UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

SOKOINE UNIVERSITY OF AGRICULTURE
MOROGORO

SUA INVESTMENT POLICY AND GUIDELINES

SECOND EDITION

JUNE 2025

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CONTENTS

TABLE OF CONTENTS....iii
LIST OF TABLES.... iv
DEFINITION OF TERMS....v
FOREWORD....vi
ABBREVIATIONS....viii
EXECUTIVE SUMMARY.... x

PART ONE....1

1.0 INTRODUCTION.... 1
- 1.1 Establishment.... 1
- 1.2 Vision and Mission.... 2
- 1.3 The SUA Governance and Management....3
- 1.4 Campuses and Strategic Asset Inventory for Investment Planning....4
- 1.5 Resources Assessment.... 5
- 1.6 Funding of SUA.... 5
- 1.7 SUA Corporate Strategic Plan....10
- 1.8 Rationale for Policy Review....11
- 1.9 Scope of the Investment Policy.... 11
- 1.10 Situational Analysis....9
- 1.11 SWOC Analysis....15

PART TWO.... 20

2.0 POLICY STATEMENT AND OBJECTIVES....20
- 2.1 Objective....20

PART THREE..24

3.0 POLICY FOCUS AREAS, ISSUES, STATEMENTS AND STRATEGIES... 24

3.1 Strategic Focus Areas for Investment...........................24

3.1.1 Revenue Diversification.. 24

3.1.2 Institutional Readiness...24

3.1.3 Promotion & Branding... 25

3.1.4 Private Sector Engagement... 25

3.1.5 Global Recognition & Ranking..................................25

3.2 Policy Issues, Statement and Strategies........................26

PART FOUR.. 33

4.0 RISK ASSESSMENT AND MITIGATION....................... 33

PART FIVE.. 40

PART SIX... 46

6.0 GUIDELINES FOR SUA INVESTMENT POLICY........... 46

ANNEXES.. 52

LIST OF ANNEXES

Annexe 1A: Resource Inventory and readiness asset analysis.......52

Annex 1A: Resource Inventory and readiness asset analysis..52

Annex 2B: Resource Inventory and readiness asset analysis..54

Annex 3: List of SUA assets for investment purposes..........58

Annex 4: List of SUA intellectual property rights and related ranking... 59

DEFINITION OF TERMS

Certificate of Occupancy	‘’Means a legal document issued by a Government Authority (in Tanzania, the Commissioner for Lands) that confirms a person’s right to occupy and use a specific piece of land under a granted right of occupancy’’
Council	University Governing body, responsible for formulating and overseeing policies, regulations, and strategic decisions that guide the university’s operations
Investment	Investment at SUA refers to the strategic mobilisation, allocation, and management of university resources, including land, infrastructure, intellectual property, capital, and services, with the purpose of generating diversified and sustainable income streams that support academic, research, outreach, and production mandates of the University.
Investible assets	Means assets identified as suitable for investment purposes with the objective of generating income.
The Company	Means SUA Income Generation and Services Limited and other University-established companies
Transferred Assets	Means proposed assets to be transferred to the SUA Income Generation and Services Limited.
University	Sokoine University of Agriculture
Un-transferred Assets	Means assets maintained under the academic functions of the University other than those transferred to the Company.

FOREWORD

It gives me great pleasure to present the Sokoine University of Agriculture (SUA) Investment Policy and Guidelines, Second Edition (2025–2030). This document reflects the University's continued commitment to financial sustainability, innovation, and institutional transformation in alignment with national and global development aspirations.

Over the past decades, SUA has grown into a leading institution of higher learning and research in agriculture and allied sciences. However, the evolving landscape of higher education, characterised by constrained public financing and heightened demand for accountability, calls for a new paradigm in resource mobilisation and investment management. The reviewed Investment Policy and its accompanying Guidelines provide a framework for mobilising, managing, and growing institutional resources in a manner that promotes sustainability, transparency, and impact.

The Policy underscores the strategic resolve of SUA to diversify its income base beyond traditional sources such as tuition fees and government subventions. It seeks to optimise the use of the University's assets, including land, infrastructure, intellectual property, and innovations through carefully planned ventures, partnerships, and commercialisation pathways. By doing so, SUA aspires to strengthen its financial independence while maintaining its commitment to academic excellence, research leadership, and community service.

Furthermore, the Policy introduces mechanisms for risk management, digital governance, compliance budgeting, and performance monitoring. These instruments ensure that all investments are professionally managed, socially responsible, and aligned with both the SUA Corporate Strategic Plan (2021/22–2025/26) and the Tanzania Development Vision 2025. The inclusion of Public-Private Partnerships (PPPs) and Special Purpose Vehicles (SPVs) as key implementation tools is a deliberate step towards utilising external expertise and capital to advance institutional priorities.

I wish to commend all members of the University Council, Management, Colleges, Directorates, and the Investment Policy Review Task Force for their tireless efforts in preparing this document. Their collective insight and commitment have produced a forward-looking policy that positions SUA as a financially resilient, innovation-driven, and globally competitive university.

It is my sincere belief that the effective implementation of this Investment Policy will enable SUA to sustain its leadership in agricultural education, research, and innovation while contributing meaningfully to national development and the global knowledge economy.

Prof. Raphael Chibunda

VICE CHANCELLOR

ABBREVIATIONS

AI	Artificial Insemination
ASDP	Agricultural Sector Development Programme
BOOT	Build, Own, Operate, Transfer
BOT	Build-Operate-Transfer
BRELA	Business Registration and Licensing
CAG	Controller and Auditor General
CBOs	Community Based Organisations
COEBS	College of Economic Business Studies
COSOTA	Copyright Society of Tanzania
CSP	Corporate Strategic Plan
CSSH	College of Social Sciences and Humanities
CVMBS	College of Veterinary Medicine and Biomedical Sciences
DVC-ARC	Deputy Vice Chancellor – Academic Research and Consultancy
DVC-PFA	Deputy Vice Chancellor - Planning, Finance and Administration
ESG	Environmental, Social, and Governance
GePG	Government Electronic Payment Gateway
HIV/AIDS	Human Immunodeficiency Virus (HIV)
HR	Human Resources
ICE	Institute of Continuing Education
ICT	Information Communication Technology
IGUs	Income Generating Units
IPR	Intellectual Property Rights
ISO	International Organization for Standardization
KPIs	Key Performance Indicators
M&E	Monitoring & Evaluation
MIS	Management Information System
MLT 9& 10	Main Campus Lecture theatre
MoU	Memorandum of Understanding
NCMC	National Carbon Monitoring Centre
NGOs	Non-Governmental Organizations
PPPs	Public -Private Partnerships
QA	Quality Assurance
ROI	Return On Investment

SDGs	Sustainable Development Goals
SMART	Specific Measurable Achievable Relevant Time-bound
SMC	Solomon Mahlangu Campus
SPO	Standard Operating Procedures
SPV	Special Purpose Vehicles
SUA	Sokoine University of Agriculture
SUA-CHF	SUA- Community Health Fund
SUATF	Sokoine University of Agriculture Training Forest
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TDV	Tanzania Development Vision 2025
TEA	Tanzania Education Authority
TIPO	Tanzania Intellectual Property Organisation
ToRs	Terms of Reference
UDSM	University of Dar es Salaam
VC	Vice Chancellor
PPRA	Public Procurement Regulatory Authority
TIC	Tanzania Investment Centre
PPP Centre	Public Private Partnership Centre

EXECUTIVE SUMMARY

This Executive Summary presents the core elements of the SUA Investment Policy and Guidelines (2025–2030). It synthesises the policy rationale, strategic focus areas, implementation arrangements, risk controls, compliance mechanisms, digital governance milestones, and monitoring and evaluation framework. The summary is intended to provide decision-makers and stakeholders with a comprehensive, at-a-glance understanding of the policy without requiring them to read the entire document.

SUA seeks to strengthen financial sustainability and global competitiveness amidst constrained public financing, evolving higher education markets, and increasing expectations for innovation and societal impact. The policy responds by diversifying revenue, professionalising investment execution, commercialising research and intellectual property, expanding public–private partnerships (PPPs), and elevating institutional visibility and brand.

The policy commits SUA to investments that are financially viable, strategically aligned, compliant with national statutes and socially responsible. Objectives include diversifying and growing non-tuition revenues, strengthening institutional readiness through governance, systems, and skills, promoting the SUA brand and enhancing international visibility, deepening private-sector engagement and commercialisation, and improving global recognition and rankings through quality, partnerships, and performance.

The SWOC analysis identifies strong assets in land, facilities, IGUs, intellectual property, and partnerships, but also indicates weaknesses in commercialisation capacity, fragmented oversight, and low visibility. Opportunities include PPPs, real estate, agribusiness, eco-tourism, renewable energy, and alumni/diaspora activation. Key challenges include macroeconomic volatility, compliance costs, intense competition, and sustaining international visibility.

The five strategic pillars are as follows: Revenue Diversification that aims to grow non-tuition income via strengthened IGUs and consultancies, real estate, agribusiness, eco-tourism, renewable energy, and commercialisation of innovations. Institutional Readiness focuses on operationalising SIGSL as the central investment arm, embedding compliance and budgeting, implementing robust risk management, and completing MIS/ERP integration for transparent and timely reporting. Promotion and Branding, which emphasises a branding strategy, alumni and diaspora activation, and ranking data submissions to raise SUA's visibility and attractiveness. Private Sector Engagement scales PPPs and SPVs, develops standard term sheets and risk allocation matrices, expands industry collaboration, and builds innovation hubs and technology parks to translate research into market solutions. Global Recognition and Ranking ensure international MoUs, exchanges, systematic participation in global rankings, and alignment of programs and outputs to benchmarks to enhance SUA's reputation.

Headline targets for 2025–2030 include achieving non-tuition revenue of at least 40 percent by FY2028; integrating all IGUs into MIS/ERP systems by June 2027; subjecting investments above TZS 5 billion or with IRR below 12 percent to Council review; developing a structured PPP/SPV pipeline with feasibility and risk matrices; licensing and commercialising priority intellectual property annually; submitting data to global rankings while securing at least three MoUs per year and one alumni-led market initiative; conducting statutory audits annually and mid-year performance reviews; and completing readiness packs for investible assets.

Execution is guided by the consolidated Implementation Matrix, which maps actions to owners, timelines, resources, KPIs, and evidence. Key roles include the University Council (approval and oversight), the Vice Chancellor and DVC-PFA (strategic leadership), the Directorate of Planning and Investment (coordination and reporting), SIGSL (project development and execution), Internal Audit (assurance), Finance (budgeting and controls), ICT (systems), and Colleges/IGUs (delivery).

A strengthened risk framework requires sensitivity and stress testing for currency, inflation, and interest-rate shocks. Investments exceeding TZS 5 billion or with an IRR below 12 per cent must be escalated for Council review. All project budgets include a dedicated line for statutory audit, TRA, and PPRA compliance costs. Annual statutory audits and mid-year reviews ensure accountability and facilitate timely course corrections.

MIS/ERP integration underpins real-time financial control and transparent reporting. Rollout is staged through quarterly milestones, with all IGUs on-boarded by June, 2027. Investment dashboards and automated receipting will standardise data and shorten decision cycles. PPP ventures must comply with the national PPP Policy and the PPP Act, and include feasibility studies, value-for-money assessments, and risk allocation matrices before approval. Standardised term-sheets and legal instruments guide negotiations and safeguard SUA's interests.

Monitoring is KPI-driven, occurring quarterly and annually in alignment with the Implementation Matrix. Performance is reported through DPI to the Council, with corrective actions mandated for under-performing projects. Digital dashboards provide timely visibility of revenue, costs, compliance, and risk. Asset readiness is prioritised through updated inventories, titling, surveys, and environmental and social assessments. Commercialisation pipelines connect intellectual property and research outputs to licensing, spinouts, and partnerships, with a focus on alumni and industry engagement.

The policy mobilises internal and external stakeholders, including students, staff, alumni, the private sector, development partners, and government agencies, around shared investment priorities. It emphasises transparent communication, equitable benefit sharing, and sustained capability development. Following approval and dissemination, units will align work plans and budgets to the policy and Implementation Matrix. Early wins include ERP onboarding, compliance budgeting, and the launch of PPP and commercialisation pipelines. Progress will be tracked via quarterly KPI reports to the Council, with a mid-term review to recalibrate targets and a five-year review to align with evolving national and global contexts.

PART ONE

1.0 INTRODUCTION

1.1 Establishment

SUA is a Public University located on the slopes of the Uluguru Mountains in Morogoro, Tanzania. SUA's history dates back to its establishment in 1965 as an Agricultural College, offering diploma-level training in agriculture. This marked its early commitment to addressing the country's agricultural training needs and supporting Tanzania's broader socio-economic development goals. In July, 1970, following the dissolution of the University of East Africa and the establishment of the University of Dar es Salaam (UDSM), the Agricultural College transitioned to become the Faculty of Agriculture under UDSM. This transition allowed the institution to expand its academic offerings by introducing the Bachelor of Science in Agriculture degree. A significant milestone was achieved in 1974 with the establishment of the Division of Forestry, which elevated the faculty's status to the Faculty of Agriculture and Forestry, reflecting its broader academic scope.

Further growth was realised in 1976 when the faculty introduced the Bachelor of Veterinary Science program and created the Division of Veterinary Science. This led to another rebranding, with the faculty becoming the Faculty of Agriculture, Forestry, and Veterinary Sciences to represent its diverse disciplines. On July 1, 1984, the Institution achieved full University status through the passage of the Parliamentary Act No. 6 of 1984. It was named the University of Agriculture, symbolising its pivotal role in advancing higher education in agricultural sciences.

Shortly thereafter, it was renamed Sokoine University of Agriculture (SUA) in honour of the late Edward Moringe Sokoine, the former

Prime Minister of the United Republic of Tanzania. This renaming served as a tribute to his visionary leadership and significant contributions to the nation's development.

In 2005, the Universities Act No. 7 repealed the earlier Parliamentary Act No. 6 of 1984, paving the way for the establishment of the University Charter to govern the operations of higher education institutions in Tanzania. Under this framework, SUA adopted its Charter and Rules in 2007, which were gazetted by GN. 2614 of 28th. December, 2007. This legal framework granted SUA greater autonomy, enabling it to align its operations with national priorities and global standards. The Rules were later amended and published as Government Notice No. 683 on August 28, 2020, reflecting the institution's adaptive strategies in response to evolving educational, socio-economic, and governance demands.

Today, SUA stands as a leading institution in Tanzania, dedicated to advancing knowledge, skills, and innovations in agriculture and related fields. It plays a critical role in training professionals, conducting impactful research, and providing solutions to contemporary challenges in agriculture, forestry, veterinary sciences, and beyond. SUA remains committed to maintaining its legacy while addressing emerging needs in higher education and national development.

1.2 **Vision and Mission**

The SUA's Vision is "to be a leading University in the provision of quality knowledge, skills and innovations in Agriculture and Allied Sciences" while its Mission is "to undertake training, research in agriculture and allied sciences and deliver highly competitive outputs that contribute to national, regional and global socio-economic development".

The Vision and Mission are well reflected in the 5th five-year SUA Strategic Plan (2021/2022-2025/2026). The Plan has nine (9) strategic objectives designed to effectively meet the stated vision and the mission as highlighted below:

i. Improve health services, prevent, treat and control HIV/AIDS, non-communicable diseases and other public health emergencies;
ii. Implement National Anti-Corruption Strategy;
iii. Increase students' enrolment and improve the quality of graduates;
iv. Increase the volume and quality of research, publications and innovations;
v. Enhance outreach, publicity, linkages and partnerships;
vi. Enhance University financial management and sustainability;
vii. Improve teaching, research and learning environment;
viii. Improve management and institutional governance; and
ix. Mainstream gender issues.

1.3 The SUA Governance and Management

The governance structure of SUA is designed to ensure effective leadership and operational efficiency. The Vice Chancellor (VC), who is accountable to the University Council, serves as the Chief Executive Officer of the University. The Vice Chancellor is supported by the Deputy Vice Chancellor responsible for Academic, Research, and Consultancy matters (DVC-ARC), and the Deputy Vice Chancellor for Planning, Finance, and Administration (DVC-PFA), who oversees the planning, finance, and administration matters of the university.

Furthermore, the DVC (PFA) plays a pivotal role in managing administrative and financial matters, collaborating with heads of administrative departments and units to ensure the seamless execution of SUA functions. Also, the Academic governance is facilitated through the Principals of Colleges, Deans and Directors managing Schools and Institutes. Altogether, these officials are responsible for implementing the SUA's strategic objectives within their respective domains.

1.4 Campuses and Strategic Asset Inventory for Investment Planning

Sokoine University of Agriculture (SUA) operates across six campuses strategically located to support its training, research, consultancy, and production mandates. The Edward Moringe Campus (2,376 hectares) and the Solomon Mahlangu Campus (1,050 hectares) are situated in the Morogoro Region, while the Mizengo Pinda Campus (64 hectares) is located in the Katavi Region. These campuses accommodate a range of student activities and academic programmes.

In addition, SUA operates three specialised campuses for research and practical training: the Olmotonyi Training Forest Campus in Arusha (840 hectares), the Mazumbai Campus in Lushoto (320 hectares), and the Tunduru Campus in Ruvuma (509 hectares). To enhance experiential learning, SUA facilitates student field practical training at various sites, including Ifinga Forest Plantation (10,000 hectares) in Madaba, Ruvuma Region. Mgeta (Nyandira), Morning Site (29.5 hectares), and Kitulang'halo Forest (2,638 hectares) in the Morogoro Region.

1.5 Resources Assessment

To operationalise investment efforts, SUA shall be required to undertake a comprehensive inventory of all SUA resources across these campuses. This assessment must evaluate the total landholding (in hectares), clearly demarcate areas already occupied by infrastructure and buildings; identify sections deemed unsuitable for investment (e.g. protected or environmentally sensitive areas), and, crucially, determine and document land and facilities with genuine investment potential. This systematic inventory and evaluation process will inform the University's investment strategy by providing accurate, location-specific data that identifies viable opportunities for commercial ventures, public-private partnerships, and sustainable income-generating activities. It will also enhance institutional planning, accountability, and transparency in the utilisation of assets.

1.6 Funding of SUA

Sokoine University of Agriculture (SUA) relies on four principal sources of funding: (i) Government subvention, (ii) loans and grants from development partners, (iii) internally generated revenue, and (iv) donor-funded projects and consultancies. Among these, government subvention and student-based income remain the most dominant contributors to the University's operational budget.

Historically, Sokoine University of Agriculture (SUA) has continued to benefit substantially from the Higher Education Students' Loans Board (HESLB). Through this government mechanism, thousands of students have been able to access higher education opportunities at SUA regardless of their financial background. The loans have not only increased student enrolment but have also contributed to institutional financial stability by ensuring a steady flow of tuition and related fees. In turn, this support has enabled SUA to sustain its teaching, research, and outreach functions, while simultaneously contributing to national goals of human capital development. The continued collaboration between SUA and HESLB demonstrates the importance of public financing mechanisms in expanding educational access and strengthening the role of universities in socio-economic transformation.

Additionally, development partners such as NORAD, the World Bank, and the Royal Government of the Netherlands have played a pivotal role in supplementing the University's budget through project grants. These funds supported infrastructure, capacity building, and institutional development across academic and research domains. However, many of these externally funded initiatives have since concluded, creating a funding gap that the University must now address through strategic financial reforms.

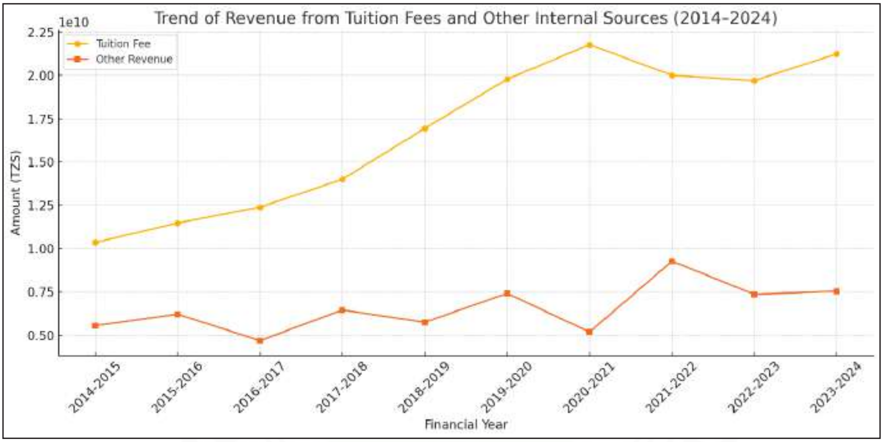
Internally generated revenue has become an increasingly vital component of SUA's funding architecture. This revenue is primarily derived from student tuition fees—both government-sponsored and privately sponsored students- as well as short courses, consultancies, commercial farms, hospitality units, and research-based services. To illustrate the evolving importance of internal revenue, the following Table 1 presents the trend of funding sources over the past ten years:

Table 1: Trend of funding for the period of ten years in Tzs (2014-2024)

Financial Year	Internal Revenue	Development Partners	Government	Total
2014-2015	15,899,028,558	24,033,674,340	40,791,367,249	80,724,070,147
2015-2016	17,681,274,017	23,848,334,627	49,955,174,021	91,484,782,665
2016-2017	17,074,996,503	19,018,888,923	47,576,028,641	83,669,914,067
2017-2018	20,455,762,285	20,600,994,576	49,653,455,730	90,710,212,591
2018-2019	22,684,734,522	16,948,060,272	51,776,563,313	91,409,358,107
2019-2020	27,199,148,556	16,212,503,682	43,902,836,850	87,314,489,088
2020-2021	26,957,035,979	17,637,182,418	45,314,822,887	89,909,041,284
2021-2022	29,281,540,000	15,323,760,000	33,791,159,000	78,396,459,000
2022-2023	27,061,277,000	14,698,625,000	40,894,771,000	82,654,673,000
2023-2024	28,780,559,000	14,421,240,000	45,262,630,000	88,464,429,000

Source: Directorate of Planning and Investment, SUA

The data indicate a growing reliance on tuition fees, which consistently account for over 70% of the total internally generated revenue. To further underscore this trend and its implications for institutional planning, the chart below shows the comparative trend between tuition fees and other internal revenue sources:

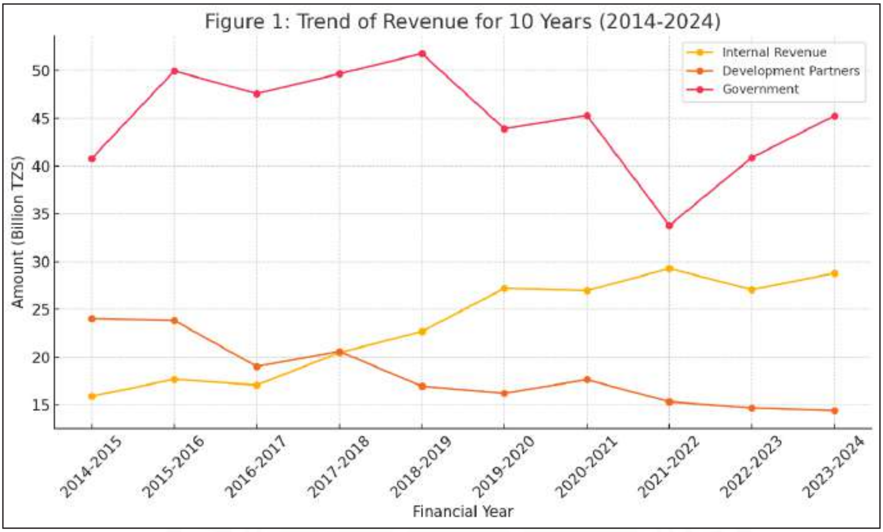


Source: Directorate of Planning and Investment

Figure 1a: Trend of Revenue from Tuition Fees and Other Internal Sources at SUA (2014–2024)]

As shown in Figure 1a, tuition fees have remained the dominant source of internal income for SUA. This trend reflects both increased enrolment and strategic expansion of academic programs. However, it also signals a potential vulnerability in the University's revenue structure, overdependence on a single income stream. The share of revenue from other internal sources, such as consultancy, research, commercialisation, and income-generating units (IGUs), has remained modest and somewhat volatile over the years.

To provide a broader picture of SUA's total revenue, including government subvention and donor funding, Figure 1b offers an aggregate ten-year revenue trend from all major sources:



Source: Directorate of Planning and Investment

Figure 1b: Total Revenue Trend by Source (Government Subvention, Tuition Fees, Other Internal Sources, and Donors)]

Figure 1b illustrates the necessity for SUA to adopt a robust investment strategy focused on expanding non-tuition revenue streams. Enhancing the capacity of IGUs, developing strategic partnerships through Public-Private Partnerships (PPPs), and maximising the commercial potential of research outputs are imperative for financial resilience and sustainability.

In alignment with the SUA Corporate Strategic Plan (2021/22–2025/26), this revised Investment Policy seeks to reposition the University towards diversified and sustainable revenue models. Consequently, achieving financial sustainability requires not only institutional innovation but also a clear shift from traditional reliance on subvention and tuition fees to broader, market-driven investment opportunities.

1.7 SUA Corporate Strategic Plan

SUA is currently implementing its Fifth Corporate Strategic Plan (2021/22–2025/26), which prioritises enhancing financial mobilisation, management, and sustainability. The plan outlines a range of strategic initiatives aimed at addressing institutional challenges while aligning with emerging market demands and government priorities. The key focus is on the development and implementation of a comprehensive Resource Mobilisation Strategy to enhance funding for the SUA's expanding operations. To further diversify its financial base, SUA is strengthening PPP, fostering collaborations with private and public sector entities to improve resource utilisation and investment-driven activities.

SUA is also working to attract additional funding from development partners and borrowing to complement its internal resources and government subvention. Efforts are being made to expand and diversify revenue streams through internally generated income by leveraging existing resources and initiating new income-generating ventures.

Additionally, SUA is improving its financial management systems by adopting modern, integrated financial solutions that enhance transparency, efficiency, and accountability in financial operations. Complementing these efforts, SUA is implementing cost-cutting measures, including the adoption of best procurement practices, the utilisation of digital technologies, and the implementation of shared services, to ensure resource efficiency and operational sustainability.

To complement the review of this policy, SUA has reviewed its other related policies and operational frameworks to align them with institutional and national development goals. Among the key documents reviewed are the 2001 "Sera ya Mapato ya Ndani"

(Internal Revenue Policy) and the University curriculum, to ensure that academic programs offered are both demand-driven and reflect labour market trends and government priorities. These initiatives demonstrate SUA's commitment to sustainable growth, financial resilience, and its continued role as a leader in training, research, consultancy, outreach and production in agriculture and related fields.

1.8 Rationale for Policy Review

The rationale for reviewing the SUA Investment Policy of 2005 was to address critical funding challenges and align SUA's strategies with evolving global and national trends. To support government subvention, the reviewed policy aims to address the underutilisation of available internal sources of income, declining development partners' funding, and the utilisation of other sources, including but not limited to borrowing, to meet SUA's growing needs. There is a pressing need to diversify revenue streams and leverage existing assets, including investible land, intellectual property and other assets.

SUA is committed to excellence in training, research, consultancy, outreach and production in agriculture and related fields. The global and national economic environments are constantly shifting. Factors such as inflation, currency fluctuations, market volatility, and changes in interest rates have a significant impact on investment performance. As SUA grows and becomes prone to national and global financial and other constraints, it is essential that its investment policy acts as a tool to overcome these constraints.

1.9 Scope of the Investment Policy

The SUA Investment Policy provides a comprehensive framework for the strategic mobilisation, allocation, and management of the University's resources to enhance financial sustainability and support the institution's core mandates, including training, research, consultancy, outreach, and production. This policy outlines how SUA intends to leverage its diverse resource base to create sustainable income streams, reduce dependency on government subvention, and position itself as a financially resilient and innovation-driven university. The policy applies to all investible assets owned by the University, including but not limited to land, buildings, infrastructure, intellectual property, research outputs, and commercial ventures. It encompasses both assets that are currently utilised and those that are underutilised or dormant, yet hold investment potential. The scope also includes future assets that may arise through innovation, acquisition, or strategic partnerships. All investments must align with the SUA Corporate Strategic Plan, national development strategies, such as Tanzania's Development Vision 2025, and global frameworks, including the Sustainable Development Goals (SDGs).

Furthermore, the policy guides short-, medium-, and long-term investment planning, ensuring that decisions are responsive to current institutional needs while remaining adaptable to changing economic, technological, and regulatory contexts. It promotes structured engagement with the private sector through Public-Private Partnerships (PPPs), emphasises the commercialisation of research and innovations, and integrates risk management, compliance, and audit obligations into all phases of investment planning and implementation. To operationalise this policy, SUA Income Generation and Services Limited (SIGSL), in collaboration with relevant University units, is mandated to identify, assess, and manage investible resources. This includes conducting periodic evaluations to determine asset productivity, investment readiness, and return on investment, while ensuring environmental and institutional safeguards are in place. Through this integrated approach, the policy aims to strengthen SUA's institutional capacity, optimise resource utilisation and deliver impactful contributions to national and global development.

1.1.1. **Short-Term Strategic Investment Goals (0–5 years)**

These goals focus on optimising immediate financial performance and addressing pressing institutional needs.

1.1.2. **Medium-Term Strategic Investment Goals (6–10 years)**

During this period, SUA aims to scale up and diversify its investment portfolio to enhance sustainability and reduce its dependence on government funding.

1.1.3. **Long-Term Strategic Investment Goals (11+ years)**

Long-term investments are geared toward institutional transformation and positioning SUA as a financially resilient, research-intensive university.

This strategic layering ensures that SUA's investment activities are responsive to current needs, proactive in medium-term development, and visionary in long-term transformation, all while aligning with the university's vision, mission, national priorities, and global trends in higher education investment. Furthermore, the short-term strategic goals for measuring performance are also applied in medium- and long-term strategies, and similarly, the goals in the medium term are applied in long-term measures.

1.10 **Situational Analysis**

Sokoine University of Agriculture (SUA), as a public institution, is mandated to manage and utilise financial resources efficiently and transparently. These resources include government subventions, support from development partners, internally generated revenue, and limited concessional borrowing. However, the shifting financial landscape, marked by rising inflation, interest rate fluctuations, and currency depreciation, has significantly eroded the real value of institutional investments. This scenario necessitates a thorough re-evaluation of existing investment strategies to safeguard SUA's financial assets and generate higher, more sustainable returns.

Institutional expansion at SUA has been evident in the rapid growth of academic programs, research projects, and physical infrastructure. While this progress is commendable, it has intensified the demand for strategic financial planning and well-structured investment frameworks to support long-term institutional development. Currently, SUA's investment portfolio is characterised by conservative, low-risk financial instruments. Although these instruments offer security, they yield limited returns. They are increasingly inadequate to meet the institution's growing financial obligations, thereby signalling the need for a shift toward more diversified and higher-yielding investment options.

At the governance level, SUA faces structural and capacity-related challenges in investment planning and management. There is a critical need to build technical competence in areas such as investment analysis, financial forecasting, risk management, and portfolio diversification. Furthermore, enhancing internal governance mechanisms and clearly delineating roles and responsibilities will be key to improving institutional accountability and decision-making. These efforts must operate within the constraints of a highly regulated environment, which includes compliance with policies issued by bodies such as the Public Procurement Regulatory Authority (PPRA) and other statutory agencies.

A significant emerging issue in the investment landscape is the escalating cost of compliance, particularly the financial burden associated with statutory audits conducted by the Controller and Auditor General (CAG), Internal Government Audit (IGA), and the

Tanzania Revenue Authority (TRA). These audits, though vital for institutional transparency, impose recurrent costs on the university, which must be absorbed from internal revenues or investment returns. These compliance costs represent a critical risk factor that must be integrated into all investment planning processes under the revised policy framework.

Stakeholders, including students, faculty, government agencies, and development partners, increasingly demand higher standards of accountability, performance, and financial stewardship. To address these expectations, a modernised investment policy is required that incorporates best practices in financial governance, compliance planning, and revenue sustainability. The formulation of a forward-looking and risk-aware investment policy is, therefore, essential to ensure the effective and efficient use of financial resources in support of SUA's mission and strategic vision.

1.11 **SWOC Analysis**

Sokoine University of Agriculture (SUA), as a public institution, is responsible for using its financial and physical resources efficiently to support its core functions of education, research, consultancy, and outreach. However, the university operates in a challenging and changing financial environment characterised by declining support from development partners, increasing operational costs, and macroeconomic instabilities such as inflation, currency depreciation, and volatile interest rates. These factors have diminished the real value of the university's investments, emphasising the urgent need for a strong and forward-looking investment policy.

Although SUA has made notable progress in expanding its academic programmes and physical infrastructure, its capacity to plan, execute, and sustain strategic investments remains constrained by several institutional gaps. One of the most critical issues is the fragmented nature of investment oversight and management, which has led to underutilisation of assets, inefficiencies in project implementation, and weak accountability in income-generating initiatives. The absence of a centralised, integrated governance framework further complicates effective decision-making and planning.

Institutional capacity limitations in areas such as investment analysis, financial forecasting, and risk management continue to hinder the University's responsiveness and ability to identify viable opportunities. Many staff members and units lack the specialised tools and skills necessary to assess return on investment, monitor performance, and adapt to evolving financial environments. The limited adoption of digital systems further exacerbates these limitations. The absence of a fully integrated Management Information System (MIS) restricts real-time tracking, transparency, and evidence-based resource utilisation.

Procurement inefficiencies also present a significant barrier, particularly under the mandatory National e-Procurement System (NeSt). While NeSt enhances compliance and audit traceability, it introduces bureaucratic delays and procedural rigidity that affect the agility of business-oriented units. The system lacks the flexibility to accommodate emergency or fast-tracked procurement, and its technical complexity often requires training and ICT support that is unevenly available across university units. This undermines SUA's capacity to respond to time-sensitive investment opportunities.

Another structural weakness relates to governance and compliance costs. SUA's governance system includes frequent meetings of the Council, Senate, and the Committee of Principals and Deans (CoPD), all of which are necessary for oversight but incur high recurring costs. These costs divert resources away from developmental and investment priorities. Additionally, SUA bears the full financial burden of statutory audits conducted by the Controller and Auditor General (CAG), Internal Government Audit (IGA), and the Tanzania Revenue Authority (TRA), all of which are non-subsidised. These expenses reduce the net returns on university investments and restrict the reinvestment capacity of income-generating units.

Collectively, these structural and operational limitations, capacity gaps, digital inefficiencies, procurement rigidity, and rising compliance costs pose significant threats to the effective execution of investments. However, they also underscore the urgency of reform and provide direction for strategic interventions. The establishment of SUA Income Generation and Services Limited (SIGSL) is a timely and targeted institutional response aimed at professionalising investment functions, consolidating oversight, and maximising returns on university assets.

To make the Investment Policy truly make a difference, SUA will need to focus on practical and well-informed planning, improve how its departments work together, and utilise digital tools more effectively. It's also important to set aside resources to meet audit and regulatory requirements without compromising core priorities. SUA should build on what the University already does well, and by being honest about and actively addressing areas that need improvement, SUA can steadily grow into a stronger, more self-reliant institution, better prepared to support Tanzania's development and engage with the wider world.

The following SWOC analysis provides a structured overview of SUA's internal strengths and weaknesses in relation to external opportunities and challenges, offering a comprehensive basis for shaping investment priorities and strategic interventions.

Table 1: The SWOC Analysis for SUA Investment Policy

Strengths (S)	Weaknesses (W)	Opportunities (O)	Challenges (C)
National mandate and heritage in agriculture and allied sciences	Overdependence on tuition fees and government subvention	Supportive national PPP/ autonomy frameworks for higher education	Macroeconomic volatility (inflation, FX, interest rates) limits policy implementation
Extensive land and physical asset base across multiple campuses	Incomplete asset regularization (titles, surveys, E&S)	Real estate, agribusiness, eco-tourism, and renewable energy ventures	Land encroachment or legal disputes on plots
Existing IGUs and consultancy bureaus (e.g., BACAS, FORCONSULT, VETCONSULT)	Fragmented investment oversight and execution capacity	Expansion of professional/ short courses and TVET	Regulatory delays and lengthy approvals slow IGU ventures
Growing IP portfolio (crop varieties, digital tools, health products)	Limited commercialisation capacity and IP management	Digital marketing, incubation hubs, and technology parks	Internal resistance to commercialisation culture
Established government and development-partner linkages	Weak branding and low international visibility	International partnerships, rankings, and visibility as levers	Intense competition from regional and global universities
Compliance-conscious culture and SIGSL emerging oversight	Audit and compliance costs not systematically budgeted	Donor and blended finance instruments	Rising compliance costs reducing ROI
Ongoing digital transformation (MIS/ERP rollout)	Inconsistent reporting and weak internal controls across IGUs	E-commerce platforms for IPs and services	Cybersecurity and data-privacy risks
Specialised forests, labs, and outreach stations	Low international student enrolment and mobility	International joint programs and exchanges	Skills gaps and potential brain drain
Active alumni base and networks	Limited marketing budgets and market intelligence	Alumni and diaspora activation for market entry and fundraising	Sustaining visibility/ranking under budget constraints

This integrated analysis calls for SUA to leverage its strengths, address institutional weaknesses, capitalise on emerging opportunities, and mitigate challenges in order to achieve sustainable financial resilience and global competitiveness.

Implementation Matrix

This Implementation Matrix provides a summary of the actions under the five strategic pillars.

Table No. 2 Implementation Matrix

Strategic Pillar	Headline Actions	Key KPIs (2025–2030)
Revenue Diversification	i. Expand IGUs and consultancies ii. Real estate and rental ventures iii. Agribusiness, eco-tourism, renewable energy	≥40% non-tuition revenue share ≥3 new ventures launched annually
Institutional Readiness	i. Operationalise SIGSL with KPIs ii. ERP/MIS integration of IGUs iii. Compliance cost budgeting	100% IGUs on ERP by 2027 Quarterly SIGSL reports
Promotion & Branding	i. Launch branding strategy ii. Alumni/diaspora activation iii. Appoint Ranking Data Steward	Annual data submissions to THE/QS ≥2 alumni-led initiatives per year
Private Sector Engagement	i. Develop PPP/SPV projects ii. Commercialise Ips iii. Establish innovation hubs	≥2 PPP/SPVs signed annually ≥5 IP licenses commercialised by 2030
Global Recognition & Ranking	i. Sign global academic MoUs ii. Launch exchange programs, Benchmark rankings	≥3 MoUs annually Improved QS/THE ranking tier

Note: This summary matrix is a complement to the detailed Implementation Matrix (Art Five A).

PART TWO

2.0 POLICY STATEMENT AND OBJECTIVES

2.1 Objective

2.1.1 General Policy Statement

The overarching objective of the SUA Investment Policy is to enhance financial sustainability by generating reliable, diversified, and strategically managed income streams. This will enable the University to deliver on its core mandates —teaching, research, outreach, and innovation — with greater autonomy, resilience, and competitiveness. Investment at SUA is grounded in six interlinked principles: income generation, resource optimisation, strategic alignment, compliance and governance, commercialisation, and partnerships. Firstly, income generation is framed as a strategic imperative to reduce dependency on government subvention. Through a more proactive and coordinated approach, SUA aims to stabilise its financial base using internal revenue from tuition, consultancies, commercial services, and innovation-based enterprises.

Secondly, resource optimisation underscores the mobilisation and effective use of investible assets, including land, intellectual property, laboratories, hospitality units, and commercial facilities, to support institutional growth and service delivery. Special attention is placed on the commercialisation of research outputs (such as patented seed varieties and health innovations), which not only generate revenue but also enhance SUA's relevance and impact. Thirdly, all investments must align with SUA's Vision 2050 and Corporate Strategic Plan (2021/22–2025/26), while also contributing to broader national objectives (such as TDV 2025) and international development frameworks (including the Sustainable Development Goals). The policy prioritises investment in academics as a strategic pathway to enhance institutional visibility, attract international students, and elevate SUA's standing in global university rankings.

To ensure transparency, risk mitigation, and sustainability, the policy embeds robust compliance frameworks. These include budgeting for statutory audits (by CAG, TRA, and or IGA), legal and procurement requirements, and establishing internal performance monitoring systems. Governance is strengthened through digitalisation, standardised reporting, and enhanced oversight by the SUA Income Generation and Services Limited (SIGSL). Finally, the policy elevates Public-Private Partnerships (PPPs) as key vehicles for unlocking external expertise, capital, and innovation in large-scale projects such as infrastructure, agribusiness, and technology parks.

By combining these pillars into an integrated investment strategy, SUA seeks to position itself as a financially autonomous, innovation-driven, and socially responsive academic institution.

All SUA investment ventures undertaken through Public–Private Partnerships shall comply fully with the Tanzania PPP Policy and the Public–Private Partnership Act (amended 2018). SUA shall ensure that all PPP projects include feasibility studies, value-for-money assessments, and risk allocation matrices prior to approval."

2.1.2 Main Objectives of the Investment Policy

The main objectives of the SUA Investment Policy are to:

i. Ensure financial sustainability by generating sustainable income streams to complement government subvention and support the university's operational and capital needs;
ii. Optimise the use of university resources, including land, infrastructure, and intellectual property—for economic, academic, and societal benefit;

iii. Enhance academic and research infrastructure by channelling investment proceeds toward quality services and facilities;

iv. Attract and manage private sector investments through strategic partnerships and Public-Private Partnerships (PPPs);

v. Commercialise SUA's products, services, technologies, and research outputs for revenue generation and wider societal benefit;

vi. Strengthen institutional governance and accountability by embedding risk assessment, compliance obligations (e.g., audit costs), and performance-based planning into all investment processes;

vii. Align all investments with SUA's Corporate Strategic Plan, national development priorities, and international best practices.

2.1.3 Specific Objectives of the Policy

i. To create and maintain an enabling environment for sustainable, diversified income generation through well-governed investments;

ii. To establish and operate effective institutional mechanisms that attract and manage investments, including structured partnerships with the private sector;

iii. To develop and implement sustainable strategies for marketing and commercialising SUA's products, services, technologies, and innovations;

iv. To incorporate risk management, statutory compliance, and audit cost planning into all investment initiatives.

Each of the above objectives aligns with SUA Corporate Strategic Plan (2021/22–2025/26), Tanzania Development Vision 2025, and the Sustainable Development Goals (SDGs). This ensures that the policy is both nationally responsive and globally relevant.

2.1.4 Key Drivers for the Policy Review

Key drivers for the review of SUA's investment policy include:

i. The evolving higher education financing landscape that increasingly demands institutional self-reliance;
ii. National development priorities, policy shifts, and global investment trends in higher education;
iii. Institutional growth, diversification, and underutilised assets requiring strategic investment planning;
iv. The need for risk mitigation, sustainability assurance, and integration of statutory compliance costs (e.g., government-mandated audits) into investment frameworks;
v. Advances in digitalisation and innovation, which offer new investment opportunities;
vi. Stakeholder expectations for transparency, impact, and performance; and
vii. The imperative for governance and policy reforms aligned with performance-based management and modern accountability mechanisms.

PART THREE

3.0 POLICY FOCUS AREAS, ISSUES, STATEMENTS AND STRATEGIES

3.1 Strategic Focus Areas for Investment

The strategic focus areas outlined in this policy provide a clear framework for guiding SUA's investment priorities over the 2025–2030 period. In line with the recommendations of the University Council, the areas have been consolidated into five pillars that directly support the University's mission of financial sustainability, institutional strengthening, and global competitiveness. These pillars -revenue diversification, institutional readiness, promotion & branding, private sector engagement, and global recognition and ranking — integrate lessons from past experiences, align with national and international development agendas, and position SUA to harness opportunities while mitigating risks. Each pillar defines a pathway through which the University will generate income, enhance capacity, and raise its profile in the global higher education landscape.

3.1.1 Revenue Diversification

SUA will expand and diversify revenue sources beyond government subventions and tuition fees. This includes strengthening Income Generating Units (IGUs), consultancies, and professional short courses. The University will also pursue agribusiness, eco-tourism ventures, renewable energy projects, and real estate development. By FY2028, SUA targets to increase non-tuition revenue to at least 40% of total internal revenue.

3.1.2 Institutional Readiness

Institutional systems and governance will be strengthened to ensure investments are professionally managed and sustainable. SUA Income

Generating and Services Ltd (SIGSL) will be operationalised as the central investment arm, supported by a clear governance structure. The policy mandates budgeting for compliance costs (audits, TRA, PPRA) in all business plans. A risk management framework with numeric thresholds and financial stress tests will be integrated. Digital readiness will be prioritised, with full ERP/MIS integration of IGUs by June 2027.

3.1.3 Promotion & Branding

The University will enhance visibility through targeted branding, alumni and diaspora activation, and digital marketing strategies. SUA will strengthen its reputation by proactively participating in international rankings. A Ranking Data Steward shall be appointed to coordinate the systematic submission of data to the THE, QS, and UniRank platforms. By doing so, SUA aims to improve brand recognition, attract global partnerships, and enhance student recruitment.

3.1.4 Private Sector Engagement

SUA will build stronger collaborations with private stakeholders to mobilise resources, commercialise research outputs, and support innovation. This includes establishing Public-Private Partnerships (PPPs) and Special Purpose Vehicles (SPVs) to drive large-scale ventures. To ensure transparency, all PPP proposals will have to include a standard term sheet, a risk allocation matrix, and performance bond clauses. Incubation hubs and technology parks will be developed to translate innovations into commercial products and services.

3.1.5 Global Recognition & Ranking

SUA seeks to position itself as a globally recognised institution through international collaborations, student and staff exchanges, and joint academic programs. The University will pursue at least three global academic MoUs annually and one alumni-driven market entry initiative per year. Efforts will be made to benchmark SUA's programs and performance against global best practices, while addressing challenges related to sustaining visibility and competitiveness in international rankings. This focus will help SUA to attract international students, researchers, and funding partners.

Note: These five strategic focus areas align directly with the Council's directives and will feed into the Implementation Matrix (Part Five A) for execution, accountability, and KPI monitoring.

3.2 Policy Issues, Statement and Strategies

3.2.1 Strategic Pathways for Revenue Diversification

Policy Issues

SUA's current revenue structure is heavily reliant on tuition fees and government subsidies, creating financial vulnerability and limiting institutional autonomy. Although SUA possesses substantial intellectual property, land assets, and academic capacity, these resources are underutilised in generating sustainable income. Additionally, SUA lacks a coordinated strategy that integrates academic innovation, research commercialisation, PPPs, and climate-smart investments into a unified investment pathway. The absence of a focused and thematic framework hinders SUA's ability to respond to emerging financial challenges and development opportunities.

It is envisaged that by FY2028, SUA will increase non-tuition revenue to at least 40% of total internal revenue through expanded consultancies, PPPs, and commercialisation of innovations.

Policy Statement

SUA shall adopt a multi-pronged strategy to unlock new revenue streams by investing in academic innovation, commercialising research outputs, engaging in public-private partnerships (PPPs), and utilising institutional assets sustainably. These pathways shall be pursued in alignment with SUA's Corporate Strategic Plan, national development goals, and global sustainability frameworks.

Strategies

i. Promote the development of market-oriented academic programs, short courses, and postgraduate offerings to attract diversified student cohorts, including international students;

ii. Establish structured pathways for the commercialisation of research outputs, including patents, software, seed varieties, and innovations aligned with societal and market needs;

iii. Design and implement PPP models to mobilise private capital and expertise for infrastructure, agribusiness, technology parks, and knowledge hubs;

iv. Inventory and secure legal ownership of investible assets (land, equipment, facilities) and integrate them into commercially viable portfolios;

v. Develop and support climate-smart investment initiatives such as carbon trading, renewable energy, and eco-tourism to enhance SUA's income and environmental stewardship;

vi. Align all new investment ventures with sustainability criteria, statutory obligations, and environmental safeguards.

3.2.2 Institutional Readiness for Investment Execution

Policy Issues

While SUA has articulated strategic investment directions, its institutional readiness for implementation remains limited. Key constraints include inadequate digital infrastructure for investment monitoring, fragmented coordination across departments, weak integration of audit-aligned budgeting, and underutilization of SUA Income Generation and Services Limited (SIGSL) as a professional investment vehicle. These gaps undermine effective project execution, risk management, and institutional accountability.

Policy Statement

SUA shall strengthen institutional readiness by operationalising SIGSL, integrating digital investment governance tools, building staff capacity in investment management, and embedding statutory compliance into all income-generating activities. These measures aim to enhance execution capability, transparency, and the return on investment for all ventures.

Strategies

i. Fully operationalise SUA Income Generation and Services Limited (SIGSL) as the coordinating and executing arm of all commercial and investment ventures;

ii. Expand the functionality of the Management Information System (MIS) to include investment dashboards, financial tracking, compliance logs, and risk alerts;

iii. Institutionalise budgeting protocols that require all investment proposals to include provisions for statutory audit fees, legal compliance, insurance, and procurement obligations;

iv. Conduct regular training for academic, technical, and administrative staff in areas such as investment analysis, contract negotiation, digital finance, and project implementation;

v. Develop and adopt standardised templates and tools for feasibility studies, business plans, and performance monitoring;

vi. Strengthen cross-departmental collaboration through integrated planning and review meetings coordinated by the Directorate of Planning and Investment;

vii. Introduce quarterly performance and compliance reporting by SIGSL and investment units to the University Council and relevant governance bodies.

3.2.3 To Attract Private Investors and Investment Partnerships on SUA Assets

Policy Issues:

Despite possessing substantial investible assets, SUA lacks institutional mechanisms to facilitate and manage partnerships with private investors. Weak PPP technical capacity, inconsistent contract enforcement, and a lack of a central coordinating entity for investment limit SUA's attractiveness to private capital.

Policy Statement:

SUA shall institutionalise mechanisms to attract and manage private sector investments through enforceable PPP frameworks, strong governance systems, and transparent contracting procedures.

Strategies:

i. Operationalise SUA Income Generation and Services Limited (SIGSL) as the University's investment arm with clear governance and reporting frameworks;

ii. Establish Special Purpose Vehicles (SPVs) for capital-intensive projects in agribusiness, real estate, and infrastructure;

iii. Build technical capacity in PPP design, legal structuring, contract negotiation, and performance oversight;

iv. Develop a standard investment contract template vetted by legal and audit departments;

v. Align SUA's borrowing and investment strategy with its risk appetite and long-term development priorities.

3.2.4 Enhancing Visibility and Market Engagement for SUA's Innovations and Services

Policy Issues

Despite possessing a rich portfolio of goods, technologies, and research innovations, SUA faces limited visibility in local, regional, and global markets. Many patented products, value-added services, and consultancy outputs remain under-commercialised due to fragmented outreach, weak branding, inadequate market intelligence, and limited participation in public exhibitions or digital platforms. Furthermore, the absence of a coordinated institutional marketing strategy and budget constraints hinder SUA's ability to attract strategic partners, investors, and clients. These gaps reduce the University's potential to convert innovations into income and societal impact.

Policy Statement

SUA shall adopt a proactive, professional, and digitally enabled marketing and outreach strategy to promote its goods, services, technologies, and research innovations. This will involve institutional branding, market engagement, and capacity building to position SUA as a leading hub for innovation, consultancy, and academic excellence in Tanzania and beyond.

Strategies

i. Develop and implement a comprehensive institutional marketing strategy that targets public and private sectors, donors, alumni, and international audiences. This shall include product positioning, brand guidelines, and promotion calendars;

ii. Establish a centralised Innovation and Marketing Unit under the Directorate of Planning and Investment or SIGSL to coordinate all commercialisation-related outreach, branding, and publicity activities;

iii. Utilise digital platforms, including institutional websites, online product catalogues, social media, and e-commerce solutions to enhance visibility and facilitate access to SUA's technologies and services;

iv. Participate in national and international expos, trade fairs, and research exhibitions (e.g., NaneNane, SabaSaba, international agricultural shows) to showcase flagship innovations and attract collaborators;

v. Allocate a dedicated annual budget for visibility campaigns, exhibitions, digital outreach, and promotional events;

vi. Train faculty and IGU staff on marketing, innovation pitching, stakeholder engagement, and customer service to support institutional commercialisation goals;

vii. Build partnerships with media houses, innovation hubs, and chambers of commerce to enhance exposure of SUA's innovations to broader markets;

viii. Engage alumni networks and professional associations as ambassadors and market connectors for SUA's services and technologies;

ix. Track and evaluate the effectiveness of marketing efforts through periodic reporting, client feedback, and performance indicators such as product uptake, contracts signed, or inquiries generated.

3.2.5 To Enhance SUA's Global Reputation, Institutional Visibility, and Ranking Performance

Policy Issue

The visibility of SUA in the global higher education landscape remains limited despite its research potential, innovation capacity, and community impact. Weak institutional branding, low participation in international rankings, and minimal strategic internationalisation hinder the University's ability to attract high-level partnerships, global funding, and a diverse student body.

A designated Data Steward shall coordinate participation of SUA in international rankings (THE, QS, UniRank) through systematic data submission and performance monitoring.

Policy Statement

SUA shall implement a coordinated strategy to build its international profile through enhanced research impact, commercialisation of innovations, institutional branding, global partnerships, and engagement in reputable ranking systems.

Strategies

i. Invest in high-impact, internationally visible research with emphasis on citations, relevance, and global collaboration;
ii. Establish structured marketing, branding, and digital communication platforms for promoting SUA's innovations, services, and academic excellence;
iii. Increase international student enrolment through targeted mobility programs, academic branding, and globally aligned curricula;
iv. Engage in strategic partnerships with top-tier global universities and institutions for joint programs, research, and staff exchanges;
v. Create institutional mechanisms for monitoring and improving performance in global and regional rankings (e.g., THE, QS, UniRank);
vi. Leverage alumni and diaspora networks as global ambassadors for SUA's visibility, investment outreach, and innovation dissemination.

PART FOUR

4.0 RISK ASSESSMENT AND MITIGATION

4.1 Policy Statement:

SUA recognises that all investments involve risk. To ensure the sustainability, integrity, and performance of its investments, SUA shall implement a structured and institutionalised risk assessment and mitigation framework.

4.2 Strategies:

i. Identify and classify financial, operational, legal, reputational, and environmental risks before any investment decision is made;

ii. Require each investment proposal to include a risk assessment and risk mitigation plan, including financial stress testing;

iii. Establish internal risk thresholds and monitoring protocols based on the National Risk Management Guidelines for Public Institutions;

iv. Assign the Directorate of Planning and Investment (DPI) to oversee risk reporting, supported by the Internal Audit Unit;

v. Subject high-risk investments to additional scrutiny by the University Council or designated oversight bodies;

vi. Ensure risk considerations are embedded within the MIS and performance evaluation dashboards;

vii. Provide ongoing training for project teams on risk identification, management, and reporting tools.

4.3 Risk Assessment and Mitigation

4.3.1 Risk Management

SUA recognises that all investments involve varying degrees of risk. To ensure the long-term sustainability, integrity, and effectiveness of its investments, SUA shall adopt a structured risk assessment and management approach as an integral part of its investment policy framework.

4.3.2 Purpose

The purpose of this section is to outline SUA's commitment to identifying, assessing, mitigating, and monitoring risks associated with investment initiatives, including those undertaken through partnerships, income-generating projects, or special purpose vehicles.

4.3.3 Categories of Risk

Risks associated with investments may include, but are not limited to:

i. Financial Risk: Potential losses due to market fluctuations, inflation, interest rate changes, or currency volatility;

ii. Operational Risk: Failure in internal processes, systems, or human error affecting investment performance;

iii. Strategic Risk: Misalignment of investments with SUA's vision, mission, or strategic objectives;

iv. Legal and Regulatory Risk: Non-compliance with national laws, development partner requirements, or institutional guidelines;

v. Reputational Risk: Damage to SUA's credibility due to unethical partnerships or failed investments;

vi. Environmental and Social Risk: Investments causing negative environmental or community impacts.

4.3.4 Risk Assessment Process

Before any investment decision is made, the SUA Management, through the University Risk Management Unit, shall conduct a comprehensive risk assessment that includes:

i. Risk identification and classification;

ii. Estimation of likelihood and impact;

iii. Evaluation of risk tolerance and appetite;

iv. Proposal of risk mitigation strategies; and

v. Documentation and approval through relevant governance structures.

Any investment exceeding TZS five (5) billion or projecting an Internal Rate of Return (IRR) below 12% shall be subject to prior review and approval by the University Council. In addition, all investment proposals must be accompanied by financial stress tests that explicitly evaluate the impacts of currency fluctuations, inflationary pressures, and interest-rate changes on project viability.

4.3.5 Risk Mitigation and Monitoring

Each investment project shall include a clear risk management plan outlining how identified risks will be addressed. SUA Management, through the Risk Management Unit, shall regularly monitor and review the risk environment throughout the investment's life cycle. High-risk investments must be reported to the Council and may require additional safeguards such as insurance, performance bonds, or phased disbursements.

4.3.6 Roles and Responsibilities

To ensure effective risk governance and accountability in investment planning and execution, specific roles and responsibilities are assigned as follows:-

4.3.6.1 Vice Chancellor (VC):

The Vice Chancellor shall serve as the principal institutional authority overseeing the strategic direction of the University's investment policy. In the context of risk management:

i. The VC provides executive leadership in ensuring that all investment decisions align with SUA's Vision 2050, Corporate Strategic Plan, and national development priorities;

ii. The VC shall chair or delegate to a high-level Investment Oversight Committee to review high-risk investment proposals, approve major risk mitigation measures, and ensure alignment with the University Council directives;

iii. The VC is responsible for providing policy-level guidance, mobilising institutional commitment to compliance, and championing a risk-aware investment culture within SUA.

4.3.6.2 Deputy Vice Chancellor: Planning, Finance and Administration (DVC-PFA):

The DVC-PFA shall play a central operational role in coordinating investment-related risk assessment, mitigation, and monitoring mechanisms. Specifically:

i. The DVC-PFA shall ensure the integration of statutory compliance, audit cost planning, and financial safeguards into all investment proposals;

ii. Oversees institutional budgeting, financial planning, and risk-aligned investment resource allocation in collaboration with the Directorate of Planning and Investment (DPI);

iii. Provides strategic supervision of investment units, including SIGSL and other IGUs, to ensure that operational risks are effectively managed;

iv. Works closely with the Internal Audit Unit to ensure adherence to national audit frameworks (CAG, TRA, IGA) and to oversee the periodic review of risk compliance and reporting systems;

v. Reports regularly to the Vice Chancellor and the University Council on investment risk status, emerging threats, and institutional readiness.

4.3.6.3 Directorate of Planning and Investment (DPI):

i. Responsible for operationalising the Risk Management framework, developing tools, guidelines, and coordinating investment project implementation;

ii. Oversees risk classification, mitigation planning, and institutional reporting in collaboration with investment units.

4.3.6.4 Project Teams and Implementing Units:

i. Responsible for undertaking day-to-day risk assessments, maintaining proper documentation, and submitting risk updates to DPI.

1.1.1.5 Internal Audit Unit:

i. Reviews compliance with institutional and national risk standards, evaluates the effectiveness of risk mitigation strategies, and provides independent assurance to management and the Council.

1.1.1.6 Risk Management Committee (RMC)

The Risk Management Committee (RMC) shall serve as the central institutional body responsible for overseeing, coordinating, and guiding all risk-related matters in the University's investment planning and implementation processes.

a. **Risk Governance and Oversight**

i. Provide strategic oversight on risk identification, assessment, mitigation, and monitoring across all SUA investment initiatives.

ii. Ensure that risk considerations are fully embedded in institutional planning, investment proposals, and budgetary allocations.

b. **Policy Compliance and Alignment**

i. Ensure all risk management practices are in compliance with the National Risk Management Guidelines for Public Institutions and SUA's Risk Framework.

ii. Align risk management strategies with SUA's Corporate Strategic Plan, Vision 2050, and national development policies.

c. **Risk Assessment and Mitigation Review**

i. Review and approve risk assessment reports and mitigation plans submitted by the Directorate of Planning and Investment (DPI), SUA Income Generation and Services Limited (SIGSL), and project units.

ii. Recommend high-risk investment proposals to the University Council for further review or conditional approval.

d. **Coordination and Capacity Building**

i. Coordinate with the Internal Audit Unit and the Risk Management Unit to enhance risk awareness and compliance at all levels of investment execution.

ii. Oversee training and capacity development initiatives for academic and administrative units on risk identification, mitigation, and reporting.

e. **Monitoring and Reporting**

i. Receive and evaluate quarterly risk compliance and performance reports from DPI, SIGSL, and the Internal Audit Unit.

ii. Provide comprehensive risk status reports to the University Council, highlighting emerging risks, institutional vulnerabilities, and proposed remedial actions.

f. **Institutional Risk Culture and Ethics**

i. Foster a culture of proactive risk management, transparency, and accountability throughout the University.

ii. Ensure that ethical standards, reputational considerations, and environmental safeguards are factored into all investment risk assessments.

4.3.7 Risk Framework

An effective investment policy must clearly define risk tolerance and include a framework for risk diversification. The Risk Framework for this policy will follow the National Guidelines for Developing and Implementing Institutional Risk Management Frameworks in Public Sector Entities and the University Risk Management Unit.

PART FIVE

5.0 IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Implementation Framework

The successful implementation of the SUA Investment Policy shall be anchored within the existing institutional structure and guided by strategic leadership from the Directorate of Planning and Investment (DPI). The DPI shall act as the central coordinating body responsible for executing, facilitating, and overseeing investment initiatives. It will ensure that all income-generating activities, Public-Private Partnerships (PPPs), commercialisation efforts, and asset utilisation plans are operationalised in line with this policy.

Detailed contracting tools, including a sample PPP term sheet, risk allocation matrix, and performance bond clause, are provided in Annexe 5: PPP & SPV Standard Templates. All PPP and SPV proposals shall use these templates as guiding instruments to ensure consistency, transparency, and enforceability.

Part Five A: Implementation Matrix

This Implementation Matrix operationalises the strategic focus areas outlined in Section 3.1. It aligns each of the five pillars with concrete actions, responsible units, timelines, resources, performance indicators, and verifiable evidence. The matrix ensures that the University Council's recommendations are translated into measurable results.

Table 4: Implementation Matrix

Action	Responsible Unit	Timeline	Resources	KPI	Evidence
Expand IGUs and consultancy services.	Colleges, SIGSL	2025–2027	Seed capital, staff	IGU revenue growth (≥20% annually)	Annual financial reports
Develop real estate and rental projects.	DVC-PFA, SIGSL	2026–2030	PPP financing, land	Rental income ≥ TZS X per year	Lease agreements, occupancy records
Commercialise agribusiness and eco-tourism ventures	CoA, SIGSL	2025–2029	Land, capital, staff	# of ventures launched; revenue generated	Business plans, revenue statements
Operationalise SIGSL with TORs and KPIs	VC, DVC-PFA	2025	Policy, staffing	SIGSL reports produced quarterly	Council reports, organogram
Integrate IGUs into the MIS/ERP system	DVC-PFA, ICT Directorate	2025–2027	ICT infrastructure	100% IGUs integrated by 2027	ERP dashboards, audit logs
Institutionalise compliance cost budgeting	DVC-PFA, Finance Directorate	2025–2026	Budget allocations	100% of projects include compliance costs	Project budgets, audit reports
Launch the SUA branding and marketing strategy	DVC-Academic, DPI	2025–2028	Marketing budget, staff	Brand visibility scorecards; social media reach	Marketing reports, media coverage
Appoint Ranking Data Steward	VC, DPI	2025	Staff appointment	Annual submissions to THE, QS, UniRank	Submission confirmation, ranking reports

Action	Responsible Unit	Timeline	Resources	KPI	Evidence
Activate alumni and diaspora networks	DPI, Alumni Office	2025–2030	Alumni funds, events	# of alumni events; funds raised	Event reports, MoUs
Develop PPP projects with SPV structures	DVC-PFA, SIGSL	2025–2030	PPP capital	# of PPP/SPVs operational	PPP contracts, SPV incorporation certificates
Commercialise SUA IPs and innovations	DRPGS, SIGSL, Colleges	2025–2030	Legal, marketing	# of licenses signed; royalties earned	Licensing agreements, revenue records
Establish innovation hubs/technology parks	DVC-Academic, SIGSL	2026–2030	Infrastructure, staff	# hubs operational; startups supported	Hub reports, startup MoUs
Sign international academic MoUs	VC, DVC-Academic	2025–2030	Travel funds, legal	$\geq$3 MoUs signed annually	Signed agreements
Launch student/staff exchange programs	Colleges, DRPGS	2025–2029	Scholarship funds	# of exchanges annually	Exchange reports, student records
Participating in international rankings	DPI, Ranking Steward	2025–2030	Data, staff	Annual submissions completed; ranking improvement	Ranking certificates, Council briefs

Note: This Implementation Matrix shall be monitored quarterly through reports submitted to the University Council. All actions must be linked to the SWOC analysis and the strategic focus areas.

Strategies:

i. Develop a detailed implementation plan with clear timelines, resource estimates, responsible units, and expected outputs;

ii. Operationalise the SUA Income Generation and Services Limited (SIGSL) as the designated investment vehicle for commercial ventures;

iii. Establish Special Purpose Vehicles (SPVs) for large-scale investment projects requiring risk-sharing or external partnerships;

iv. Coordinate with other units-including Finance, Estates, Legal Services, Procurement, and the Vice Chancellor's Office—to ensure integrated implementation;

v. Incorporate audit and statutory compliance costs into all investment budgets to ensure fiscal discipline and transparency.

5.2 Monitoring and Evaluation (M&E)

Monitoring and evaluation are essential to ensure that investment projects are implemented effectively, resources are used efficiently, and results are aligned with the strategic objectives of SUA. Regular reporting will provide the University Council with evidence-based insights to support timely decision-making.

To strengthen accountability, SUA shall adopt a KPI-driven monitoring framework that is directly linked to its strategic focus areas. The following indicators will form the core of the M&E system:

Table 5: Monitoring and Evaluation

Indicator	KPI Target (2025–2030)	Frequency	Responsible Unit
% of revenue from non-tuition sources	≥ 40% by 2028	Annual	DVC–PFA / SIGSL
Number of patents licensed annually	≥ 5 per year	Annual	DRPGS / SIGSL
Number of PPP agreements signed	≥ 2 per year	Annual	DVC–PFA / Council
Participation in global rankings (THE/QS)	Annual submission achieved	Annual	DPI / Ranking Data Steward
Audit compliance reports submitted on time	100% submission rate	Quarterly	Finance Directorate / Internal Audit

Note: These KPIs will be reviewed periodically and adjusted as necessary to align with evolving strategic priorities and external conditions.

5.3 Roles and Responsibilities

i. Directorate of Planning and Investment (DPI): Coordinates overall implementation, develops investment tools, and oversees M&E processes;

ii. SIGSL: Manages implementation of commercial ventures and SPVs under formal mandates and business plans;

iii. Internal Audit Unit: Conducts periodic audits to ensure compliance, financial control, and risk management;

iv. Academic and Administrative Units: identify and propose investment opportunities and support implementation within their mandates;

v. University Council and Committees: provide policy oversight, strategic direction, and approval of major investments and evaluation reports.

5.4 Approval, Review and Adaptation

The SUA Investment Policy and Guidelines shall be approved by the University Council as the supreme governing body of the University. The policy shall be reviewed every five years to ensure alignment with emerging institutional, national, and global contexts. This aligns with its mandate as the supreme governing body of the University, as defined in SUA's Charter and the Universities Act No. 7 of 2005.

In addition, the Investment Policy shall be reviewed every five years for strategic realignment with emerging economic, institutional, and regulatory contexts.

Next Steps

To ensure the timely and effective operationalisation of this Investment Policy, the following steps shall be undertaken as immediate priorities after adoption:

i. Cascade strategies and action plans to Colleges, Directorates, and Units for alignment and implementation.

ii. Mobilise resources to support early implementation of high-priority actions.

iii. Monitor progress through defined Key Performance Indicators (KPIs) and provide regular Council reports.

These next steps form the transitional bridge between the adoption of the policy and the operationalisation of its guidelines under Part Six.

PART SIX

6.0 GUIDELINES FOR SUA INVESTMENT POLICY

All proposed investments shall be supported by feasibility studies and multi-year business plans. Each plan must allocate a distinct budget line for statutory compliance, including audits, legal reviews, and procurement requirements. Investment proposals shall be submitted to the Directorate of Planning and Investment (DPI) for technical appraisal and forwarded to the University Council for final approval.

All investment proposals must include a separate budget line for statutory audit, TRA, and PPRA compliance costs to ensure transparency and sustainability.

6.1 Introduction

The SUA Investment Guidelines operationalise the 2025 SUA Investment Policy, providing practical direction for planning, executing, and governing the University's investment. They are designed to enhance institutional capacity, align with SUA's vision and mission, and ensure transparent, cost-effective, and sustainable investment activities.

The guidelines address emerging challenges in higher education financing, including compliance with statutory audit and procurement requirements. They emphasise the need for governance, digitalisation, stakeholder engagement, and strategic use of university assets to maximise returns and institutional resilience.

6.2 Purpose and Scope

The Guidelines serve as a roadmap for implementing SUA's short-term, medium-term, and long-term investment goals. They support:

i. Strategic mobilisation and allocation of investible resources (land, IPs, capital);

ii. Integration of compliance costs (audit, legal, regulatory);

iii. Strengthened governance, monitoring, and evaluation of investment activities;

iv. Alignment with SUA's Corporate Strategic Plan, national regulations, and global trends.

6.3 Guiding Principles

i. Strategic Alignment: All investments must align with SUA's Vision 2050, Corporate Strategic Plan, and relevant national and international frameworks;

ii. Subsidiarity and Efficiency: Investment decisions should be made at the most effective level while ensuring accountability for outcomes;

iii. Transparency and Accountability: Investments shall be subject to internal controls, regular audits, and public reporting;

iv. Statutory Compliance: Investment planning must include mandatory audit and legal compliance costs (CAG, NAOT, TRA, PPRA);

v. Burden Sharing: SUA will seek co-financing mechanisms (donor support, PPP) to reduce audit and compliance cost burdens;

vi. Enforcement: Non-compliance with investment or audit requirements will trigger warnings, sanctions, or Council intervention;

vii. Digitalisation: Full integration of MIS/ERP systems in investment operations shall be achieved by 2027, ensuring efficiency and traceability.

6.4 Legal and Intellectual Property Protection

i. Register SUA as a national and international trademark;

ii. Obtain ISO certification for services and investible units;

iii. Patent innovations and establish revenue-sharing frameworks;

iv. Build IPR awareness and coordination units across departments;

6.5 Land and Asset Management

i. Formalise all untitled lands and acquire Certificates of Occupancy;

ii. Protect boundaries through demarcation and digitised land records;

iii. Maintain an updated inventory of investible assets.

6.6 Business Planning and Budgeting

i. Develop feasibility studies and multi-year business plans for each investment;

ii. Include a separate budget line for statutory audit, TRA, and PPRA compliance costs to ensure transparency and sustainability;

iii. Submit investment proposals to DPI for vetting and Council approval.

All investment proposals must include a separate budget line for statutory audit, TRA, and PPRA compliance costs to ensure transparency and sustainability."

6.7 Internal Controls and Revenue Management

i. Implement automated financial systems across IGUs;

ii. Conduct quarterly financial audits and reconciliations;

iii. Penalise revenue misreporting and improve IGU accountability.

6.8 MIS and ERP Rollout

i. Integrate all investment-related systems into PlanRep, GePG, and NeST platforms;

ii. Train staff on digital finance tools and enforce cyber security protocols;

iii. Complete MIS/ERP integration for all IGUs by June 2027.

Quarterly milestones shall be established to ensure full rollout by June, 2027, with all IGUs integrated into MIS/ERP platforms by that date.

6.9 Corporate Governance and Risk Oversight

i. Adopt a governance code and ethics framework;

ii. Establish an Internal Audit and Risk Management Committee for investments (a separate committee of the existing one);

iii. Engage NAOT and PPRA to ensure adherence to national standards;

iv. Include risk metrics and tolerance levels in all investment plans.

6.10 Audit and Compliance Management

i. Strengthen audit and compliance management by ensuring that all investment ventures comply with statutory obligations and internal regulations. The Directorate of Planning and Investment

(DPI), in collaboration with the Internal Audit Directorate, will oversee compliance reporting;

ii. Undergo an annual statutory audit of all investment ventures, with findings submitted to the University Council. In addition, mid-year performance reviews shall be conducted to ensure corrective action is taken on underperforming projects;

iii. Align audit and compliance mechanisms with national financial regulations and internal policies of SUA to promote accountability, transparency, and sustainability in all investment activities;

iv. Undergo an annual statutory audit of investment ventures, with findings submitted to the University Council. In addition, mid-year performance reviews shall be conducted to ensure corrective action is taken on underperforming projects."

6.11 Income Generation, Marketing, and Capacity Development

i. Operationalise SIGSL with clearly defined TORs and quarterly performance reviews;

ii. Establish Special Purpose Vehicles (SPVs) for high-capital projects;

iii. Foster commercialisation of research through bureaus and PPPs;

iv. Register and promote flagship SUA products/services;

v. Develop well-funded marketing plans for key products and services;

vi. Train staff in digital and strategic marketing;

vii. Participate in national/international expos and trade platforms;

viii. Retain high-calibre professionals by creating attractive R&D

environments;

ix. Provide entrepreneurial training for IGU managers and young researchers;

x. Establish negotiation teams and legal personnel for investment contracting.

6.12 Monitoring and Evaluation

i. Use SMART indicators linked to investment performance;

ii. Submit quarterly M&E reports to FDPC via DPI;

iii. Integrate M&E feedback into policy updates and future planning.

6.13 Approval and Review

These guidelines will be approved by Management. They may be reviewed periodically as needed, either alongside the Policy or independently, without waiting for the Policy review.

6.14 Conclusion

These guidelines ensure that SUA's investments are strategically aligned, financially viable, and institutionally accountable. By incorporating compliance planning, national audit frameworks, and enforcement tools, SUA positions itself to navigate modern investment complexities while achieving long-term financial sustainability and academic excellence.

ANNEXES

Annex 1A: *Resource Inventory and readiness asset analysis*

S/N	Asset/Site	Status	Resource Inventory and readiness asset analysis		Action & Timeline	Remarks
		Status	**Description of the assets**	**Pre-requisite condition**	**Action & Timeline**	
1	Title No. 36424, Farm No. 5 SUA Main Campus/ Mafiga Farm, Morogoro	Not done	Has the right of occupancy and potential for multiple projects, including agribusiness and real estate	Rainfall pattern analysis results	To be done when the policy passes	Investible subject to completion of status marked not done.
		Not done		Climate condition findings	To be done when the policy passes	
		Not done		Soil mapping and analysis results	To be done when the policy passes	
		Not done		The land levels	To be done when the policy passes	
		i. Ngerengere river, ii. High water table iii. SUA water. MORUWASA water supply		Water source, including underground water		

S/N	Asset/Site	Status	Resource Inventory and readiness asset analysis		Action & Timeline	Remarks
		Part of Farm No. 5 under title No. 36424 to be partitioned to accommodate 62 Ha for agricultural investment		Certificate of Occupancy (Title deed)		
		Not done		Pest Risk Analysis	To be done when the policy passes	
		Not done		Presence of ISO certified labs	To be done when the policy passes	
2	Title No. 68835, Plot No. 13, Block 1, Mbweni Mpiji Kinondoni Municipality	Not done	Has a right of occupancy and is potentially for real estate, but encroached and has a pending court case	Clean Certificate of Occupancy	To be done when the policy passes	Investible subject to the disposal of the pending case and execution of the decree
	Title No. 68470 Block 1 Plot 12, Mbweni Mpiji- Kinondoni Municipality					

Note;

All other assets listed below (Annexe 2B) will be presented in the following format.

Annex 2B: *Resource Inventory and readiness asset analysis*

S/N	Plot No	Block No	Title No	Location	Qualification	Remarks
1	13	1	68835	Mbweni Mpiji Kinondoni Municipality	Investible	Has a right of occupancy and has potential for real estate
2	12	1	68470	Mbweni Mpiji- Kinondoni Municipality	Investible	Has a right of occupancy and has potential for real estate
3	111	Zone II	183049/70	Old Dar es Salaam Road – Commercial Area, Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate
4	35	Zone II	183049/36	Kanisa Road – Banda Street, Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate
5	42	-	8377	Kanisa Road – Commercial Area, Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate
6	256	"DD"	54181	Misufini Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate
7	3	-	8103	Forest Hill Seng'ondo Road, Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate

S/N	Plot No	Block No	Title No	Location	Qualification	Remarks
8	1B	-	54472	Acropolis Estate Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate
9	590	“BB”	29239	Kiwanja cha Ndege/Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate
10	90	-	7915	Forest Hill Kingaru Road, Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate
11	780	“BB”	30267	Kiwanja Cha Ndege/Mafiga – Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate
12	Farm No. 5	-	36424	SUA Main Campus/Mafiga Farm, Morogoro	Investible	Has the right of occupancy and potential for multiple projects, including agribusiness and real estate
13	Farm No. 479	-	9880	Olmotonyi, Arumeru District	NA	The forest operates through a concession agreement
14	Farm No.162	-	45172	Morning Site/Towelo/Luhungu Farm, Morogoro District	Investible	Has a right of occupancy and has potential for real tourism and real estate

S/N	Plot No	Block No	Title No	Location	Qualification	Remarks
15	35-38 and 46-49	-	-	NBC Flats/Morogoro Municipality	Investible	Follow-ups required (Future potential for multiple use, including real estate, etc.)
16	131	10	75639	Bunju/Kinondoni-Dar-es-Salaam	Investible	Has a right of occupancy and has potential for real estate
17	99	10	75478	Bunju/Kinondoni-Dar-es-Salaam	Investible	Has a right of occupancy and has potential for real estate
18	823	A	45233	Kihonda Morogoro Municipality	Investible	Has a right of occupancy and has potential for real estate
19	In progress	-		Ifinga Madaba – Ruvuma Municipality	NA	Follow-ups for the right of occupancy required (future potential for carbon trading)
20	Plot 1	Kibaoni Mpimbwe	1377	Mizengo Pinda Campus, Katavi	NA	Follow-ups (Right of occupancy)
21	In progress	-	-	Solomon Mahlangu Campus SMC/Morogoro Municipality	NA	Follow-ups for right of occupancy (Future potential for agribusiness projects; commercial farm)

S/N	Plot No	Block No	Title No	Location	Qualification	Remarks
22	In progress	-	-	Mbinga Project Centre – Mbinga, Ruvuma	NA	Follow-ups required (Potential for outreach services)
23	In progress	-	-	Mazumbai/Sagara-Lushoto –Tanga	Investible	Potential for eco-tourism
24	In progress	-	-	NaneNane Pavilion -Morogoro Municipality	Investible	Follow-ups required (Potential for visibility of flagship products)
25	Kitulang'alo Natural Forest	-	-	Morogoro	NA	Follow-ups required (For students training)
27	Tunduru Training Centre	-	-	Ruvuma	NA	Follow-ups required (for outreach services

***Annex 3: List of SUA assets for investment* purposes**

S/N	Potential Asset	Location	Rank/ Remarks
1.	Investible land and ranking (Annexe 2). This includes land for real estate (Staff houses, hostels, Airbnb, playgrounds), carbon trading, eco-tourism, beekeeping, other forestry products, seed replication, and commercial farms.	Across Tanzania	Refer to Annexe 2
2.	Patented Intellectual Property Resources with the possibility of commercialisation		
3.	SUA Hospital		
4.	Laboratories		
5.	Renewable energy (Solar and biogas);		
6.	Machine tools production		
7.	Block and other building material making;		
8.	Water and Juice processing plant		
9.	Vuyisile Furniture Factory		
10.	Water Drilling Machine		
11.	Fish and animal feed production.		
12.	Leather and tailoring studio		
13.	Agro-Food tech station;		
14.	SUA Printing Press		
15.	SUA Consultancy Services (BACAS, FORCONSULT and VETCONSULT)		
16.	Animal Referral Hospital;		
17.	Conference facilities (NCMC venues, ICE, Pest Management Centre, Engineering, COEBS, CSSH, Nane-Nane grounds pavilion, SMC(2), SUA Olmotonyi-TF		
18.	Accommodation facilities (Student hostels in all campuses, Guest Wing at Edward Moringe Campus, Guest houses at SUA TF, ICE (hostels, catering and conference facilities), Forest Visitors hostel;		

S/N	Potential Asset	Location	Rank/ Remarks
19.	Mgeta outreach station		
20.	Business incubation under COEBS		
21.	Model Training Farm (Blue economy; raising and sales of fish and fingerlings, dairy, horticulture, and fish feeds);		
22.	Animal Artificial Insemination (AI) at CVMBS;		
23.	Driving school;		
24.	Rentals for business kiosk, vendors, and telecommunication towers;		
25.	Independent water source		

Note;

All listed assets (Annexe 2B) will be presented as shown in the Annexe 2A formatted template.in the following format

Annex 4: *List of SUA intellectual property rights and related ranking*
SUA has a vast number of intellectual properties, including the researched maize and bean seeds known as "Mshindi and Pesa". It also has a 100-acre farm for the massive production of breeder seeds of the respective varieties, making them available to commercial producers who will ultimately distribute them to farming communities. Additionally, during the year, SUA successfully patented three new research outputs and products through the Business Registration and Licensing Agency (BRELA) and secured copyrights for these through the Copyright Office of Tanzania (COSOTA). The patented and copyrighted products are the traditional herb-based wound healing spray, the traditional herb-based wound healing cream and gel, and the Smart-TB Web-Based Tool. The following annexe presents the list of patented intellectual property rights of SUA.

SN	Innovation	Registration Number	Rank in Commercialisation	Commercialization Pathway
1	Innovative Drip Emission Devices	TZ/P/14/00384	Medium	Partner with irrigation firms; scale-up for horticultural farms by FY2026
2	Solar-Powered, Wireless Re-Programmable Precision Irrigation Controller	TZ/P/14/00383	High	License to agri-tech companies; pilot in SUA farms, rollout FY2027
3	Use of feline urine to manage rodents in crop fields	TZ/P/14/00385	Low	Collaborate with agro-input suppliers; limited rural trials by FY2028
4	Rooting Media Formulation for Regeneration of Olea Welwitschii (Ironwood Olive)	TZ/P/2016/06	Medium	Partner with forestry agencies; integrate in nursery programs by FY2026
5	Medium Formulation for In Vitro Regeneration of Olea Welwitschii (Elgon Olive)	TZ/P/2016/07	Medium	Work with conservation NGOs; seedling commercialisation FY2027
6	Portable Double-Sided Steel A Frame for Log Sawing	TZP/07/00140	Low	Partnership with local carpentry workshops; commercialisation FY2029
7	Tree Pusher	TZ/P/07/00141	Low	Collaborate with logging firms; demo projects FY2028
8	Procedure for the Development of Baobab Powder as a substitute for commercial Pectin in Jam Preparations	—	High	License to food processors; launch commercial jams, FY2026
9	Traditional Herb-Based Wound Healing Spray	BRELA/ COSOTA Patent	High	Partnership with pharmaceutical companies; mass production FY2027
10	Traditional Herb-Based Wound Healing Cream and Gel	BRELA/ COSOTA Patent	High	Pharma partnerships; market rollout FY2027
11	Smart TB Web-Based Tool	BRELA/ COSOTA Patent	High	Partner with the Ministry of Health; license to an ICT company; launch FY2027

Note: These commercialisation pathways are indicative and subject to revision during implementation. They ensure that SUA's intellectual property is aligned with market opportunities, sectoral policies, and Council directives.

Annexe 5: PPP & SPV Standard Templates

This annexe provides standard templates to guide Public-Private Partnership (PPP) and Special Purpose Vehicle (SPV) contracting at SUA. The templates are intended to promote transparency, effective risk allocation, and enforceable performance requirements in all investment agreements.

1. Sample PPP Term Sheet

Key Item	Details
Parties	Sokoine University of Agriculture (SUA) and [Private Partner Name]
Project	Description of the PPP project (scope, objectives, duration)
Structure	Concession/Lease/Build-Operate-Transfer (BOT)/ Joint Venture
Duration	Typically 10–30 years, subject to project type
Financing	Private partner responsible for capital expenditure; SUA provides land/assets
Revenue Sharing	Profit/revenue split as agreed (e.g., 60% Private, 40% SUA)
Regulatory Compliance	Must comply with Tanzanian PPP Act, PPRA, TRA, and other regulations
Exit/Termination	Conditions for early termination, exit options, and handover procedures

2. Risk Allocation Matrix

Risk Category	Allocated To	Notes
Construction Risk	Private Partner	Responsible for design, cost overruns, and delays
Financial Risk	Shared	Revenue sharing agreements; SUA guarantees no sovereign debt
Operational Risk	Private Partner	O&M costs, service quality, staffing
Market/Demand Risk	Shared	Joint responsibility; mitigated through marketing and alumni engagement
Legal/Regulatory Risk	SUA	Ensures compliance with Tanzanian laws and University policies
Force Majeure	Shared	Natural disasters, pandemics, and renegotiation of terms allowed

3. Performance Bond Clause

The Private Partner shall provide a performance bond equivalent to 10% of the total project cost, issued by a reputable financial institution licensed in Tanzania. The bond shall remain valid throughout the construction phase and for a minimum of two (2) years of the operational phase. Failure to meet agreed performance standards or contract milestones shall empower SUA to call upon the bond to cover losses or arrange alternative service provision.

Note: These templates are illustrative and shall be adapted for specific PPP/SPV projects in consultation with legal and financial advisors.

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