



MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES



ANNUAL REPORT 2024/2025



**MUHIMBILI UNIVERSITY OF HEALTH
AND ALLIED SCIENCES**

ANNUAL REPORT

2024/2025

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ACKNOWLEDGMENTS

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Furthermore, this report was strengthened by the foundational support and strategic guidance of Prof. Appolinary A. R. Kamuhabwa, the Vice Chancellor, the Deputy Vice Chancellors and the entire MUHAS Management. We also extend our sincere appreciation to all Directorates, the College of Medicine, Schools, Institutes, and Units across the university; the data, insights, and achievements they provided were indispensable in capturing a comprehensive and accurate portrait of our institution's year performance.



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LIST OF ABBREVIATIONS

AAPH	Association of Academicians of Public Health
AfDB	African Development Bank
Ag.	Acting
AHMMETF	Ali Hassan Mwinyi MUHAS Endowment Trust Fund
AIDS	Acquired Immunodeficiency Syndrome
BPH	Benign Prostatic Hyperplasia
BPharm 4	Bachelor of Pharmacy, Year 4
CD	Capital Development
CEPD	Continuing Education and Professional Development
CGCLA	Chief Government Chemist Laboratory Agency
CHPE	Centre for Health Professions Education
CIA	Chief Internal Auditor
COIL	Collaborative Online International Learning
CPA	Certified Public Accountant
DHMD	Diploma in Herbal Medicine Development
DHRMA	Directorate of Human Resource Management and Administration
DICOTA	Diaspora Council of Tanzanians in America
DICT	Directorate of Information and Communication Technology
DLS	Directorate of Library Services
DoF	Directorate of Finance
DPDI	Directorate of Planning, Development, and Investment
DPGS	Directorate of Postgraduate Studies
DPO	Data Protection Officer
DPOS	Diploma in Pharmaceutical Operations and Services
DRPI	Directorate of Research and Publications
DSS	Directorate of Student Services
DUE	Directorate of Undergraduate Education
DVC	Deputy Vice Chancellor
DVC-A	Deputy Vice Chancellor – Academic
DVC-PFA	Deputy Vice Chancellor – Planning, Finance, and Administration
DVC-RC	Deputy Vice Chancellor – Research and Consultancy
EACoECVS	East African Centre of Excellence for Cardiovascular Sciences
eGA	e-Government Authority
ESIA	Environmental and Social Impact Assessment
ESS	Employee Self Service
EUR	Euros
EWMU	Estates and Works Management Unit
HCNIS	Human Capital Management Information System
HEET	Higher Education for Economic Transformation
HIV	Human Immunodeficiency Virus
IAHS	Institute of Allied Health Sciences
ICT	Information and Communication Technology
ICU	Internationalization and Convocation Unit
ITM	Institute of Traditional Medicine
JKCI	Jakaya Kikwete Cardiac Institute
LAN	Local Area Network
MAMC	Muhimbili University of Health and Allied Sciences Academic Medical Centre

MBA	Master of Business Administration
MD5	Doctor of Medicine, Year 5
MDC	MUHAS Development Corporation
MGL	MUHAS Genetics Laboratory
MHP	MUHAS Health Polyclinic
MNH	Muhimbili National Hospital
MoHCDGEC	Ministry of Health, Community Development, Gender, Elderly and Children
MOI	Muhimbili Orthopaedic Institute
MoU	Memorandum of Understanding
MSc	Master of Science
MSD	Medical Stores Department
MTEF	Medium Term Expenditure Framework
MUCHS	Muhimbili University College of Health Sciences
MUHAS	Muhimbili University of Health and Allied Sciences
MuSE	Mfumo wa Ulipaji Serikalini (Government Payment System)
NACSAP	National Anti-Corruption Strategy and Action Plan
NCDs	Non-Communicable Diseases
NeST	Procurement System of Tanzania
NGOs	Non-Governmental Organizations
NHC	M/s National Housing Corporation
NIMR	National Institute for Medical Research
NM-AIST	Nelson Mandela African Institute of Science and Technology
NOK	Norwegian Kroner
NTDs	Neglected Tropical Diseases
OC	Other Charges
ORCI	Ocean Road Cancer Institute
OSHA	Occupational Safety and Health Authority
PCCB	Prevention and Combating of Corruption Bureau
PDPC	Personal Data Protection Commission
PEPMIS	Performance Management Information System
PhD	Doctor of Philosophy
PIPMIS	Public Institutions Performance Management Information System
PlanRep	Planning and Reporting System
PMU	Procurement Management Unit
PPPs	Public–Private Partnership(s)
QS	Quantity Surveyor
RRH	Regional Referral Hospitals
SARIS	Students' Academic Information System
SBC	Social and Behavior Change
SCD	Sickle Cell Disease
SDG	Sustainable Development Goals
SEK	Swedish Kroner
SoPEC	School of Pharmacy Enterprise Centre
THEA	Tanzania Health Educators Academy
THET	Tropical Health and Education Trust
TCU	Tanzania Commission for Universities
TMDA	Tanzania Medicines and Medical Devices Authority
TZS	Tanzanian Shilling



UNGA	United Nations General Assembly
UNICEF	United Nations Children's Fund.
US	United States
USD	United States Dollar
VC	Vice Chancellor
VIP	Very Important Person (in context of VIP Dental Clinic)
WHO	World Health Organization
Wi-Fi	Wireless Fidelity

MESSAGE FROM THE VICE CHANCELLOR





MESSAGE FROM THE VICE CHANCELLOR



Prof. Appolinary A. R. Kamuhabwa

It is with great pride that I present the Muhimbili University of Health and Allied Sciences (MUHAS) Annual Report for the financial year 2024/2025. This year has been marked by

notable progress across our academic, research, human resource, financial, and community engagement fronts, further solidifying MUHAS's position as a leading institution in health sciences education, research, and innovation in Tanzania and the region.


Academically, MUHAS sustained its commitment to excellence by expanding and strengthening training programmes. The University developed and secured accreditation for seven (7) new undergraduate and thirteen (13) new postgraduate programmes, while enhancing teaching infrastructure and learning environments. These investments have enabled

increased students' enrolment, improved the quality of training, and further positioned MUHAS as a national and regional hub for advanced health sciences education. In research and innovation, MUHAS demonstrated both leadership and impact. We managed 122 active research projects funded by national and international partners, covering critical health areas of communicable and non-communicable diseases as well as health systems. In the reporting year, 19 new innovations were registered, including groundbreaking solutions in digital health, herbal medicines, diagnostics, and service delivery models. These achievements reflect our commitment to translating knowledge into practice and fostering home-grown innovations that address pressing national and regional health needs.

Our human resource development continued to be a cornerstone of institutional growth. We supported long-term training for academic and administrative staff both locally and internationally, enhancing the University's teaching, research, and management capacity. During the reporting year, 92 faculty and 19 administrative and technical staff underwent long-term training, including Master's, PhD and fellowship programmes. A total of 43 staff, including faculty, administrative, and technical staff, were recruited, making a total of 761 staff population at MUHAS by 30th June 2025. This is an increase of 1.3% in comparison to the 751 staff population in 2023/2024. Through vibrant alumni engagement and the launch of the Ali Hassan Mwinyi MUHAS Endowment Trust Fund (AHMMETF), we reinforced our commitment to building sustainable pathways for staff and student development.

The University made significant strides in strengthening internal revenue streams through flagship units such as the Institute of Traditional Medicine (ITM), the School of Pharmacy Enterprise Centre, and the School of Dentistry. Apart from tuition fees from postgraduate and undergraduate students, funds collected from research projects, and institutional overhead were the third source of internally generated revenue at TZS 32,105,300,137.08, a substantial increase compared to TZS 26,304,421,911.32 in 2023/2024. Short courses and consultancy services across various schools also played a pivotal role in advancing financial sustainability while contributing to national capacity building.





The year was also distinguished by several key institutional events and milestones. We welcomed Professor David H. Mwakyusa as our new Chancellor and commemorated the legacy of the late H.E. Ali Hassan Mwinyi, our founding Chancellor, by launching the (AHMMETF). MUHAS also played a prominent role in international engagements, including participation in the UNGA79 Science Summit in New York, expanded collaborations with global partners such as Sapienza University of Rome, Imperial College London, and Stanford University, and hosted major events such as the 13th MUHAS Scientific Conference and the 3rd Convocation Fun Run.

These collective achievements reflect the dedication and hard work of the MUHAS Council in guiding management, our faculty, staff, students, alumni, and partners. I extend my sincere appreciation to all who have contributed to this successful year. Together, we continue to drive MUHAS's vision of producing competent health professionals, advancing impactful research, and contributing to better health outcomes for the people of Tanzania and beyond.

Prof. Appolinary A. R. Kamuhabwa

Vice Chancellor

Muhimbili University of Health and Allied Sciences (MUHAS)

THE UNIVERSITY MANAGEMENT



THE UNIVERSITY MANAGEMENT



Prof. Appolinary A. R. Kamuhabwa
Vice Chancellor



Prof. Erasto Mbugi
Deputy Vice Chancellor- Planning,
Finance and Administration



Prof. Emmanuel Balandya
Deputy Vice Chancellor-
Academic



Prof. Bruno Sunguya
Deputy Vice Chancellor
Research and Consultancy



Prof. Enica Richard
Ag. Principal College of
Medicine

DEANS, DIRECTORS, AND HEADS OF UNITS



Dr. Peter Wangwe
Ag. Dean - Clinical Medicine



Prof. Agricola Joachim
Ag. Dean - Diagnostic Medicine



Dr. Sabina Mugusi
Ag. Dean - Biomedical
Sciences



Dr. Ritah Mutagonda
Ag. Dean - Pharmacy



Dr. Ferdinand Machibya
Ag. Dean - Dentistry



Prof. Edith Tarimo
Ag. Dean - Nursing



Prof. Deodatus Kakoko
Ag. Dean - Public Health and
Social Sciences



Dr. Pax Masimba
Ag. Director - Institute of
Traditional Medicine



Dr. Bonny Betson
Director - Institute of Allied
Health Sciences



Prof. Doreen Kamori
Ag. Director - Postgraduate
Studies



Dr. Joseph Sempombe
Ag. Director - Undergraduate
Education



Prof. Nahya Masoud
Ag. Director - Research
Publications and Innovation



Prof. Raphael Sangeda
Ag. Director - Continuing
Education and Professional
Development



Dr. Rehema Chande-Mallya
Ag. Director - Library Services



Prof. Obadia Nyongole
Ag. Director - Quality
Assurance



Prof. Rodrick Kisenge
Ag. Director - Centre of
Excellence for Cardiovascular
Sciences



Dr. Hawa Mbawalla
Ag. Director - Students Services



CPA. Abdallah Mwaduga
Director - Finance



Ms. Gerwalda Luoga
Director - Human Resources
Management and Administration



Mr. Mbanga Rubibi
Director - Information
Communication Technology



Mr. Ulimbaga Kajobile
Ag. Director - Planning,
Development and Investment



QS. Gerald Mwikuka
Manager- Estate and Works
Management



Dr. Ernest Khisombi
Director- Procurement
Management



Prof. Ester Innocent
Head - Gender Unit



Ms. Hellen Mtui
Head - Marketing and
Communication Unit



Dr. Maryam Amour
Head - Internalization and
Convocation Unit



Adv. Oswald Tibabekomya
Head - Legal Services Unit



CPA. Matiko Mniko
Head - Internal Audit Unit

MUHAS AT A GLANCE





1.1. HISTORICAL PERSPECTIVE AND INSTITUTIONAL MILESTONES

MUHAS traces its roots to 1963, when it was established as the Dar es Salaam Medical School. It evolved into the Faculty of Medicine of the University of Dar es Salaam in 1968, initially as part of the Dar es Salaam University College under the University of East Africa. From 1976 to 1990, the faculty was integrated into the Muhimbili Medical Centre (**Figure 1**).

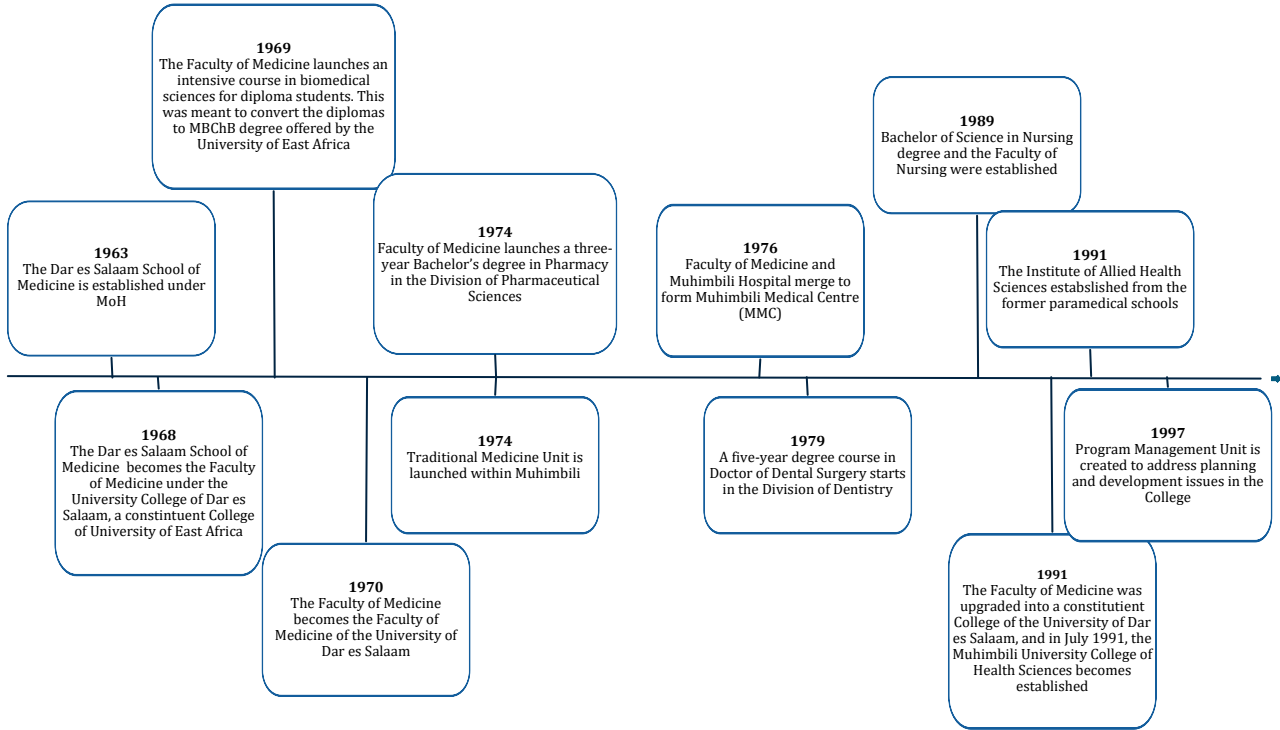


Figure 1: MUHAS Milestones 1963-1997

In 1991, it was elevated to the Muhimbili University College of Health Sciences (MUCHS), a constituent college of the University of Dar es Salaam, until 2006. Established under Parliament Act No. 9 of 1991 (repealed in 2005 by the Universities Act No. 7 of 2005), MUCHS transitioned to a full-fledged university in 2007 via the Charter of Incorporation, aligned with the Universities Act (**Figures 1 and 2**).

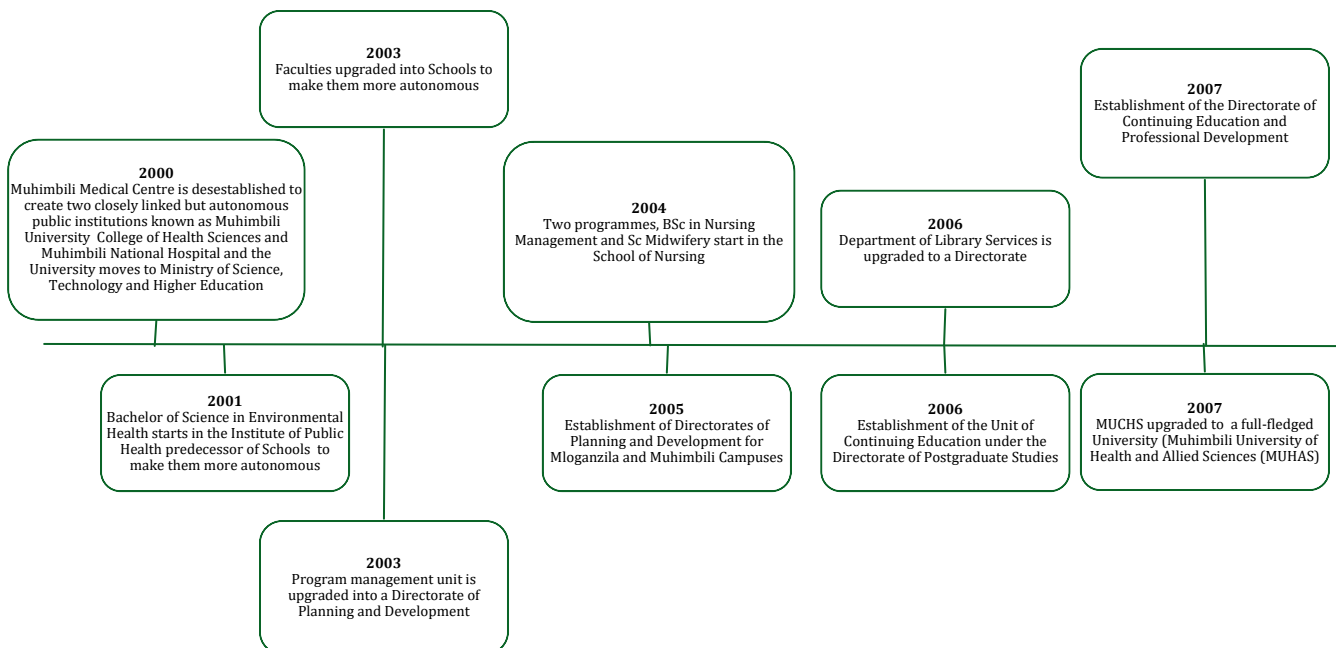


Figure 2: MUHAS Milestones 2000-2007

Today, MUHAS advances knowledge, technology, and higher education in health and allied sciences, fostering intellectual, social, and moral growth among students. It operates primarily from the Muhimbili Campus in Ilala Municipality and includes the Bagamoyo Teaching Unit for field studies, spanning 46,085.7 square meters. The largest campus is the Mloganzila campus with an area size of 3,800 acres, while the recently acquired and underdevelopment Kigoma campus has an area size of 101 acres. The university now offers programmes through seven schools and two academic institutes, supported by eight supporting directorates (**Figure 3**).

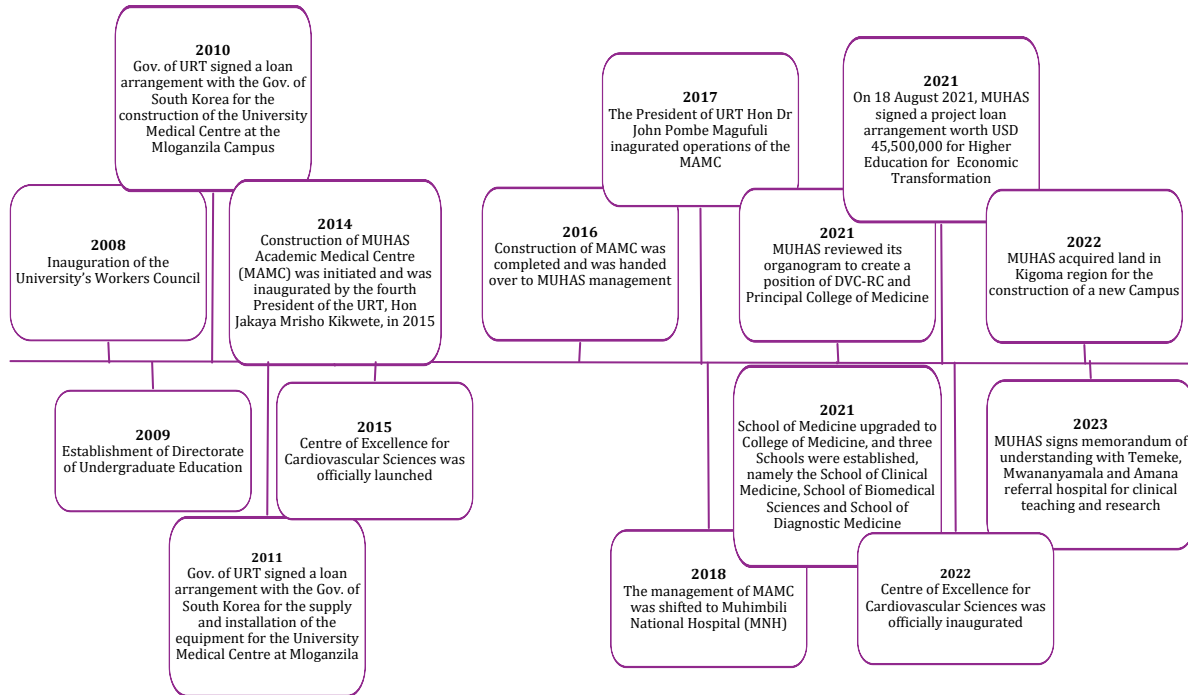


Figure 3: MUHAS Milestones 2008-2023

1.2. LEADERSHIP AND GOVERNANCE

1.2.1. THE UNIVERSITY COUNCIL

The University Council is the supreme governing body, responsible for policy formulation, strategic oversight, resource allocation, and ensuring compliance with the university's charter. It comprises appointees from government ministries, academic representatives, staff unions, student leaders, and external experts. Key committees include Appointments & Human Resource Management, Students Affairs, Estates, Grants, Convocation and Audit Committees.

Table 1: Members of the Council who served the University during the period ended 30th June 2025

S/NO	Name	Title
1.	Dr. Harrison George Mwakyembe	Chairperson
2.	Ms. Marsha Macatta-Yambi	Vice Chairperson and President of MUHAS Convocation
3.	Prof. Appolinary A. R. Kamuhabwa	Vice Chancellor (Ex-officio)
4.	Prof. Evaristo J. Liwa	Representative of Committee of Vice Chancellors and Principals in Tanzania (CVCPT)
5.	Dr. Winfrida Kidima	Representative, Ministry of Health
6.	Dr. Rehema Horera	Representative, Ministry of Education, Science and Technology
7.	Dr. Msafiri Ladislaus Marijani	Representative Ministry of Health , Revolutionary Government of Zanzibar
8.	Dr. Threza Louis Mtenga	Representative, Ministry of Finance and Planning
9.	Dr. Ferdinand Machibya	Representative of MUHAS Senate
10.	Prof. Doreen Kamori	Representative of MUHAS Senate
11.	Prof. Amos Mwakigonja	Representative of MUHAS Academic Staff Assembly (MUASA)
12.	Prof. Ester Innocent	Representative of Gender Unit – MUHAS
13.	Ms. Emeliana Mbwiga	Representative of Workers Union (THTU)
14.	Dr. Delilah Charles Kimambo	Executive Director of the Teaching Hospital – Muhimbili National Hospital (MNH)
15.	Mr. David Machege	Students Representative – MUHASSO President
16.	Mr. Marco Njile	Students Representative – MUHASSO Prime Minister

1.2.2. THE UNIVERSITY MANAGEMENT AND ORGANIZATION STRUCTURE

The Vice Chancellor (VC) serves as the chief executive and accounting officer. Assisting the VC are three Deputy Vice Chancellors, the Deputy Vice Chancellor – Academic (DVC-A), the Deputy Vice Chancellor – Planning, Finance, and Administration (DVC-PFA) and the Deputy Vice Chancellor – Research and Consultancy (DVC-RC). The structure continues with the Principal of the College of Medicine, Deans and Directors, and the Head of Departments and Units. They lead and manage the MUHAS community comprising academic, administrative, supporting staff, and students.

The VC's office oversees seven key units including Internal Audit, Communication and Marketing, Information Communication Technology, Quality Assurance, Legal Services, Procurement Management, MUHAS Business Development Unit, and Internationalization and Convocation. The DVC-A's portfolio includes the College of Medicine (encompassing the School of Biomedical Sciences, School of Clinical Medicine, and School of Diagnostic Medicine), School of Pharmacy, School of Dentistry, School of Nursing, School of Public Health and Social Sciences, Directorate of Postgraduate Studies (DPGS), Directorate of Undergraduate Education (DUE), Directorate of Continuing Education and Professional Development (DCEPD), Directorate of Library Services (DLS), and the Institute of Allied Health Sciences (IAHS). The DVC-RC manages the Directorate of Research, Publications and Innovation (DRPI), Institute of Traditional Medicine (ITM), and the East African Centre of Excellence for Cardiovascular Sciences (EACoECVS). The directorates and units under the office of DVC-PFA include the Directorate of Planning, Development and Investment (DPDI), Directorate of Human Resource Management and Administration (DHRMA), Directorate of Finance (DoF), Directorate of Students Services (DSS), and the Estates and Works Management Unit (EWMU) (Figure 4).

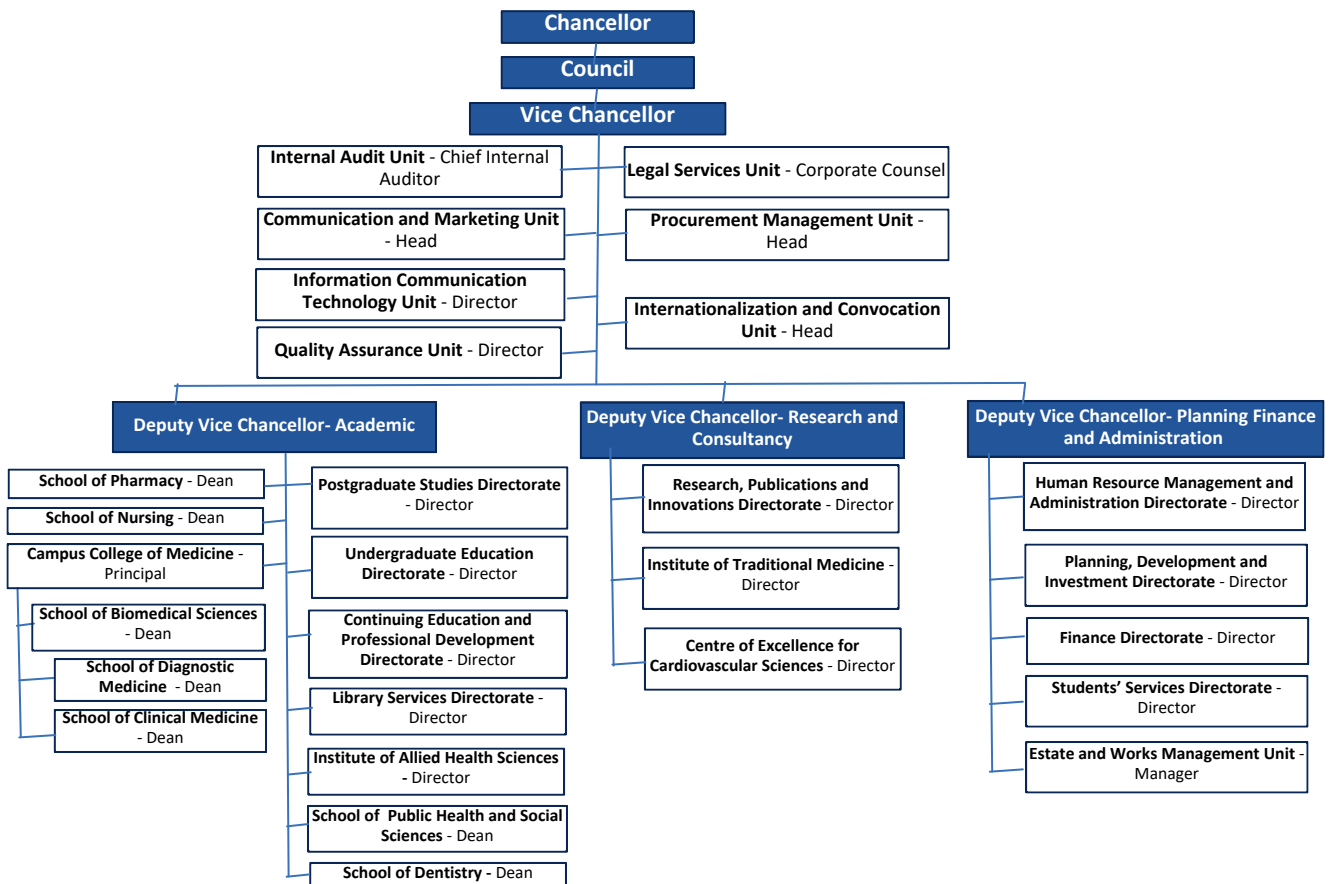


Figure 4: MUHAS Organization Structure

1.3 VISION, MISSION, AND CORE VALUES



A university excelling in quality training of health professionals, research and public services with a conducive learning and working environment.



A university excelling in quality training of health professionals, research and public services with a conducive learning and working environment.

CORE VALUES

MUHAS is guided by the following values, reflecting its commitment to excellence, integrity, and societal impact:

Core value	Description
Social responsibility, accountability and leadership	Responding to issues and expectations of the society
Public accountability	Transparent decision-making, open review, responsible and efficient use of resources
Institutional autonomy	Self-governing structures and greater independence in action while being responsive to societal needs
Professional and ethical standards of the highest order	Practiced through openness, honesty, tolerance and respect for the individual
Equity and social justice	Regarding gender, religion, ethnicity and other social characteristics
Academic freedom	In critical thought and enquiry as well as the open exchange of ideas and knowledge
Academic integrity and professional excellence	In teaching, research and service provision
Nationalism and internationalism	In scholarly activities of national and global concerns, productivity, innovation and entrepreneurship in all activities of the University underpinned by a dedication to quality, efficiency and effectiveness
Human Resource of the highest quality	Capable of enhancing the realization of the vision and mission of the University
The right to enjoy intellectual, social, cultural and recreational opportunities	For students and staff

1.4. FUNCTIONS AND MANDATE

MUHAS exercises its authority under the provisions of the Charter and Rules, 2007. These instruments confer upon the University a clear mandate and define its principal functions as a national institution of higher learning in the health sciences.

The functions include:

- To provide in Tanzania a place of learning, education, research in health and allied sciences, and through these provide service of a quality required and expected of a university institution of the highest standard and maintain respect for scholarly and academic freedom;
- To prepare students through regular and professional courses in the fields of health and allied health Sciences for degrees, diplomas, certificates, and other awards of the MUHAS;
- To contribute to the intellectual life of Tanzania, to act as a focal point for its cultural development, and to be a centre for studies, service, and research pertaining to the interests of the people of Tanzania;
- To be the main producer of personnel in the health sector, key policy makers, and other experts in the health sector;
- To be a catalyst in the health sector reforms through conducting relevant research and educating the public in health-related issues; and
- To offer consultancy services in medicine, pharmacy, dentistry, nursing, public health, information technology, and traditional medicine

1.5. STRATEGIC PRIORITIES

Aligned with the Five-Year Rolling Strategic Plan (2020/2021 – 2024/2025). MUHAS priorities emphasize excellence in education, research, and service.

The key objectives include:

Objective A	Enhancing teaching, learning, and assessment methods. Improving
Objective B	research and consultancy quality and capacity. Strengthening quality
Objective C	evidence-based healthcare and supportive services for patients, clients, and the community.
Objective D	Enhancing responsive human resource management and governance.
Objective E:	Building sustainable financial capacity and accountability.
Objective F	Mainstreaming gender, improving environmental management, and enhancing social welfare.
	Reducing HIV and AIDS infections while improving supportive services.
Objective H	Enhancing implementation of the National Anti-Corruption Strategy and reducing corruption incidences.
Objective I	Institutional sustainability enhanced and sustained.

DRIVING EXCELLENCE IN TRAINING, RESEARCH, CONSULTANCY, AND INNOVATION





2. DRIVING EXCELLENCE IN TRAINING, RESEARCH, CONSULTANCY, AND INNOVATION

2.1. REFLECTIONS FROM KEY LEADERS



“The year 2024/2025 was marked by significant successes in academia. Notable achievements include (i) re-accreditation of the university by the Tanzania Commission for Universities (TCU) for the next 5 years, (ii) re-accreditation of 79 postgraduate programmes, as well as accreditation of 7 new undergraduate and 13 new postgraduate programmes, (iii) improvement of the teaching infrastructure (halls, simulation, laboratories, library, ICT), (iv) increase in number of promoted academic staff from 19 in the preceding year to 33 in 2024/2025, (v) increased utilization of public and private hospitals for teaching, and (vi) increase in international linkages for bidirectional exchanges of faculty and students”
Prof. Emmanuel Balandya, DVC- Academic.

“A key efficiency in 2024/2025 budget implementation is the ongoing monitoring and evaluation of fund use by cost centres through quarterly checks and additional meetings when needed. These meetings helped plan and reallocate resources for timely execution, ensure budget plans match actual activities, and make corrections where necessary. This approach allowed the institution to perform more activities within limited funds, moving budget officers closer to precise plans, and therefore reducing unnecessary carryover of funds to the next financial year. Such regular monitoring of fund availability and timely utilization has strengthened implementation of the planned activities in the financial year.”
Prof. Erasto Mbugi, DVC - Planning, Finance and Administration.



“The 2024/2025 financial year marked substantial progress in research, innovation, and consultancy at MUHAS. Strengthened collaborations and increased funding supported impactful projects addressing infectious and non-communicable diseases, maternal and child health, and those addressing other key national priorities. We registered 19 new innovations and advanced over 120 funded research projects, driving the development of evidence-based solutions. Growth in consultancy services further reinforced MUHAS role in translating research into practice, informing policy, and fostering sustainable health solutions that contribute to improved health outcomes nationally and globally.” **Prof. Bruno Sunguya, DVC - Research and Consultancy.**

2.2. ACADEMIC EXCELLENCE

2.2.1. TREND OF ACADEMIC PROGRAMMES AT MUHAS

The academic landscape at MUHAS has undergone steady transformation in recent years, driven by the growing demand for specialized training and care, and supported by the progressive expansion of the university's expertise and infrastructure. Between the 2020/2021 academic year and today, the number of training programmes has increased by 15%, rising from 98 to 114. Notably, in the current academic year alone, MUHAS developed 13 new postgraduate programmes and 7 undergraduate programmes that have been accredited by the Tanzania Commission for Universities (TCU). The growth in terms of academic programmes further strengthens MUHAS's role as a hub for advanced health sciences education in Tanzania and across the region (**Figure 5**). The list of all programmes offered at MUHAS can be found in Appendix I.

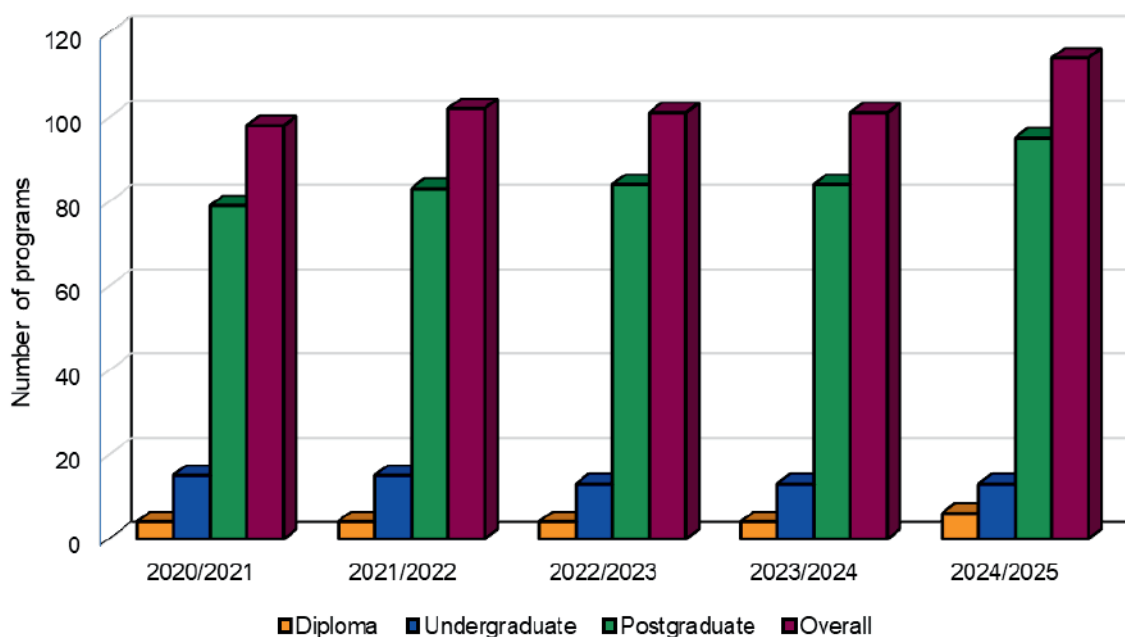


Figure 5: Trends of establishment of academic programmes at MUHAS since 2020/2021

2.2.2. TREND OF STUDENTS' ADMISSIONS AND ENROLMENT

The expansion of academic programmes and training capacity at the university has created learning opportunities for thousands of Tanzanians and international students pursuing diploma, undergraduate, and postgraduate studies. Since the 2020/2021 academic year, student admissions have grown by 12.2%, rising from 1,603 in 2020/2021 to 1,825 in 2024/2025. The most significant growth was recorded in postgraduate programmes, which increased by 28.6% (from 565 to 791), followed by undergraduate programmes with a 7.7% rise (from 780 to 845). In contrast, diploma admissions declined by 36.5%, a change largely attributed to recent structural reforms that shifted several diploma programmes away from the university's direct oversight (**Figure 6**).

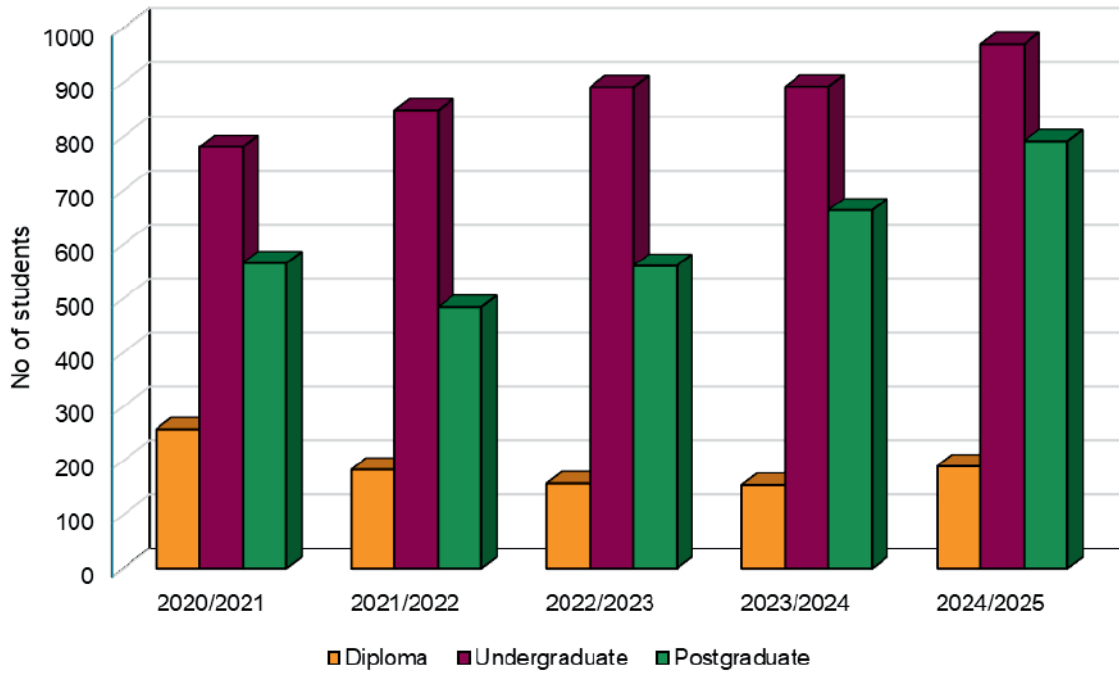


Figure 6: Trends in students' admissions at MUHAS

Over the past five years, the university has steadily expanded its capacity to support students across all stages of their academic journey. Since 2020/2021 academic year, MUHAS has maintained an annual average enrolment of 4,755 students in its programmes. Overall, student numbers have grown by 16.9%, rising from 4,372 to 5,262. The most notable increase was recorded in postgraduate programmes, which more than doubled, growing by over 50%, from 754 to 1,598 students. Undergraduate programmes followed with a 17.0% increase, from 2,712 to 3,269 students. In contrast, diploma programmes experienced a sharp decline of 129.4%, dropping from 906 to 395 students, largely due to structural reforms explained above (Figure 7).

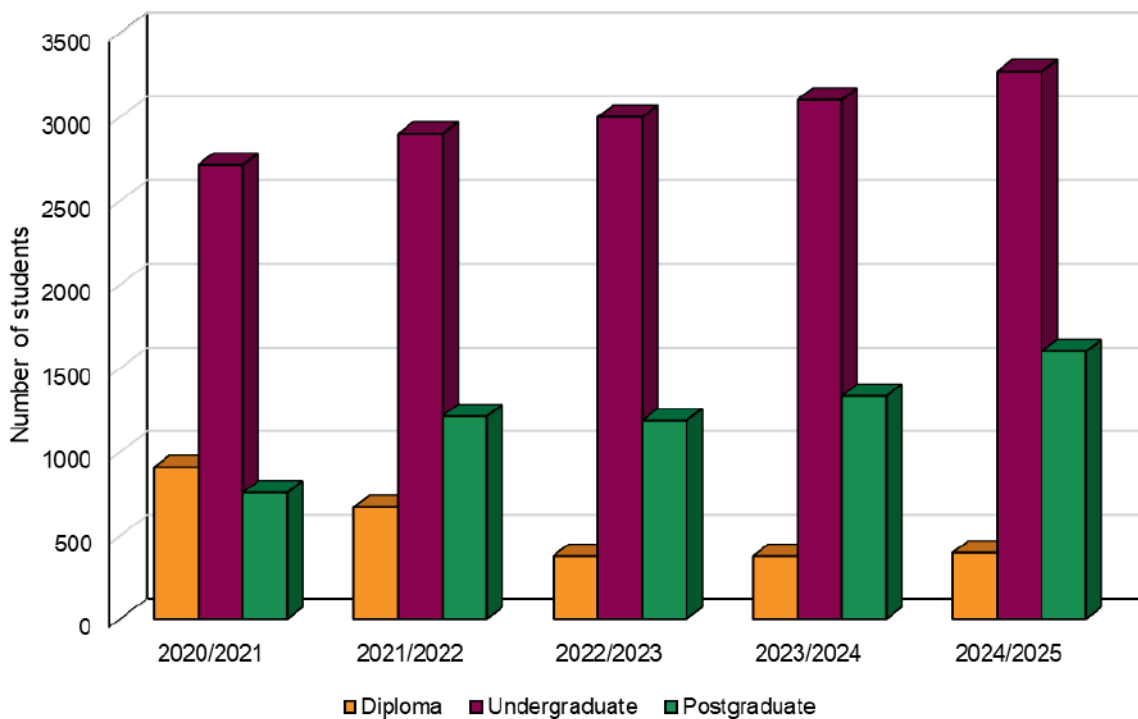


Figure 7: Trends in student enrolment at MUHAS

2.2.3. MUHAS GRADUATION TREND

Training remains a core and noble mandate of MUHAS, central to advancing its vision and addressing the critical shortage of healthcare professionals. The ultimate goal is to produce high-quality graduates, professionals equipped with the knowledge, skills, and integrity to promote health, prevent disease, and advance care both nationally and globally. It is therefore a moral duty and obligation of the university to ensure that its training systems consistently deliver a sufficient number of well-qualified graduates to strengthen the health sector. Since the 2020/2021 academic year, MUHAS has recorded a 5.3% increase in the number of students successfully completing their academic training. Postgraduate programmes registered the most notable growth, rising by 5.9% from 357 to 483 graduates. Undergraduate programmes followed with a 5.6% increase, from 536 to 708 graduates. In contrast, diploma programmes experienced a 12.5% decline, dropping from 258 in 2020/2021 to 119 in the 2024/2025 academic year, an outcome anticipated as a result of structural reforms that shifted several diploma offerings away from the university's direct oversight (**Figure 8**).

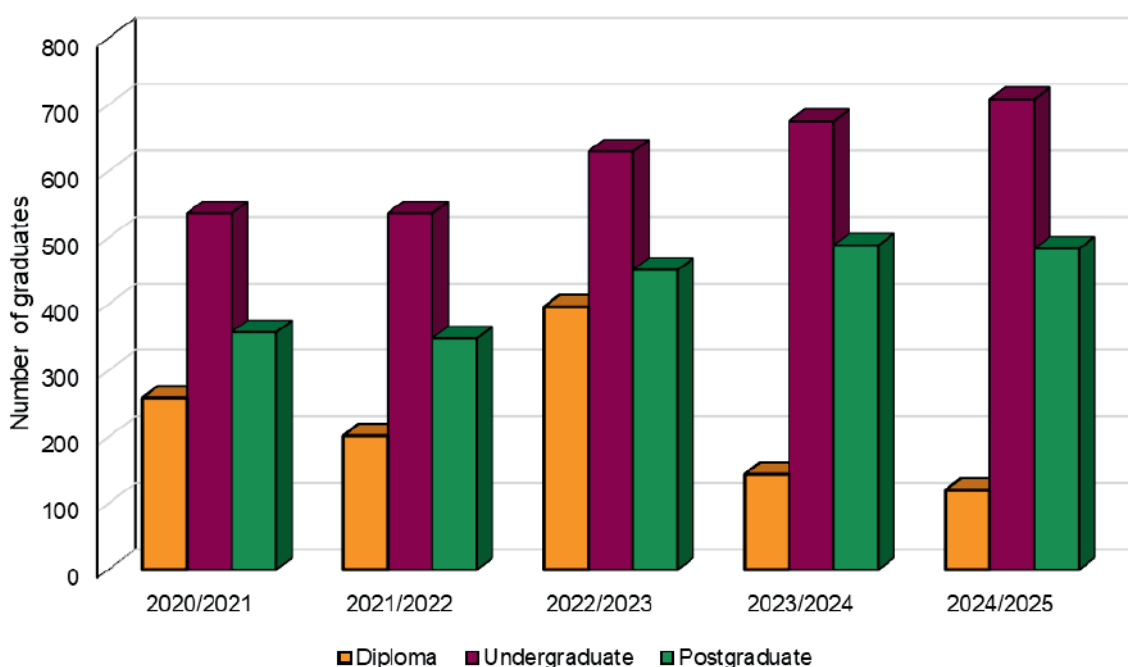


Figure 8: Trends of MUHAS graduates between 2020/2021 and 2024/2025

2.2.4. INTERNATIONAL STUDENTS' EXCHANGE

In recent years, MUHAS has firmly positioned itself as a leading regional hub for medical training, drawing an increasing number of students from across Africa and beyond. Although enrolment levels have fluctuated, the overall trajectory reflects remarkable growth of 97.3%, rising from 5 students in 2020/2021 to 187 in the 2024/2025 academic year. These international students are placed across diverse academic units, where they gain invaluable knowledge and practical exposure through engagement with peers, faculty, and hospital personnel. In turn, their presence enriches the academic environment, enhances the quality of training, and contributes to improved patient care and outcomes (**Figure 9**).

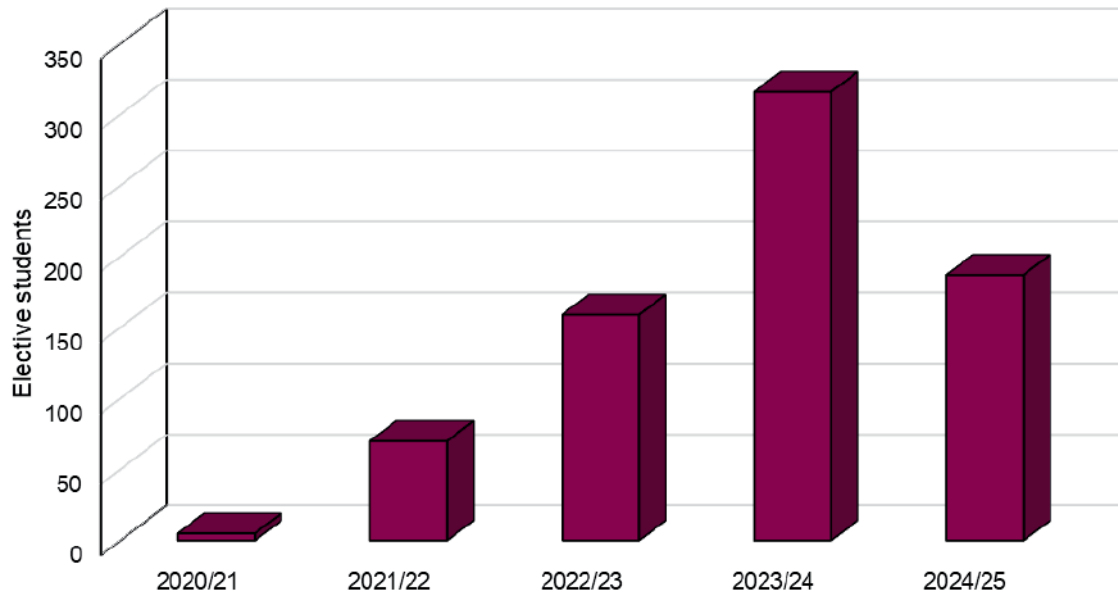


Figure 9: Trend of international students' engagement at MUHAS

The steady rise in the number of foreign students participating in exchange programmes at MUHAS stands as a bold testament to the growing trust and confidence placed in the university by international partners and institutions. Over the past five years, the number of countries sending their students to MUHAS has increased by 78.6%. In the most recent academic year, the university proudly hosted students from Norway, Germany, Austria, the Czech Republic, the United Arab Emirates, Canada, Uganda, Belgium, Sweden, Yemen, the United States, Australia, the United Kingdom, South Sudan and Ireland. This rich diversity of representation underscores MUHAS's expanding visibility on the global stage and affirms the strength of its expertise and training (Figure 10). The sharp increase of foreign students at MUHAS in 2023/2024 was contributed by the incoming of 183 students from South Sudan based on special agreements.

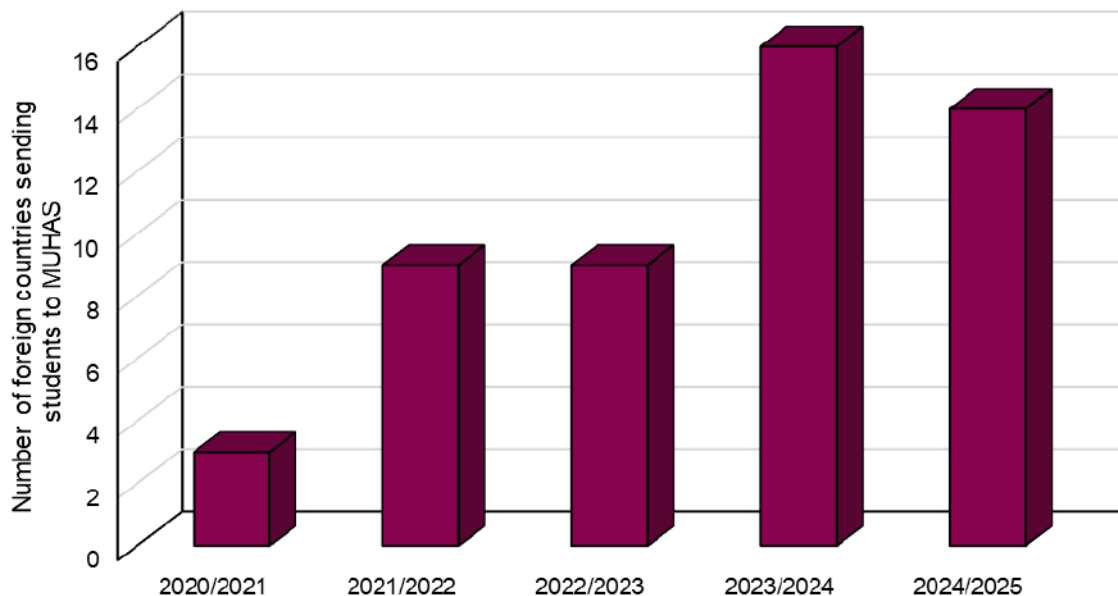


Figure 10: Trend of foreign countries sending students to MUHAS

2.2.5 AFFILIATED TEACHING HOSPITALS

The University has continued to strengthen existing partnerships with several national and regional teaching hospitals, serving as essential platforms for clinical training, research, and healthcare service delivery. These institutions include Muhimbili National Hospital (MNH), Muhimbili Orthopaedic Institute (MOI), Jakaya Kikwete Cardiac Institute (JKCI), Ocean Road Cancer Institute (ORCI) and CCBRT Hospital. MUHAS signed a memorandum of understanding and now closely collaborates with Mirembe National Mental Health Hospital in Dodoma, and regional referral hospitals in Dar es Salaam. These are Temeke Regional Referral Hospital, Amana Regional Referral Hospital, and Mwananyamala Regional Referral Hospital. Through these strategic collaborations, MUHAS has ensured that students gain practical clinical skills in various healthcare settings, while promoting multidisciplinary research that advances evidence-based practice. Collectively, these partnerships strengthen the University's core mission to enhance health professions education, inform policy, and improve health outcomes at both national and global levels.

2.2.6 CONTINUING PROFESSIONAL EDUCATION

The university has made notable strides in strengthening its internal and short-term capacity-building programmes. These initiatives are regularly reviewed and updated to reflect the expanding global landscape of advanced knowledge and expertise in training and clinical care. Crucially, the rapid evolution of technology and the rising potential of innovation have played a transformative role, carefully woven into the design and delivery of these courses.

This commitment is evident in the remarkable growth of accredited and administered courses over a short span. Between the 2020/2021 and 2024/2025 academic years, the number of developed and accredited short courses surged by 86.1%, rising from just 5 to 36. Likewise, the volume of courses administered increased by an impressive 55.0% during the same period (Figure 11).

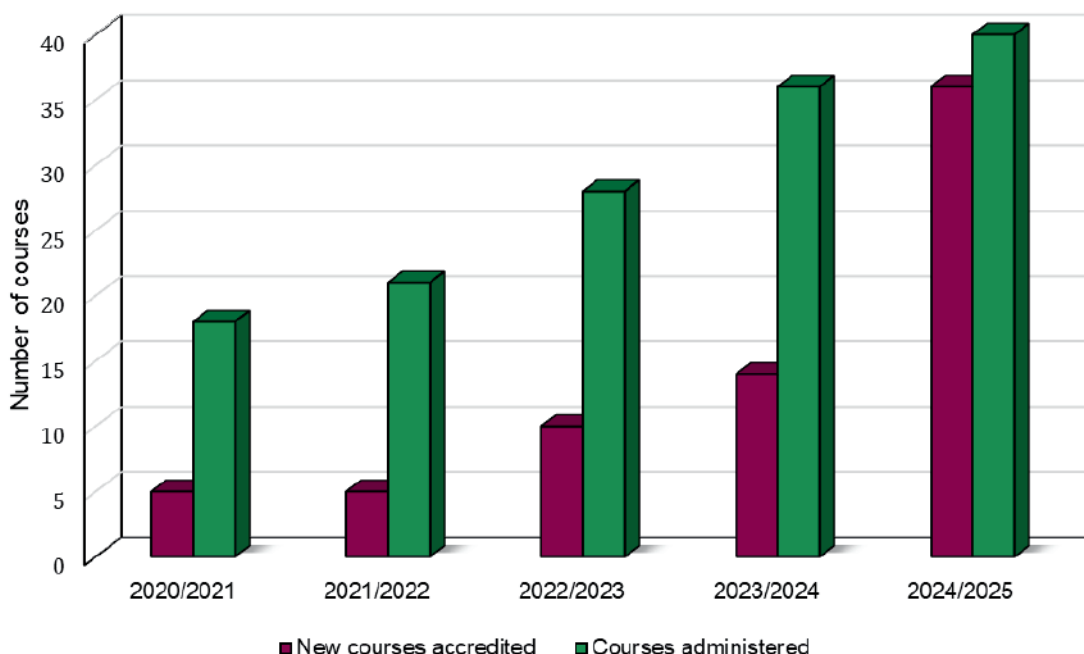


Figure 11: Number of short courses accredited and administered

Over the past three years, MUHAS has delivered capacity building courses to at least 2,743 participants, including students, faculty, scientists, and healthcare professionals from diverse institutions within and beyond Tanzania. These courses have become vital and transformative milestones in their professional journeys, empowering participants with cutting-edge skills that elevate their efficiency, effectiveness, and professionalism across research, teaching, administration, and patient care (Figure 12).

The measurable outcomes of these initiatives stand as clear evidence of MUHAS’s steadfast dedication to advancing medical education and shaping the trajectory of healthcare delivery across the nation.

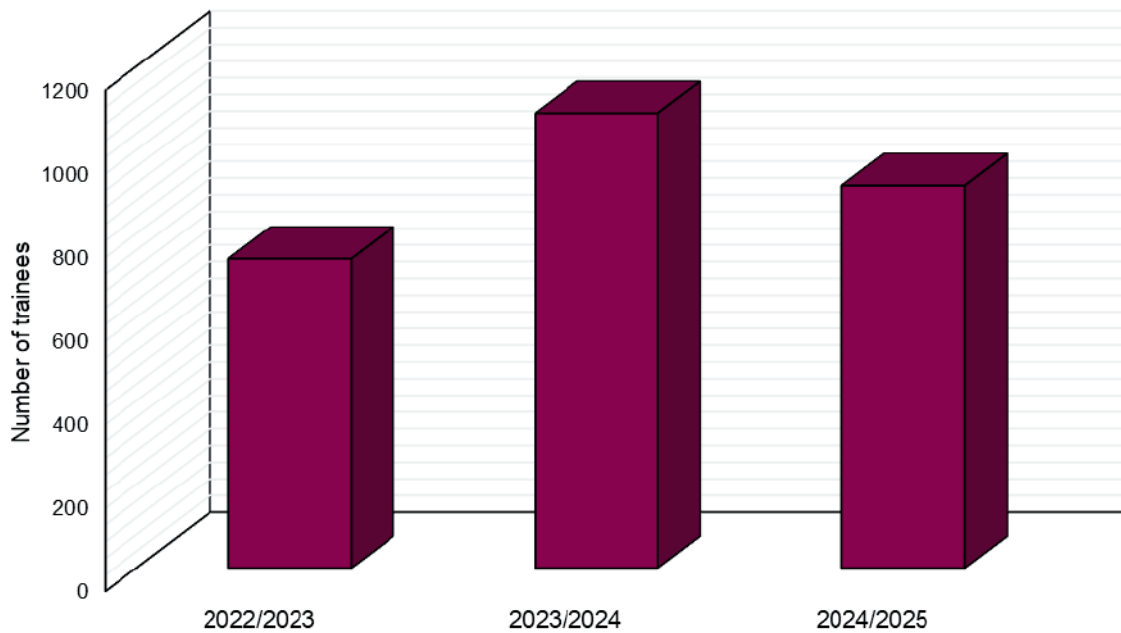


Figure 12: Participation in short courses

2.2.7 STAFF CAPACITY DEVELOPMENT

MUHAS has cultivated and sustained a culture that actively supports its staff, academic, administrative, and technical, in pursuing further studies. This commitment not only enhances individual competencies but also ensures that responsibilities are carried out with integrity and professionalism, thereby strengthening the institution's overall effectiveness and efficiency. Beyond individual growth, this culture of continuous learning serves as a vital pillar in advancing MUHAS’s capacity in training, research, and consultancy services.

Between the 2020/2021 and 2024/2025 academic years, the university maintained an average of 15 non-academic and 82 academic staff engaged in long-term training from advanced diploma to postgraduate studies. This investment translated into a 14.8% increase in non-academic staff and a 17.8% increase in academic staff enrolled in training programmes. Such progress serves as a bold testament to MUHAS’s unwavering commitment to nurturing individual excellence for the collective advancement of the institution and the broader health sector (Figures 13 and 14).

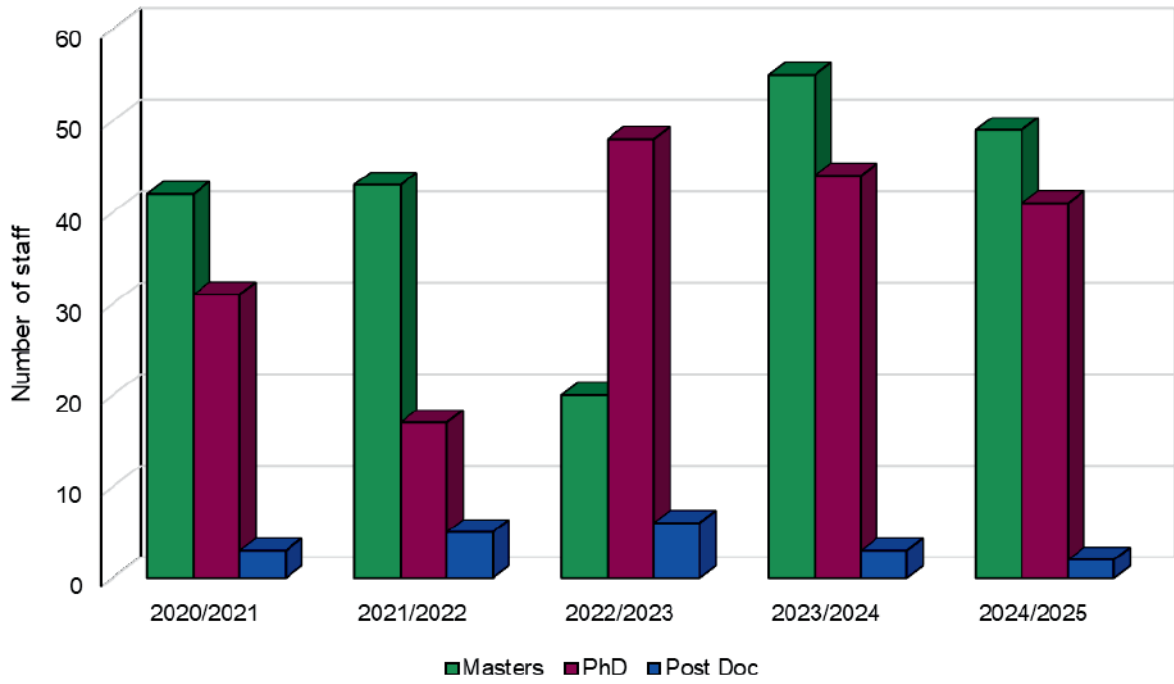


Figure 13: Academic staff in training

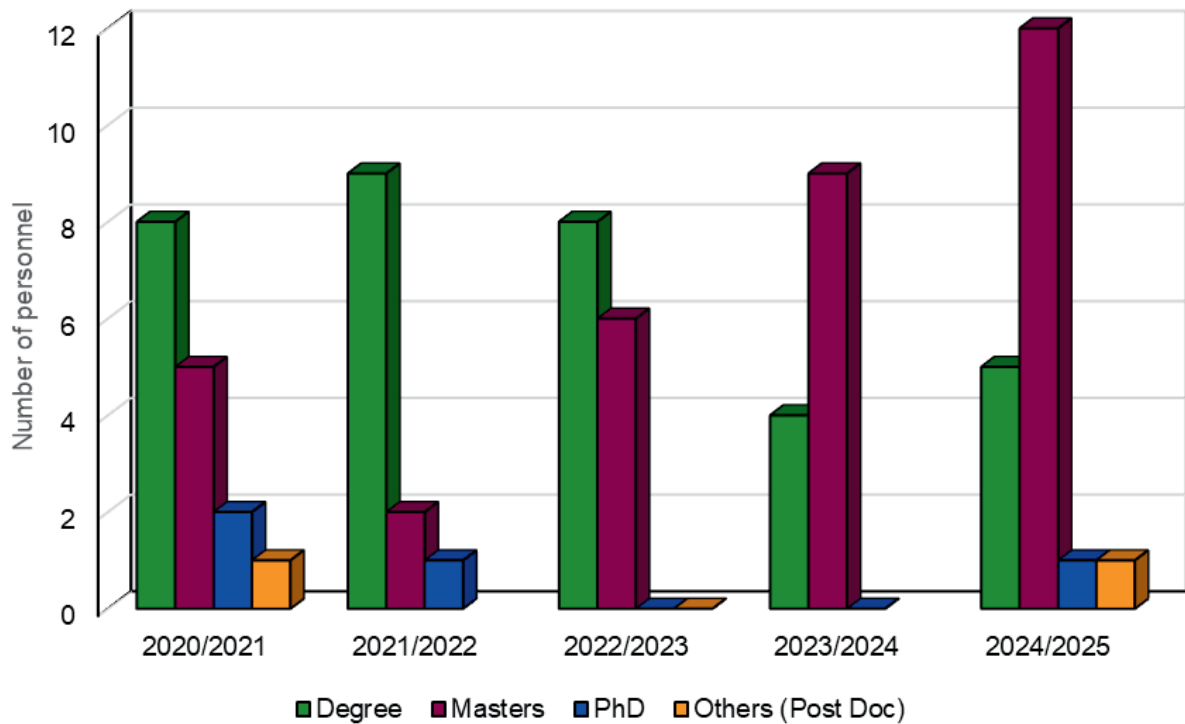


Figure 14: Administrative and technical staff in training

2.3. EXCELLENCE IN RESEARCH, CONSULTANCY AND INNOVATION

2.3.1. RESEARCH

2.3.1.1. GENERAL RESEARCH LANDSCAPE AT MUHAS

During the reporting period, MUHAS revised its administrative structures in the Directorate of Research, Publication and Innovations (DRPI). Through re-organization, the DRPI now comprises the following units: (i) Institutional Review Board (IRB), (ii) Research Development Unit, (iii) Office of Sponsored Projects (OSP), (iv) Consultancy Bureau Unit, (v) Innovations Unit, (vi) Strategic Research and Implementation Project Unit (SRIP), and (vii) MUHAS Genetic Laboratory (MGL). DRPI is supported by administrators and coordinators positioned across its units to ensure effective management of operations and research, consultancy and innovation activities.

DRPI envisions being a leading center for coordinating quality health and related research that addresses national, regional, and global challenges. Its mission is to provide a conducive environment for health-related research, promote studies aligned with Tanzania's National Research Agenda, and enhance the University's capacity to advance the frontiers of knowledge.

2.3.1.2. RESEARCH FUNDS OVER THE PAST FIVE YEARS

Funds received through Research grants have demonstrated a steady upward trend over the past five years. Starting from a base of TZS 19,246,932,000.00 in 2020/2021, the received research funds steadily increased, surpassing TZS 24,396,220,442.12 in 2021/2022. In 2023/2024, research funds increased to TZS 26,304,421,911.32. In the most recent financial year, 2024/2025, they reached TZS 32,105,300,137.08, equivalent to an increase of 22.05% indicating a period of substantial growth and heightened research activity (**Figure 15**). The significant increase in research funds from 2023/2024 to 2024/2025 is contributed to by various efforts, including capacity building programmes, short courses, workshops, and bootcamps in areas like: grants writing, research methods, students' supervision, and dissemination of research findings. The complete list of sponsored research projects is in **Appendix II**.

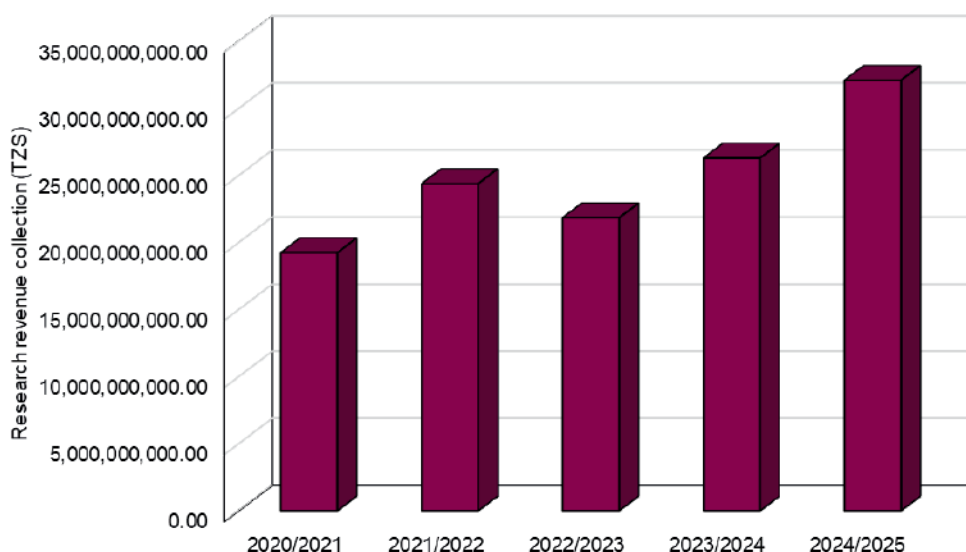


Figure 15: Trends in research funds received between 2020/2021 and 2024/2025

From these research funds, the corresponding institutional overhead also increased significantly from TZS 1,590,570,872.57 in 2020/2021 to TZS 3,106,675,845.58 during 2024/2025. The overall trend is as indicated in **Figure 16** below.

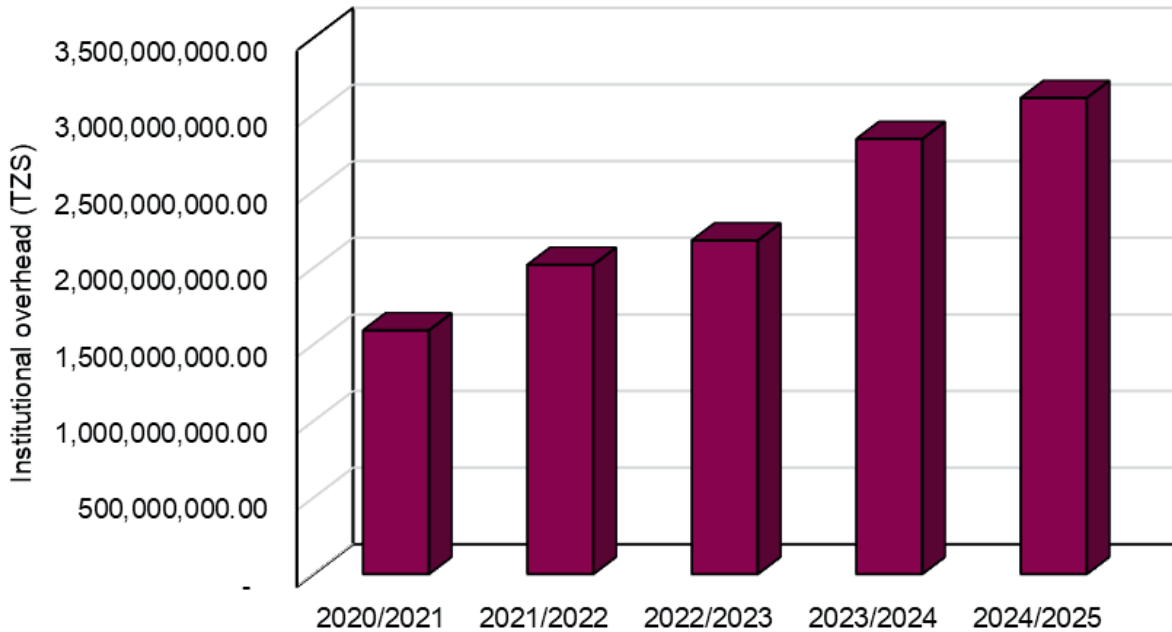


Figure 16: Trends in institutional overhead collections between 2020/2021 and 2024/2025

2.3.1.3. NUMBER OF RESEARCH PUBLICATIONS

University publication output has demonstrated strong, consistent growth over the past five years, increasing by over 42% from 407 publications in 2019/20 to a projected 577 in 2024/2025. This addition of more than 170 publications underscores our unwavering commitment to research excellence and knowledge dissemination, reflecting a successful and expanding research enterprise (**Figure 17**).

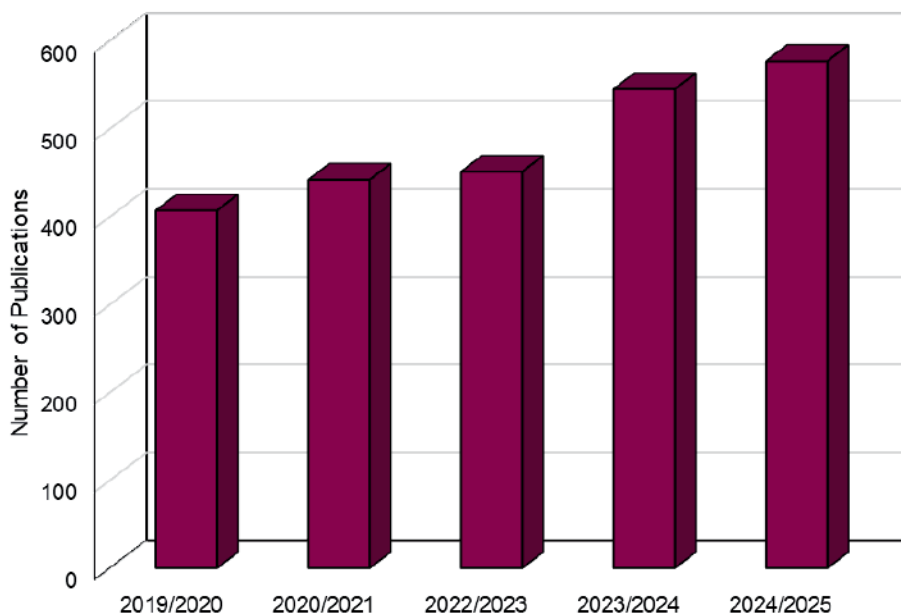


Figure 17: Trend of research publications from MUHAS between 2020/2021 and 2024/2025

2.3.1.4 RESEARCH CAPACITY BUILDING

MUHAS continues to strengthen research capacity through strategic training programs and alignment with national priorities. Supported by Sida, DRPI developed curricula for a variety of research courses aimed at enhancing the diversity, scope, quality, and quantity of research outputs. During the reporting period, eight short courses were delivered, covering Logistic Regression, Basic and Advanced Qualitative Research, Grant Writing, Systematic Reviews, Innovation and Entrepreneurship in Health, Postgraduate Supervision, and Complex Survey and DHS Data Analysis. Workshops on Policy Brief Writing and Manuscript Development were also conducted to enhance the dissemination of research findings.

These initiatives are guided by MUHAS's Research Agenda, which identifies specific research goals and establishes organizing principles for collaboration among internal and external stakeholders. Through these coordinated efforts, the University continues to conduct research of national and regional significance while fostering partnerships that advance knowledge and address pressing health challenges.

2.3.1.5 RESEARCH GOVERNANCE AND ETHICS

To uphold research integrity, MUHAS has implemented robust governance mechanisms. The Directorate of Research Publications and Innovation has continued to use plagiarism detection software procured through a Master Registration Agreement with Turnitin LLC. The Research and Ethics Committee monitored MUHAS research and reviewed a total of 708 research proposals from faculty and postgraduate students during the 2024/2025 academic year. In parallel, the University formalized its Research Data Sharing Policy, which establishes principles and procedures for the management, sharing, and protection of research data while safeguarding intellectual property rights.

2.3.1.6 RESEARCH, DEVELOPMENT AND SUPPORT SERVICES

The Research Development Unit, based at the Centre for Health Professions Education (CHPE), serves as a collaborative hub for MUHAS researchers and partners from within Tanzania and abroad, providing space for short-term research activities, meetings, and collaborative work. Complementing this, the Directorate of Library Services (DLS) Research Support Services offers comprehensive assistance to enhance research quality. During the reporting period, DLS facilitated UpToDate user registration and affiliation verification (898), plagiarism checks (765), and research support, which included referencing guidance, literature searches, journal selection, and screening for predatory journals (1,938 queries). Together, these units provide an integrated environment for research development, capacity building, and high-quality scholarly output.

2.3.1.7 GRANTS MANAGEMENT

During the reporting year, MUHAS managed 122 externally funded research projects. This active portfolio spans fundamental laboratory research, implementation science, and clinical studies across Schools, including Clinical Medicine; Public Health and Social Sciences; Diagnostic Medicine; Pharmacy; Nursing; and Biomedical Sciences.

The distribution of project types and funders reflects MUHAS's dual role: generating new scientific knowledge and translating findings into improvements in health service delivery and policy. The breadth and scale of this portfolio demonstrate MUHAS's capacity to attract competitive funding and to sustain diverse programmatic work that aligns with national and regional health priorities.

Our projects range from small investigator-initiated studies to larger multi-institutional collaborations. Collectively, they provide training and research opportunities for postgraduate students, strengthen laboratory and trial infrastructure, and contribute evidence that informs national health policies. The variety of study designs, from laboratory validation and observational studies to clinical trials, emphasizes MUHAS's balanced emphasis on discovery, evaluation, and implementation of health interventions.

2.3.1.8. FUNDING LANDSCAPE

MUHAS attracted funding from a diverse mix of national, regional and global donors during the year. Notable funders supporting multiple projects include: National Institute of Health (NIH), World Health Organization (WHO), Swedish Government through Sida, Gates Foundation, NORAD, European Union, UKRI, and Wellcome Trust. These funders support a range of activities from laboratory discovery and validation to large-scale implementation and clinical activities. The mixture of philanthropic, bilateral, and multilateral funding enhances institutional resilience and enables MUHAS to pursue long-term strategic work, while rapidly responding to emergent public health needs.

With support from these donors, MUHAS has been able to sustain programs in HIV, nutrition, reproductive, maternal and child health, malaria, and health systems research. To further increase impact, MUHAS will continue strengthening grant management, enhancing pre-award support, and developing targeted proposals that align institutional strengths with donor priorities (**Figure 18**).

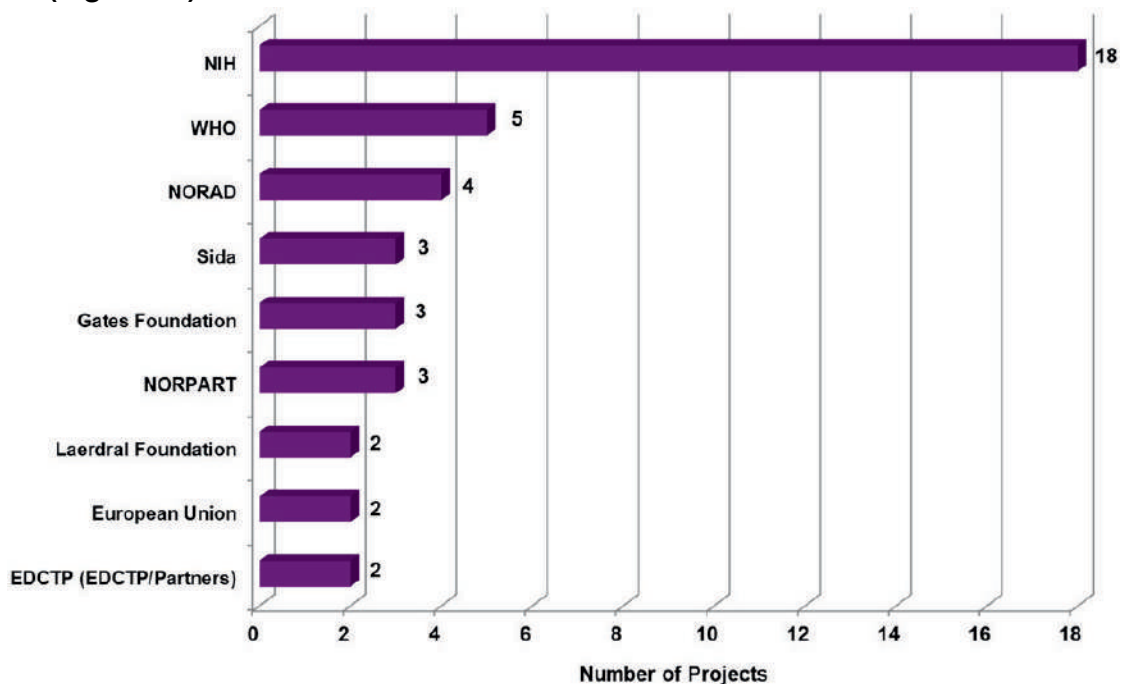


Figure 18: Distribution of the number of sponsored research projects by top funders

2.3.1.9. MUHAS RESEARCH AGENDA AND IMPACT

MUHAS continues to advance a comprehensive and impactful research agenda that addresses Tanzania's most pressing public health challenges while contributing to regional and global scientific priorities. The University has 18 priority research areas that reflect a deliberate focus on generating evidence that improves health outcomes, informs policy, strengthens health systems, and drives innovation. These include major communicable diseases such as HIV and AIDS, Tuberculosis, Malaria, and Neglected Tropical Diseases, alongside Emerging and Re-emerging Infections, which remain critical threats to public health.

MUHAS also prioritizes research in Reproductive, Maternal, Newborn, Child and Adolescent Health, Non-Communicable Diseases, Mental Health, Oral Health, and Injuries, responding to the growing burden of chronic and lifestyle-related conditions. Cross-cutting areas such as Pharmacovigilance and Rational Use of Medicines, Occupational Health and Safety, Bioethics, and Health Systems Research support national efforts toward a safer, more efficient, and equitable health sector.

In recognition of Tanzania's rich biodiversity and cultural heritage, MUHAS continues to lead in Traditional Medicines and Natural Products Development, Drug Discovery and Formulation, and Haematological Disorders, contributing to innovation in therapeutics. The inclusion of Knowledge Management and Health Informatics strengthens the University's ability to harness digital tools for improved data use, research translation, and decision-making.

Collectively, these priority areas reflect the University's commitment to producing high-quality, multidisciplinary research that advances scientific knowledge, supports national development goals, and enhances Tanzania's leadership in health research across the African region.

2.3.1.10. COLLABORATIONS AND CAPACITY BUILDING

MUHAS continues to build and sustain collaborations with leading international academic centers, regional universities and health agencies. Current project data show linkages with institutions including well-known US and European partners as well as strong regional collaborations across East Africa. These partnerships create opportunities for joint training, co-supervision of postgraduate researchers, technology transfer and multi-site studies which amplify the reach and rigor of MUHAS-led research.

Many projects include explicit capacity-building components, such as training fellowships, short courses, methodological workshops and mentorship for early-career researchers. These activities strengthen research leadership and technical skills within MUHAS and support institutional goals to develop future principal investigators, laboratory managers and regulatory scientists. Top collaborating institutions included the University of California, San Francisco, Northwestern University, and The George Washington University.

2.3.1.11. PORTFOLIO OF RESEARCH PROJECTS

The portfolio includes a mix of interventional and non-interventional study designs. Approximately 20 projects are explicitly clinical trials, while 82 projects are classified as non-clinical/observational trials; the remainder are other or unspecified designs. This distribution reflects MUHAS's established strengths in laboratory and observational research and a growing capability to host clinical trials (**Figure 19**).

To expand MUHAS's role in interventional research, we recommend strategic investments in clinical trials infrastructure: a central trials coordination office, strengthened regulatory and ethics support, training in Good Clinical Practice (GCP), and improved data management systems. These investments will reduce start-up times for trials and increase compliance with international standards.

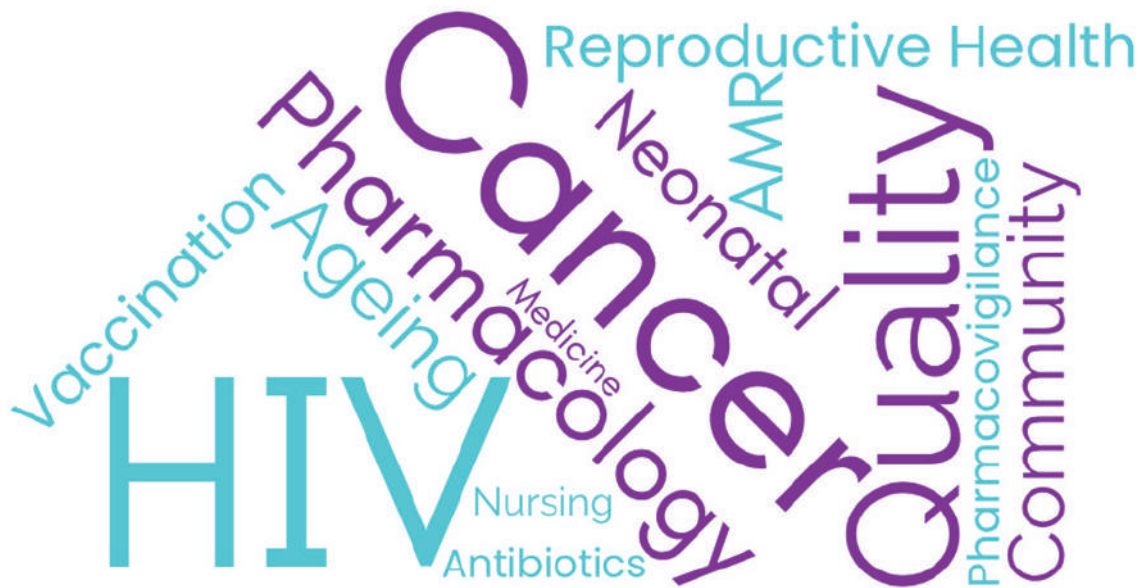



Figure 19: Most frequent themes in MUHAS research outputs/publications (Font size represents frequency).

2.3.1.12. HIGHLIGHTS OF MUHAS RESEARCH CONTRIBUTIONS

In 2024/2025, MUHAS researchers produced 647 publications (249 journal articles and 398 theses/dissertations), reflecting vibrant research output across health sciences. These can be grouped into ten broad categories, each with significant contributions:

i. Infectious Diseases and Antimicrobial Resistance

Infectious diseases continue to be a focus of MUHAS research, with 2024/2025 studies advancing understanding of antimicrobial resistance (AMR), HIV, malaria, and COVID-19. Several studies highlighted the growing threat of multidrug-resistant bacterial infections in vulnerable populations. For example, Ocean Road Cancer Institute research showed high bacteriuria rates in cancer patients, with *Escherichia coli* showing multidrug resistance in three-quarters of isolates (Abdallah et al., 2024). Neonatal sepsis studies found coagulase-negative staphylococci carrying resistance and virulence genes, complicating treatment (Charles et al., 2024). These results emphasize the need for better antimicrobial stewardship and infection control.



In HIV research, MUHAS explored clinical issues and service innovations. Studies documented renal problems among older HIV patients with hypertension and dyslipidemia (Ottaru et al., 2024), and investigated ENT issues in HIV-positive patients, revealing new comorbidities (Abraham et al., 2024). Innovative prevention strategies, like workplace PrEP delivery and community HIV self-testing, proved feasible and acceptable in high-risk groups (Chebet et al., 2024; Conserve et al., 2024).

MUHAS made global contributions to malaria research, analyzing *Plasmodium ovale* diversity and resistance (Carey-Ewend et al., 2024), and advocating for malaria elimination in refugee camps amid humanitarian crises (Alhassan et al., 2024). COVID-19 research documented early community spread and healthcare workers' immunity against variants (Chhetri et al., 2024; Barabona et al., 2024). Overall, MUHAS is a regional leader in addressing AMR, HIV, malaria, and pandemic preparedness.

ii. Non-Communicable Diseases (NCDs)


MUHAS research in 2024/2025 contributed significantly to addressing non-communicable diseases (NCDs) in Tanzania and beyond. The annual National NCD conferences, starting in 2019, served as key platforms for policymakers, researchers, and practitioners to translate evidence into policies, influencing health financing, research, and strategies for universal health coverage (Amani et al., 2024). Studies examined diabetes burden and patient experiences, revealing that communication and service accessibility are vital for patient satisfaction, emphasizing patient-centered care (Chona et al., 2024). Renal insufficiency was identified as an emerging HIV comorbidity, especially among older adults with hypertension or dyslipidemia, indicating a need for integrated care (Ottaru et al., 2024). Cancer care faced barriers like infrastructure shortages, limited workforce, and fragmented financing, guiding strategies such as task-shifting and regional cooperation (Bamodu & Chung, 2024). Sickle cell disease research showed caregivers' perceptions impacted hydroxyurea uptake, underscoring the importance of education and community engagement for treatment adherence (Ally et al., 2024). Overall, MUHAS' NCD research enhances health policy, service delivery, and patient empowerment in fighting chronic diseases.

iii. Maternal, Newborn, and Child Health

MUHAS research in 2024/2025 covered maternal, newborn, and child health, addressing key challenges. Maternal risks from preeclampsia and eclampsia remain, with a study highlighting that nurse-midwives' efforts are hampered by limited training, guidelines, and support, stressing the need for targeted practical training. The validation of the BiliDx device improves neonatal jaundice diagnosis in resource-limited hospitals, enhancing care. Research on sickle cell disease reveals that caregiver perceptions influence hydroxyurea use, and adolescents with sickle cell face depression linked to painful episodes. Broader pediatric hematology needs capacity-building to improve diagnostics, training, and treatment access. Overall, MUHAS advances contribute to better clinical care and system reforms in Tanzania, aiding regional efforts to reduce maternal and child morbidity and mortality.

iv. Mental Health and Behavioral Sciences

MUHAS scholars emphasize the rising importance of mental health in Tanzania, especially among those with chronic illnesses. Adolescents with sickle cell anemia face high depression rates, with painful crises increasing clinical depression risk.



Nearly 15% report moderate-to-severe depression, highlighting the need for routine mental health screening and psychosocial support in sickle cell care (Athman et al., 2024). Caregiver perceptions influence treatment behaviors; higher perceived threats from sickle cell complications lead to better adherence to hydroxyurea (Ally et al., 2024). These insights show behavioral science can improve adherence and outcomes. Beyond hematological disorders, perceptions of dental aesthetics affect care decisions, with parental views impacting orthodontic treatment (Abdul-ladif et al., 2024). Knowledge gaps in first aid highlight the importance of targeted health education (Abraham et al., 2024). Overall, these studies show that mental health and behavioral sciences are vital for managing chronic diseases, oral health, and emergencies, supporting the integration of psychological support, caregiver engagement, and health education into medical practice.

v. Health Systems, Policy, and Regulation


MUHAS research increasingly influences Tanzania's health policies by providing evidence on regulation, workforce training, and governance. In 2024/2025, studies revealed major gaps in pharmacy inspection practices, with many pharmacies dispensing antibiotics without prescriptions despite regular visits, highlighting disparities between policy and practice and the need for standardized protocols and stewardship systems (Chuwa et al., 2024). The annual NCD conferences serve as key platforms for evidence dissemination and policy engagement, influencing areas like healthcare financing and universal coverage (Amani et al., 2024). Likewise, the PhysioCAFUN curriculum, developed through African collaboration, offers standardized guidelines to improve physiology education and address physiologist shortages, launched at a major Tanzanian conference (Alagbonsi et al., 2024). These efforts showcase MUHAS' role in generating policy-relevant evidence and leading health workforce reforms, aligning Tanzania's health sector with evolving health and educational challenges.

vi. Environmental and Occupational Health

In 2024/2025, MUHAS focused on pollution and health impacts. A literature review on PM_{2.5} highlighted sources like vehicle emissions, industry, and heating, with levels up to 250 µg/m³, linked to respiratory, heart, pregnancy, and neurological issues (Bachwenkizi et al., 2024). The study emphasized the need for targeted urban interventions in Tanzania's growing cities, where monitoring is limited, aligning with policies on climate resilience and health. It also examined healthcare workers' COVID-19 immunity, showing high SARS-CoV-2 exposure and resilient antibody responses (Barabona et al., 2024). These findings position MUHAS as a rising leader in environmental health, connecting local issues with global evidence to support pollution control, occupational safety, and health policy development.

vii. Genetics, Genomics, and Precision Medicine

MUHAS researchers engaged in genomic and precision medicine studies in 2024/2025, with notable work on *Plasmodium ovale* species across Africa. Whole-genome sequencing showed diversity patterns between *P. ovale curtisi* and *P. ovale wallikeri*, revealing signatures of drug resistance and immune selection. These findings impact malaria control, especially in sub-Saharan Africa (Carey-Ewend et al., 2024). In human genetics, MUHAS helped strengthen African-European collaboration through the Young Investigator Forum, promoting inclusivity and opportunities for young scientists to leverage Africa's genetic diversity, challenging Eurocentric bias and fostering equitable progress in personalized medicine (Alimohamed et al., 2024).



Locally, these efforts support research in hematology and oncology, where genomics aids disease classification and treatment are done. MUHAS thus positions itself as a national and global contributor to genomic knowledge, integrating advanced science into local contexts and amplifying African contributions to global discovery.

viii. Drug Discovery and Pharmaceutical Sciences

MUHAS research in 2024/2025 also made significant progress in drug discovery, natural products research, and pharmaceutical sciences, reflecting the university's longstanding leadership in pharmacy education and research in the region. Several studies examined bioactive compounds from traditional medicinal plants with potential therapeutic uses. For example, extracts from *Cordia africana* stem bark were shown to have notable analgesic and anti-inflammatory effects in animal models, providing scientific validation for traditional uses and opening pathways for drug development from natural sources (Chaula et al., 2024). Similarly, antibacterial activity was observed from *Leptadenia hastata* leaf extracts against multidrug-resistant pathogens, emphasizing the potential of indigenous plants as sources for new antimicrobial agents (Chaula et al., 2024).

Beyond natural products, MUHAS scholars also contributed to pharmaceutical sciences by studying medicine regulation and rational use. A qualitative assessment of community pharmacies in Dar es Salaam uncovered gaps in prescription handling and antibiotic control, with frequent non-prescription dispensing and poor inventory management (Chuwa et al., 2024). These findings offer crucial evidence for strengthening regulatory frameworks, stewardship, and inspection protocols. Meanwhile, research on caregivers' perceptions of hydroxyurea use in sickle cell disease patients underscored behavioral factors influencing medication adoption, highlighting the connection between pharmaceutical availability, community perceptions, and treatment outcomes (Ally et al., 2024).

Furthermore, MUHAS played a significant role in advancing pharmaceutical education through the development of competency-based curricula such as PhysioCAFUN, which helps integrate pharmacology and skill development into health sciences training (Alagbonsi et al., 2024). Collectively, these studies demonstrate MUHAS' wide-ranging contributions across the pharmaceutical sciences spectrum, from natural product discovery and drug development to regulation, stewardship, and capacity building for future pharmacists and researchers.

ix. Oral and Dental Health

Oral health research at MUHAS continues to fill critical gaps in understanding patient needs and service delivery. A study of orthodontic patients aged 10–18 showed a stark difference between children's and parents' perceptions of treatment need. Most children thought they did not need care, while parents often saw a need, influencing whether treatment was pursued (Abdul-ladif et al., 2024). This underscores the importance of addressing parental perceptions in oral health education and planning, as family dynamics affect access to care.

Beyond orthodontics, research explored access, knowledge, and preventive care. Findings highlight that improving oral health outcomes requires targeted communication and increased awareness among caregivers, patients, and communities.

These studies also relate to a larger health system context, where limited dental professionals and uneven service distribution restrict access to specialized care in Tanzania. By documenting perspectives of patients and caregivers, MUHAS researchers provide evidence to guide strategies for more equitable oral health services.

The university's contributions go beyond clinical outcomes, emphasizing socio-behavioral insights and policy implications. This research supports integrating oral health into national health priorities, given its links with overall wellbeing and quality of life.

x. Clinical Case Reports and Surgical Innovations

In 2024/2025, MUHAS faculty and trainees shared valuable clinical insights in case reports and surgical studies, including rare conditions like urinary bladder leiomyomas, treated successfully with a novel dual approach that achieved excellent outcomes and minimal recurrence (Chiloleti et al., 2024). Innovations included reconstructive surgery techniques such as gracilis muscle flap and V-Y gluteal flap for complex urethral-perineal fistulas, demonstrating local expertise. These case reports expand global literature, showcase Tanzanian surgeons' ingenuity in resource-limited settings, and contribute to education, guidelines, and MUHAS' role in advancing surgical science. They reflect MUHAS' balanced research efforts, blending epidemiology, molecular studies, and clinical innovation to generate knowledge and improve patient care.

xi. Global Health and Collaborative Initiatives

In 2024/2025, MUHAS's global health collaborations addressed challenges across Africa and beyond. They focused on malaria in refugee camps in eastern DRC, highlighting how conflict and poor infrastructure worsen malaria risk in children under five, and proposed integrated interventions (Alhassan et al., 2024). In hematology, MUHAS aimed to strengthen pediatric blood disorder services through capacity building, workforce training, and international partnerships (Chirande et al., 2024). Research on sickle cell disease stressed including African populations in global trials for relevance and equity (Costa et al., 2024). MUHAS also contributed to pandemic studies on SARS-CoV-2, documenting rural community spread in Tanzania and advancing understanding of immunity (Chhetri et al., 2024; Barabona et al., 2024). These efforts connect local research to global policies and innovation, positioning MUHAS as a key player in global health research.

2.3.2. CONSULTANCY SERVICES

2.3.2.1. INSTITUTIONAL CONSULTANCY COORDINATION

During the 2024/2025 financial year, MUHAS continued to establish itself as a leading provider of consultancy and expert services in health and related sciences, collaborating with government agencies, international partners, regulatory authorities, and the private sector. These efforts contributed to shaping national policy, strengthening health systems, developing products, and building capacity, while also generating revenue and increasing the University's visibility.

The MUHAS Consultancy Bureau registered a total of 13 consultancies during the year (8 ongoing and 5 new), comparable to the previous year's performance. To improve coordination, the University advanced the development of a draft Consultancy Policy, which underwent multiple rounds of stakeholder and internal reviews. Work is also ongoing to establish a centralized registration portal for improved documentation and monitoring of consultancy activities.

2.3.2.2. CLINICAL AND HEALTH SYSTEMS CONSULTANCY

Consultancy support was offered to the Ministry of Health, WHO, and other partners, mainly in clinical services, research, and technical workshops. The School of Public Health and Social Sciences reported 44 consultancy engagements, an increase from 27 in the previous year, reflecting a rising demand for expertise in research, policy, and implementation support. Major assignments included strengthening bioethics and research ethics capacity in Rwanda, advancing HIV and malaria surveillance, and supporting national guidelines for severe acute malnutrition. The school also supported the costing of essential health interventions and training of district health teams in Zanzibar under WHO.

2.3.2.3. PHARMACEUTICAL AND LABORATORY SERVICES

The School of Pharmacy undertook important consultancy and collaborative projects. These included the Breedime Project on strengthening ethics, diagnostics, and medicines regulatory capacity in partnership with the Tanzania Medicines and Medical Devices Authority (TMDA), Kalorinska Institute (KI) in Sweden, Zanzibar Food and Drugs Authority (ZFDA), Rwanda Food and Drug Authority, Kilimanjaro Christian Research Institute (KCRI), the National Institute of Medical Research (NIMR), the Zanzibar Health Research Institute (ZAHRI), and the University of St Andrews. Additionally, the School provided proficiency testing services for analytical laboratories in collaboration with PTB (Germany), the East African Community (EAC), the African Union Development Agency – New Partnership for African Development (AUDA-NEPAD), and the African Medicines Quality Forum (AMQF). The school also carried out income-generating activities such as pharmaceutical product development and medicines analysis services.

2.3.2.4. TRADITIONAL MEDICINE EXPERTISE

The Institute of Traditional Medicine (ITM) provided specialized consultancy services focusing on product formulation, stability testing, and regulatory compliance for herbal medicines. Key engagements included formulation of herbal products with Elven Agri Company, capsule and cream formulations for fibroids and Benign Prostatic Hypertrophy (BPH) with the Nelson Mandela African Institute of Science and Technology (NM-AIST), and stability testing of anti-BPH products for Iphytos Company Tanzania Ltd. The Institute also collaborated with the TMDA on the evaluation of traditional medicinal products. These consultancies reinforced ITM's technical authority in herbal medicine standardization and strengthened partnerships with regulatory bodies and private sector actors.

2.3.3. INNOVATION

2.3.3.1. INNOVATION PORTFOLIO AND SUPPORT FOR INNOVATIONS

During the 2024/2025 academic year, the Directorate of Research, Publications and Innovation (DRPI) registered 19 new innovations, comprising three from staff and sixteen from students. The Innovation Unit provided a range of support services, including access to workspaces, internet connectivity, technical consultations, meetings, and small workshops.

By June 2025, a total of 87 innovations were registered with the Unit. Of these, 32 (37%) were at the ideation stage, 34 (39%) at the prototype stage, 16 (18%) at the Minimum Viable Product (MVP) stage, and 5 (6%) had progressed to commercialization.

The portfolio covers five thematic domains: digital health applications, assistive devices, diagnostics, herbal medicines and products, and service delivery models. Development approaches include software design, artificial intelligence and machine learning, hardware prototyping, and herbal formulations. Workshops and incubation programs remain central to advancing innovations through the pipeline.

2.3.3.2. PROMOTION, NETWORKING, AND PARTNERSHIPS

The University successfully hosted MUHAS Innovation Week from 22nd to 25th April 2025, providing a platform to showcase innovations and connect with ecosystem partners. Fourteen (14) innovators also participated in a symposium hosted by Nordic countries in Tanzania, further enhancing international linkages. In collaboration with the Internationalization and Convocation Unit, a proposal was developed to solicit private sector support, particularly from NMB Bank, for the establishment of the Muhimbili Campus Innovation Hub. Furthermore, the Unit strengthened its international visibility through linkages with Rice University and the Massachusetts Institute of Technology (MIT).

2.3.3.3. INNOVATION FUNDING

Financial support to innovators expanded significantly during the reporting year. Three projects, *Afya AI*, *Neonatal Care Bundle*, and *SunGuard Cream*, each received TZS 20 million from the Tanzania Commission for Science and Technology (COSTECH). In addition, Action Medeor International Healthcare Tanzania awarded a total of TZS 3.75 million to three other projects: *SunGuard Cream* (TZS 2 million), *Parasitus AI* (TZS 1.5 million), and *Akili Yangu* (TZS 1 million). Beyond these, Sida support has been secured to provide sustained funding to MUHAS innovators beginning in 2025/2026.

ADMINISTRATION AND OPERATIONS





3. ADMINISTRATION AND OPERATIONS

3.1. HUMAN RESOURCES

The Directorate of Human Resource Management and Administration is responsible for performing various Human Resource functions at MUHAS. Among other duties, the Directorate plays a crucial role in ensuring the university has an optimal level of human resources to enhance its performance through the effective and efficient management of its human resources. The Directorate has consistently maintained a positive working environment that motivates staff to achieve both the university's goals and their own professional objectives.

To ensure the optimal availability of required human resources, the Directorate has been continuously planning, recruiting, developing, and managing human resources to enhance the University's performance and achieve its strategic objectives. Based on public service policies, rules, and regulations, efficient, quality, and timely Human Resources and Administration Services have been provided to MUHAS staff and other University stakeholders to facilitate the smooth operation of the University during the year 2024/2025.

3.1.1. STAFF ESTABLISHMENT, RECRUITMENT, TRANSFER AND CONFIRMATION

The number of MUHAS staff has continued to increase; currently, the total number of staff is 761, comprising 447 academic staff (57.8%), with 266 male and 164 female, and 314 administrative staff (41.2%), with 164 male and 158 female, as of June 30, 2025 (**Figure 20**). In this financial year, the President's Office, Public Service Management and Good Governance issued two (2) employment permits. During the reporting period, a total of 23 academic staff were hired, 14 staff were transferred in, and 12 staff were transferred out.

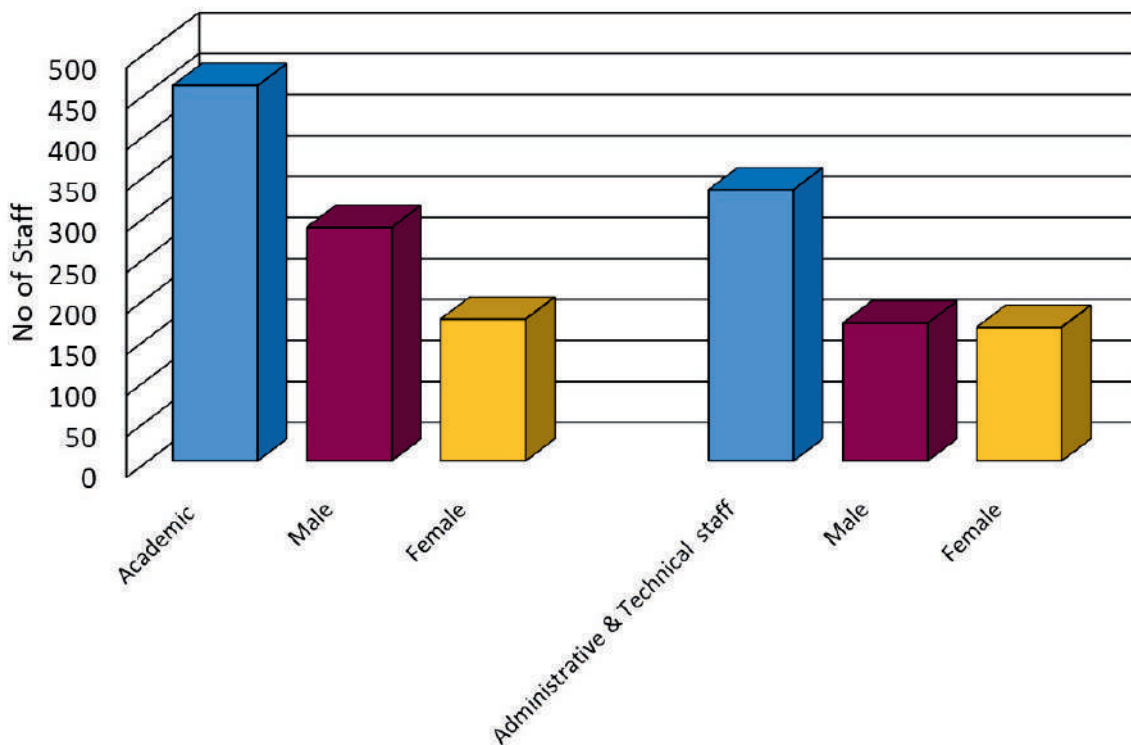


Figure 20: Staff distribution per gender and working category

3.1.2. NON-PAYROLL RECRUITMENT (POST RETIREMENT CONTRACT AND PART-TIME CONTRACT STAFF RECRUITMENT)

During this financial year, 53 non-payroll contract staff members from the School of Dentistry, the MUHAS Genetics Laboratory, and other offices had their contracts renewed as a temporary measure to address the current staff shortage.

Employment contracts for two (2) academic staff on a retired-rehired basis from the Department of Epidemiology & Biostatistics and the Department of Ophthalmology were renewed. To retaining experienced professional health experts and implementing MUHAS's succession plan, the Directorate issued part-time employment contracts for seven (7) academic staff members for a period of two years.

3.1.3. APPOINTMENT OF ADJUNCT STAFF

During this financial year, the number of staff members engaged as Adjunct staff in various departments increased from 91 (2023/2024) to 113, representing a 22% increase. This increase brings the total number to 266, which is the current number of adjunct staff recommended by the Committee of Deans and Directors and approved by the Appointments & Human Resources Management Committee meeting.

3.1.4. STAFF PROMOTIONS AND RECATEGORIZATION

During this financial year, MUHAS promoted and recategorized 69 academic and administrative staff. The number of staff promoted and recategorized has increased compared to the last financial year (59), resulting in a 17% increase. The staff promoted in the financial year included 17 academic staff and 35 administrative staff. Staff recategorized include eight (8) academic staff and nine (9) administrative staff.

3.1.5. MANAGEMENT OF STAFF SALARIES, GRATUITIES, AND CLAIMS

The Directorate of Human Resources Management and Administration continued to manage staff emoluments efficiently, ensuring timely payment of salaries and other compensations to support the smooth implementation of MUHAS's strategic objectives. For the financial year 2025/2026, the Directorate prepared and submitted the MUHAS Personnel Emoluments Budget and Annual Establishment Estimates, amounting to TZS 30,850,128,948.00.

During the reporting period, 34 staff members received salary arrears arising from promotions, new hires, salary corrections, and transfers, with a total of TZS 83,879,000 processed through the e-Watumishi (HCMIS) system. The Directorate continued to submit outstanding staff claims to the relevant authorities for further processing.

In addition, the Directorate processed and followed up on the gratuity payment for one retired-rehired staff member upon completion of her employment contract.

Regarding staff claims, allowances for clinical services, housing, and subsistence were verified by auditors from the Ministry of Finance, with a total of TZS 5,725,320,389.60 approved for payment. Furthermore, a total of TZS 195,780,000 was paid as arrears to 211 staff members for clinical and housing allowances covering the period from July to September 2019.

3.2. STAFF TRAINING AND DEVELOPMENT

3.2.1. STAFF ON LONG COURSE TRAINING

During the period under review, the Directorate continued to ensure that competent human resources with appropriate skills are available at the workplace. In recognition of the centrality of training, the University continues to train its employees both locally and overseas and to encourage and support individual efforts. In this respect, several employees were trained in various specialities from different learning institutions, based on the university's training policy (Figure 21).

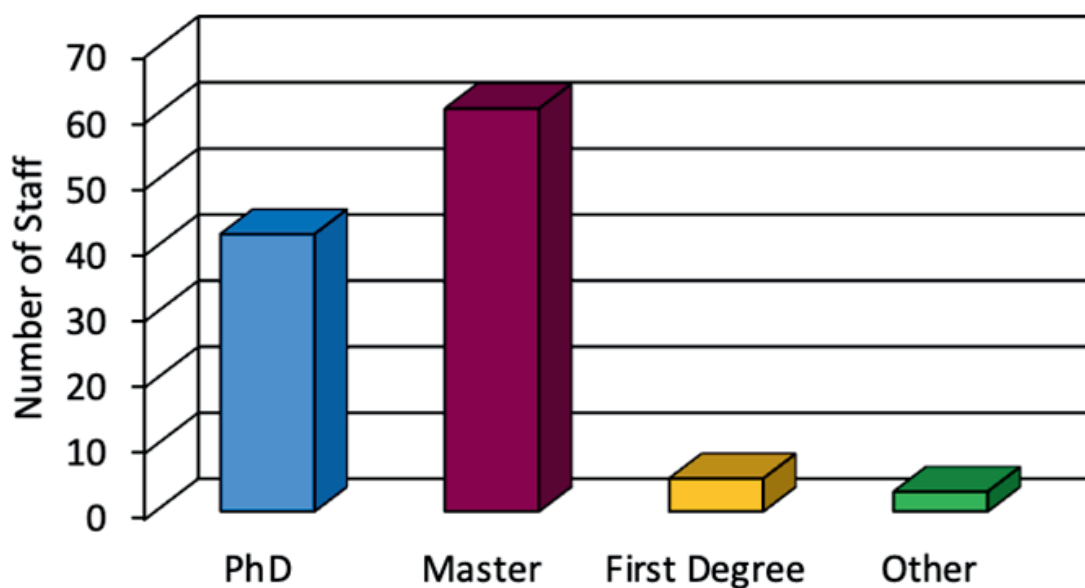


Figure 21: Distribution of faculty on long-term training

3.2.2. STAFF SHORT COURSE TRAINING

During the financial year, MUHAS organized several short-course training sessions aimed at enhancing staff performance, integrity, and awareness of key workplace issues. These included Induction Training for Newly Employed Staff, Training on Preparation for Retirement, Training on HIV/AIDS and Non-Communicable Diseases in the Workplace, NACSAP IV and Ethics Training, and Ethics and Customer Care Training. The trainings conducted in collaboration with the Tanzania Public Service College, the President's Office, PCCB, and MUHAS peer educators, targeted different staff groups to build professional capacity, strengthen ethical standards, and promote health awareness. Collectively, these trainings are significant to MUHAS as they enhance institutional efficiency, uphold integrity and customer care, prepare staff for career transitions, and foster a healthier, more accountable, and service-oriented workforce.



MUHAS management attended the NACSAP IV and Ethics Training, and Ethics and Customer Care Training

During the reporting period, MUHAS organized a leadership training programme at the Mwalimu Julius Nyerere Leadership School aimed at strengthening governance, strategic decision-making, and ethical leadership among senior university officials. The training brought together members of MUHAS's top management, directors, deans and heads of units to enhance their skills in areas such as transformational leadership, institutional governance, policy implementation, and conflict resolution. Emphasis was placed on aligning leadership practices with national development goals and the University's strategic objectives. Participants also engaged in discussions on accountability, transparency, and inclusive decision-making as critical elements for fostering institutional growth and academic excellence. The programme provided a valuable platform for leaders to share experiences, build collaborative networks, and reinforce their commitment to driving MUHAS's vision and mission. Overall, the training is expected to enhance leadership effectiveness, improve institutional performance, and contribute to the sustainable development of MUHAS.





MUHAS management in various team building activities during training

3.3. PEPMIS IMPLEMENTATION FOR 2024/2025

During the reporting period, MUHAS continued to monitor and conduct progress appraisals through the “Implementation and Monitoring” window, utilising the Public Employee Performance Management Information System (PEPMIS/PIPMIS) as a tool for employee implementation plans and performance evaluation.

3.4. MANAGEMENT OF MUHAS REGISTRY

In this financial year, MUHAS commenced using the E-Office system from 1st August 2024 to improve the MUHAS registry, based on directives from the President's Office, Public Service Management, Records and Archives Management Department.

3.5. SELECTION OF EMPLOYEES OF THE YEAR IN THE DEPARTMENTS/SCHOOLS/ DIRECTORATE

During this financial year, a search was conducted to identify the best workers. Two (2) staff, Dr. Nelson Enos Masota (Academic) and Ms. Imelda Beatus Kalinga (Administrative and Technical) were selected as the best workers at the University level. The staff were facilitated to attend the National Workers Day celebrations held in Singida region. Moreover, seventy-three (73) staff members were selected as the best workers at the Directorate, School, Department, and Unit Levels. The best workers from various departments were awarded prizes as stipulated in the guidelines and incentive scheme.



Awarding ceremony of the best university workers at MUHAS

3.6. OSHA COMPLIANCE

During the reporting period, the University has continued to comply with Occupational Safety and Health Authority Regulations. OSHA conducted the regular safety inspections at MUHAS in September 2024.

3.7. INTERNATIONAL WOMEN'S DAY

During the reporting period, the International Women's Day celebrations were held nationally in Arusha, whereby MUHAS was represented by four (4) staff. The celebrations were held at MUHAS in Lecture Hall 5 and were attended by the women of the MUHAS community. During the celebrations, various topics related to women's health, leadership, and workplace growth were presented and discussed.



Celebrations of International Women's Day at MUHAS

3.8. MUHAS INCENTIVE SCHEME

During the reporting period, the Directorate successfully submitted and processed staff allowances for the period of July 2024 to June 2025 in accordance with the approved MUHAS Incentive Scheme. A variety of incentives were disbursed to support staff welfare and motivate performance (**Table 2**). These incentives played a crucial role in improving staff morale, enhancing motivation, and supporting a conducive work environment across the University.

Table 2: Approved Incentives and Paid to staff during the financial year 2024/2025

sn	Description	Amount (TZS)
1	Examination Allowance	69,310,000.00
3	Communication Assistance	28,050,000.00
4	Transport Allowance to all staff	120,750,000.00
5	Library staff who are working at night	43,050,000.00
6	Motor vehicle cleanliness allowance	6,075,000.00
7	Rent assistance allowance	1,012,850,000.00
8	Golden hand shake Allowance	120,000,000.00
9	Special Diet Allowance	5,400,000.00
10	Best Worker recognition award	10,000,000.00
11	Fuel Allowance	168,786,480.00
12	Disability Allowance	21,600,000.00
13	Entertainment Allowance	6,000,000.00
	TOTAL	1,611,871,480.00

INTERNATIONAL PARTNERSHIPS AND ALUMNI ENGAGEMENT





4. INTERNATIONAL PARTNERSHIPS AND ALUMNI ENGAGEMENT

4.1. ACADEMIC EXCHANGE

MUHAS continues to strengthen its global engagement through a comprehensive academic exchange programme that includes student placements, staff training, elective hosting, collaborative learning, and international partnerships. These activities are supported by an extensive network of research collaborations and active involvement in regional and international consortia, enabling MUHAS to contribute to high-impact research, knowledge exchange, and capacity-building initiatives. Put together, these efforts strengthen MUHAS's mission to develop globally competent health professionals, advance health sciences research, and establish the university as a leader in regional and international health education.

4.1.1. MUHAS STUDENTS EXCHANGE

In the 2024/25 academic year, the university, through the Internationalization and Convocation Unit, successfully organised international placements for 11 MUHAS students, leveraging partnerships with host institutions to offer both fully and partially funded opportunities. Specifically, two MD5 students secured fully funded placements at Dartmouth College in the United States. The remaining students participated in partly funded placements at various institutions, including four MD5 students at University College Dublin, one MD5 student at the University of Pennsylvania, two MD5 students at the Norwegian University of Science and Technology, and one BPharm 4 student at MIE University in Japan. These international placements provided students with valuable academic, clinical, and research experiences, fostering cross-cultural learning and enhancing their capabilities as future health professionals.

4.1.2. LONG-TERM MUHAS STAFF TRAINING ABROAD

A total of 49 staff are currently undertaking long-term training across over 30 international institutions, reflecting broad geographical and disciplinary diversity. The highest numbers are enrolled at Kumamoto University (5) and the University of York (3), followed by institutions such as Addis Ababa University (2), Shandong University – China (2), University of Bergen (2), KU Leuven (3 combined across entries), and the University of Cape Town (2).

Other notable destinations, each hosting one staff member, include universities across Africa (Egerton University – Kenya, University of Pretoria, UNISA, African Institute of Technology, Alexandria University), Europe (University of Copenhagen, Uppsala, University of Oslo, University of Basel, Lancaster, Leeds, Antwerp, Nottingham, Dundee, Dublin), Asia (Huazhong University, Tohoku University, Hiroshima University, Seoul National University, University of China), and North America (Florida International University, University of California, Dartmouth Guarini School of Graduate and Advanced Studies) (**Figure 22**).

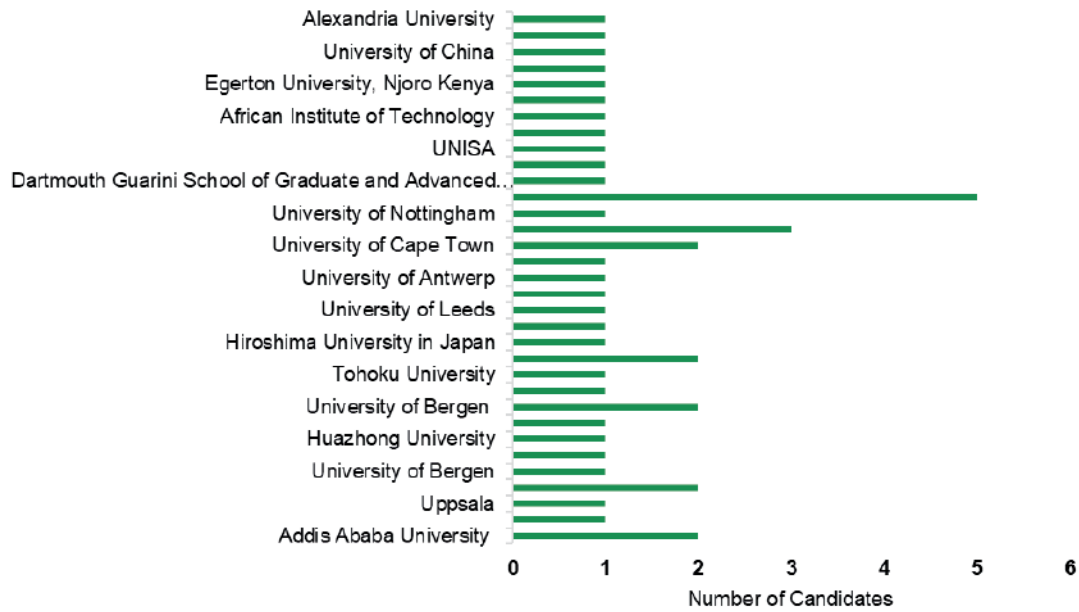


Figure 22: MUHAS staff on long-term training at different institutions abroad

4.1.3. INTERNATIONAL EXCHANGE STUDENTS HOSTED AT MUHAS

The university continues to attract a diverse cohort of elective students from around the world, reflecting its growing reputation as a centre of excellence in health sciences education. In total, the university hosted 187 elective students from over 14 countries, providing them with practical training, clinical exposure, and research experience in a range of medical and allied health disciplines. The largest number of elective students came from Norway (43 students) and Germany (32 students), followed by Sweden (29 students) and Belgium (20 students). Other notable contributors included the United States (18 students), Austria (6 students), and Uganda (6 students). These elective placements offer students hands-on clinical experience, exposure to diverse healthcare systems, and opportunities for cross-cultural learning. In turn, they strengthen Muhimbili University of Health and Allied Sciences’ role as a regional and global training hub, enhancing its educational impact, promoting international collaboration, and fostering the development of future global health leaders (Figure 23).

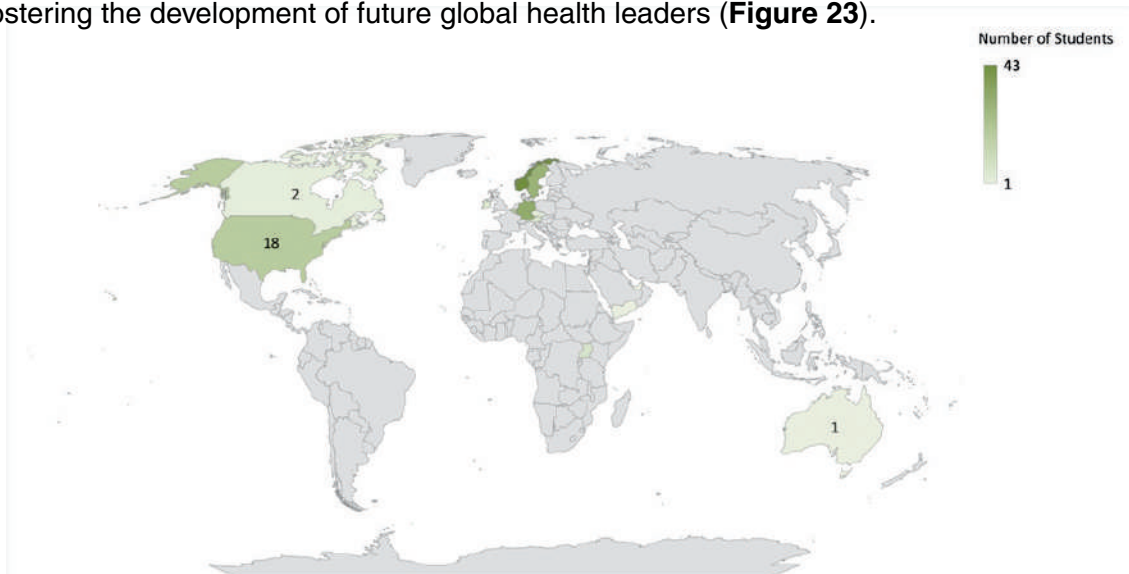


Figure 23: Map showing countries of origin of international exchange students hosted at MUHAS

Regarding collaborative learning, MUHAS and Wright State University (WSU) strengthened their partnership through a blended Global Health Programme. The collaboration began with a nine-week Collaborative Online International Learning (COIL) course (October–December 2024), involving 30 students from MUHAS and 15 from WSU, facilitated jointly by faculty from both institutions. The online programmes introduced key global health concepts, encouraged knowledge exchange, and built a foundation for cross-cultural collaboration. This was followed by an in-country practicum in January 2025, during which MUHAS hosted 14 WSU students and 2 faculty members for two weeks of experiential learning. Activities included six days of clinical rotations and community health fieldwork in Bagamoyo District, alongside community outreach and discussions with local providers. This dual approach combined virtual preparation with hands-on field experience, offering students a comprehensive understanding of healthcare delivery in Tanzania. In the 2024/2025 financial year, MUHAS, through the Internationalisation Unit, generated a total of USD 109,570 and TZS 1,028,000 from the elective student activities.



Elective students from Wright State University during a field visit to Mapinga Dispensary

4.2. INTERNATIONAL ENGAGEMENT

For the year 2024/25, various international activities were undertaken beyond student exchange to strengthen MUHAS' international partnerships and collaborations. These global initiatives also aimed to enhance students' access to and understanding of international opportunities, as well as their ability to utilise them effectively.

4.2.1. EXTERNAL VISITS BY MUHAS

The University paid a special visit to the U.S. Embassy in January 2025 to explore collaboration with U.S. institutions. Discussions covered scholarships such as Fulbright, YALI Mandela Washington Fellowship, FLTA, and the Humphrey Fellowship, and included a meeting with H.E. Amb. Dr. Michael Battle Sr. to advance joint work on Sickle Cell disease and strengthen ties with Wright State University. Additionally, through the U.S. Embassy, MUHAS engaged with visiting U.S. universities alongside other Tanzanian institutions, focusing on student and faculty exchanges, debate societies, and research collaboration. This led to follow-up discussions University of Vermont on expanding MUHAS's debate platforms.



MUHAS faculty, during their visit to the United States Embassy, focused on student and faculty exchanges and research collaboration

4.2.1. INTERNATIONAL VISITS TO MUHAS



Ambassador Togolani Mavura (Tanzania's Ambassador to South Korea), during his visit to MUHAS to explore opportunities for training and research collaboration between MUHAS and South Korea

The University hosted multiple international partners during the year. Scholarship information sessions were delivered in collaboration with the British High Commission, Chevening and Rhodes alumni, and the U.S. Embassy, with contributions from MUHAS alumnus Dr. Frank Minja.

Diplomatically, MUHAS hosted several ambassadors and embassy representatives, including Amb. Togolani Mavura (Tanzania's Ambassador to South Korea), while also reaching out to 17 embassies with programme information to promote MUHAS to prospective international students. Key institutional visits included the President of Mie University, Japan (March 2025), which resulted in the creation of a Visiting Foreign Research Fellow position;

a Business Finland delegation (May 2025) exploring healthcare innovations with companies such as OPTOMED and a group of 30 students from Stanford Graduate School of Business, who engaged in discussions on healthcare system innovation in resource-limited settings.

4.2.3. MUHAS INTERNATIONAL RESEARCH LINKS

MUHAS maintains a broad and diverse network of international research collaborations, underscoring its commitment to strengthening health research capacity through global partnerships. As of 2025, the university has established documented research links with institutions in multiple countries across Africa, Europe, Asia, and North America. The United States of America represents the largest share of collaborations (11 links), followed by Japan (5), the United Kingdom (5), Sweden (4), and Switzerland (3). Countries such as Uganda, South Africa, Norway, and Belgium maintain 2 research links each, while a number of others—including Rwanda, Kenya, Malawi, Ghana, Zambia, Democratic Republic of Congo, Portugal, Netherlands, China, and Germany—are represented with one active collaboration each. These partnerships reflect MUHAS's continued efforts to foster knowledge exchange, joint training, co-authored research, and innovation in health sciences (**Figure 24**).

Number of research links 1 11

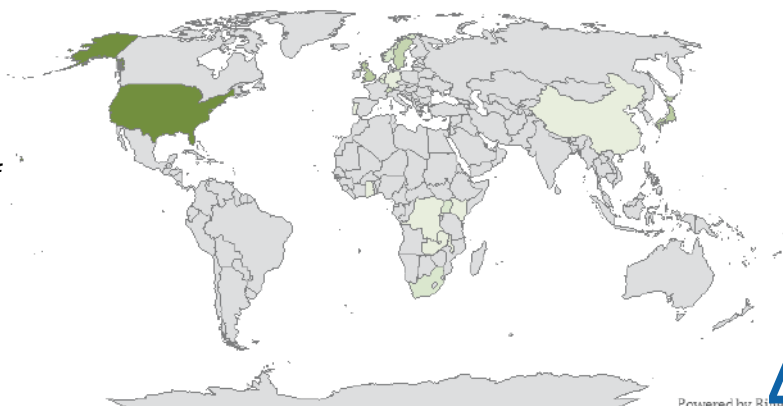




Figure 24: Global distribution of research collaborations at MUHAS



These research links cover a wide spectrum of health-related areas, including infectious diseases, non-communicable diseases, public health, maternal and child health, rehabilitation, and health systems strengthening. Through these collaborations, MUHAS participates in joint research projects, co-authored publications, capacity-building initiatives, and knowledge exchange programmes.

4.2.4. INTERNATIONAL CONSORTIA

MUHAS actively engages in regional and international consortia, strengthening its leadership in health research and capacity building. As the Tanzanian hub for the Sickle Cell Disease in Africa Consortium, MUHAS coordinates national activities and contributes to governance across seven African countries. It is also a key implementation site for the American Society of Haematology Consortium on Newborn Screening for Sickle Cell Disease in Sub-Saharan Africa, generating critical evidence on early diagnosis and timely intervention.

The university participates in global health training networks, such as the Consortium of Universities for Global Health, and collaborates on clinical trials through the European and Developing Countries Clinical Trials Partnership, including projects like the Pan-African Consortium for Evaluation of Antituberculosis Antibiotics and SimpliciTB. Its genomic research aligns with the objectives of Human Heredity and Health in Africa, while national and regional partnerships with the Consortium of Tanzania University and Research Libraries and the Tropical Health and Education Trust strengthen academic infrastructure and health initiatives.

Faculty at MUHAS hold leadership roles that guide consortia strategies and multi-country studies, co-develop research protocols, and develop standard-of-care guidelines. Engagement in consortia enhances capacity through advanced training for fellows, access to international research funding, specialised skill development in areas such as implementation science and clinical trial management, and the creation of critical infrastructure, including the Sickle Cell Disease in Africa database. These activities consolidate the university's reputation as a centre of excellence in sickle cell disease research and African health research more broadly.

4.2.5. INTERNATIONAL STRATEGIC MEMORANDA OF UNDERSTANDING (MOUS) SIGNED

Since the beginning of 2024/2025, MUHAS has accelerated its internationalisation agenda by expanding strategic partnerships with universities, research institutes, international organisations, and development partners. Between January 2024 and September 2025, MUHAS signed a total of 34 MoUs, with 21 of these being executed between the second half of 2024 and mid-2025.

These agreements encompass a broad range of purposes, including student and staff exchanges, joint research, curriculum development, collaborative training, and community health programmes. Key partnerships include the University of San Diego (US), Uppsala University (Sweden), Rufiji Global Health Partners Limited (Tanzania), the University of Rwanda, Fudan University (China), evaplan GmbH at Heidelberg University Hospital (Germany), and several local and regional partners.

The scope of these collaborations spans areas such as non-communicable diseases, digital health, rehabilitation, maternal and child health, public health leadership, and mobility research.

. For instance, collaborations with international universities have strengthened joint research and curriculum development, while partnerships with local health organisations have supported community health initiatives and practical training.

Expected outcomes from these MoUs include enhanced capacity for staff and student mobility, joint publications, knowledge exchange, improved curricula, strengthened health programmes, and shared funding opportunities.

Through these strategic partnerships, MUHAS has significantly broadened its collaborative base, positioning itself as a regional and global hub for innovation, collaboration, and capacity building in the health sciences (**Figure 25**).

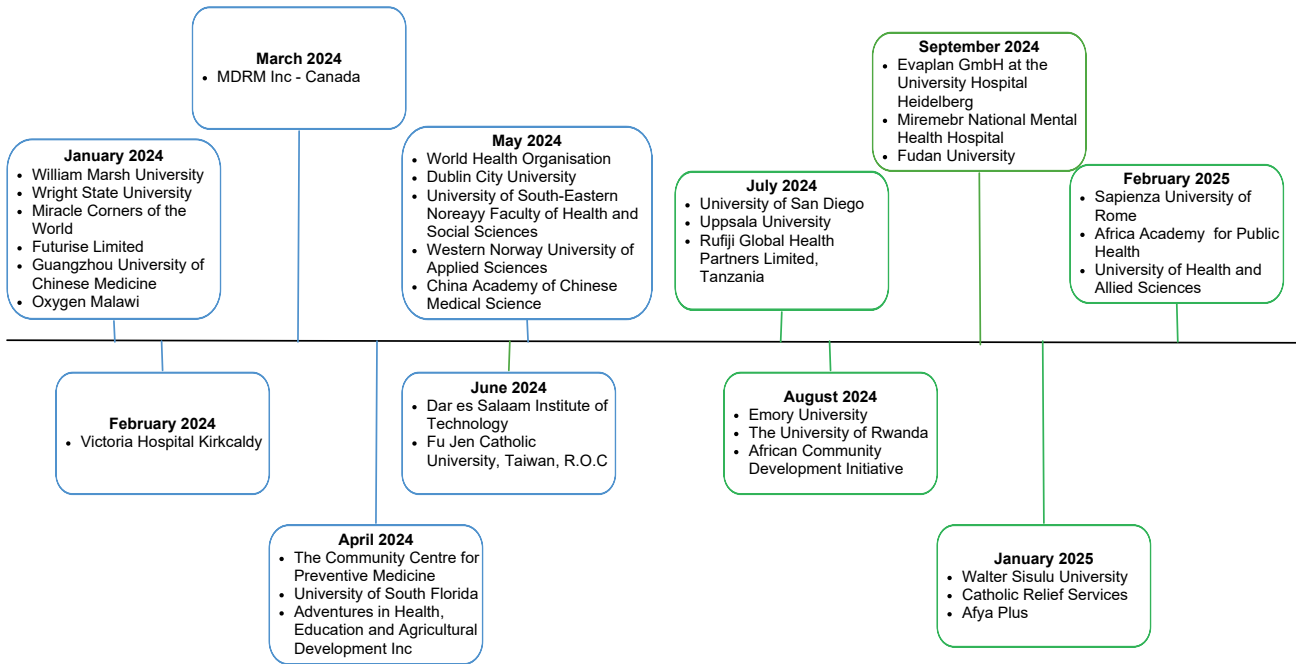


Figure 25: Memorandum of Understanding signed between MUHAS and other institutions in 2024/2025

4.3. CONVOCATION AND ALUMNI ENGAGEMENT

4.3.1. MUHAS CONVOCATION



Dr Jeremy Hon, an oncologist from the Clearview Cancer Institute (USA), delivering a keynote address during the 4th MUHAS convocation

The MUHAS Internationalization and Convocation Unit continues to strengthen its role through academic dialogue, alumni engagement, and student mentorship dialogues. The 4th Convocation Symposium, held at MUHAS, featured Dr. Jeremy Hon, an Oncologist from the Clearview Cancer Institute (USA), who delivered a keynote titled “The Making of an Oncologist in the Backdrop of Progress.” The event attracted 81 participants, including students, alumni, and researchers, many of whom represented the Ocean Road Cancer Institute (ORCI).

The Annual General Meeting took place on 16th November 2024, alongside the University's Graduation Ceremony, while the 3rd Fun Run/Walk, themed "Promoting Healthy Living through Physical Activities," was held on 23 November 2024, raising TZS 5,430,000/= in support of the MUHAS Football Ground.

Under the leadership of Ms. Marsha Macatta-Yambi, President of the Convocation, the Executive Convocation Committee (ECC) met quarterly to plan activities, review progress, and approve new initiatives. A notable addition to the Committee was Mr. Maverere Tukai, Director-General of the Medical Stores Department (MSD), whose inclusion strengthened its leadership base.

The Convocation also expanded its career and mentorship initiatives, introducing one-on-one guidance sessions for scholarship applications and career planning, which supported over 60 students and 20 alumni, including three Chevening Scholars. Complementary to this were scholarship information sessions, such as a joint Rhodes and Chevening Forum attended by 160 participants.

Through these activities, the Convocation reaffirmed its mandate as a vibrant intellectual and professional forum, bridging MUHAS students, alumni, and partners in advancing the University's mission of excellence in training, research, and service.

4.3.2. ALUMNI ENGAGEMENT



MUHAS Alumni, featuring Dr Ntuli Kapologwe, at the MUHAS Reunion Fun Run

HAS has continued to nurture a dynamic and globally connected alumni network that serves as both a professional community and a strategic resource for institutional growth. Alumni engagement was strengthened through initiatives such as the Alumni Giving Back Series, the Reunion Fun Run, and the Convocation Symposia, each of which created opportunities for knowledge exchange, mentorship, and collaboration.

The Giving Back Series served as a flagship mentorship platform. The first session featured Dr. James Ignas Koola of Quinnipiac University (USA), who shared strategies for excelling in the USMLE, attracting over 100 participants. The second session, led by Prof. Festo Damian of the University of Waterloo (Canada), guided 30 faculty members on accessing research funding in North America. Subsequent sessions featured Prof. Rosemary Eustace of Wright State University, who spoke on global health mentorship, and a Women's Day interview series that garnered over 25,000 online viewers across social media platforms.

Additionally, MUHAS recorded a five-year growth rate of 83.9% in active alumni participation, with 991 alumni engaging in university activities during the 2024/25 academic year (Figure 26). The Convocation Symposium on Health Diplomacy, graced by the Honorable Ambassador Mahmoud Thabit Kombo, brought together 11 Ambassadors and over 230 participants. Meanwhile, the Reunion Fun Run gathered more than 500 alumni in a show of solidarity and pride.

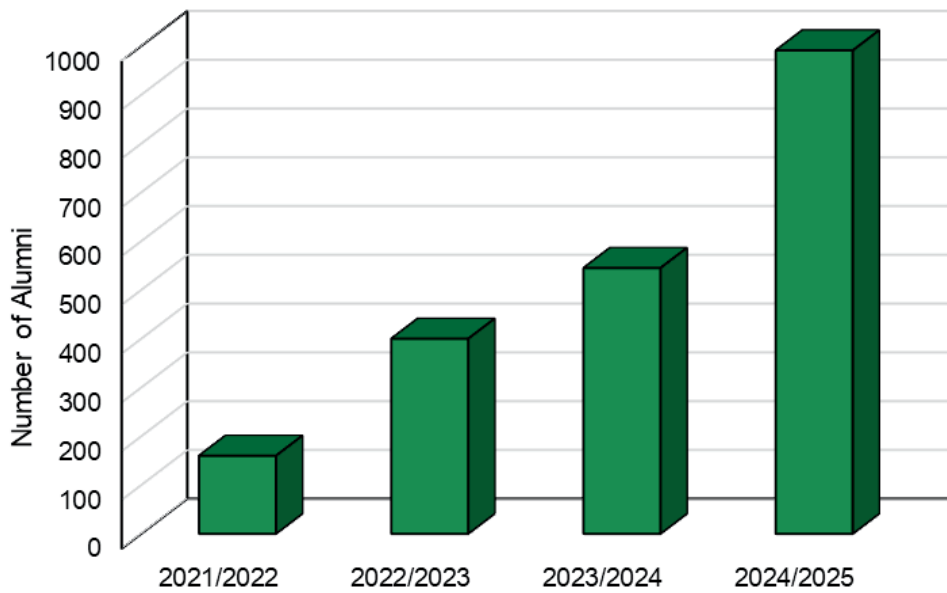


Figure 26: Trend of Alumni involvement in MUHAS events

MUHAS alumni remain deeply connected to their alma mater, serving as mentors, advocates, and ambassadors of the University’s enduring excellence in health sciences education and research. This significant increase in alumni engagement can be attributed to several deliberate efforts undertaken by the University. First, MUHAS has strengthened its alumni outreach and communication platforms, ensuring regular interaction and visibility of institutional achievements. Second, alumni are now more actively involved in mentorship, teaching, collaborative research, and professional networking initiatives, which reinforces their connection to the University. Additionally, high-profile events such as the Convocation Symposium and Reunion activities have provided meaningful spaces for professional recognition, networking, and shared pride. The growing reputation of MUHAS as a leader in health sciences training and its expanding global partnerships have also cultivated a renewed sense of identity and belonging among alumni.

STUDENTS' WELFARE





5. STUDENTS' WELFARE

MUHAS is committed to ensuring a conducive and supportive learning environment for all students. The University provides a wide range of student welfare services, including guidance and counselling, health services, accommodation and cafeteria services, care and support for students with special needs, orientation programmes for new students, and extracurricular activities such as sports and games.

5.1. GUIDANCE AND COUNSELLING SERVICES

During the reporting period, a total of 124 students (88 male and 36 female) received counselling services at the MUHAS Counselling Unit. The issues addressed included social challenges, academic concerns, psychological distress, family problems, financial hardships, and health-related matters. All clients were offered appropriate guidance, counselling, and referrals where necessary.

5.2. ORIENTATION FOR NEW STUDENTS

The orientation week for first-year students admitted for the 2024/2025 academic year was conducted from 21st to 25th October 2024. Students were introduced to MUHAS's institutional structure and the functions of various units relevant to student affairs. Key topics covered included financial management, guidance and counselling services, gender and Gender Based Violence (GBV) awareness, campus security, communication protocols, drug abuse prevention, mental health, integrity, and environmental health and safety.





Undergraduate Students Orientation for Academic Year 2024/2025



Postgraduate Students Orientation for Academic Year 2024/2025

5.3. ACCOMMODATION AND CAFETERIA SERVICES

Accommodation and cafeteria services were provided at MUHAS hostels located in Upanga and Chole Road. A total of 995 students were accommodated- 475 at the Muhimbili campus and 520 at Chole Road hostels. The Student Services Bureau (SSB) facilitated room allocation and initiated hostel renovations and procurement of essential supplies to improve living conditions.

5.4. STUDENTS' HEALTH SERVICES

The Directorate of Student Services, through the Student Services Bureau, facilitated the issuance of medical insurance membership cards to all students. A total of 3,200 students were covered under the National Health Insurance Fund (NHIF), while the remainder were covered under other approved schemes. During the reporting period, 243 students accessed medical services out of which 225 were treated as outpatients and 18 were hospitalized. Regrettably, MUHAS lost three students during the reporting period- two postgraduate and one undergraduate.

In commemoration of Liver Cancer Day, the Ministry of Health under MUHASO, in collaboration with the Tanzania Liver Cancer Group (TLCG), successfully organized a comprehensive Hepatitis B screening and vaccination campaign. The primary focus was on MUHAS students undergoing clinical rotations, given the established link between Hepatitis B infection and liver cancer. Due to high demand and relevance, the initiative was later extended to include non-clinical students, who also benefited significantly from the campaign.

A total of 371 clinical students participated in the screening and vaccination exercise. Students who tested positive for Hepatitis B were promptly referred to the Hepatology Clinic for further evaluation, diagnosis, counselling, and specialized management. Additionally, students who tested negative received their first dose of the Hepatitis B vaccine, contributing to primary prevention and long-term protection against the virus. Other students received their third and final dose of the vaccine, completing the full vaccination series having received their earlier doses in previous year. This health initiative not only enhanced student health and well-being but also raised awareness about the importance of early screening and vaccination in the fight against Hepatitis B and liver cancer.





Hepatitis B Screening and Vaccination Campaign for Students

5.5. STUDENTS' ORGANIZATION (MUHASSO)

MUHASSO serves as the official student government, representing students in various university organs and voicing student concerns. A new MUHASSO government was elected and took office on 21st May 2025, with: Mr. Nzungwa Mugopa Mahela, a 4th-year Doctor of Medicine student, elected as President Mr. Nassir Abdalla Maisha, a 3rd-year Bachelor of Pharmacy student, elected as Vice President. The new leadership was officially sworn in on 11th July 2025.



Swearing in of students' leadership

5.6. EXTRACURRICULAR ACTIVITIES

5.6.1. PARTICIPATION IN NATIONAL EVENTS

MUHAS student leaders participated in the 21st Anniversary Celebration of the Tanzania Higher Learning Institutions Students' Organization (TAHLISO), held on 14th June 2025 at Jamhuri Stadium, Dodoma. The event was officiated by the Prime Minister of the United Republic of Tanzania, Hon. Kassim Majaliwa Majaliwa. A total of 10 student leaders, accompanied by the Director of Student Services, attended the celebration. Students were urged to be patriotic and responsible future leaders.



MUHASSO in the national celebration of 21 years of TAHLISO

5.6.2. SPORTS AND GAMES

MUHAS students actively participated in the SHIMIVUTA Sports and Games Competition, held at Moshi Co-operative University (MoCU) from 7th to 22nd December 2024. A total of 40 students (31 male, 9 female) represented the university in football, netball, basketball, pool, and athletics. Achievements included winning 2nd place in the Pool table and 3rd place in the 400 meters (Track and Field). Other teams, including football, netball, and basketball, showed potential but did not place.



MUHAS students' football team

The Ministry of Sports and Entertainment under MUHASSO successfully organized a friendly football match between Simba and Yanga (names of famous national football teams) fans. The main objective of the event was to promote student unity and provide a platform for entertainment and social interaction.



Students' teams in a friendly football match

5.6.3. LIFE SKILLS TRAINING

In the 2024/2025 academic year, the Directorate of Student Services organized five key trainings to build student awareness and life skills, including an anti-corruption workshop, HIV/AIDS awareness training, male and female dialogue forums, a drug abuse prevention workshop, and interpersonal skills training.



Director of Students' Services and Head of Gender Unit during the Female and Male talk

5.6.4. INTER-UNIVERSITY QUIZ CHALLENGE 2025

The Ministry of Academics, Research, and Innovation under MUHASSO successfully organized and hosted the 2025 Inter-University Quiz Challenge, bringing together students from several universities across Dar es Salaam. Participating institutions included the College of Business Education (CBE), Kairuki University, Kampala International University Tanzania, and the National Institute of Transport (NIT). The competition took place at Lecture Hall 5, MUHAS Main Campus, and significantly promoted academic excellence, innovative thinking, and inter-university collaboration among students.



Inter-University Quiz Challenge at MUHAS

5.7. CARE AND SUPPORT FOR STUDENTS WITH SPECIAL NEEDS

MUHAS is committed to inclusive education and continues to support students with disabilities. As of the 2024/2025 academic year, a total of 29 students with special needs were registered (Table 3).

Table 3: Special Needs Students in the Academic Year 2024/2025

Type of Disability	Male	Female	Total
Mobility disability	3	1	4
Hearing disability	5	5	10
Visual impairment	10	3	13
Albinism	0	2	2
Total	18	11	29

The Directorate continues to provide academic and social support to ensure that students with disabilities are fully integrated and supported in their university life.

MUHAS remains committed to enhancing students' welfare and ensuring a supportive environment for both academic and personal growth. Continued improvements in services, infrastructure, and student engagement activities are central to the University's vision of producing competent and responsible health professionals.



COMMUNITY ENGAGEMENT AND PUBLIC BENEFIT





6. COMMUNITY ENGAGEMENT AND PUBLIC BENEFIT

6.1. HEALTH OUTREACH PROGRAMMES

During this period, several outreach programmes were conducted. These included a Medical Screening and Treatment Camp in Kigoma, a Medical Screening Camp at Mloganzila, and a career and professional mentorship and guidance for secondary school students. In addition, health education sessions were provided to students and teachers at Ari School in Kinyerezi. Other initiatives carried out were an Eye Screening and Treatment Camp at Msoga Hospital in Chalinze, Heart Disease Screening Camp at Mloganzila, public health education through mass media (multiple TV and radio). The people of Kigoma received medical screening and treatment services through a special camp organized by MUHAS. This initiative was carried out in collaboration with Maweni Regional Referral Hospital in Kigoma in November to December 2024.

In February 2025, MUHAS conducted a free medical screening camp for community members as part of the preparations for the foundation stone laying ceremony for the construction of the School of Medicine at the Mloganzila Campus under the HEET Project.



Free medical screening camp at Mloganzila

In March 2025, MUHAS, through the HEET Project, visited seven secondary schools in three districts of Kigoma Region with the aim of encouraging students, particularly girls, to pursue science subjects and careers in health sciences. The campaign aimed to raise awareness about career opportunities in science and health-related fields, and requirements to qualify for admission to MUHAS, especially the Kigoma Campus which is under construction. This was an effort to support career and professional mentorship and guidance. The campaign reached 5746 secondary school pupils in which 2898 (43%) were girls. The team also had the opportunity to disseminate the campaign information to parents and guardian through Radio Joy FM, a local radio station in Kigoma Region.



Career and professional mentorship and guidance for students in Kigoma

On April 4, 2025, a team of peer educators visited Ari Secondary School in Kinyerezi Ward, Ilala District, where they provided health education on mental health and non-communicable diseases to both students and teachers. The school has an enrolment of more than 600 students.




Health education on mental health and non-communicable diseases to students and teachers at Ari Secondary School

From May 5–8, 2025, MUHAS, in collaboration with Vision Care, an organization from South Korea, conducted an eye screening and treatment camp at Msoga District Hospital in Chalinze. This initiative provided specialized eye care services to the local community, helping to address preventable and treatable eye health conditions.



Free eye screening and treatment camp at Msoga District



In preparation for the launch of Phase II of the EACoECVS project, MUHAS organized a heart disease screening camp at Mloganzila for 3 days in May 2025. The camp offered preliminary screening services and provided education on cardiovascular diseases, heart health, and the proper use of medications related to these conditions.

The school of pharmacy engaged in community outreach and public health initiatives. This includes providing health education and participating in public health campaigns including the reporting of adverse drug events among patients and health care workers.

Coordinated and facilitated participation of MUHAS faculty in multiple TV and radio morning talk shows throughout the year, focusing on public health education. Most engagements highlighted Non-Communicable Diseases (NCDs) such as cancer, diabetes, hypertension, cardiac diseases, and mental health, as part of the University's efforts to inform and educate the public.

The School of Dentistry offered dental preventive and community activities to the general public. Outreach services in primary schools and the community were carried out in Dar es Salaam and Morogoro regions. The Department of Restorative Dentistry offered screening of personnel of some public institutions as part of outreach programmes and offering of Atraumatic Restorative Technique by both undergraduate and postgraduate dental students under supervision. Visits to primary schools by postgraduate students and their supervisors were conducted. The Department of Orthodontics, Paedodontics and Community Dentistry provided treatment services to children with special needs and outreach services to schools.

sMUHAS hosted the 4th digital health and innovation week and engaged secondary school girls in hackathons and panel discussions with about 30 Girls from 3 schools in Dar es Salaam to inspire engagement in health tech and STEM subjects.

6.2. EXHIBITIONS OF MUHAS SERVICES AND PRODUCTS

During the Sabasaba Trade Fair 2024, MUHAS actively showcased its academic programmes, research innovations, and community outreach initiatives, highlighting the University's role in advancing health sciences and national development. The MUHAS pavilion featured exhibitions of groundbreaking research in areas such as public health, infectious diseases, and non-communicable diseases, as well as demonstrations of medical equipment and laboratory technologies developed or utilized by the University. Staff and students provided information on admission requirements, ongoing research projects, and partnerships that support healthcare delivery and innovation. The University also used the platform to engage with stakeholders, including government agencies, industry partners, and prospective students, strengthening collaborations and promoting public awareness of its contributions to the health sector. MUHAS's participation at the fair reinforced its commitment to translating research into practice and enhancing visibility as a leading institution in health sciences education and innovation in Tanzania and beyond.

6.3. MUHAS'S CONTRIBUTION TO NATIONAL POLICIES

MUHAS continues to serve as a national and regional leader in generating and translating evidence into policy through robust research and strategic collaborations with government ministries, agencies, professional associations, and development partners. Its contributions cut across health systems strengthening, medical and pharmaceutical education, HIV and other infectious diseases, NCDs, maternal and child health, and broader public health interventions. By turning research findings into practical recommendations, MUHAS plays a pivotal role in shaping policies and guidelines that enhance healthcare delivery, expand equitable access, and reinforce health systems in Tanzania and the wider East African region.

Notable contributions include joint One Health promotion campaigns with the Food and Agriculture Organization (FAO), expert consultancies delivered through the Africa One Health University Network (AFROHUN), and leadership in Phase II of the East African Centre of Excellence for Cardiovascular Sciences. These initiatives, implemented in close partnership with ministries, UN agencies, universities, and NGOs, underscore MUHAS's enduring role in generating high-quality evidence, building institutional and human capacity, and driving policy reforms that improve health outcomes at both national and regional levels.

6.4. CAPACITY SUPPORT TO HEALTH INSTITUTIONS

At our sister clinical service institutions, MNH, MAMC, MOI, ORCI, JKCI, RRH and district hospitals in Dar es Salaam, staff continued to provide in-patients and outpatients services. During the reporting period staff in the College of Medicine continued to provide consultancy services and collaborations in various capacities and institutions, but predominantly in support of the MOHCDGEC, WHO, and Research and workshops in-country.

Throughout the year, consultation and clinical services for patients with oral health problems were provided at the School of Dentistry clinics, Muhimbili National Hospital (MNH), and the Mloganzila campus. These services were delivered through the active participation of School of Dentistry staff working in close collaboration with MNH clinical teams. During the reporting period (2024/2025), MUHAS and MNH maintained a strong cooperative relationship, ensuring the effective delivery of high-quality clinical services and reinforcing the partnership between the two institutions.

The MUHAS Genetics Laboratory (MGL) achieved measurable progress in service delivery, the lab conducted 32 HLA typing tests and processed 30 research samples. Service diversification efforts included feasibility assessments for BRCA1/2 and paternity testing. Efforts are underway to register the laboratory by the Chief Government Chemist Laboratory Agency (GCLA).

6.5. ENVIRONMENTAL SUSTAINABILITY

MUHAS has undertaken a range of initiatives to strengthen its commitment to environmental sustainability and the realization of green campuses. Central to these efforts is the development of a draft Health, Safety, and Environmental Policy, which provides a framework for safe, sustainable, and environmentally responsible practices across the institution.

The University has also embarked on a tree-planting programme to enhance biodiversity, restore ecological balance, and create healthier learning environments, in line with national and global agendas on environmental stewardship and climate action.

In addition, MUHAS is reinforcing compliance with environmental and climate change goals through strict adherence to Environmental and Social Impact Assessment (ESIA) requirements in projects and research activities, thereby contributing to the Sustainable Development Goals (SDGs). The University continues to strengthen its commitment to a clean, safe, and sustainable campus environment through ongoing investments in landscaping and environmental management. Key initiatives include enhancing campus greenery through improved landscaping and gardening, introducing and scientifically naming new plant species, pruning and maintaining large trees, inspecting and upgrading WASH facilities, and installing safety signage across campus. In addition, MUHAS has implemented regular training and inspection programs for sanitation workers and food handlers to ensure compliance with health, hygiene, and safety standards.



Improved Landscaping and Gardening at MUHAS

ICT AND DIGITAL TRANSFORMATION





7. ICT AND DIGITAL TRANSFORMATION

The Directorate of Information Communication Technology (DICT) at MUHAS is advancing the integration of information and communication technologies (ICTs) across the university's core functions, operational activities, and management activities. The university, through this directorate, has maintained and continues to invest in various ICT infrastructures, systems, and services.

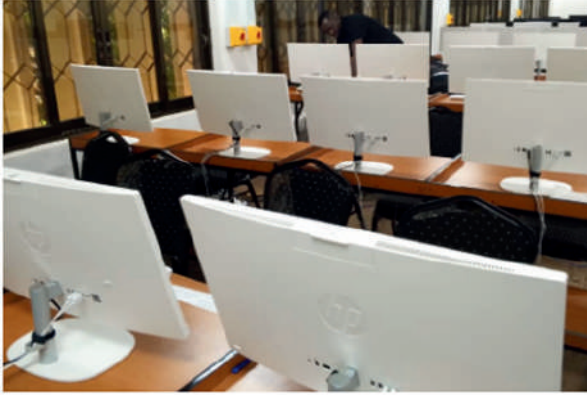
7.1. USE OF INFORMATION AND COMMUNICATION TECHNOLOGY

The Management of MUHAS has continued to embrace the Information and Communication Technologies as an enabler and driving tool to enhance learning, teaching, research and consultancy processes. The adoption of ICT from an academic perspective has significantly transformed these processes, providing access to ICT resources and interactive learning platforms that lead to academic digital transformation and innovation.

In the Financial Year 2024/2025, the MUHAS has improved ICT Infrastructure, Systems and services by transforming the digital infrastructure through: -

- Procurement and installation of one hundred and fifteen (115) Desktop Computers, two hundred and ten (210) Laptops, two (2) heavy-duty photocopier machines, twelve (12) printers, ten (10) LCD Projectors and distributed to the Academic Departments, Administration Departments and Computer Laboratories to strengthen the academic activities at the Departmental level and MUHAS at large.
- Renovation of the Local Area Network in some buildings to improve accessibility and availability of digital services.
- Upgrading of the Students' Academic Information System (SARIS) based on User Requirements and Specifications.
- Upgrading of the e-Learning platforms based on User Requirements and Specifications.
- Maintaining and supporting LAN/WiFi-LAN and eduRoam Technologies around the MUHAS campuses to provide equitable and simple connectivity of the internet among staff and students.
- Renovation of Server Room and Power Backup Systems for Continuous ICT Services at MUHAS. To ensure the 24/7 availability of critical ICT services, including SARIS, SOMA, email, and research databases. The Directorate of Information and Communication Technology (DICT) renovated the University's central server room in the 2024/2025 financial year. This upgrade enhances system resilience, power reliability, environmental controls, and security. Key Components (Power Backup System, Cooling System and Fire Suppression
- Maintaining and supporting Government Systems to ensure smooth operation.
- Maintaining, supporting, and operationalizing the Staff Portal to facilitate self-service staff activities and manage research information.
- Maintaining, supporting and operationalizing the central timetable to facilitate an online timetable for faculty and students.
- Maintaining and supporting all academic and non-academic systems for better and smoother operations at MUHAS.
- Building capacity to the DICT staff, whereby five (05) ICT staff attended short-term courses on different areas (one in security, one in digital health and three in ICT Project Management).

7.2. DIGITAL LIFE AND ICT INFRASTRUCTURE



MUHAS students enjoying the outdoor reading spaces with campus-wide Wi-Fi connectivity

The MUHAS, through the Directorate of ICT, has maintained and supported the digital solutions, including Digital Learning platforms and Students Academic Information System (SARIS) to facilitate online teaching and learning, Simulation Labs to enhance practical skills, installing more Outdoor and Indoor wireless technologies to support internet access, and computer labs for practical sessions. These digital solutions have become an integral part of day-to-day business processes. The use of Education Roaming (eduRoam) Technology at the campuses has increased internet access for faculty members (researchers, lecturers, and staff), and has also provided opportunities for MUHAS staff to access the internet outside the campus through eduRoam hotspots and wireless technologies worldwide.

7.3. MANAGEMENT OF INFORMATION SYSTEMS

The ICT Directorate has continued to foresee, support and manage critical ICT Systems including; Students Records Academic Information System (SARIS 2), Online Application Systems, Research-Ethics-Information-Management-System, PlanRep, e-Learning (Moodle) platform, Government Integrated Financial System (MuSE), National e-Procurement System of Tanzania (NeST) Government mail System, Human Capital Management Information System (HCMIS), Employee Self Service (ESS - PEPMIS) – Utumishi, AfyaPlus system and other systems. In the Financial Year 2024/2025, the Directorate has operationalized some other Systems (Staff portal, e-Meeting, and Central Time Table Systems). Generally, the installed systems at MUHAS enable support for financial management, Human Capital Management, including Staff matters and appraisals, student management, research information management, meeting document management, and the MUHAS timetable.

7.4. ICT SERVICES SUPPORT AND MAINTENANCE

Due to the rapid increase in digital solutions at MUHAS, the Faculty's and students' expectations and demands are growing and becoming increasingly complex every day. The Directorate of ICT continue to deliver quality services and support to maintain those expectations. The DICT has established an online Help Desk system that provides quick service and foresees all technical faults at the client's location.

7.5. ICT STAFF RECRUITMENT, PRACTICAL TRAINING, AND INTERNSHIP

Currently, the Directorate of ICT has 14 staff members, including technical experts in systems administration, systems support, business analysts, Hardware and/or Network Engineering, Telecommunication Engineering, and Office Management/support. However, there is a shortage of staff in the fields of programming, security, and database administration.

7.6. DATA PROTECTION AND CYBERSECURITY COMPLIANCE INITIATIVES (2024/2025)

In alignment with the evolving legal and regulatory landscape on data protection and cybersecurity, the Directorate of Information and Communication Technology (DICT) made significant progress during the 2024/2025 financial year to strengthen institutional resilience, ensure compliance with national legislation, and safeguard personal and institutional data assets across MUHAS systems. A major milestone was the appointment of a Data Protection Officer (DPO) in September 2024, in compliance with the Personal Data Protection Act, No. 11 of 2022. The DPO is responsible for overseeing the implementation of data protection principles, coordinating privacy compliance across departments, advising on best practices, and serving as the liaison with the Personal Data Protection Commission (PDPC). Furthermore, MUHAS successfully completed its dual registration with the PDPC in February 2025, as both a Data Controller responsible for determining the purpose and means of processing personal data and a Data Processor, handling data on behalf of other institutions in collaborative projects or outsourced services. This registration formally acknowledges MUHAS's commitment to lawful data governance and enhances its capacity to manage data securely and responsibly in compliance with national regulations.

7.7. CYBERSECURITY CAPACITY BUILDING FOR ICT PERSONNEL

As part of a broader digital risk mitigation strategy, the DICT Security's Single Point of Contact (SPOC) attended a Cybersecurity Awareness and Training Workshop in May 2025, organized by the e-Government Authority (eGA). The training focused on critical areas including Vulnerability Assessment and Penetration Testing (VAPT), threat identification and incident response, secure system configuration and patch management, social engineering awareness, role-based access control, privilege management, and emerging threats such as ransomware and phishing. This initiative aimed to enhance institutional capacity to prevent, detect, and respond to cybersecurity threats, thereby strengthening the University's first line of defence in ICT operations. In addition, DICT conducted a comprehensive Vulnerability Assessment of critical systems, including the Student Academic Records Information System (SARIS) and the SOMA e-Learning Management System. Completed in January 2025, the assessment used industry-standard tools and methodologies to identify security weaknesses, misconfigurations, outdated software, and access control issues. The findings informed a prioritized remediation plan, currently being implemented, to enhance system security and reduce the risk of data breaches.

INFRASTRUCTURE DEVELOPMENT PROJECTS





8. INFRASTRUCTURE DEVELOPMENT PROJECTS

8.1. MLOGANZILA AND KIGOMA CAMPUS

Through the Higher Education for Economic Transformation (HEET) Project, MUHAS is implementing the most ambitious infrastructure expansion in its history, focused on the Mloganzila and Kigoma Campuses. These projects demonstrate our commitment to enhancing training capacity, modernizing facilities, and expanding access to health sciences education nationwide.

MLOGANZILA CAMPUS

In February 2025, the Vice President, H.E. Dr. Philip Mpango, officiated the laying of the foundation stone for the new College of Medicine, marking a milestone in MUHAS's flagship expansion at Mloganzila. Lot 1, implemented by Mohammedi Builders Ltd with ARQES Africa Ltd as consultants, covers the College of Medicine, University Library, ICT Building, and related infrastructure. Lot 2, awarded to Hainan International, includes lecture theatres, a multipurpose anatomy laboratory, a cafeteria, and student hostels.

Upon completion in June 2026, the campus will accommodate 1,400 students, with 21 laboratories, hostels, sports grounds, and modern teaching spaces. The MUHAS Council and University Management continue to oversee progress through regular site inspections.



The MUHAS Vice Chancellor signs the contract with the two Consultants



The 3D maps of the proposed College of Medicine Buildings at Mloganzila Campus



Ongoing construction of the College of Medicine at the Mloganzila campus

KIGOMA CAMPUS

In August 2024, MUHAS launched the construction of the Kigoma Campus, a strategic initiative to expand health sciences training into underserved regions of Tanzania. The TZS 26.08 billion contract was awarded to China Jiangxi International, with OGM Consultants Ltd. engaged for design and supervision (2024–2027). Planned facilities include an Administration and Academic Block, laboratories, student hostel, dining hall, and sports grounds.

Up to June 2025, construction progress reached 14.66% against the planned 19.7%, with delays due to subcontractor and supply issues. MUHAS introduced corrective measures, including extended working hours and reinforced supply chain management. Regular Council oversight visits and collaboration with the Kigoma Regional Authorities continue to drive progress.



Ongoing construction at Kigoma Campus

8.2. EAST AFRICAN CENTRE OF EXCELLENCE FOR CARDIOVASCULAR SCIENCES (EACoECVS) PHASE II

In May 2025, MUHAS launched Phase II of the East African Centre of Excellence for Cardiovascular Sciences (EACoECVS) at Mloganzila, inaugurated by Hon. Prof. Adolf Mkenda, Minister for Education, Science and Technology. The project, is an investment of USD 83,300,000.00, comprising USD 75,000,000.00 from AfDB and USD 8,300,000.00 as Government counterpart funding, and marks a major milestone in advancing specialized cardiovascular care and training in the region. A central component of this phase is the Cardiac Teaching Hospital (CTH), a ten-story, 600-bed state-of-the-art facility designed to integrate advanced cardiovascular treatment, specialist medical training, and modern teaching laboratories. In addition to infrastructure development, the project encompasses faculty training, research capacity strengthening, and community outreach programs aimed at improving cardiovascular health and building a sustainable, regional centre of excellence

8.3. MUHIMBILI CAMPUS EXPANSION PROJECTS

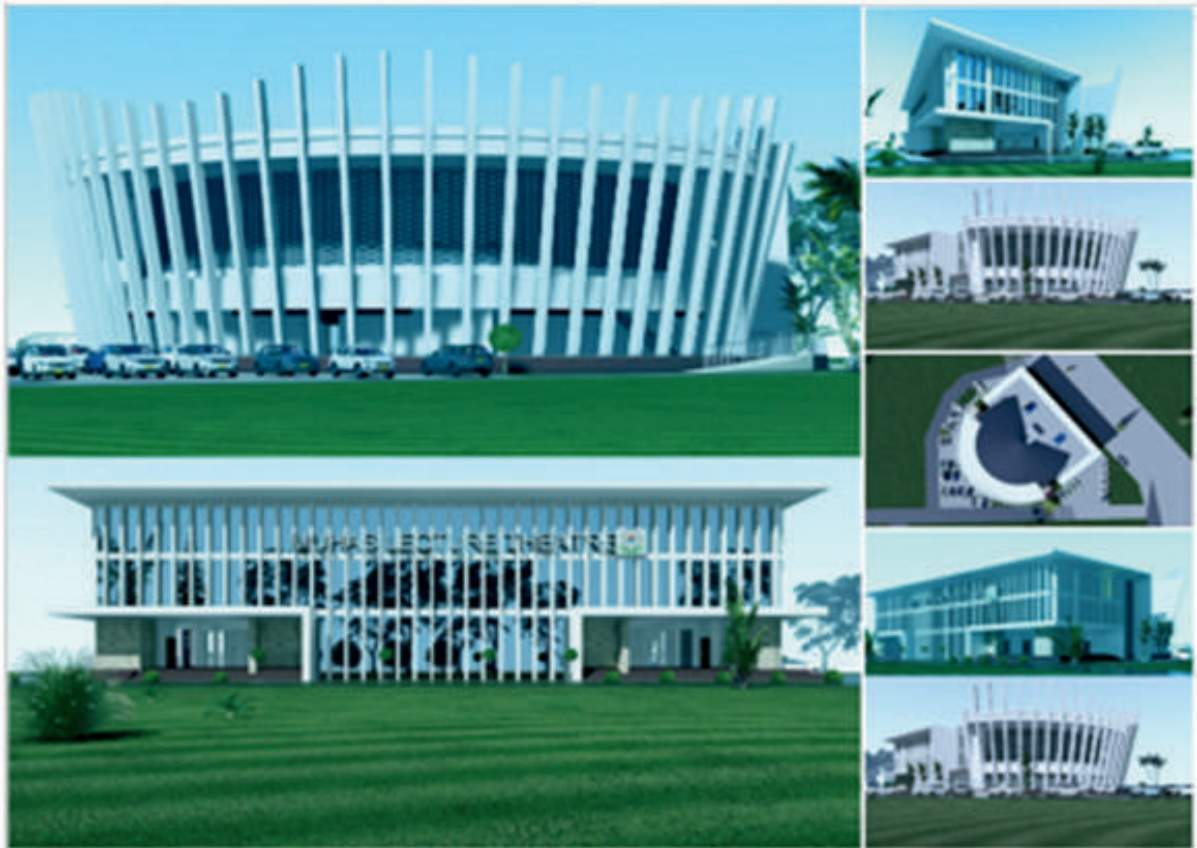
At the Muhimbili Campus, MUHAS is addressing long-standing shortages of teaching and working space through internally funded construction projects.

i. Lecture Theatre and Office Complex:

In May 2024, MUHAS commenced the construction of a modern Lecture Theatre and Office Complex, designed to enhance the teaching, learning, and research environment by addressing space congestion and improving staff working facilities.

The complex comprises a 500-seat lecture theatre and office space with the capacity to accommodate 290 staff members. The construction contract, valued at TZS 10,940,000,000.00 VAT inclusive, was awarded to M/s Mohammedi Builders Limited. Consultancy services are being provided by the Ardhi University Built Environment Consulting Company (ABECC) under a separate contract worth TZS 511,000,000.00

The project, which follows an 18-month construction timeline, is scheduled for completion in November 2025. By June 2025, the overall physical progress had reached 56%, with key milestones achieved, including foundation works, shear wall concreting, substructure completion, wall partitioning, and installation of mechanical, electrical, and plumbing systems.



The 3D map of the Lecture Theatres and the Office complex building



Ongoing construction of the Lecture Theatre and Office Complex at Muhimbili Campus

ii. Staff Canteen:

In addition, MUHAS approved the construction of a new staff canteen at the Muhimbili Campus to improve staff welfare and service facilities. The project, implemented under a contract valued at TZS 511,264,358.40, with a capacity of 120 people. The project was completed on 7th March 2025, and it is currently in use.



The new staff canteen at Muhimbili Campus

iii. External works and renovation projects:

During the 2024–2025 financial year, the University implemented several external works and renovation projects aimed at improving functionality, safety, and the overall campus environment. Key activities included paving and hard landscaping works across the Main Campus and MPL parking area valued at approximately TZS 715,000,000.00, covering entrance paving, kerbstone installation, and corridor improvements.

The face-lifting and renovation of student hostels at both the Main Campus and Chole Road Hostels accounted for about TZS 240,000,000.00, while renovation of the Procurement Management Unit (PMU) and the Directorate of Finance offices, including partitioning, painting, electrical and plumbing repairs, totalled approximately TZS 120,000,000.00.

Additional external interventions included gardening and landscape maintenance at a cost of TZS 22,900,000.00 per month under contract, and installation of new water meters in staff houses, together with plumbing and drainage works, estimated at TZS 23,639,000.00.

Overall, the total investment in external works and renovation activities for the 2024–2025 financial year is estimated at TZS 1,120,000,000.00, reflecting MUHAS's continued commitment to creating a clean, functional, and aesthetically appealing learning and working environment.

8.4. UPCOMING PROJECTS

Regional Centre of Excellence in Oral Health Sciences (RCoE OHS): MUHAS has been officially awarded the mandate to host the Regional Centre of Excellence in Oral Health Sciences (RCoE OHS) at Mloganzila Campus, under the EAC Centres of Excellence initiative. Preparatory activities are underway, including the feasibility study, architectural designs, and

Environmental and Social Impact Assessment (ESIA). Once established, the RCoE OHS will complement the existing EACoECVS at Mloganzila, making MUHAS the only university in the region to host two EAC-designated Centres of Excellence. This distinction reinforces MUHAS's role as a continental leader in specialized health sciences, expanding opportunities in training, research, and advanced clinical services across East Africa.

8.5. FACILITIES MANAGEMENT

The Estates and Works Management Unit (EWMU) is a key component of MUHAS's Technical and Administrative Support Services. It is responsible for overseeing the University's broad portfolio of physical and land assets, while ensuring a safe, sustainable, efficient, and comfortable environment for staff, students, and visitors.

8.5.1. PROVISION OF CONSULTANCY SERVICES FOR DESIGN AND SUPERVISION FOR THE RENOVATION OF UPOROTO BUILDING, CONSTRUCTION OF PROPOSED ESTABLISHMENT OF MUHAS HEALTH POLYCLINIC (PHASE I)

As part of the ongoing government initiatives to enhance healthcare accessibility in Tanzania, MUHAS has initiated the establishment of a private specialized medical practice known as the MUHAS Health Polyclinic (MHP). The clinic MHP is envisioned to deliver comprehensive healthcare services to its clientele, with a long-term goal of establishing a sustainable and high-quality medical service provision model that supports both education and healthcare delivery. To support this initiative, M/s National Housing Corporation (NHC) was procured as the Consultant for the project. The consultancy contract is valued at TZS 150,000,000 (VAT inclusive) and commenced on 4th March 2024.

8.5.2. PREVENTIVE MAINTENANCE

During the reporting period, MUHAS undertook a range of preventive maintenance and support service activities aimed at improving infrastructure reliability, cleanliness, and the overall learning environment. The following are the preventive maintenance tasks conducted:

- Preventive maintenance of sewerage systems at the Muhimbili Campus, Chole Road Hostels, Mloganzila Campus, and Bagamoyo Training Unit by M/s Olduvai Decorators & General Suppliers under a two-year contract valued at TZS 22,951,000.00 per service, which also included modifications to the Chole Hostels system.
- Preventive servicing of air-conditioning units conducted across several campuses to ensure smooth functionality.
- Elevator maintenance at Muhimbili and Mloganzila Campuses supervised by EWMU and executed by M/s Metatron Lift Company Ltd under a two-year contract valued at TZS 1,416,000 per month, covering servicing of cooling fans, cleaning automation systems, and related works.
- **Generator maintenance across MUHAS campuses** undertaken by M/s M.D.I Energy Co. under a scheduled service contract valued at TZS 28,848,640 per cycle to ensure a reliable backup power supply.

- **Cleaning and gardening services Lot 1** (Main Campus and Mloganzila) provided by M/s Perfect Cleaning Services at a monthly cost of TZS 28,497,000.
- **Cleaning and gardening services Lot 2** (Chole Hostels and Bagamoyo Training Unit) provided by M/s BHN Best Solution Company at a monthly cost of TZS 6,608,000.
- **Sanitary disposal services** at the Main Campus and Chole Road Hostels provided by M/s Kishengweni Enterprises Ltd under a contract valued at TZS 2,841,676 per month.

The total annualized cost of the key preventive maintenance and support services at MUHAS is approximately TZS 524,151,752. Collectively, these activities strengthened infrastructure reliability, ensured campus cleanliness, and promoted a healthier and more conducive learning environment for staff and students.

8.5.3. IN-HOUSE REPAIRS

During the reporting period, MUHAS undertook a wide range of in-house repairs and renovations to enhance infrastructure and improve service delivery. Key activities included rehabilitation of residential houses and student hostels, renovations of academic offices such as those of the Vice Chancellor and Deputy Vice Chancellor, and refurbishment of teaching and research laboratories, including the Cadaver, Anatomy, Histology, and Pathology Labs. The University also implemented face-lifting projects on major campus buildings, carried out paving works, repaired drainage systems, and installed air-conditioning units. Further works involved plumbing, carpentry, painting, masonry, aluminium partitioning, and electrical installations across different facilities. Improvements were also made to student support facilities, including cafeterias, hostels, and recreational areas, with the refurbishment of furniture and the installation of new safety features. These interventions significantly enhanced the functionality, safety, and aesthetics of MUHAS infrastructure. In total, the University spent TZS 1,810,647,201 on these in-house repairs and renovations.

INSTITUTIONAL EVENTS AND MILESTONES





9. INSTITUTIONAL EVENTS AND MILESTONES

9.1. HIGHLIGHTS OF THE YEAR

9.1.1. APPOINTMENT OF PROF. DAVID H. MWAKYUSA AS CHANCELLOR

In October 2024, MUHAS marked a historic leadership transition with the appointment of Professor David H. Mwakyusa an accomplished physician, academician, MUHAS alumnus, and former Minister for Health as Chancellor, following the passing of his predecessor. His appointment reaffirmed government confidence in MUHAS's role as a national leader in health sciences. His first official engagement was presiding over the 18th Graduation Ceremony, where 1,309 graduates were conferred with degrees and diplomas across multiple disciplines. The event also served as his formal introduction and welcoming to the MUHAS community.



MUHAS Chancellor and senior officials in a group photograph together with the photos of the 2024 graduates during the 18th Graduation Ceremony at the MUHAS Graduation Square

9.1.2. VISIT OF THE TANZANIAN AMBASSADOR TO KOREA, HON. TOGOLANI MAVURA

In July 2024, MUHAS hosted Hon. Togolani Mavura, Tanzanian Ambassador to the Republic of Korea, in a visit coordinated through the Internationalization and Convocation Unit (ICU). The Ambassador was received by the University's top leadership, including the Vice Chancellor, Prof. Appolinary Kamuhabwa, together with members of the management team. Discussions focused on building partnerships in academic training, health research, and technology transfer, with an emphasis on strengthening student and staff exchanges between MUHAS and Korean institutions. The visit enhanced MUHAS's visibility in East Asia and laid the foundation for long-term collaboration in advanced medical education and research.



Hon. Togolani Mavura in a photo with the MUHAS Vice Chancellor and Convocation President during his official visit to the University

9.1.3 MUHAS PARTICIPATION AT THE UNGA79 SCIENCE SUMMIT, NEW YORK

In September 2024, MUHAS played a prominent role at the Science Summit of the 79th United Nations General Assembly (UNGA79) held in New York. The University, represented by Prof. Karim Manji and a team of researchers from the MUHAS Sickle Cell Program, co-hosted a series of high-level forums on Sickle Cell Disease (SCD) in collaboration with the Global Sickle Cell Disease Network, Sickle Cell Disease Coalition, and other international partners. These sessions convened global policymakers, researchers, clinicians, and patient advocates to elevate SCD on the international health agenda, with discussions focusing on research, advocacy, and equitable access to treatment in Africa.



Former President H.E. Jakaya Mrisho Kikwete with MUHAS delegates during the 79th United Nations General Assembly (UNGA 79) in New York

9.1.4. SCHOOL OF PHARMACY GOLDEN JUBILEE

In November 2024, the School of Pharmacy marked its 50th Anniversary under the theme “Advancing Pharmacy Education, Research, and Consultancy: 50 Years of Excellence.” The celebration was officiated by Prof. Daniel Mushi, Deputy Permanent Secretary, Ministry of Education, Science and Technology, and featured a keynote address by Dr. Adam Fimbo, Director General, TMDA. The three-day commemoration brought together alumni, regulators, academia, and industry leaders, highlighting five decades of transformative impact in pharmaceutical education, research, innovation, and service to Tanzania and beyond.



Prof. Daniel Mushi, Deputy Permanent Secretary, Ministry of Education, Science and Technology, with the MUHAS Vice Chancellor and School of Pharmacy staff during the Golden Jubilee of Pharmacy celebrations of the School of Pharmacy

9.1.5. MOU WITH SAPIENZA UNIVERSITY OF ROME, ITALY

In January 2025, MUHAS strengthened its international footprint through the signing of a Memorandum of Understanding (MoU) with Sapienza University of Rome, Italy. The agreement was signed by Prof. Appolinary Kamuhabwa, Vice Chancellor of MUHAS, and Prof. Marco Salvetti, representing Sapienza University. The MoU establishes collaboration in joint research projects, postgraduate training, staff and student exchanges, and the development of specialized academic programmes.



Prof. Appolinary Kamuhabwa, MUHAS Vice Chancellor, and Prof. Marco Salvetti of Sapienza University of Rome, Italy, during the MoU signing ceremony between the two institutions

9.1.6. COLLABORATION DISCUSSIONS WITH IMPERIAL COLLEGE LONDON

In September 2024, MUHAS initiated high-level discussions with Imperial College London, led by Prof. Appolinary Kamuhabwa, Vice Chancellor of MUHAS, and Prof. Ian Walmsley, Provost of Imperial College London. The engagement focused on developing joint research initiatives, postgraduate training programmes, and innovation partnerships, with priority areas including non-communicable diseases, infectious diseases, and digital health. This emerging partnership builds on longstanding academic ties, including the work of Prof. Julie Makani, a leading MUHAS researcher and Provost Visiting Professor at Imperial, whose contributions to Sickle Cell research have already established a strong bridge between the two institutions.



Prof. Appolinary Kamuhabwa, MUHAS Vice Chancellor, and Prof. Ian Walmsley, Provost of Imperial College London, with MUHAS delegates during partnership discussions at MUHAS

9.1.7. VISIT BY STANFORD GRADUATE SCHOOL OF BUSINESS DELEGATION

In February 2025, MUHAS hosted a delegation of 30 MBA students from the Stanford Graduate School of Business, led by Cyrus Buckman, accompanied by Stanford faculty including Associate Professor Dan Iancu. The visit was facilitated through MUHAS's Internationalization and Convocation Unit, with the delegation received by the University's senior leadership, including Prof. Appolinary Kamuhabwa, Vice Chancellor. The purpose was to engage in high-level dialogue on healthcare innovations, leadership models, and sustainable academic partnerships.





MUHAS Vice Chancellor with the leader of the Stanford Graduate School of Business delegation, Mr. Cyrus Buckman, and MBA students during their courtesy visit



MUHAS Vice Chancellor addressing the Stanford MBA students at the CHPE Main Hall, MUHAS

9.1.8. UNICEF BEHAVIORAL INSIGHTS MISSION TO MUHAS

In March 2025, MUHAS hosted a Behavioral Insights Mission from UNICEF’s Social and Behaviour Change (SBC) team, composed of international experts in behavioral and social sciences. The delegation was received by the University leadership under Prof. Appolinary Kamuhabwa, Vice Chancellor, together with the Acting Dean of the School of Public Health and Social Sciences, Dr. Malale Tungu, and other faculty members. Discussions centered on integrating behavioral science approaches into health research, policy engagement, and programmes interventions, with particular emphasis on maternal and child health, adolescent wellbeing, and health systems strengthening.



Prof. Appolinary Kamuhabwa, MUHAS Vice Chancellor, with the UNICEF Social and Behaviour Change (SBC) team and delegates during the UNICEF Behavioural Insights Mission conference at MUHAS

9.1.9. MUHAS FUN RUN 2024

As part of the 8th MUHAS Convocation held in November 2024, the University organized its 3rd Convocation Fun Run/Walk, bringing together alumni, students, staff, and partners in a vibrant display of unity and community spirit. The event, which attracted participants from across the health sector and beyond, combined fitness, networking, and philanthropy. Proceeds were directed towards student support and institutional development initiatives, reinforcing MUHAS’s tradition of linking academic excellence with community engagement.



Dr. Ntuli Kapologwe and the MUHAS Vice Chancellor leading participants during the 3rd MUHAS Convocation Fun Run/Walk

9.1.10. COMMEMORATION OF THE LATE H.E. ALI HASSAN MWINYI AND LAUNCH OF AHMMETF

In January 2025, MUHAS held a solemn commemoration for its first Chancellor, the late H.E. Ali Hassan Mwinyi, former President of Tanzania. The event was officiated by H.E. Dr. Hussein Ali Mwinyi, President of Zanzibar, and attended by senior government leaders, the Mwinyi family, alumni, and partners. A symbolic highlight was the handover of the Chancellor's regalia to the family of the late H.E. Mwinyi. The ceremony also marked the official launch of the Ali Hassan Mwinyi MUHAS Endowment Trust Fund (AHMMETF), established to mobilize sustainable resources for education, research, student welfare, and institutional development.



H.E. Dr. Hussein Ali Mwinyi, President of Zanzibar, with national leaders and delegates during the commemoration of the late H.E. Ali Hassan Mwinyi and the official launch of the AHMMETF



9.2.1. CONFERENCES AND SYMPOSIA

9.2.1. THE 13TH MUHAS SCIENTIFIC CONFERENCE

In June 2025, MUHAS convened the 13th Scientific Conference at the Mloganzila Campus, officially opened by the Prime Minister of the United Republic of Tanzania, Hon. Kassim Majaliwa. The conference brought together leaders from ministries, regional and district governments, researchers, policymakers, and development partners. More than 200 scientific papers were presented, spanning non-communicable diseases, reproductive and child health, health systems, and emerging technologies. Keynote addresses were delivered by Prof. Charles Shey Wiysonge of the South African Medical Research Council and Prof. Said About, Director General of the National Institute for Medical Research (NIMR). While previous MUHAS conferences have also been held at Mloganzila, this year's edition was distinguished by its broad multi-level government participation and policy dialogue sessions that emphasized translating research findings into actionable strategies for strengthening health systems nationally and regionally.



Prime Minister Hon. Kassim Majaliwa in a group photograph with MUHAS delegates and participants during the 13th MUHAS Scientific Conference held at Mloganzila Campus

9.2.2. UNIVERSITY-WIDE RESEARCH DISSEMINATION SYMPOSIUM

On 9th April 2025, MUHAS held the 13th University-wide Research Dissemination Symposium on autism spectrum disorders, officially opened by Dr. Omary Ubuguyu, representing the Permanent Secretary, Ministry of Health. The keynote was delivered by Prof. Karim Manji on “From Awareness to Services”, highlighting the need for national screening, stigma reduction, and integrated care. The symposium brought together academics, clinicians, government officials, parents, and caregivers, and featured the launch of the Parent and Caregiver Guidebook on Autism, authored by Prof. Manji and officiated by Dr. Ubuguyu. Prof. Appolinary Kamuhabwa, Vice Chancellor, reaffirmed MUHAS’s role in building specialist capacity, including audiologists, speech therapists, and occupational therapists, to strengthen autism services in Tanzania.

9.2.3. 4TH DIGITAL HEALTH AND INNOVATION WEEK

From 11th–15th November 2024, MUHAS hosted the 4th Digital Health & Innovation Week at the Mloganzila Campus, in collaboration with the Ministry of Health and partners including PATH, eGA, TAHIA, and the Digital Health & Innovation Hub. Held under the theme “Public–Private Partnerships (PPPs) in Advancing Tanzania’s Digital Health Transformation”, the event featured trainings, keynote sessions, exhibitions, and policy dialogues focusing on PPP models, digital health policy, and emerging technologies. The week served as a platform for multi-sectoral engagement between academia, government, and the private sector in shaping Tanzania’s digital health ecosystem.

9.2.4. THET DISSEMINATION SYMPOSIUM

In August 2024, MUHAS hosted the THET Dissemination Symposium under the Tanzania Health Education Transformation (THET) Project, officiated by Prof. Tumaini Nagu, Chief Medical Officer, Ministry of Health. Held under the theme “Transforming Health Professions Education through Competency-Based Curricula”, the symposium brought together over 200 participants, including faculty from all MUHAS schools, health professional councils, and partner institutions. A central highlight was the launch of the Tanzania Health Educators Academy (THEA), established to strengthen faculty development and advance teaching excellence in health professions education.



Highlights from the THET Dissemination Symposium held at MUHAS in August 2024

9.2.5. INTERNATIONAL OCCUPATIONAL HEALTH AND SAFETY CONFERENCE

In May 2025, MUHAS co-hosted the International Occupational Health & Safety Conference with the University of Bergen (Norway) and Addis Ababa University (Ethiopia). Officiated by Prof. Tumaini Nagu, Chief Medical Officer, Ministry of Health, the event was held under the theme “Occupational Health and Safety: Building Safe and Healthy Work Environments for Sustainable Development” and drew over 250 participants, including policymakers, researchers, professional councils, trade unions, and international partners. The conference combined scientific presentations with high-level policy dialogues on workplace hazards and regulatory frameworks. A highlight was the recognition of Prof. Simon Mamuya (MUHAS) and collaborators with international appreciation awards for their contributions to occupational health research and practice.



Snapshots from the International Occupational Health & Safety Conference co-hosted by MUHAS, the University of Bergen, and Addis Ababa University in May 2025

9.2.6. FIRST MUHAS INNOVATION WEEK

From 21st–25th April 2025, MUHAS hosted its First Innovation Week under the theme “Shaping the Future of Health Innovation”. The event was officiated on behalf of the Permanent Secretary, Ministry of Education, Science and Technology, Prof. Carolyn Nombo, by Prof. Peter Msofe, Director of Science, Technology and Innovation. Organized through the MUHAS Innovation Unit under Dr. Nelson Masota, the week convened participants from academia, industry, government, and the health tech sector. Activities included innovation exhibitions, startup pitch competitions, and policy dialogues on translating health innovations into practice. As MUHAS’s inaugural Innovation Week, it marked the institutionalization of innovation and translational research as a core pillar of the University’s academic and development agenda.

9.2.3. AWARDS AND RECOGNITIONS

PROF. KARIM MANJI

In October 2024, MUHAS honored Prof. Manji for his pioneering work in neonatal research and public health. In the same month, he was awarded the prestigious Harvard Alumni Award of Merit by the Harvard T.H. Chan School of Public Health, in recognition of his outstanding contributions to advancing child health and strengthening health systems in Tanzania.

PROF. SIMON MAMUYA

At the International Symposium on Occupational Health & Safety convened on 29 May 2025, MUHAS joined partners from the University of Bergen and Addis Ababa University to present lifetime awards to distinguished figures in occupational health. Among the awardees was Prof. Simon Mamuya (MUHAS-Tanzania), honored for his leadership in advancing occupational health and safety in the Global South.

MS. VIVIAN MUSHI

In November 2024, Ms. Mushi received the Dr. Mwele Malecela Memorial Award for Health Researchers (MMM Award) in recognition of her contributions to advancing research on Neglected Tropical Diseases (NTDs). The award, presented in partnership with the Tanzania Health Summit and the Diaspora Council of Tanzanians in America (DICOTA), included a research support grant to further strengthen her scientific work.

PROF. JAPHET KILLEWO (PROFESSOR EMERITUS)



In May 2025, Prof. Killewo was honored with a Lifetime Achievement Award in Public Health by the Association of Academicians of Public Health (AAPH) in recognition of his decades of contribution to epidemiology, health systems, and public health leadership in Tanzania and beyond. The award was presented by the Prime Minister of the United Republic of Tanzania, Hon. Kassim Majaliwa, during the AAPH celebrations in Dar es Salaam.

Snapshots from the International Occupational Health & Safety Conference co-hosted by MUHAS, the University of Bergen, and Addis Ababa University in May 2025

JACKLINE MALAVANU (THIRD-YEAR PHARMACY STUDENT)



In October 2024, Jackline won Africa's Campus Battle Award, Season 6, themed around Zero Hunger (SDG 2). Her victory earned a USD 2,000 cash prize, a fully paid trip to London, and the Anthony Athaide Trophy for MUHAS. This achievement brings national and continental recognition to our student talent and reflects MUHAS's commitment to nurturing excellence beyond academics.

BPharm Student Ms. Jackline Malavanu winner of the Africa's Campus battle award

MUHAS'S FINANCIAL SUSTAINABILITY AND BUSINESS DEVELOPMENT





10. MUHAS'S FINANCIAL SUSTAINABILITY AND BUSINESS DEVELOPMENT

MUHAS has continued to build a solid foundation for financial sustainability by transforming its academic strengths into viable enterprises. Through flagship units such as the Institute of Traditional Medicine (ITM), the School of Pharmacy Enterprise Centre (SoPEC), and the School of Dentistry, the University demonstrates how education, research, and service can be integrated with business models that generate revenue, reduce reliance on external financing, and sustain long-term institutional growth. These units, complemented by the establishment of the MUHAS Development Corporation (MDC) and the Ali Hassan Mwinyi MUHAS Endowment Trust Fund (AHMMETF), reflect a deliberate strategy to position MUHAS as a leader in academic entrepreneurship and financial resilience.

10.1. SCHOOL OF DENTISTRY

The School of Dentistry stands as MUHAS's most consistent and significant contributor to internally generated funds, anchored in its long tradition of clinical service, teaching, and research. Established in the late 1970s, it remains the oldest dental training institution in East and Central Africa and a cornerstone of oral health care in Tanzania. The School operates comprehensive dental clinics that serve thousands of patients every year, offering affordable, high-quality treatment to the public while simultaneously providing a practical training ground for undergraduate and postgraduate students. The introduction of the VIP Dental Clinic has further diversified services by offering premium care for specialized clients, thereby creating a higher-margin revenue stream. With facilities such as the Phantom Head simulation laboratory and the Dental Technology Laboratory, the School has become a benchmark for integrating service delivery with advanced dental education. Its continued expansion into specialized clinics and consultancy services underscores its strategic importance not only to MUHAS's finances but also to the nation's oral health landscape.

10.2. INSTITUTE OF TRADITIONAL MEDICINE

The Institute of Traditional Medicine (ITM) is one of MUHAS's oldest specialized units and remains a flagship of indigenous innovation. Established in 1991, the Institute combines traditional knowledge with scientific rigor, ensuring that Tanzania's heritage in natural remedies contributes to both health and economic sustainability. ITM has developed more than twenty herbal products that are registered by the national regulatory authorities, addressing conditions such as asthma, anaemia, ulcers, prostate health, and fungal infections. Among its flagship products is Morizella® juice, a nutritional supplement widely recognized for its health-promoting properties. ITM also provides consultancy services, standardization of herbal products, and training for traditional health practitioners, making it a hub for both innovation and capacity-building. In addition to supporting MUHAS's revenue base, ITM plays a vital role in linking community health traditions with modern science, thereby positioning MUHAS as a continental leader in traditional medicine research and commercialization. Looking ahead, ITM is advancing new formulations targeting cancer, HIV/AIDS, and tuberculosis, while expanding distribution networks across Tanzania and the East African region.

10.3. SCHOOL OF PHARMACY ENTERPRISE CENTRE

The School of Pharmacy Enterprise Centre (SoPEC), branded as MU-SOP, is a more recent addition to MUHAS's portfolio of income-generating units and is already demonstrating remarkable potential. Established to bridge academic teaching with applied pharmaceutical manufacturing, SoPEC provides students with hands-on experience in product development while meeting tangible community needs. The Centre has successfully launched products including multipurpose soap, sanitizers, hand wash, methylated spirit, and hydrogen peroxide, all produced to high safety and quality standards. A second line of products is under development, which includes povidone iodine, mosquito repellents, and herbal toothpaste, reflecting a pipeline approach to product innovation. Beyond its financial contribution, SoPEC strengthens national self-reliance by reducing dependency on imported pharmaceuticals, which currently account for the majority of Tanzania's supply. Its dual role in training and enterprise places MUHAS at the forefront of applied pharmaceutical innovation in the country, with future plans to scale production to serve hospitals, universities, and the retail sector.



10.4. SCHOOL OF PUBLIC HEALTH AND SOCIAL SCIENCES

The School of Public Health and Social Sciences (SPHSS) has been a key contributor to MUHAS's internally generated income through its flexible and demand-driven postgraduate programmes tailored for working professionals. The School offers the Master of Public Health (Distance Learning and Executive Tracks), MSc in Health Economics and Policy, and MSc in Project Management, Monitoring and Evaluation in Health, which attract participants from across Tanzania and the region. These programmes not only strengthen national capacity in health leadership and policy but also enhance MUHAS's financial sustainability through tuition-based revenue. In addition, SPHSS continues to provide consultancy, research, and short courses that reinforce the University's strategic role in advancing public health systems, evidence-based policy, and professional excellence.

10.5. OTHER FINANCIAL SUSTAINABILITY INITIATIVES

Beyond these key units, other MUHAS schools and departments contributed to revenue generation by offering short courses, workshops, and professional development programmes tailored to healthcare practitioners. These programmes addressed topics such as public health management, health informatics, ethics, clinical research skills, and emergency care, attracting participants from both public and private sectors. Some departments also provided specialized laboratory and diagnostic services, supporting both internal research and external clients. Additionally, consultancy services in policy development, programme evaluation, and health systems strengthening were offered to government agencies, NGOs, and development partners. These efforts not only generated income but also reinforced MUHAS's role as a hub for expertise and innovation in the health sciences sector, contributing to national capacity building and improving healthcare delivery.

MUHAS has also advanced institutional mechanisms to secure long-term sustainability. The MUHAS Development Corporation (MDC), established in 2024, provides a corporate framework for consolidating and managing income-generating ventures across the University, ensuring efficiency, accountability, and compliance with government regulations. In January



2025, the University launched the Ali Hassan Mwinyi MUHAS Endowment Trust Fund (AHMMETF) during the commemoration of its first Chancellor, the late H.E. Ali Hassan Mwinyi. As the first endowment of its kind among Tanzanian public universities, the Fund is designed to mobilize sustainable resources for education, research, student welfare, and infrastructure development, thereby embedding a culture of long-term investment in higher education.

FINANCIAL HIGHLIGHTS AND RISK MANAGEMENT





11. FINANCIAL HIGHLIGHTS AND RISK MANAGEMENT

11.1. REVENUE PERFORMANCE

In the 2024/2025 financial year, the University demonstrated significant financial growth, generating total revenue of TZS 118,537,877,564.00. This represents a substantial increase of TZS 24,114,882,068.00, or 25.5%, over the previous year's total of TZS 94,422,995,496.00.

This impressive performance was primarily driven by a 37% surge in government revenue grants, which rose from TZS 68,468,929,747.00 to TZS 93,794,145,598.00. Furthermore, revenue from exchange transactions saw a remarkable 72% growth, climbing to TZS 8,274,831,846.00 from TZS 4,814,994,113.00, supplemented by gains in foreign currency translation which reached TZS 1,488,678,678.00. Despite this overall positive trend, these gains were partially offset by a decline in miscellaneous income, which fell from TZS 19,478,109,031.00 in 2024 to TZS 14,716,994,747.00 in 2025.

11.2. EXPENDITURE AND TRANSFERS

To support this expansion, total expenditures (including transfers) rose by 17.5% to TZS 102,170,621,720.00 from TZS 86,984,067,698.00. This financial outlay was strategically allocated across key areas, including a TZS 6,916,888,479.00 increase in Wages, Salaries, and Employee Benefits, a significant surge in the Use of Goods and Services to TZS 45,906,066,997.00 reflecting intensified programmatic activities, and TZS 3,686,090,227.00 dedicated to Depreciation and Maintenance Costs, underscoring a heightened investment in the University's physical infrastructure and asset upkeep.

11.3. FUNDING SOURCES AND ALLOCATION

MUHAS's financing model remains largely reliant on government subventions, development partner grants and internally generated funds. During 2025/2026 financial year, the University's revenue for the year was derived from various sources as indicated in the Table 4 below:

Table 4: Revenue sources

Revenue Source	Amount (TZS)	% of Total Revenue
Government Revenue Grants Revenue	93,794,145,598.00	79.10%
Revenue from Exchange Transactions Other	8,274,831,846.00	7.00%
Revenue Foreign Currency Translation	14,716,994,747.00	12.40%
Gains Fines, Penalties and Forfeits Fair Value Gains	1,488,678,678.00	1.30%
	263,226,695.00	0.20%
		0.00%

11.4. BUDGET FOR INTERNALLY GENERATED REVENUE VS ACTUAL REVENUE COLLECTED

Table 5 below illustrates the comparison between approved revenue estimates and actual collections for the financial years 2023/2024 and 2024/2025.

Table 5: Generated funds (Budget vs Actual Revenue Collected)

Financial Year	Approved Estimates (TZS)	Actual Release TZS	(Under)/over release TZS	%
2023/2024	18,738,077,607.14	14,114,808,020.57	-4,623,269,586.57	75.3
2024/2025	27,313,481,317.68	23,210,046,206.78	-4,103,435,110.90	85.0

In the 2023/2024 financial year, MUHAS had projected to collect TZS 18,738,077,607.14. However, the actual revenue collected amounted to TZS 14,114,808,020.57, resulting in a shortfall of TZS 4,623,269,586.57. This translates to a performance rate of 75.3%, indicating that nearly a quarter of the projected revenue was not realized.

In the following year, 2024/2025, the approved revenue estimate increased significantly to TZS 27.31 billion. Actual revenue collected during this period amounted to TZS 23,210,046,206.78, reflecting a shortfall of TZS 4,103,435,110.90. Despite the larger budget, the performance improved to 85.0%, suggesting better revenue mobilization and collection efforts compared to the previous year.

Overall, while both years recorded underperformance relative to approved estimates, the data shows a positive trend in revenue collection efficiency, with a 9.7% point improvement from 2023/2024 to 2024/2025. Continued efforts to close the gap between budgeted and actual revenue are essential to ensure adequate funding for public services and development initiatives.

11.5. COUNCIL'S STATEMENT OF RESPONSIBILITY FOR ANNUAL FINANCIAL STATEMENTS

The University Council affirms its responsibility for the preparation and integrity of MUHAS's financial statements. These statements are prepared in accordance with International Public-Sector Accounting Standards (IPSAS) and Tanzania Financial Reporting Standards (TFRS), and they present a true and fair view of the University's financial position and performance. MUHAS maintained full compliance with these standards throughout the reporting year.

11.6. AUDITED FINANCIAL STATEMENTS

The financial statements for the year ended 30th June 2025 reflect the University's overall strong financial position and performance, characterized by significant growth in both assets and revenue, as well as prudent expenditure management (**Table 6**).

Table 6: Statement of Financial Position for the year that ended on 30th June 2025

Description	2024/2025	2023/2024
ASSETS	TZS	TZS
Current Asset		
Cash and Cash Equivalents	34,119,981,340.00	40,022,538,027.00
Inventories	581,503,768.00	114,027,621.00
Prepayments	664,348,745.00	2,284,209,539.00
Receivables	9,191,847,474.00	7,422,723,448.00
Total Current Asset	44,557,681,327.00	49,843,498,635.00
Non-Current Asset		
Intangible Assets	30,369,782.00	23,858,205.00
Property, Plant and Equipment	122,737,827,577.00	96,472,135,424.00
Receivables (Long Term)	757,596,675.00	375,663,040.00
Work In Progress		
Total Non-Current Asset	122,010,600,684.00	96,120,330,589.00
TOTAL ASSETS	166,568,282,011.00	145,963,829,224.00
LIABILITIES		
Current Liabilities		
Deferred Income	22,897,273,170.00	20,720,717,942.00
Deposits	2,913,701,987.00	1,742,189,812.00
Employee Benefits	7,408,682,601.00	6,396,518,269.00
Payables and Accruals	1,625,193,286.00	1,750,628,076.00
Total Current Liabilities	34,844,851,044.00	30,610,054,099.00
Non-Current Liabilities		
Payables and Accruals (Long Term)		
Total Non-Current Liabilities		
TOTAL LIABILITIES	34,844,851,044.00	30,610,054,099.00
NET ASSETS	131,723,430,967.00	115,353,775,125.00
NET ASSETS/EQUITY		
Capital Contributed by:		
Taxpayers/Share Capital	29,029,722,438.00	29,029,722,438.00
Accumulated Surpluses / Deficits	102,693,708,532.00	86,324,052,686.00
TOTAL NET ASSETS/EQUITY	131,723,430,970.00	115,353,775,124.00

Table 7: Statement of Financial Performance for the Year that Ended on 30th June 2025

Description	2024/2025	2023/2024
	TZS	TZS
REVENUE		
Revenue		
Fair value Gains on Assets and Liabilities		167,872,096.00
Fees, Fines, Penalties and Forfeits	263,226,695.00	353,424,902.00
Gain on Foreign Currency Translation	1,488,678,678.00	1,139,665,607.00
Other Revenue	14,716,994,747.00	19,478,109,031.00
Revenue from Exchange Transactions	8,274,831,846.00	4,814,994,113.00
Revenue Grants	93,794,145,598.00	68,468,929,747.00
Total Revenue	118,537,877,564.00	94,422,995,496.00
TOTAL REVENUE	118,537,877,564.00	94,422,995,496.00
EXPENSES AND TRANSFERS		
Expenses		
Amortization of Intangible Assets	5,176,323.00	6,817,355.00
Depreciation of Property, Plant and Equipment	3,686,090,227.00	2,302,964,566.00
Expected Credit Loss	450,886,883.00	656,890,934.00
Maintenance Expenses	4,428,797,132.00	5,306,829,757.00
Other Expenses	6,042,899,596.00	32,925,153,186.00
Use of Goods and Service	45,906,066,997.00	10,935,611,439.00
Wages, Salaries and Employee Benefits	41,350,704,562.00	34,433,816,083.00
Total Expenses	101,870,621,720.00	86,568,083,320.00
Other Transfers	300,000,000.00	415,984,378.00
Total Transfer	300,000,000.00	415,984,378.00
TOTAL EXPENSES AND TRANSFERS	102,170,621,720.00	86,984,067,698.00
Surplus / Deficit for the period	16,367,255,844.00	7,438,927,798.00

11.7. PRINCIPAL RISKS, UNCERTAINTIES, AND OPPORTUNITIES

The University operates in a dynamic and evolving environment shaped by a range of internal and external factors. These present both challenges and opportunities that directly impact the University’s ability to fulfil its core mandate of teaching, research, and public service. To ensure continued relevance, resilience, and excellence, MUHAS routinely assesses its operating context and adopts strategic measures to manage risks, seize emerging opportunities, and promote sustainable institutional growth.

11.8. KEY RISKS AND UNCERTAINTIES

The MUHAS risk framework identifies the following key risks across various aspects:

Table 8: Risk analysis

Risk	Description
Financial Dependency	<ul style="list-style-type: none"> The University relies significantly on government subventions and external donor funding, making its financial health vulnerable to changes in national budget allocations, donor priorities, and global economic conditions. Delays or reductions in funding can disrupt academic programs, research initiatives, and infrastructure development.
Rising Operational Costs	<ul style="list-style-type: none"> The cost of essential services such as electricity, water, and facility maintenance is increasing steadily. Aging infrastructure across campuses leads to high maintenance costs and may affect the quality-of-service delivery if not promptly addressed.
Regulatory and Competitive Pressures	<ul style="list-style-type: none"> The Tanzanian higher education sector is experiencing policy shifts, such as new accreditation standards, performance-based funding models, and accountability frameworks. Increased competition from local and regional institutions, including private universities, threatens MUHAS’s ability to attract top-tier students, faculty, and research grants.
Resource Sustainability	<ul style="list-style-type: none"> While boreholes provide a supplementary water source, dependence on them poses sustainability and quality assurance challenges. The reliance on externally sourced medicinal plants for research and teaching by the Institute of Traditional Medicine (ITM) creates vulnerabilities in availability and consistency.
Human Resource Challenges	<ul style="list-style-type: none"> The University faces difficulties in retaining highly qualified academic and research staff due to limited incentives compared to opportunities available in international institutions. This brain drain affects teaching quality, research capacity, and institutional memory.
Intellectual Property and Institutional Reputation	<ul style="list-style-type: none"> The University faces difficulties in retaining highly qualified academic and research staff due to limited incentives compared to opportunities available in international institutions. This brain drain affects teaching quality, research capacity, and institutional memory.



11.9 OPPORTUNITIES

Despite the risks, MUHAS is well-positioned to leverage several emerging opportunities:

Opportunity	Description
Growing Demand for Health Professionals	Tanzania and the broader East African region are facing a shortage of health workers, creating an opportunity for MUHAS to expand its training programs and increase student enrolment in medicine, nursing, pharmacy, public health, and allied health sciences.
Health Sector Reforms	Ongoing reforms in the health system, including universal health coverage and improved service delivery models, present a platform for MUHAS to engage in impactful applied research, capacity building, and policy advisory services.
Traditional Medicine Innovation	The Institute of Traditional Medicine (ITM) and the planned MUHAS Botanical Garden provide a strategic opportunity to commercialize herbal and traditional medicine products. This supports national priorities for local innovation and opens avenues for partnerships with industry.
Digital Learning and Global Research Networks	<p>The rapid adoption of digital tools offers MUHAS the ability to expand e-learning platforms, reach wider student populations, and enhance academic flexibility.</p> <p>Engagement with international research consortia, collaborative grants, and student exchange programs enhances MUHAS's global visibility and provides alternative funding streams.</p>

11.10. MITIGATION MEASURES

To address the identified risks and uncertainties while capitalizing on available opportunities, MUHAS has instituted the following strategic mitigation approaches:

Mitigation measure	Description
Governance and Oversight	The University Council provides overall strategic direction and ensures institutional accountability through regular reviews and performance assessments.
Internal Controls and Audits:	Robust internal audit systems and compliance checks are in place to safeguard financial integrity and operational efficiency.
Strategic Planning:	Periodic review and implementation of the University's Strategic Plan ensure alignment with national development goals and responsiveness to emerging trends.
Human Capital Development	MUHAS is investing in capacity-building programs, staff retention incentives, and academic partnerships to mitigate talent loss.
Infrastructure Investment	The University is prioritizing infrastructure upgrades and exploring green energy alternatives to manage costs and environmental impact.
Intellectual Property Right Management Framework:	Clear policies on research ethics, intellectual property rights, and commercialization are being strengthened to protect innovations and institutional reputation.

APPENDICES





12. APPENDICES

- i. Appendix I: List of academic programmes
- ii. Appendix II: List of sponsored Research Projects

APPENDIX I: ACADEMIC PROGRAMMES AT MUHAS

Table 9: Academic programmes at MUHAS

POSTGRADUATE ACADEMIC PROGRAMMES AT MUHAS

SCHOOL OF CLINICAL MEDICINE	SCHOOL OF PHARMACY
Master of Medicine	Master of Pharmacy
MMed Anaesthesiology	MPharm Clinical Pharmacy
MMed Clinical Oncology	MPharm Industrial Pharmacy
MMed Emergency Medicine	MPharm Pharmaceutical Microbiology
MMed Internal Medicine	MPharm Pharmacognosy
MMed Obstetrics and Gynaecology	MPharm Quality Control and Quality Assurance
MMed Ophthalmology	Master of Science
MMed Orthopaedic and Traumatology	MSc Pharmaceutical Management (Regular)
MMed Otorhinolaryngology	MSc Medicinal and Pharmaceutical Chemistry
MMed Paediatrics and Child Health	MSc Pharmacovigilance and Pharmacoepidemiology
MMed Psychiatry	MSc Phytopharmaceutical and Natural Medicines Science
MMed General Surgery	MSc Medical Products Regulatory Affairs
MMed Urology	MSc Bioinformatics
MMed Neurosurgery	MSc Pharmaceutical Management (Executive)
SCHOOL OF DIAGNOSTIC MEDICINE	SCHOOL OF DENTISTRY
MMed Anatomical Pathology	Master of Dentistry
MMed Haematology and Blood Transfusion	MDent in Oral Public Health
MMed Clinical Microbiology and Infectious Disease	MDent Orthodontics
MMed Radiology	MDent Oral Maxillofacial Surgery
Master of Science	MDent Paediatrics Dentistry
SCHOOL OF CLINICAL MEDICINE	MDent Restorative Dentistry
MSc Clinical Psychology	SCHOOL OF NURSING
MSc Cardiovascular Perfusion	Master of Science in Nursing
SCHOOL OF DIAGNOSTIC MEDICINE	MSc Nephrology Nursing
MSc Medical Microbiology	MSc Cardiovascular Nursing
MSc Histotechnology	MSc Oncology and Palliative Care Nursing
SCHOOL OF BIOMEDICAL SCIENCES	MSc Emergency and Critical Care Nursing
MSc Human Anatomy	MSc Mental Health Nursing and Psychotherapy

MSc Biochemistry and Molecular Biology
MSc Clinical Pharmacology and Precision
Therapeutics
MSc Applied Medical and Exercise Physiol-
ogy

Master of Science Super-specialization

SCHOOL OF CLINICAL MEDICINE

MSc Cardiology
MSc Medical Gastroenterology and Hepatol-
ogy
MSc Surgical Gastroenterology and Hepatol-
ogy
MSc Paediatric Haemato-oncology
MSc Nephrology
MSc Neurology
MSc Neurosurgery
MSc Respiratory Medicine
MSc Cardiothoracic Anaesthesia and Critical
Care

MSc Paediatric Surgery

MSc Critical Care Medicine

MSc Cardiothoracic Surgery

MSc Neonatology

MSc Plastic and Reconstructive Surgery

MSc Urology

MSc Rhinology

MSc Dermatology

MSc Maternal and Fetal Medicine

MSc Urogynaecology and Pelvic Reconstructive
Surgery

MSc Paediatric Emergency Medicine

SCHOOL OF DIAGNOSTIC MEDICINE

MSc Vascular and Interventional Radiology

MSc Neuroradiology

MSc Midwifery and Women's Health

SCHOOL OF PUBLIC HEALTH AND SOCIAL SCIENCES

Master of Bioethics (MBE)

Master of Medicine

MMed Community Health

Master of Public Health

MPH – Regular Track

MPH – Executive Track

MPH – Distance Learning

MPH - Implementation Science

Master of Science

MSc Nutritional Epidemiology

MSc Applied Epidemiology

MSc Health Economics and Policy

Masters in social and behaviour change for health
(Executive) (New)

Masters in social and behaviour change for health
(Regular track)

MSc Environmental Health

MSc Epidemiology and Lab Management

MSc Parasitology and Medical Entomology

MSc Tropical Diseases Control

MSc Project Management, Monitoring and Evaluation
in Health (Executive)

MSc Health Policy Management and Entrepreneur-
ship

MSc Occupational Health and Safety (New)

MSc Digital Health (New)

INSTITUTE OF TRADITIONAL MEDICINE

MSc Herbal Products Development

Master of Science in Quality Assurance and Quality
Control of Herbal Products

CROSS-CUTTING PROGRAMMES

MSc Haematology and Blood Transfusion
MSc Women's Imaging

Master of Science in Health Sciences (by Research and Publications)

PhD in Health Sciences (by Research and Publications)

UNDERGRADUATE DEGREE ACADEMIC PROGRAMMES

BACHELOR PROGRAMMES

Bachelor of Pharmacy
Bachelor of Science in Environmental Health Sciences
Bachelor of Science in Diagnostic and Therapeutic Radiography
Bachelor of Science in Nursing
Doctor of Dental Surgery
Doctor of Medicine
Bachelor of Science in Midwifery
Bachelor of Biomedical Engineering
Bachelor of Science in Nurse Anaesthesia
Bachelor of Science in Physiotherapy
Bachelor of Medical Laboratory Sciences
Bachelor of Science in Audiology and Speech Language Pathology
Bachelor of Science in Occupational Therapy
Bachelor of Science in Dental Laboratory Technology
Bachelor of Science in Medical Psychology
Bachelor of Pharmacy

DIPLOMA ACADEMIC PROGRAMMES

Diploma in Diagnostic Radiography – DDR, Regular
Diploma in Diagnostic Radiography – DDR, Evening
Diploma in Environmental Health Sciences - DEHS (Dar es Salaam) , Regular
Diploma in Environmental Health Sciences - DEHS (Dar es Salaam), Evening
Diploma in Prosthetics and Orthotic Sciences (DPOS)
Diploma in Herbal Medicine Development (DHMD)
Advanced Diploma in Dermatovenereology- ADDV

APPENDIX II: LIST OF SPONSORED RESEARCH PROJECTS AT MUHAS AS OF 30TH JUNE 2025

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
1.	Advera Ngaiza	NIH	Baylor Col-lege of Medi-cine	Developing a Minimal Immunohistochemistry Panel in Diagnosing Non-Hodgkin Lymphomas among Paediatric Patients	USD 25,000
2.	Agricola Joachim	American Society of Microbiology		Fleming Fund Country Grand 2	£173,131
3.	Ally Mwangi	Glocal Health Fellowship Programme		GLOCAL Health Fellowship Program	USD 41,000
4.	Alphoncina Kagaigai	WEZESHA Tanzania	MOH/PO-RALG	Afya Maoni	USD 1,111
5.	Andrea Pembe	Medical Research Council-MRC-UK		Optimizing maternal and perinatal outcomes through safe and appropriate caesarean sections in Low- and Middle-income Countries (LMIC)	USD 87,945.01
6.	Andrea Pembe	Bill and Melinda Gates Foundation	The George Washington University	Testing Dosage of Iron in MMS for Anaemia Prevention	USD 482,616
7.	Andrea Pembe	George Mason University		Gestational Weight Gain Pilot Study	USD 43,861
8.	Asteria Kimambo	Pfizer/Conquire Cancer Foundation	Lefkofsky family foundation	Clinical Pathological Implication in Establishing Ultrasound Guided Fine Needle Aspiration and Rapid on-site Evaluation Practice for Cytology in Resource Limited Settings	USD 50,000
9.	Beatrice Mwilike	Hiroshima University	Hiroshima University	Development and Evaluation of the Simple & Easy Antenatal Education Using a Mobile Phone Application in Tanzania	USD 24,720
10.	Bruno Sunguya	Canadian Institute of Health Research (CIHR) STOP NCD		Scaling up evidence-based health system interventions Through the use of sustainable healthcare financing and digital technology Platforms to improve Non-Communicable Disease prevention and control in Tanzania	CAN \$ 2,024,835
11.	Bruno Sunguya	JHPIEGO		Strengthening HPV Vaccination and Adolescent health Research Program (SHARP)	USD 296650

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
12.	Bruno Sunguya	European Union- Horizon 2020	Baylor College of Medicine	Promoting co-designed sustainable health interventions with young changemakers for reduced risk of noncommunicable diseases (NCDs) in urban Burkina Faso, Kenya and Tanzania	EUR 230,367
13.	Bruno Sunguya	WRAIR-DOD+AE40J4J40 :AC40	US Department of Defence	DQA in Southern Highlands Regions	USD 1,182,806.31
14.	Bruno Sunguya	NORPART		EPRENUT	NOK 1,125,000
15.	DRPI	SIDA	Swedish Government	Research and Training Support (RTS)	SEK 5,021,810
16.	Bruno Sunguya	University of Bergen		GROWNUT II	USD 18,859.15
17.	Christina Malichewe	Cure Within Reach		Repurposing the use of Valproate, Prednisolone, Etoposide and 6 Mercaptopurine in the treatment of acute in Myeloid Leukaemia in Tanzania Revapema Trial	USD. 58,508.10
18.	Clara Chamba	GERMANY-IWCLL	GERMANY-IWCLL	Support Research Mentorship and Training in the State-of-the-Art Management	USD 125,000
19.	Clara Chamba	PAmerican Society of Haematology		Liquid biopsy for Non-invasive monitoring of EBV Positive Burkitt Lymphoma	USD 150,000
20.	Clara Chamba	International Myeloma Society		Developing a population-specific next-generation sequencing panel based on long-read whole genome sequencing to enhance treatment outcomes in Multiple myeloma (GENOMA)	USD 245,242.05
21.	David Urassa	NIH Fogarty International centre	The trustee of the University of Pennsylvania	Educating and Developing Bioethicists in Tanzania (ENGAGE)	USD 608,827
22.	Deogratias Mzurikwao	COSTECH		Artificial Intelligence in the Early Detection of Dilated Cardiomyopathy	TZS 150,000,000

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
23.	Deogratius Mzurikwao	NIH	Northwestern University	Developing an AI Based Algorithm for Cervical Cancer Screening Among Living with HIV/AIDS at POC in LMIC	USD 56,361
24.	Dickson Mkoka	NIH	Regents of the University of Minnesota	Evaluating the effects of reproductive Health Training on provider behaviour.	USD 756,590
25.	Doreen Kamori	Kumamoto University		Research Support for Microbiology Department	USD 6,000
26.	Dorothy Mushi	NIH & NIMH	University of Washington	University of Washington Developmental AIDS Research Center for Mental Health (UW ARCH)	USD 30,000
27.	DRPI	SIDA		Health Research, Training and Innovation for Sustainable Development	USD 458,924.41
28.	Edward Kija	Win big Philanthropy		Baseline Study on the state of Early Childhood Development in Zanzibar	USD 20,000
29.	Edward Kija	WHO		Global Scales of Early Development (GSED)	USD 270,200
30.	Elia Mmbaga	NIH	University of California San Francisco	Cancer Research Training Programme (CRTP-TZ)	USD 844,610
31.	Elia Mmbaga	University of California San Francisco	University of California San Francisco	Treatment Outcomes of Oesophageal Cancer in Tanzania	USD 5,750
32.	Elia Mmbaga	UNC		UNC-MUHAS TRAINING	USD 152,807
33.	Eliangiringa Kaale	Bergen University		Muhimbili-Bergen University Partnership to Enhance Pharmacy Education and Research (PEPER), NORPART-2018/10207	NOK 2,379,021
34.	Eligius Lyamuya	NIH	Northern Western University	UNC-MUHAS TRAINING	USD 152,807
35.	Emmanuel Balandya	NIH	National Heart, Lung, and Blood Institute	Sickle Pan-African Research Consortium (SPARCO)-Tanzania	USD 1,478,235

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
36.	Enica Massawe	European Union executive Agency		AFROREHAB2030-CBHE	USD 104 838
37.	Fadhilun Alwy Al-Beity	Science for Africa Foundation		Genetic for association of infertility	USD 510,343
38.	Fadhilun Alwy Al-Beity	University of Michigan	Center International Reproductive Training and Reproductive Health	Improving the quality of sexual reproductive health training in pre-service education in Tanzania	USD 300,000
39.	Fadhilun Alwy Al-Beity	WHO	University of Melbourne	Validation and Field Testing of new WHO definition for post-partum haemorrhage	USD 43,394
40.	Fadhiluni Alwy Al-beity	University of Birmingham		MUHAS-EMOTIVE	USD 1,493,115.96
41.	Felix Sukums	WDF/TDA		Evaluation Of Digital Health Interventions for Diabetes and Hypertension in Low Resource Settings	TZS 53,433,660
42.	Francina Mushi	The Transplantation Society Research		The Assessment of Renal Transplantation Economy in Tanzania, a Mixed Study	USD 50,000
43.	Francis Furia	Murdoch Children's Research Institute (MCRI)		Sepsis Epidemiology in Paediatric Acute care International (SENTINEL International) study	USD 10,000
44.	Gasto Frumence	SIDA	Umea University Sweden	Health Systems Research	USD 29,992
45.	Gasto Frumence	Billy and Melinda Gates Foundation	Makerere School of Public Health	African leadership and management Training for Impact in Malaria-eradication (ALAMIME)	USD 179,729
46.	Gasto Frumence	WHO		Capacity Building on Planning and Management for Zanzibar DHMTs	USD 45,290
47.	George Bwire	EAC Regional Center of Excellence for Vaccines, Immunisation, and Health Supply Chain	University of Rwanda	Acceptability, appropriateness, and feasibility of implementing a community drug outlets vaccination model in Tanzania	EUR 20,000

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
48.	George Ruhago	Mass General Brigham Inc OP/NORAD		Defining and Integrating Essential NCD Interventions in National Health System	NOK 1,180,940
49.	George Ruhago	University of Bergen/NORAD		Defining and Integrating Essential NCD Interventions in National Health System	NOK 159,948
50.	Gideon Kwesigabo	John Hopkins University		Johns Hopkins University, Tanzania Red Cross Society and Muhimbili University School of Public Health and Social Sciences Education and Mentoring Program On Surgical Work, Research, and Rehabilitation in Tanzania (D43 EMPOWER TZ)	USD 64,765
51	Gideon Kwesigabo	USAID	St . Johns Hopkins University	Strengthen and develop new research training in Surgical Science, Rehabilitation and Humanitarian Health	USD 64,765
52	Godwin Pancras	WHO		Climate and Health Research Regulations.	USD 39,120.60
53	Godwin Pancras	The University of Rwanda (UR), East African Community Regional Center of Excellence for Vaccines, Immunisation, and Health Supply Chain Management (UR EAC RCE-VIHSCM)		Access to COVID-19 Vaccine Information Among Rural Communities in East Africa	EUR 18,502.9
54	Hamu Mlyuka	European Union		Tropical Health and Education Trust (THET)	USD 13,264.84
55	Helga Naburi	Swedish Research Council		ESBL-PNA-FISH&ODM	USD 29,555
56	Helga Naburi	Laerdal Foundation		LAERDAL_KMC Transport	USD 40,000

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
57	Hendry Sawe	NIH/UCSF	The Regents of the University of California San Francisco (UCSF)	University of California Lauching Future Leaders in Global Health Research Training Program	USD 129,965.20
58.	Hendry Sawe	Liverpool School of Tropical Medicine		Multimorbidity-Associated Emergency Hospital Admissions: A “Screen and Link” Strategy to Improve Outcomes for High-Risk Patients in Sub-Saharan Africa	GBP 753,774.15
59	Hendry Sawe	UCSF		Combined Hepatitis B Virus and Hepatocellular Carcinoma Screening in the Emergency Department. A Multicenter Study in Tanzania	USD 16,899
60	Hendry Sawe	WHO		Strengthening post-crash care in Tanzania	USD 221,000
61	Hussein Mohamed	STICHTING IHE DELFT		Socio -Technical Assessment For Healthier Drinking Water In Tanzania (Safe Water) WDPP	EUR 18,502.9
62	Hussein Mohamed	UNICEF		Factors Associated with Vulnerability and Response Preparedness to Ebola Virus Disease in four High Risk Regions in Tanzania and Zanzibar.	TZS 361,319, 650
63	Irene Kida / Daima Bukini	Universidade de Coimbra		Consortium for developing regulatory of clinical trials using gene therapy products and strengthening pharmacovigilance in the conduct of clinical trials in East Africa	TZS 147,476,276.35
64	Jackline Ngowi	Villgro Africa		Dawa Mkononi	USD.36,455
65	James Nyamataga	The Multiple Myeloma Research Foundation (The MMRF)		Molecular Characterization of Multiple Myeloma in Dar es salaam	USD 260,000

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
66	Joel Manyahi	Global Fund	MoH	Global Laboratory Leadership Program	TZS 25,000,000
67	Joseph Otieno	Forestry Fund		Conservation Of Prunus Africana	
68	Julie Makani	NIH	National Heart, Lung, and Blood Institute	Sickle Pan-African Research Consortium Clinical Coordinating Center (SPARCO)-Center	USD 2,782,513
69.	Julie Makani	University of Chicago	London School of Hygiene and Tropical Medicine	Developing Effective and Sustainable Therapy for Sickle Cell Disease in Tanzania	USD 50,000
70.	Julie Makani	WHO/ Gates foundation	Novartis Institute of Biomedical Research (NIBR)/University of York	Sickle Cell Consortium Tanzania (SICKLE CHARTA)	USD 420,000
71.	Karim Manji	European and Developing countries Clinical Trial Partnership (EDCTP)		ToolCAP	USD 1,310,000
72.	Karima Khalid	UNICEF		Integration of essential emergency and critical care, including oxygen therapy, into primary health care services in Tanzania, mainland and Zanzibar	USD 621,226
73.	Lilian Mselle	Laerdal Foundation		Essential Coaching for Every Mother (ECEM)	USD 12,067
74.	Linda Mlunde	NIH	Fogarty International centre	Adapting evidence based on stigma reduction intervention to address HIV and Drug use Stigma among family members of people who use drugs	USD 395,770
75.	Linda Mlunde	Bill and Melinda Gates Foundation	University of Zambia (Zambart)	Total Facility: Approach Assessing Impact on Stigma and HIV Outcomes	USD 60,889
76.	vLulu Chirande	American Society of Haematology		CONSA-NBS	USD 61,957

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
77.	Lulu Chirande	Texas Children Operating		Global HOPE-MUHAS Paediatric Haematology and Oncology Fellowship Programme	TZS 94,076,816
78.	Lulu Chirande	Baylor College of Medicine Foundation		Splenic function in sickle cell disease	USD 32,306.13
79.	Maryam Amour	NIH	Dartmouth College, US	A new method for active TB case finding	USD 402,643
80.	Maryam Khamis	PARTICIPANTS		Training on Hepatitis B And C In High -Risk Area	TZS 12,000,000
81.	Masunga Iseselo	Center for Counselling Nutrition in Healthcare (CONSEUNUTH)		Lishe Kijinsia	TZS 41,369,650
82	Melkizedeck Leshabari	NORAD	University of Oslo and The University of Dodoma	Strengthening of Doctoral Education for Health in Tanzania (DOCEHTA)	NOK 19,973,884
83.	Mrema Kilonzo	Duke University		Acceptability of an Internalized Stigma Reduction Intervention among Women Living with HIV in Tanzania and Rwanda	USD 56,764
84.	Mrema Kilonzo	NIH	Duke University	Efficacy Testing of a Culturally Relevant Stigma Intervention in WLWH in Tanzania	USD 131,165
85.	Mughwira Mwangu	University of Bergen		NORPART	NOK 4,720,456
86.	Muhammad Bakari	NIMR		A Randomized Double-Blind Placebo-Controlled Trial of Rifapentine and Isoniazid for the Prevention of Tuberculosis in People with Diabetes (PROTID)	USD 428,750
87.	Nahya Salim	The Else Kröner-Fresenius-Stiftung (EKFS) through German Society of Tropical Paediatrics and International Child Health (GTP)		Clinical Neonatology Programme specialization of paediatricians in neonatology at Muhimbili University of Health and Allied Sciences (MUHAS) in Dar es Salaam, Tanzania	EUR 300,000

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
88.	Nahya Salim Masoud	Not Applicable	International Centre for Diarrhoeal Disease Research-Bangladesh	Bridging Gaps and scaling up: a school readiness program for child parent-teacher trial in Bangladesh Nepal and Tanzania	USD 287,522
89.	Nahya Salim Masoud	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH via Universitätsklinikum Hamburg-Eppendorf	University of Hamburg	Microbial Surveillance and Gut Microbiomics in Neonatal Sepsis in Tanzania (MS-GM-NST study)	EUR 76,339.91
90.	Nahya Salim Masoud	Ada Health GmbH		Ada Health CWR Evaluation	USD 140,291.21
91.	Nahya Salim Masoud	Bill and Melinda Gates Foundation	Hema Magge Washington	Introducing and Scaling Vayu CPAP across new-born use cases in Africa	USD 891,975
92.	Nahya Salim Masoud	London School of Hygiene & Tropical Medicine		EN - REACH; Every New Born - Reach up Early Education Intervention for all Children in Bangladesh, Nepal and Tanzania	GBP 305,514.01
93.	Nahya Salim Masoud	GPE-KIX		Bridging Gaps and Scaling Up a School Readiness Programmememe for Child-Parent-Teacher Trial in Bangladesh, Nepal & Tanzania	USD 287,522
94.	Nashivai Kivuyo	Conquer Cancer Foundation		Implementing A Multilevel Intervention to Enhance Treatment Decision Making and Treatment adherence Among Breast Cancer Patients	USD 50,000
95.	Nashivai Kivuyo	Conquer Cancer Foundation		Assessing The Incidence and Severity of Post-Operative Complications Among Colon Cancer Patients Undergoing Surgery at Tanzania	USD 50,000
96.	Nathanael Sirili	Abbott Fund Tanzania		MUHAS Abbot	USD 16,653.98
97.	Nathanael Sirili	Karolinska Institute		Global Health Course	<i>Varies with No. of students</i>

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
98.	Nathanael Sirili	London School of Tropical Medicine	University of Lubumbashi	The village model for the management snakebite envenoming in rural settings: A cocreation model in Mkinga district, Tanzania	TZS 354,798,124.18
99.	Nelson Masota	UNESCO-TWAS	Tanzania Veterinary Laboratory Agency (TVLA)	Searching for Novel Antibacterial Agents against Multidrug-Resistant Pathogens of Critical Priority.	USD 60,889
100.	Nelson Masota	EAC Rregional Center of Excellence in Vaccine, Immunization and Health Supply Chaim Management (RCE-VIHSCM)	University of Rwanda, Somali National University, & South Sudan Drug and Food Control Authority	Exploring access to quality assured anti-infective medicines: A multifaceted study in humanitarian crisis-prone regions of the East African Community (Crisis-Rx).	EUR 20,000
101.	Patricia Munseri	University of Nairobi		The NDOVU Cohort and Trial	USD 999,349
102.	Pilly Chillo	Leducq Foundation		Preventing Rheumatic Injury Biomarker Alliance	USD 690,184
103.	Pilly Chillo	European Union		Trustworthy Artificial Intelligence for Personal Risk Assessment in Chronic Heath Failure	EUR 208,473
104.	Renatha Joseph	European and Developing countries Clinical Trial Partnership (EDCTP)	Uganda National Council of Science and Technology (UNCST)	Consortium for Clinical Research Regulation and Ethics Capacity in the Eastern Africa Region (CCRREEA)	EUR 47,000
105.	Salum Lidenge	NIH	Fogarty International Centre and NCI	Impact of HIV associated ageing on the incidence and trend of cancers in Tanzania	USD 99,950
106.	Samuel Likindikoki	John Hopkins University		Power of narrative; the use of theatrical arts to reduce intersectional stigma among women who use drugs (HADITHI ZETU)	USD 32,000

SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
107.	Samuel Likindikoki	NIH/John Hopkins University		Optimizing PREP Engagement Among Women who use Drugs in Tanzania	USD 157,184
108.	Siana Nkya	NOVARTIS		Consortium for Developing Regulatory Capacity of Clinical Trials Using Gene Therapy Products and Strengthening Pharmacovigilance in the Conduct of Clinical Trials in East Africa	TZS 147,476,276
109.	Siana Nkya	NOVARTIS	Kwame Nkuruma University of Sciences and Technology	To Develop precision medicine approaches to improve effectiveness of Hydroxyurea treatment for Sickle cell Disease (SCD) In low- and middle-income countries (KMIC)	USD 37,100
110.	Simon Mamuya	University of Bergen		Safe Working Conditions by Innovative Research and Education (SAFEWORKERS)	NOK 6,320,155
111.	Stella Mushy	NIH	The George Washington University	Implementation of an HIV Status-Neutral Nurse-Led Intervention to Increase Equity in Clinical Outcomes for Male HIV Self Testers in Tanzania	USD 625,055
112.	Stella Mushy	NIH	The George Washington University	Combined HIV services and microenterprise for equitable and sustainable recovery (CHIMES)	TZS 39,300,000
113.	Sylvia Kaaya	NIH	University of North Carolina at Chapel Hill	Family Psychoeducation for adults with psychotic disorder in Tanzania (KUPAA TRIAL)	USD 434,166
114.	Sylvia Kaaya	NIH	University of North Carolina at Chapel Hill	Adolescent Wellness Visits (AWVs)	USD 884,867
115.	Sylvia Kaaya	NIH	Northern University	Building capacity for patient centered outcomes research to improve the quality and impact of HIV care in Tanzania	USD 300,303
116.	Sylvia Kaaya	NIH	Northwestern University	Tanzania HIV and Aging Longitudinal Cohort Study (Halcs)	USD 1,672,950



SN	PI Names	Project Donor	Project Col-laborator	Project Title	Total Project Budget
117.	Sylvia Kaaya	NIH	Northwestern University	Ageing and Quality of Life Among Older Adults in Urban Tanzania	USD 1,060,561
118.	Theresia Ottaru	Robert J. Havey MD	Institute of Global Health, Northwestern University	Life among Older Adults in urban	USD 25,000
119.	Tim Baker	NIHR - Queen Mary University of London		NIHR Global Health Group on Perioperative and Critical Care (GHRUG)	USD 428,000
120.	Twalib Ngoma	CRDF GLOBAL		Developing Oncology Experts for Research Success (DOERS) In Africa	USD 200,000
121.	Upendo Kibwana	Ministere de L'europe et Des Affaires Etranges		Antimicrobial assistance with one Health approach in Uganda, Kenya, Ethiopia and Tanzania (RHOKET)	USD 133,329
122.	Wilybroad Massawe	GLOCAL Health Fellowship Programme		Malnutrition Assessment among head and neck cancer patients in Tanzania	USD 15,000





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