.2(a)	(503,593,339)		(503,593,339)
<b>Closing Balance as at 30 Jun 2023</b>		<b>88,771,474,594</b>	<b>951,910,000</b>	<b>89,723,384,594</b>

## **2.7 CASH FLOWS**

The cash flows for the year under review comprised of inflows and outflows from two main areas namely cash flows from operating activities and cash flows from investing activities.

Cash flows provide the details on the components that influenced the inflows and outflows to determine the balances of cash and cash equivalent at the year end from the results of past activities. The net cash decrease in cash and cash equivalent was TZS 17.3 billion (30 June 2023: increase of TZS 6.04 billion) from the two activities detailed below.

### **2.7.1 Cash Flows from Operating Activities**

The net cash outflow from operating activities for the year under review was TZS 15.8 billion (30 June 2023: was inflow of TZS 7.6 billion). This represents the difference between cash receipts recorded at TZS 57.3 billion (30 June 2023: TZS 38.7 billion) coming from universal service levy, subvention from TCRA and receipts from other revenues.

The total payment is TZS 73.2 billion comprising expenditures on wages, salaries and employees' benefits amounting to TZS 4.1 billion (30 June 2023: TZS 4.05 Billion); use of goods and service 18.1 billion (30 June 2023: TZS 24.94 billion) significantly attributed to the element of expenditure on completed projects as detailed on *Note 14.1*; staff loan TZS 1.04 Billion (30 June 2023: TZS 1.48 Billion); other expenses TZS 181 million (30 June 2023: TZS 254 million); maintenance TZS 355 (30 June 2023: TZS 218.34 million) and contribution to consolidate fund TZS 500 million (30 June 2023: TZS 150 million). There were no payments of interest as there were no borrowing of funds.

### **2.7.2 Cash Flows from Investing Activities**

The net cash outflow from investing activities for the year under review was TZS 1.45 billion (30 June 2023: TZS 1.53) billion) used for the construction of office building and acquisition of office equipment as detailed on Note 16 of this report.

## **2.8 SOLVENCY AND GOING CONCERN**

The Directors have reviewed the current financial position of UCSAF and based on this review; the Directors are of the opinion that UCSAF is a going concern. The solvency and annual operating results are as shown in the financial statements attached to this report.

The assets comprise of office building, plant, property and equipment, accounts receivables and cash and cash equivalent and are mostly financed by retained earnings and slight level of liabilities. The recorded financial position strongly places UCSAF in a position where it will be able to honour its committed development expenditures and continue implementing further development projects intended for universal communication access, which have been planned in the next year's schedule of activities.

## **2.9 HEALTH AND SAFETY**

It is the UCSAF's policy to ensure that each service provider engaged in the implementation of its projects and related activities shall at all times take all reasonable precautions to maintain the health and safety of his personnel. Each service provider is required to ensure that first aid facilities are available at all times at the sites and that suitable arrangements are made for all necessary welfare and hygiene requirements and for the prevention of epidemics. Technical audits are carried before acceptance of completion phase of each project that forms the basis for remedial of identified deficiencies for reported implementation by contracted service providers.

Each service provider is required to maintain records and make reports concerning health, safety, and welfare of persons, and damage to the property, as the employer may reasonably require.

Each service provider is required to conduct a HIV-Aids awareness program, and shall take other such measures as specified in the Special Conditions of Contract to reduce the risk of transfer of HIV virus between and among Service Provider's personnel, the employers' staff and the surrounding community.

## **2.10 PROTECTION OF THE ENVIRONMENT**

UCSAF Requires that a service provider contracted for implementation of a project supported by the financial subsidy from it takes all reasonable steps to protect the environment and to limit damage and nuisance to people and property resulting from pollution, noise and other results of his operations.

All service providers are required to comply to the minimal compliance standards established national laws authorities in areas of emissions, surface discharges and effluent related to the activities of each inferred project. All telecommunication projects are required to obtain permission for relevant environmental and related compliance from the following authorities:

- i. National Environmental Council (NEMC);
- ii. Tanzania Civil Aviation Authority (TCAA); and
- iii. Local Government authorities

Specific compliance areas are expressed in the requirements to observe the following aspects:

- a. Site Selection for Towers: The site selection is guided by the requirement to ensure prevention or minimization of potential environmental impacts from telecommunications towers;
- b. Avoid protected areas such as wetlands, nature reserves, and national parks unless specific permission is granted;
- c. Tower Co-location or Sharing; and

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- d. UCSAF encourages service providers when considering the siting of new telecommunications tower facilities is to locate the new equipment on existing structures.

Co-location is a standard global practice to reduce the need for new towers and minimize environmental and visual impacts. Co-location has a derived advantage in by reducing the initial investment and operational costs for service providers.

### 2.11 STRATEGIC OBJECTIVES AND THE FUTURE OPERATIONAL PLAN

#### (i) Strategic Objectives for the Period 2023/24 - 2026/27

UCSAF strives to pursue its Vision and achieve its Mission through the implementation of its six Strategic objectives whose achievement is meant to meet the service requirements of its stakeholders and citizen of United Republic of Tanzania. The objectives are as highlighted hereunder: -

- a. HIV/AIDS infections and NCDs reduced and supportive services improved;
- b. Effective implementation of National anti-corruption strategy enhanced and sustained;
- c. Access to universal communication services improved;
- d. Financial adequacy improved; and
- e. Institutional capacity to deliver services improved.
- f. Maintain Adequate Manning Level and Skills.

In the next financial year, UCSAF has planned to implement the following development projects and related activities derived from its Strategic Plan within the scope of its mandate:

- i. To initiate modernisation of community radios in three (3) District by June 2025.
- ii. To provide ICT equipment for delivery of Postal Services in Rural Areas by June 2025.
- iii. To conduct training on ICT to 248 Students during Girls in ICT week by June 2025.
- iv. To provide internet connectivity to 100 Public Schools by June 2025.
- v. To Provide Special ICT Learning Equipment to 10 colleges having students with special needs by June 2025.
- vi. To Provide ICT Training to 300 Public School Teachers by June 2025. To Provide ICT Training to 300 Public School Teachers by June 2025.
- vii. To carry out monitoring and evaluation of communication projects implemented by UCSAF
- viii. To connect five (5) peripheral hospitals to super national referral hospital facilities through Telemedicine Projects.
- ix. To review guideline for subsidy allocation to projects.
- x. To initiate enhancement of TBC Broadcasting services in 2 Border Areas by June 2025.
- xi. To install 200 UCSAF sites signage by June 2025.
- xii. To initiate last mile fibre connectivity to 10 District Councils Offices by June 2025
- xiii. To initiate connection of 2 hospitals for the Telemedicine Project by June 2025
- xiv. Implementation of e-PMS and e-contract management system.

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- xv. To Conduct a Survey and Develop a Database on Telecommunication in Rural and Urban underserved areas.
- xvi. To provide Telecommunication Service to 437 through DTP Phase 1
- xvii. To provide Telecommunication Service to 319 wards through Phase 8 Project
- xviii. To Upgrade 304 2G sites to 2G3G/4G
- xix. To Conduct Impact Assessment of school connectivity, telemedicine, community radio, free internet hotspot and Teachers training projects
- xx. To initiate modernization of community radios in 3 District by June 2025

### 2.12 SUSTAINABILITY REPORT

UCSAF aims at facilitating access to communication services in underserve areas with its vision of making Tanzania a digitally inclusive country. Through performing its activities, it has always ensured sustainable development through the following practices:

- i. Environmental Sustainability
  - EIAS, Waste management and recycling
- ii. Social Sustainability
  - Community engagement and development
  - Digital inclusion and education
  - Health and safety
- iii. Governance and Ethical Practices
  - Corporate governance
  - Transparency and accountability
  - Ethical code of conduct and compliance laws and regulation
- iv. Performance metrics and Impact assessment
- v. Future commitment and goals
- vi. Stable Government Policy and Regulation of on the communication sectors with high commitment to ensure provision of basic infrastructure and related services;
- vii. Availability of skilled labour forces that the Management ensures its retention with relevant motivation strategy;
- viii. Financial stability for its operational and strategic requirements backed by mandated sources of revenues; and
- ix. High level of commitment and continuous risk management strategy to mitigate inherent and emerging risks.

### 2.13 EMPLOYMENT POLICY

UCSAF is an equal opportunity employer. It gives equal access to employment opportunities and ensures that the best available person is appointed to any given position free from discrimination of any kind and without regard to factors like gender, marital status, tribes, religion and people with disability which does not impair the ability to discharge duties.

**2.13.1 Employees' Welfare**

**a) Management and Employees' Relationship**

UCSAF provides staff welfare for well well-being of its employees. In the financial year 2023/2024, UCSAF provided healthcare services to all its 35 employees and their dependents as recognized by NHIF. It approved all types of leave for employees including maternity leave, paternity leave, compassionate leave, and annual leave. These services extend from physical to mental health among employees, helping create an efficient and satisfied workforce.

**b) Workers' Council**

Employees have availed the opportunity to conduct their welfare issues through TUGHE and were involved in the budget implementation. Implemented UCSAF projects 2023/24 and participated in the strategic risk registers as one of the advisory organs before the Board approved the same. Through the various sessions, employees were trained on retirement preparation, the UCSAF Act and its addendum, and Positive communication with external stakeholders in preserving the UCSAF brand. The Workers' Council conducted its business including training, two statutory bi-annual meetings, and its first special meeting.

**c) Medical Assistance**

UCSAF makes a contribution at the rate of 3% of basic salary to the National Health Insurance Fund (NHIF) to meet the medical cost for all members of staff and their eligible dependents as per the mandate and requirements of the insurance fund by the underlying laws. The total annual contribution was TZS 58,625,619 (2022/23: TZS 49,379,512).

**d) Workers' Compensation**

UCSAF makes a contribution at the rate of 0.5% of basic salary to the Workmen Compensation Fund as insurance to provide compensation to its employees in case of disablement or death caused by or resulting from injuries or diseases sustained or contracted in the course of employment. The total annual contribution was TZS 9,686,096 (2022/23: TZS 8,090,992).

**e) Staff Training**

For UCSAF to effectively discharge its functions, it is necessary for it to have a cadre of highly trained and skilled workforce and to update its training in various categories of skills required for UCSAF's duties and obligations. An annual training plan was implemented to ensure employees are adequately trained at all levels. A total of TZS 242,932,204 was spent on staff training (2022/23: TZ182,459,667).

**f) Financial Assistance**

Financial support is available to all employees depending on the assessment by Management of the needs and circumstances in conformance with Financial and Staff Regulations. Employees



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may be provided salary advances to meet their needs in addition to the Memoranda of Understandings signed with various financial institutions to enable salaried loans from each.

### **g) Equal Opportunity and Gender Issues**

UCSAF advocates and puts in practice an equal opportunity policy. Employment and appointment are based on merit and inclusiveness. Out of the 35 employees available for the years under review, 11 employees (31.43%) were females and 24 were males (68.57%).

### **2.14 KEY STRENGTH AND RESOURCES**

The factors that form the basis for attainment of UCSAF's goals in achievement of its mission and pursuit of its vision are resources enabling it to carry out its operational activities. Resources that provide the basis for UCSAF's strengths to perform its operational and strategic functions include the following:

- i. Human resources;
- ii. Financial Resources;
- iii. Physical Assets;
- iv. Social and Relationship Resources; and
- v. Information Resources.

#### **2.14.1 Human Resources**

UCSAF had a total of 35 employees as at 30th June 2024. The availability of competent with qualitative skills, motivation, and commitment with proven competency in general and specific areas of specialization provides the basis for UCSAF's performance. The Board is committed to attract, motivate and retain competent employees with relevant skills, character and etiquette to serve UCSAF sustainably. The Organization Structure, Scheme of Service, Incentive Scheme, Training and Development Policy and Management with empathy are the relevant elements as tools to maintain the required human resources.

#### **2.14.2 Financial Resources**

These include funds and assets that finance UCSAF's projects, activities and facilitate to honour its obligations to keep the operations in as smooth and interruptive flow.

The financial resources are derived from the mandate sources as provided by the provisions of the Act establishing UCSAF namely as:

- i. Amount appropriated by the Parliament of the United Republic of Tanzania;
- ii. Amount of subvention from TCRA;
- iii. Amount of Universal Service Levy from licensed communication licensees;
- iv. Amount of grants, donations, bequests, or other contributions or similar revenue items received or receivable from development partners; and
- v. Amount earned as interest from funds invested portfolio.

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The management has a critical role to ensure adequate financial resources management framework through planning, organizing, allocating with priorities, controlling, and monitoring its financial resources and activities in order to meet the need towards attainment of goals. Financial risk management framework is a key component by management as part of the organizational risk management framework within UCSAF.

For the year under review the main source of financial resources for UCSAF the amounts of Universal Service Levy from licensed communication licensees (licensed by TCRA) levied at 1.25% of eligible revenues from each of them. *Note 5 revenue* provides the amount earned for the year under review. *Note 13: Cash and Cash Equivalent* provides the details on the financial resources' balances at the year end. *Note 14 prepayments* provides the details on the balances of prepayments made to service providers in tenure of the contracts implemented for its mandate functions with corresponding commitments.

### 2.14.3 Physical Assets

Physical resources include tangible non-living resources with value that are used in the furtherance of UCSAF's operations in support with other resources. These assets include Office building, Motor vehicles, furniture, ICT equipment (including hardware and software) which are used as working tools to enable execution of programs and activities and enhance logistics for effective and efficient flow of operations.

Construction of office building was finalized and the building was officially occupied in October 2023. The new building at plot number 6, Block K at Njedengwa area in Dodoma City is located at the land with UCSAF's full ownership. UCSAF Management ensures that the deployed physical resources are adequately aligned to support operations. Impaired or absolute assets are identified and removed from operations as per Government Assets Management Guidelines in force. The details on the physical assets are given on *Note 15 (Work in Progress)* and *Note 16 (Property, Plant and Equipment)*.

### 2.14.4 Social and Relationship Resources

UCSAF has managed to establish strong and positive relationships with its key stakeholders that help to implement its programs and at the level of communities, operators, Government, public and private institutions within and outside the country. This is exemplified by a number of official visits that UCSAF has hosted from counterparty institutions from regional and other countries with the aim of exchanging knowledge and experience. During the year under review UCSAF had an opportunity make study tours in selected countries for the similar purpose.

### 2.14.5 Information Resources

The database and knowledge accumulated over time has proven to be a resource for UCSAF's operations. This has been useful through sharing and disseminating for knowledge improvement and decision-making.

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The information resources help the Management in setting a clear direction when implementing its programs with effective and efficient utilization of other resources.

### 2.15 RISK MANAGEMENT AND CONTROL

The Board acknowledges its responsibility for the risk management and internal control system at UCSAF. Management is tasked with ensuring the continuous development, enhancement, and maintenance of robust internal financial and operational control systems to provide reasonable assurance in the following areas:

- i. The effectiveness and efficiency of operations;
- ii. The safeguarding of UCSAF's assets;
- iii. Compliance with applicable laws and regulations;
- iv. The reliability of accounting records;
- v. Business stability under both normal and adverse conditions; and
- vi. Responsible behaviour towards stakeholders.

In its commitment to enhancing risk management processes, UCSAF continued to implement its risk management activities during the financial year ending 30 June 2024, guided by the Risk Management Framework and Risk Management Policy approved by the Board.

UCSAF's approach to risk management is grounded in strong governance practices, with the Board playing a key role in setting the tone at the top. Throughout the year under review, risk management remained integral to UCSAF's operations. The Management focused on addressing high-risk areas that could potentially hinder the achievement of strategic objectives. Through the UCSAF Enterprise Risk Management (ERM) Framework, all risks were identified, analysed, and managed to acceptable levels. Management made informed decisions by considering the analysis of risks, costs, and benefits in the decision-making process.

Efforts were centered on maintaining proactive risk management by identifying potential risks and implementing appropriate actions to prevent incidents and adverse effects, rather than merely reacting to incidents after they occur. Compliance with statutory and regulatory requirements was closely monitored, with corrective actions taken in areas of non-compliance.

During 2023/24 Financial Year the UCSAF had the following main Critical Risks which were managed through their respective mitigating controls that helped to contain the exposure to acceptable ratings.

S/N	Critical Risk	Key Mitigation Controls
1	Inadequate enabling infrastructure for provision of communication services on designated areas	Continuous engagement with infrastructure providers such as REA, TANESCO, TARURA, TANROADS etc

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S/N	Critical Risk	Key Mitigation Controls
2	Unethical behaviour (Malice, Negligence, Recklessness, Sabotage, Corruption, Theft, Collusion)	i) Presence of Internal Policies such as Staff regulations, financial manual, Incentive scheme, Scheme of service, Organization Structure, Whistle-blower Policy, Human Resources Policy, etc ii) Existence of Integrity Committee iii) National Policies and Laws on corruption such as Prevention and Combating of Corruption Act, Cap. 329 iv) Annual awareness programs on ethics to employees

### 2.16 GOVERNMENT, POLITICAL AND CHARITABLE DONATIONS

During the year under review, UCSAF made some donations to support some national activities with general public interest to support:

- i. Rehabilitation and construction of ICT laboratories in different public schools in various regions.
- ii. Contribution to health sector development.
- iii. Disabled communities' activities and
- iv. Girls' education and women empowerment.

During the year 2023/24 UCSAF spent TZS 141,078,988 to make donation intended to facilitate the operations of the beneficiaries for specific and general activities. This expenditure stood at TZS 55,711,080 in the year 2022/23. Details are given in the table below:

Beneficiary Institution/ Activity	Amount (TZS)
Sponsoring training for sign language to the Tanzania Association of the Deaf in Kibiti District.	1,000,000
Sponsoring the 7th meeting for Southern Africa Public Broadcasting Corporations held by TBC.	10,000,000
Sponsoring community activities at Handeni District.	4,000,000
Sponsoring a special article on communication sector for President Dr Hussein Mwinyi three (3) year tenure in office.	10,000,000
Sponsoring training for female leaders and those aspiring to become leaders.	2,000,000
Sponsoring Dodoma Women SACCOS meeting.	400,000
Sponsoring Heart Team Africa meeting held by the Jakaya Kikwete Cardiac Institute.	10,000,000
Sponsoring the Annual Conference for cultural stakeholders in Tanzania.	2,000,000
Sponsoring AGM for Human Resource and Administrative Officers.	3,000,000
Sponsorship for the 4th e-Government annual meeting.	5,000,000
Sponsoring female students' education in different Education Institutions.	30,577,300
Sponsorship -Launch of Informatics Association (TAHIA).	2,000,000
Sponsoring STEM heroes in East Africa Magazine.	3,317,688
Sponsoring 8th Tanzania Women Engineers Convention and Exhibition.	2,000,000
Sponsoring of book launch event.	4,000,000

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Beneficiary Institution/ Activity	Amount (TZS)
Sponsoring michezo ya SHIMIWI 2023.	3,060,000
Sponsoring the 7th Tanzania Annual ICT Conference (TAIC) 2023.	5,000,000
Sponsorship - 500 bags of cement and 500 iron sheets.	23,500,000
Sponsoring an International and historic boxing event -boxing royal tour: Arusha Edition.	1,000,000
Sponsoring an IET 32nd National Conference & Exhibition and AGM 30th Nov to 1st Dec 2023 in Arusha.	5,000,000
Sponsoring the 14th Procurement and Supplies Professional Annual Conference held at the AICC.	5,000,000
Sponsoring 11 women CEO round table meeting.	4,000,000
Sponsoring of the COICT day event.	1,500,000
Sponsorship- 200 bags of cement in Kalenga Constituency.	3,724,000
<b>TOTAL</b>	<b>141,078,988</b>

### 2.17 RELATIONSHIP WITH STAKEHOLDERS

UCSAF considers the importance and contribution of stakeholders towards the attainment of its short-term and long-term objectives. Therefore, stakeholder's analysis and engagement are a continuous process that involves identifying them and services offered by each with adequate management of their expectations for satisfaction.

Therefore, UCSAF has established the portfolio for its stakeholders pertinent to the achievement of attainment of its objective in return to the satisfaction of their expectations as an input in improving service delivery. The stakeholders' portfolio is indicated in the matrix below:

**Table 3: Stakeholders' Analysis**

Stakeholder	Services Offered	Expectation on Service Offered
MNOs	Subsidy for enhancement services in communication areas	Adequate subsidy to cover passive and active equipment
		OPEX subsidy allocation for sites generating low revenue
	Information on Universal mobile communication services	Reliable and accurate information concerning mobile communication services in rural and urban under- served area
	Invoice for universal communication service levy	Accurate and timely invoice
Posta and Courier Services Providers	Subsidy services for postal and Courier	Adequate subsidy allocation for postal and courier services delivery in rural and urban under-served areas
	Information on Postal and Courier Services in under-served areas	Reliable and accurate information concerning postal and courier services in rural and urban under-served area

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<b>Stakeholder</b>	<b>Services Offered</b>	<b>Expectation on Service Offered</b>
	Invoice for universal communication service levy	Accurate and timely invoice
Broadcasters (Radio, TV, Cable TV, Decoders, On-line TV)	Subsidy for enhancement of broadcasting services	Adequate subsidy for enhancement of broadcasting services
	Information on Broadcasting Services in under-served areas	Reliable and accurate information concerning broadcasting services in rural and urban under-served area
	Invoice for universal communication service levy	Accurate and timely invoice
Public Schools	Support on ICT equipment and internet connectivity	Adequate number of ICT equipment Reliable and affordable Internet connectivity
	Information on ICT equipment and internet connectivity in public schools	Reliable and accurate information concerning ICT equipment and internet connectivity in public schools
	ICT capacity building for school teachers	Adequate knowledge ICT and equipment operation maintenance
	Digital skills For public School students	Adequate skills on ICT
MDAs	Subsidy for ICT project in rural and under-served areas	Adequate funds to finance ICT projects
	Collaboration on matters related to the universal communication service	Timely engagement
Service Providers (suppliers)	Payments for goods and service delivered	Timely payment for goods and service delivered Adherence to contractual obligations
	Open, equal, transparent and fair procurement process	
Parliament	Performance reports on universal communication projects	Accurate and timely reports
Treasury Registrar Office	Performance reports on universal communication projects	Accurate and timely reports
Ministry responsible for public services	Reports on public service matters	Accurate and timely reports
Regulatory and Infrastructure Authorities (REA, NEMC, TCCA, TARURA, TANESCO, TANROAD)	Information on projects implemented by UCSAF that needs their interventions	Accurate and timely information

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

Stakeholder	Services Offered	Expectation on Service Offered
TCRA	Advise on matter relating to the Universal access and universal service obligations of applicants	Professional and timely advice
Ministries responsible for communication in Tanzania Mainland and Zanzibar	Performance reports on universal communication projects	Accurate and timely reports
	Technical advice on universal communication services	Accurate and timely advice on universal communication services
	Recommendations on policy guidelines	
Media	Information for public dissemination	Accurate and timely information
Citizens	Access to communications services	Reliable communication service
	Avenue to present areas with inadequate communication services	Feedback submitted areas with inadequate communication services

**2.18 STATUTORY AUDITOR**

The Controller and Auditor-General is the statutory auditor of the UCSAF by virtue of Article 143 of the Constitution of the United Republic of Tanzania of 1977 and as amplified under section 10 of the Public Audit Act No. 11 of 2008, Cap 418. CAG carried-out the audit of UCSAF for the year ended 30 June 2024.

**BY THE ORDER OF THE BOARD**



Ambassador Valentino Mlowola  
CHAIRPERSON OF THE BOARD

DATE: 21 March 2025



Eng. Peter P. Mwasalyanda  
CHIEF EXECUTIVE OFFICER

DATE: 21 March 2025

## UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)

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### 3.0 STATEMENT OF DIRECTORS' RESPONSIBILITIES ON THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Management of Universal Communications Service Access Fund (UCSAF) in accordance with the provisions of Section 30 of the Public Finance Act CAP 348, 2020. The financial statements as required by the said Act are presented in a manner consistent with the International Sector Accounting Standards (IPSAS).

The Board of Directors of UCSAF is responsible for establishing and maintaining a system of effective Internal Control designed to provide reasonable assurance that the transactions recorded in the accounts are within the statutory authority and that they contain the receipt and use of all public financial resources by UCSAF.

To the best of our knowledge, the system of Internal Control has operated adequately throughout the reporting period and that the financial statements and underlying records provide a reasonable basis for the preparation of the financial statements for the financial year 2023/24.

We accept responsibility for the integrity of the financial statements, the information they contain and their compliance with the International Public Sector Accounting Standards. Nothing has come to the attention of the Directors to indicate that UCSAF will not remain a going concern for at least the next twelve months from the date of the Statement.

Approved by the Board of Directors and signed on its behalf by:



Ambassador Valentino Mlowola  
CHAIRPERSON OF THE BOARD

DATE 21 March 2025



## UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)

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### 4.0 DECLARATION BY HEAD OF FINANCE

The National Board of Accountants and Auditors (NBAA) in reference to the power conferred under the Accountants and Auditors (Registration) (Amendment) Act 2021 requires financial statements to be accompanied with a declaration issued by the Head of Finance responsible for the preparation of financial statements of the entity concerned. It is the duty of a Professional Accountant to assist the Board of Directors to discharge the responsibility of preparing financial statements of an entity showing true and fair view of the entity position and performance in accordance with applicable International

Accounting Standards and statutory financial reporting requirements. Full legal responsibility for the preparation of financial statements rests with the Board of Directors as under Directors Responsibility statement.

I, **Pius Joseph**, being the Head of Finance of UCSAF hereby acknowledge my responsibility of ensuring that financial statements for the year ended 30 June, 2024 have been prepared in compliance with International Public Sector Accounting Standards (IPSASs) and other statutory requirements.

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

Signed by: Pius Joseph 

Position: **Director of Corporate Services**  
NBAA Membership No: **ACPA 1951**


Date: 21 March 2025

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

**5.0 FINANCIAL STATEMENTS**

**5.1 STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2024**

	Note	2023/24	2022/23
		TZS	Restated
ASSETS			TZS
<b>Current Assets</b>			
Cash and Cash Equivalents	13	20,914,103,659	38,181,273,456
Receivables	12.1	12,929,684,436	11,431,505,515
Prepayments	14	69,188,931,538	34,362,783,111
<b>Total Current Assets</b>		<b>103,032,719,633</b>	<b>83,975,562,082</b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	16	6,837,355,393	1,562,495,435
Work in Progress	15	161,323,502	4,372,014,414
<b>Total Non-Current Asset</b>		<b>6,998,678,895</b>	<b>5,934,509,849</b>
<b>TOTAL ASSETS</b>		<b>110,031,398,528</b>	<b>89,910,071,931</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Deposits	17	-	33,481,777
Payables and Accruals	19	189,516,632	153,205,562
<b>Total Current Liabilities</b>		<b>189,516,632</b>	<b>186,687,338</b>
<b>TOTAL LIABILITIES</b>		<b>189,516,632</b>	<b>186,687,338</b>
<b>Net Assets</b>		<b>109,841,881,896</b>	<b>89,723,384,594</b>
<b>NET ASSETS/EQUITY</b>			
<b>Capital Contributed by:</b>			
Taxpayers/Share Capital		951,910,000	951,910,000
Accumulated Surplus		108,889,971,896	88,771,474,594
<b>TOTAL NET ASSETS/EQUITY</b>		<b>109,841,881,896</b>	<b>89,723,384,594</b>


  
 \_\_\_\_\_  
 Ambassador Valentino Mlowola  
 CHAIRPERSON OF THE BOARD  
 DATE: 21 March 2025


  
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 Eng. Peter P. Mwasalyanda  
 CHIEF EXECUTIVE OFFICER  
 DATE: 21 March 2025

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

**5.2 STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2024**

	Note	2023/24 TZS	2022/23 Restated TZS
<b>REVENUE</b>			
<b>Revenue from non-exchange transaction</b>			
Fees, fines, penalties and Forfeits	5.1	58,668,637,219	42,139,466,348
Other Revenue	5.3	78,612,167	50,275,372
Revenue Grants	5.2	650,000,000	650,000,000
<b>Total Revenue</b>		<b>59,397,249,386</b>	<b>42,839,741,720</b>
<b>EXPENSES AND TRANSFERS</b>			
<b>Expenses:</b>			
Depreciation of Property, Plant and Equipment	16	390,512,730	321,817,010
Impairment Loss	22	-	12,708,522
Net effect of ECL	12.4.2(b)	1,121,158,550	3,397,469,326
Maintenance Expenses	9	355,153,545	218,340,971
Other Expenses	10	275,851,224	240,206,942
Use of Goods and Service	8	32,517,015,614	34,949,883,972
Wages, Salaries and Employee Benefits	7	4,119,060,421	4,052,908,316
<b>Total Expenses</b>		<b>38,778,752,084</b>	<b>43,193,335,059</b>
<b>Transfer:</b>			
Contribution to Consolidated Fund	11	500,000,000	150,000,000
<b>Total Transfer</b>		<b>500,000,000</b>	<b>150,000,000</b>
<b>TOTAL EXPENSES AND TRANSFERS</b>		<b>39,278,752,084</b>	<b>43,343,335,059</b>
Surplus / (Deficit)		20,118,497,302	(503,593,339)

  
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 Ambassador Valentino Mlowola  
**CHAIRPERSON OF THE BOARD**  
 DATE: 21 March 2025

  
 \_\_\_\_\_  
 Eng. Peter P. Mwasalyanda  
**CHIEF EXECUTIVE OFFICER**  
 DATE: 21 March 2025

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

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

	Note	Accum. Surplus/ (Deficit) TZS	Capital Funds TZS	TOTAL TZS
Opening Balance as at 01 Jul 2023		88,771,474,594	951,910,000	89,723,384,594
Surplus/ Deficit for the Year		20,118,497,302		20,118,497,302
Closing Balance as at 30 Jun 2024		<u>108,889,971,896</u>	<u>951,910,000</u>	<u>109,841,881,896</u>
Opening Balance as at 01 Jul 2022		91,270,159,566	951,910,000	92,222,069,566
Adjustment to Opening Acc. Surplus		(1,995,091,633)		(1,995,091,633)
Surplus/ Deficit for the Year	12.4.2(a)	(503,593,339)		(503,593,339)
Closing Balance as at 30 Jun 2023		<u>88,771,474,594</u>	<u>951,910,000</u>	<u>89,723,384,594</u>



Ambassador Valentino Mlowola  
CHAIRPERSON

DATE: 21 March 2025



Eng. Peter P. Mwasalyanda  
CHIEF EXECUTIVE OFFICER


DATE: 21 March 2025

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

**5.4 CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2024**

	Note	2023/2024 TZS	2022/2023 TZS
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Other Receipts	5.3	78,612,167	50,275,372
Funds Received	5.2	650,000,000	650,000,000
Fees, fines, penalties and Forfeits	6.1	56,612,226,499	37,959,565,804
Staff Loan repayment	12.2	413,678,944	-
<b>Total Receipts</b>		<b>57,754,517,610</b>	<b>38,659,841,176</b>
<b>PAYMENTS</b>			
Wages, Salaries and Employee Benefits	7	4,119,060,421	4,052,908,316
Use of Goods and Service	8.1	67,342,817,470	24,936,335,682
Staff Loan Advances	12.2	1,045,640,807	1,477,233,169
Other Expenses	10.1	201,551,224	254,506,943
Maintenance Expenses	9	355,153,545	218,340,971
Decrease in deposit	17	33,481,777	-
Other Transfers	11	500,000,000	150,000,000
<b>Total Payments</b>		<b>73,597,705,244</b>	<b>31,089,325,081</b>
<b>NET CASH FLOW FROM OPERATING ACTIVITIES</b>		<b>(15,843,187,634)</b>	<b>7,570,516,095</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Acquisition of Property, Plant and Equipment	16	(1,454,681,775)	(1,530,362,689)
<b>Total Investing Activities</b>		<b>(1,454,681,775)</b>	<b>(1,530,362,689)</b>
<b>NET CASH FLOW FROM INVESTING ACTIVITIES</b>		<b>(1,454,681,775)</b>	<b>(1,530,362,689)</b>
<b>Net decrease</b>		<b>(17,297,869,409)</b>	<b>6,040,153,406</b>
Cash and cash equivalent at beginning of period		38,212,369,920	32,172,216,514
Cash and cash equivalent at end of period		20,914,500,511	38,212,369,920

  
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 Ambassador Valentino Mlowola  
 CHAIRPERSON OF THE BOARD  
 DATE: 21 March 2025


  
 \_\_\_\_\_  
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 DATE: 21 March 2025

**UNIVERSAL COMMUNICATIONS SERVICES ACCESS FUND (UCSAF)**

**5.5 STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNT FOR THE YEAR ENDED 30 JUNE 2024**

	Original Budget	Reallocations/ Adjustments	Final Budget (B)	Actual Amount on Comparison Basis (A)	Different Final Budget & Actual (B-A)
<b>RECEIPTS</b>					
Opening balance-Carryover budget	38,251,722,908	-	38,251,722,908	38,251,722,908	-
Revenue from Exchange Transactions	-	-	-	-	-
Other Revenue	-	-	-	78,612,167	(78,612,167)
Levies	34,452,688,605	8,708,623,593	43,161,312,198	56,612,226,499	(13,450,914,301)
15% Contribution from PSCs	650,000,000	-	650,000,000	650,000,000	-
<b>Total Receipts</b>	<b>73,354,411,513</b>	<b>8,708,623,593</b>	<b>82,063,035,106</b>	<b>95,592,561,574</b>	<b>(13,529,526,468)</b>
<b>PAYMENTS</b>					
Wages, Salaries and Employee Benefits	7,777,782,634	(748,985,874)	7,028,796,760	4,119,060,421	2,909,736,339
Use of Goods and Service	69,716,577,820	168,748,215	69,885,326,035	66,165,459,308	3,719,866,727
Social Benefits	145,886,251	-	145,886,251	145,886,251	-
Other Transfers	150,000,000	-	150,000,000	500,000,000	(350,000,000)
Other Expenses	333,100,000	(35,500,000)	297,600,000	275,851,224	21,748,776
Maintenance Expenses	451,000,000	20,000,000	471,000,000	355,153,545	115,846,455
Grants and Transfers	1,500,000,000	-	1,500,000,000	-	1,500,000,000
Decrease in Deposit	-	-	-	-	-
Advances and Loans Payment made to other parties	-	-	-	631,961,863	(631,961,863)
Payment for Work in Progress	-	-	-	-	-
Acquisition of Property, Plant and Equipment	1,988,688,401	595,737,659	2,584,426,060	1,454,681,775	1,129,744,285
Acquisition of Intangibles	-	-	-	-	-
<b>Total Payment</b>	<b>82,063,035,106</b>	<b>-</b>	<b>82,063,035,106</b>	<b>73,502,168,136</b>	<b>8,560,866,970</b>
<b>Net Receipts/Payments</b>	<b>(8,708,623,593)</b>	<b>8,708,623,593</b>	<b>-</b>	<b>22,090,393,438</b>	<b>(22,090,393,438)</b>

  
 Ambassador Valentino Mlowola  
**CHAIRPERSON OF THE BOARD**  
 DATE: 21 March 2025

  
 Eng. Peter Mwasalyanda  
**CHIEF EXECUTIVE OFFICER**  
 DATE: 21 March 2025