

**PROPOSED BUSINESS PLAN FOR CARGO TRANSPORT  
PROJECT**

**BY**

**F N TRANSPORT LTD**

**Drawn by:**

**F N Transport Ltd**

**P. O. Box 19162**

**Dar Es Salaam.**

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## **The Company**

M/S F N TRANSPORT LTD is a company registered in Tanzania under the Companies Act (No.12 of 2002) as a company limited by shares, on 26<sup>th</sup> of July, 2010 and it holds a Certificate of Incorporation No. 77587.

## **Ownership**

It is founded by two shareholders who own 100% shares of the company namely.

1. Noorkaria N Nanji	20%
2. Farzama N Nanji	10%
3. Faznur N Nanji	15%
4. Nadeem N Nanji	15%
5. Neisha N Nanji	15%

## **Location**

The project is in Dar as salaam, plot # 205- 210, block # "C", Chamazi Area as its headquarters, and will establish terminals in Mbeya, Mwanza, Shinyanga, region and others at Kigali, Bujumbula, Kinshasa, Ndola, and Lilongwe. The Project's first direct contacts will be:

**Nadeem Nanji**

**P. O. Box 19162 – DSM**

**Cell: +255 (0) 767 426 956**

## **Project Highlight**

In this project, the company intends to venture deeply in cargo transport operations in Tanzania and outside the country (neighbouring countries) of Uganda, Zaire, Rwanda, Burundi, Zambia, and Malawi. The intended investment is estimated at USD 2,000,000.00 when fully implemented, to be financed by the owners' equity. The project is viable as it is shown by an Internal Rate of Return on Investment (IRR) of 24%, the Net Present value of total equity capital invested of 2,310,100,854 at 54% and a short payback period of within 3 years of operation.

The project will create more than 200 jobs and several indirect employment opportunities to the residents of Tanzania. The project will require three years of implementation before it becomes optimally operational.

## **PROJECT DESCRIPTION**

This business plan sets out results of the feasibility study made for cargo transport activities with haulage and storage facilities in Tanzania and countries around.

### **Objective**

The objective of the report is therefore, to show the possibilities to operate haulage trucks and do truck services for all types of bulk cargo including liquid and non liquid goods. This is to be presented to the project directors, financiers and other stakeholders for the project support including Tanzania Investment Centre for acquiring the Certificate of Incentives.

### **Value and Rationality**

#### **Policy**

Although the country has no national policy on cargo transport, but the national acknowledges the contribution made by this business segment to the national economy. In Tanzania, transport operation business is one of the leading economic activities in terms of value invested, employment offered, economic operation, economic performance, and untapped potentiality. It is also one of the leading link-making economic activities for Tanzania and all surrounding neighbouring countries especially the land-locked Uganda, Rwanda, Burundi, Zambia, and Malawi.

Its value therefore contains a multiplier effect to social economic attributes like creating wealth to its owner and users, helping to make goods available to immediate consumers, means of income generation and indirect force to road development requirements.

Evidence provided by investment statistics presented by the National (Tanzania) Economic Survey has shown success. For the past five years, the transportation industry in Tanzania has gained an upwards expansion momentum. The upwards trend reflected in the number of projects, value of projects and jobs created.

**Table I: Extract of Percentage share of selected activities to GDP at current prices- Transport in Tanzania**

<b>Year</b>	<b>Percentage</b>
2015	5.2%
2016	4.4%
2017	4.2%

2018 4.3%

2019 4.3%

2020 4.3%

Source: Bank of Tanzania Annual Report 2016/2017

On the advance internationally, the industry has become one of the world's largest and most rapidly expanding economic sectors rendering service to business operators, foreign exchange earners and more importantly the good employer among other well doing economic players world-wide.

The significance of the transportation industry is invariable in the short, medium, and long economic terms, with a lot of attributes to make it is an inevitable service demanded. More intrinsic, the on-land transport segment is a core link between small scattered entities and international giants. Among the attributes to that significance are individual national social economic viability, globalization of business activities, information and communication technology and entrepreneurship.

Tanzania is a strategically positioned country. It is surrounded by six land locked countries, through its ports; it offers these countries a "gate-way" to the rest of the world. Note worthy are also: Tanzania's commendable growth of the economy which has been recorded since 1995; good local business climate; abundance of resources, and stable leadership, have made the country a focal point for businesspeople and cargo transit convergence, be it for Tanzania or for neighbouring countries in the light of social, business and/or economic development. These report findings mean good indicator of business viability and growth implying economic growth with more deployment of economic factors of production which in turn makes goods transit inevitable.

The company is encouraged to venture into this sector in view of all benefits at the national level and as one way of making our contribution to the national development. The sector of transport and communication has recorded an increasing contribution to the National GDP over time.

**Table II: Distribution of GDP at Constant Prices per Economic Activity, in percentage**

Item	2015	2016	2017	2018	2019	2020
Whole Trading	10.6	10.4	10.2	10.5	10.7	10.7
Agriculture	29.4	31.1	31.25	28.8	29.0	29.1
Mining	5.1	4.9	4.2	4.3	4.3	4.3
Manufacturing	7.6	7.5	6.4	5.6	5.2	5.1
Construction	9.0	8.1	10.8	12.4	13.6	14.0

Trade Hotel & Restaurant	2.4	2.4	2.3	2.1	2.0	2.0
Transport & Commun.	5.2	4.4	4.2	4.3	4.3	4.3

Source (Extracts): Bank of Tanzania, Annual Report 2016/7

## Markets, and Competition

### a) Targeted Markets

The targeted market for this project is on all types of cargo for all intra-trans and inter-trans business operations in East, Central and Southern Africa countries.

### b) Competition

There are many cargo transport operators in Tanzania; competition is one of our desired challenges as it is our base for quality and best services provision measurement. We are sure that to this project competition will be lessened by the uniqueness in quality and size of the services it will offer.

### c) Capacity Utilization.

Capacity utilization of the trucks starts from 90% to 94-97% in the third year. The trend of capacity utilization has been set to enable project promoters to put more emphasis into marketing of the company services within and outside the country.

## Project Evaluation

### a. Strengths

- The project is banking on the development of the East Africa Community with its plan of interlinked road infrastructure and harmonised trade among partners
- The project has been provided with enough capital to start with
- The project operators know well the operational environment

### b. Opportunities

- Other operating project in the same area, offer experience learning grounds.
- Government supports the growth of the cargo transportation industry

## MANAGEMENT AND WORKING ENVIRONMENT

### a) Management

By this plan, the company intends to employ more than 30 local people to manage and run the project.

The management team will comprise:

General Manager

Mechanics

Drivers

Other

Accountants

**b) Staff, Quality and Training**

The project will recruit and employ qualified staff as per jobs requirements and descriptions. However, the project will do in-house training of its staff on transports operation, cargo handling and ethics, plus customer service.

**c) Working Ethics**

All dimensions of good working environment will be observed. This will include workers' welfare and surrounding visible working area. Application of cleaner and safer production policy and environmental management will be paramount. It must be noted that many laws on occupational health and safety, injury and death at workplace still constitute a major problem. Poor work habits; pose other serious hazards in various workplaces. Our company measures will include being diligent in following local and international safety regulations.

**INVESTMENT**

**Investment Structure:**

The project cost is estimated to be USD 2,000,000.00 when fully implemented. Although the project is based in Dar es Salaam the investment especially for offices and stores will spread to a dry port of Isaka Shinyanga for the easy facilitation of neighbouring countries. A summary of investment costing is as follows:

**Table iii: Investment structure,**

	In US
	TOTAL
Land & Buildings	200,000
Equipment & Machinery	

	300,000
Motor Vehicles	1,200,000
Others	100,000
Initial Working Capital	200,000
<b>Total Initial Investment</b>	<b>2,000,000</b>

***Elaboration on investments:***

***Haulage Trucks***

One Hundred Twenty (120) Pulling trucks with separate engines-chasses and trailers will be purchased by the company to expand the project to complement the existing ones currently forty (40). This will happen in phases as and when the promoters study the trend in the market and gather sufficient experience. Currently, the promoters have already placed an order for twenty (20) trucks from China, which are under shipment arrangement. Now, they are looking for commercial bank which can finance the tankers such that when the trucks arrive, they will be fitted and start working without wasting much time consequently loss of revenue due to lead time. The promoters are willing to contribute 20% of the total sum required for the tankers and the rest to be from the bank or any other financial institution.

**Financial Analysis**

The financial analysis show that sufficient cash will be generated to meet both short- and long-term financial obligations and the project can generate fairly good profits. The review is given hereunder:

**I. Fundamental assumptions**

The assumptions used in the preparations of the financial accounts are:

- a) The operating period under which the viability of the project is being evaluated is 5 years
- b) The capital cost of the proposed project is USD 2,000,000.00 inclusive of the working capital
- c) The main sources of the project's capital for investment are owners' equity and Bank loan
- d) The main sources of the project revenue are revenues earned from cargo haulage and garaging workshop.
- e) Distance between Dar es Salaam (Tanzania) and other destination arrears such as Kigali (Rwanda), Democratic Republic of Congo (DRC), Bujumbura (Burundi) etc has been assumed average for calculation purposes.

**II Capital and financing**

The project is financed by owners' equity.

The capital cost summary of the project development stated in Tanzanian currency is given as follows:

Fixed capital:	1,900,000.00
Working Capital:	100,000.00
<b>Total:</b>	<b>2,000,000.00</b>

### Financing Plan

Capital Source	Amount USD	Share
Owners' Equity	400,000.00	20.00%
Bank Loan	1,600,000	70.00%
<b>Total</b>	<b>2,000,000</b>	<b>100%</b>

### II Depreciation

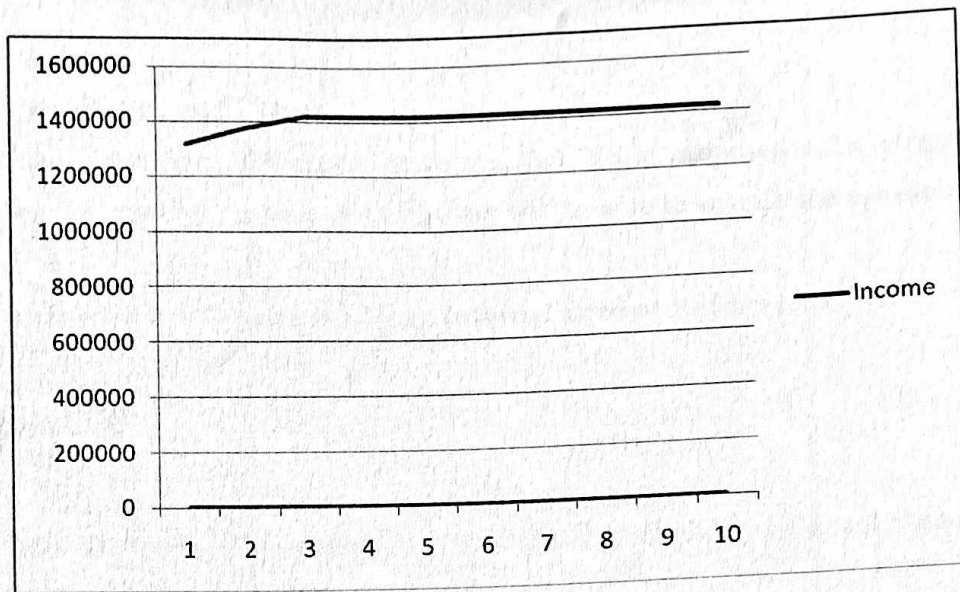
Economic depreciation rates based on 0 used for lifetime of the various capital items have been adopted and the following facts apply for the depreciation rates in this project:

Land & Buildings	4.00%
Equipment & Machinery	12.50%
Trucks & Trailers	25.00%
Computers & Software	33.30%

### III Projected Revenue Schedule

In the income statement, the expected average total turnover from the project operation is expected to rise from USD 6,480,000 in the first year to USD 11,333,561 in the fifth year and continue to rise as more fleets of vehicle are added.

### Figure I. Graph on Project Revenues



### VI. Working Capital

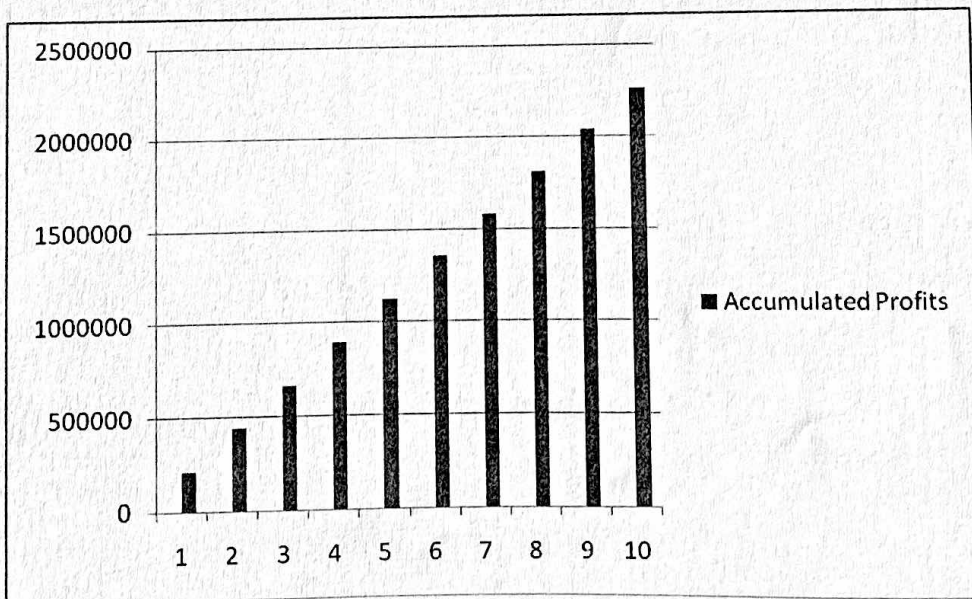
The computation of working capital is a combination of the salaries to be paid by the initial capital throughout the year and the office administrative of one month. The social securities are not included in this category. It shows that the initial working capital will be USD 100,000

### VII. Taxation

The corporate tax charged is 30% of the profits.

### VIII. Project Profitability

On the Profit and Loss Account, the accumulated Net Profit for the project annually will be:



## IX. Project Ratios and Return (IRR)

The liquidity position of the project shows that if the proposed sales structure will not be a deterrent, the liquidity position of the project will be able to sustain the operations of the project.

The project is profitable as shown by an **Internal Rate of Return (IRR)** on Investment will be:

$$\frac{\text{Net Present Value}}{\text{Investment}} = \frac{5,407,088}{2,000,000} = 48\%$$

which confirms the project's economic viability and profitability especially when compared to the adopted rate of borrowing of 8%.

### Recommendations

Financial reviews of the proposed project indicate:

- The project is profitable
- The operations are financially viable
- The key ratios are acceptable
- The liquidity position is sound since the project can meet its financial commitments without any undue difficulties

### Conclusion

Based on the issues analysed in this report, it is recommended that the project be approved and facilitated for implementation as planned by the investors.

<b>Annex I</b>							
<b>F N TRANSPORT LIMITED</b>							
<b>Projected Profit &amp; Loss</b>							
<b>In (USD)</b>							
<b>Profit &amp; Loss</b>		<b>Year I</b>	<b>Year II</b>	<b>Year III</b>	<b>Year IV</b>	<b>Year V</b>	
<b>Income</b>							
Transport Income		6,480,000	7,452,000	8,569,800	9,855,270	11,333,561	
<b>Operating expenses</b>							
Salaries & Wages		157,205	158,777	160,365	176,402	194,042	
Allowances		251,528	254,044	256,584	282,243	310,467	
Fuel & Lubricant		3,458,515	3,493,100	3,528,031	3,880,835	4,268,918	
Car Services		94,323	95,266	96,219	105,841	116,425	
Car Insurance		183,406	185,240	187,093	205,802	226,382	
Road License		15,721	15,878	16,037	17,640	19,404	
Office Expenses		1,074	1,085	1,096	1,205	1,326	
Purchase of tyres		922,271	931,493	940,808	1,034,889	1,138,378	
Interest Expenses		110,241	69,453	8,334	0	0	
Depreciation		500,000	500,000	500,000	500,000	500,000	
		5,694,284	5,545,560	5,534,202	6,028,455	6,581,300	
Profit before tax		785,716	1,906,440	3,035,598	3,826,815	4,752,260	
Taxation		235,715	571,932	910,679	1,148,045	1,425,678	
<b>Profit for the year</b>		<b>550,001</b>	<b>1,334,508</b>	<b>2,124,918</b>	<b>2,678,771</b>	<b>3,326,582</b>	

**Annex III  
F N TRANSPORT LIMITED  
Projected Balance Sheet  
In (Usd)**

	<b>Year I</b>	<b>Year II</b>	<b>Year III</b>	<b>Year IV</b>	<b>Year V</b>
Fixed assets (Net)	2,125,372	2,121,833	3,447,145	5,378,062	8,119,421
<b>Current Assets</b>					
Stocks of loose tools	26,201	26,201	26,201	26,201	26,201
Debtors	648,000	1,490,400	1,713,960	1,971,054	2,168,159
Cash and Bank	37,186	34,972	71,826	80,446	90,099
Creditors	-13,100	-13,231	-13,364	-14,700	-16,170
Loan term Loan	-1,520,794	-1,022,802	-483,478	0	
<b>Net assets</b>	<u>1,302,865</u>	<u>2,637,373</u>	<u>4,762,291</u>	<u>7,441,063</u>	<u>10,387,711</u>
<b>Capital Employed</b>					
Share Capital	131,004	131,004	131,004	131,004	131,004
Accumulated profit	1,171,861	2,506,369	4,631,287	7,310,058	10,256,706
<b>Total capital employed</b>	<u>1,302,865</u>	<u>2,637,373</u>	<u>4,762,291</u>	<u>7,441,062</u>	<u>10,387,710</u>

F N TRANSPORT LIMITED						
NPV & IRR ANALYSIS						
Basic Assumptions						
Initial outlay	2,000,000					
Corporate Tax Rate	30%					
Bank Loan	1,600,000					
Bank Interest Rate	8%					
Term of loan in months	36					
<b>Summary of Projected cash flow (in USD)</b>						
for Five Years		Year I	Year II	Year III	Year IV	Year V
<b>INFLOWS</b>						
Transport Income		6,480,000	7,452,000	8,569,800	9,855,270	11,333,561
<b>Total Inflows</b>		<b>6,480,000</b>	<b>7,452,000</b>	<b>8,569,800</b>	<b>9,855,270</b>	<b>11,333,561</b>
<b>OUTFLOWS</b>						
Salaries & Wages		157,205	172,926	190,218	209,240	230,164
Allowances		251,528	276,691	304,349	334,784	368,263
Fuel & Lubricant		3,458,515	3,804,367	4,184,803	4,603,284	5,063,612
Car Services		94,323	103,755	114,131	125,544	138,099
Car Insurance		183,406	201,747	221,921	244,114	268,525
Road License		15,721	17,293	19,022	20,924	23,016
Office Expenses		1,074	1,182	1,300	1,430	1,573
Purchase of Tyres		922,271	1,014,498	1,115,948	1,227,542	1,350,297
Loan Repayment-Principle		491,417	532,205	576,046	-	-
<b>Total Outflows</b>		<b>5,575,461</b>	<b>6,124,653</b>	<b>6,727,738</b>	<b>6,766,862</b>	<b>7,443,548</b>
Taxation		235,715	571,932	910,679	1,148,045	1,262,849
Opening Balance		1,048	37,186	34,972	71,826	79,009
Movement during the period		36,138	(2,214)	36,854	6,694	7,363
Closing balance		37,186	34,972	71,826	78,521	86,373
<b>New Calculations</b>						





