

THE FUSTAR FRIENDS INVESTMENT CO. LIMITED

BUSINESS PLAN

Prepared by:

THE FUSTAR FRIENDS INVESTMENT CO. LIMITED

PLOT NO. 05, BLOCK "D"

P.O.BOX 161

MKURANGA, PWANI

1. EXECUTIVE SUMMARY

M/S THE FUSTAR FRIENDS INVESTMENT CO. LIMITED, P.O.Box 161 Mkuranga, Pwani is a private Company Registered and incorporated in Tanzania under the Companies Ordinance Act, 2002 with Certificate of Incorporation of a Company number **138162583** given at Dar es Salaam 14th day of November, 2018. The Shareholders of the Company have agreed to conduct business in Tanzania response of Tanzania's **open policy on trade and liberalization and also industrialization**. Promoting a new, Factory for **Manufacturing of LED Bulb, electrical gasket and electrical components**. Also the industrial manufacture refractory products electrical cables and lighting equipment and electrical goods.

2. OWNERSHIP THE M/S THE FUSTAR FRIENDS INVESTMENT CO. LTD.

Name	Nationality	Number of shares taken by each subscriber
JIAN LONG WENG CHONGQING CITY FUJIAN PROVINCE CHINA P.O.BOX 161,MKURANGA, PWANI TANZANIA	CHINESE	900
YONG YAN CHONGQING CITY FUJIAN PROVINCE CHINA P.O.BOX 161 PWANI TANZANIA	CHINESE	100

3. THE PROJECT OBJECTIVE

The Project Objective in to establish a factory for **LED bulb, electrical gasket and other electrical components**. Also, the industry manufacture refractory products, electrical cables, lighting equipment and electrical goods. The company has planned to commence an industry for manufacturing electronics and electrical materials, assembling installation and maintenance.

The Project has been promoted by the following reasons:-

- Inability of the existing Industries to satisfy the growing demand which is an opportunity to **THE FUSTAR FRIENDS INVESTMENT CO. LIMITED** to penetrate in the East African Market, Central Africa and Southern Africa.
- The presence of both local and external market for LED bulb, electrical gasket and other electrical components. ALSO, increasing population and purchasing power of the people in Tanzania and other East African countries.

- Presence of both skilled and unskilled workers who are very important in the Production Process and administration works.
- As a consequence of an attractive environment for investors in Tanzania there has been steady growth population.
- The Company has through agents conducted expected extensive market research and has concluded that the political and economic climate in Tanzania is conducive for the business.
- The LED Bulbs are exclusive and unique and its targeted consumers are lower, middle and upper income earners in Tanzania, therefore large availability of market.
- The government of Tanzania has initiated many large electrical projects like the **Mwalimu Nyerere in Rufiji**, Pwani and others big projects, hence this will attract many people have electrical house and industries and buy electrical equipments.
- The company intends to boost market by attending the internal Trade Fair like Mwalimu Nyerere (Sabasaba) and others.
- Also, availability of many Countries in East, Central, South and another of Tanzania which needs electrical equipment as the company conducted test of selling.

4. PROJECT BACKGROUND

The plant will be established in **Mkuranga District, Pwani Region**.

The Head office for administration is located at **Plot No. 05, Block D Mwanambaya Mpeko ward, Mkuranga district, Pwani region**.

5. LOCATION AND SITE

The plant has been established in an appropriate location. The location had been accessible and fully provided with the necessary utilities i.e. Water and Electricity.

6. PLANT LAYOUR

The proposed Plant lay out is the one appropriate for the functional areas, however among the key functional areas of the facility is as following:-

- Storage space for processing inputs
- Office space
- Manufacturing hall
- Storage of proposed products
- Social amenities space

- Ordinary stores
- Parking areas
- Assembling areas.

7. MANPOWER

Estimate manpower according to the proposed organization set up has been **estimated at 120 Tanzanians and 5 foreign experts**. This again has been derived taking into account the types of activities that have been intended to be undertaken.

MANAGEMENT SUMMARY

THE FUSTAR FRIENDS INVESTMENT CO. LIMITED had started with **10 qualified** and experienced employees. An increase to **50 employees** will likely to be needed in three to years. The project will continue to have led bulb brokers in various places like Lindi, Tanga, Pwani, Mwanza Dodoma and others just to mention a few; their main job is to take care of quality of stock collected and the payment will base on commission.

ORGANIZATIONAL STRUCTURE

THE FUSTAR FRIENDS INVESTMENT CO. LIMITED shall have:

- A Lawyer who is handling legal matters and written agreements even if he or she will on part time job.

MANAGEMENT TEAM

- Directors:** shall have overall responsibility for the implementation of the company's policy. In particular, they are responsible for ensuring the policy is widely communicated and that its effectiveness is monitored.
- Senior Manager:** are wholly accountable to the directors for the implementation and monitoring of the policy within the area of their specified responsibility.
- Administration Manager/ safety officer:** is a nominated manager responsible for coordinating effective safety and health policies and controls across the company.
- Accountant, project manager, drivers, technicians, translators and other employment

The company is organized into four main functional area,

- Sales and marketing
- Finance and administration
- Logistic.
- Interpretation department
 - ❖ Managers/ supervisors
 - ❖ Directors
 - ❖ Environment programmed officer

The personnel plan

The personnel plan indicates employees for each department as follows:-

➤ Administration	4
➤ Marketing	4
➤ Sales/ broker	12
➤ Accounts	2
➤ Drivers	6
➤ Technicians/quality control	2
➤ Chinese, English, Swahili & Translators	2
➤ Senior Manager	1
➤ Administration Manager/ safety officer	2
❖	
❖ Expatriates (foreign employees)	3
❖ A nurse (red cross expert)	1
❖ Local inexperienced employees	27
❖ Others mechanic	2
❖ Non skilled employees	10

8. IMPLEMENTATION SCHEDULE

It was estimated that, implementation period takes about **10 months** to completion once the decision for implementation had been reached.

9. INVESTMENT STRUCTURE

The Total Initial Investment in fixed assets and working capital is estimated at **1,045,000 USD**. The breakdown of which is as follows:-

TABLE 12.1 INVESTMENT STRUCTURE

ITEM	USD
FIXED ASSETS	
Land and Civil works	160,000
Machinery and equipment	735,000
Operational expenses	150,000
GRAND TOTAL	1,045,000

10. FINANCING PATTERN

The Total Initial Investment of **1,045,000.USD** shall be financed as follows:-

TABLE 13.2 FINANCING PATTERN BREAKDOWNS

SOURCE	USD
FIXED ASSETS	
Equity (40%)	358,000
Long-term loan (60%)	537,000
Sub Total	895,000
WORKING CAPITAL	
Bank overdraft (75%)	112,500
Equity (25%)	37,500
Sub Total	150,000
GRAND TOTAL	1,045,000

11. OPERATIONAL COSTS

The structure of operating costs at full capacity is as given below. This level refers to the initial year in subsequently year they are expected to increase at the rate of 2%-5% per annum.

12. FINANCIAL INDICATORS

The financial indicator shows that the project is viable as hereafter confirmed here below:-

13. BREAK-EVEN ANALYSIS 3rd YEAR

The Break Even Analysis on the 2nd year of operation shows that Break Even Sales and Break Even Capacity of 30%

14. INTERNAL RATE OF RETURN (IRR) AFTER TAX

The Projects Internal Rate of Return after Tax is 30% well above the lending rate of 10% and 12% assumed for the long term loan and the bank overdraft.

15. PAY BACK PERIOD

This gives an estimated period from start of operation of the time when initial fixed investment is recovered through profits after tax and depreciation charges. The Payback Period for this undertaking estimated at around 4 years and 5 months.

16. ECONOMIC ADVANTAGES

On the basis of the above account the analysis has overwhelmingly proved that the Project is financial sound and techno-economically viable.

Furthermore the project has potential towards the earning of the foreign currency. It is hereby recommended that the Project be implemented; the envisaged undertaking will be

Viable and Profitable if it is implemented early. However, there will be several social economic benefits that will apprehend in the course of operating this undertaking. These will include the following:-

- Expanded employment creation
- Expanded tax base
- Expanded capacity to earn foreign currency
- Transfer of knowledge

Company strategies

The Proprietors plan is to adapt management and incremental growth strategy in maintaining and expanding the business as set out below:-

- To provide the best customer services by staying loyal and faithfully to the customers.
- To ensure there is a compliance with country regulatory and statutory laws ensuring timely payment of tax obligations.
- To maintain and continue to grow the business by Managing costs whilst increasing the number of clients.
- To generate sufficient profit becoming financially sustainable.
- To offer high quality and reliable product our customers.

17. CONCLUSION

The project as shown in this study is valuable undertaking to both investors and country of Tanzania at large. A part from rigid assumption and pessimistic revenue projections contained in the study, the project has shown that it is capable of creating employment, generating foreign exchange, expanding the local and central Government tax base.

This project is in the line with the Government objectives of encouraging the private sector to contribute towards economic development of this country.

In addition it has positive impact in the development of the region as it generate number of benefits on the National economy such as reliable income, employment and various tenders of goods and service demanded by the project, workforce and their families.

In order to ensure prompt implementation of the project and achieving the anticipated impact number of the factor have to be taken into the account this will include the levels of the proposed investment in this project man power needs, machinery/ equipment, anticipated significant roles in the above mentioned sectors and in the overall status of the national economy and the proposed project area.

In the context of the immense useful potential of this project the management of **THE FUSTAR FRIENDS INVESTMENT CO. LIMITED** anticipated that all interested parties in the region/ and the Government of Tanzania will give their full support so as to ensure timely implementation of the project and apprehension of successfully operation.

The project also stands to benefit the people of Dar es Salaam, Pwani, Tanga, Lindi Morogoro and the Country at large.

18. MARKETS AND MARKETING ASPECTS

In this chapter an attempt is made to estimate the demand for **building materials** in the local and external market as well as the Supply of these products. The ultimate goal is to establish the current demand – supply gap and projections for the future.

19. ASSUMPTION

In order to estimate the Demand and Supply for **building materials which comes from such as industrial minerals** within and outside the country, the following assumptions have been made:-

- **THE FUSTAR FRIENDS INVESTMENT CO. LIMITED** is going to be one of the local and manufacturer of products.
- Increasing in the use of **industrial minerals** and other product of **calcium carbonate** in as **building materials and construction, paints, plastics and coatings** will create money for small miners who will quarry and mining the industrial minerals for selling as materials in the factory.

20. SUPPLY OF LED BULB AND ELECTRICAL PRODUCTS IN TANZANIA

- As noted elsewhere in this report existing highest demand of **led bulb** products which are mostly used like by both high income earners and lowers, most of these are available in Tanzania and other East African countries.

21. DEMANDS FOR INDUSTRIAL MINERALS AND PRODUCT

There is huge demand for **LED bulb, electrical gasket and other electrical components** product due to the growing number of industries in East Africa (EA) and in the SADC Countries, following the various policies which were introduced for the purpose of improving living standard of their people and encourage more investors through reduction of some cost in the process of establishing Industries which reduces the price due to competition in the market.

22. PLANT CAPACITY

The envisaged processing capacity of is41671, tones per month. These will attain in the range of 60%, 70% and 80% for year 1, 2, 3 respectively.

23. CIVIL WORKS AND BUILDINGS

The Proposed facility shall be located in appropriate Industrial Location within village of Mwanambaya, Mkuranga District and Pwani Region.

24. ACCESSIBILITY OF THE SITE

The envisaged project site will be accessible; it can easily be reached and will have full provision of all basic Utilities, Electricity, Security and Water. Also the industrial site/ is nearby or closer to mineral deposit to minimize cost.

25. DESIGN CONCEPT

The ultimate factory building has a well conducive and properly designed with enough space to cover all functional spaces such as processing hall, offices, raw materials storage, product storage and other social amenities space requirement. It is envisaged that on final completion the factory will have a Total built up area of 8000 square meter or more.

26. AUXILIARY SERVICES REQUIREMENTS

• MAIN POWER SUPPLY

The factory will be connected to the National Grid, prevailing in the Mkuranga; also a stand by generator will be available, to be provided to Supply all the essential loads incase of TANESCO Power failure i.e. frequent Power cuts and fluctuating voltages. For this reason; which has increased the use of **LED Bulbs**, might be forced to use stand by Generator to some extent, such sources of power will result in the increasing the production costs of the products in question.

• POWER DISTRIBUTION

Power distribution in the factory compound will be via underground cables to be installed with TANESCO requirements.

• FIRE PROTECTION

It is composed to provide fire protection and fire fighting systems, fire detection system which consist of automatic and manual detection devises, alarm and communication systems whereas fire fighting systems will feature portable extinguishers, hose reels, wet and dry rises and automatic sprinkler system.

• ACCESS ENTRANCE

Wide inlet/ entrance will be provided so as to facilitate smooth passage of the workers and vehicles.

• A PARKING SPACE FOR THE FACTORY BUILDING

The Plant area has had ample parking space adequate to accommodate several vehicles at any given time.

- **SOURCE OF WATER**

The source of the Portable Water for the Plant will be from the Municipal Water System, design of the Water Supply will be based on the Ministry of Water Design Manual. Material specification for pipes and fittings will be according to the relevant standards.

- **STORM WATER DRAINAGE**

Road storm water drainage will be dealt separately during design of the parking space where by all the drainage structures will be considered.

Storm water runoff will be collected from the building by means of spouts and full boras through down pipes and will be discharged into the open channel and deposited into road side drains.

Also the some method/ channels will be used to dispose storm water run – off from car park and other facilities to the road side drains.

- **SEWARAGE SYSTEM**

Waste and foul water is collected from the building by means of UPVCP pipes of different sizes e.g. 75mm and 150mm to the municipal sewer lines.

27. MAN POWER REQUIREMENTS AND ORGANIZATION

The success of the venture of this kind depends on the competence of the personnel recruited by the management; it is assumed that relevant personnel with requisite skills shall be available within the country. There will be a need of the recruiting expatriates in some key positions.

The overall in charge, responsible of the day to day operations will be the project manager who in turn is answerable to the board of directors.

28. MAN POWER REQUIREMENTS

Based on the proposed organization structure the Project will initially employ a Total of 120 people where by 5 will be experts and all 120, the remaining will be Tanzanians. However it is anticipated that by the time the project attains maturity the envisaged employees will employ 260 people.

29. RECRUITMENT AND TRAINING

All staff will be recruited at least one month before the Plant operations are commenced.

30. TRAINING

The management of the Plant would strive to employ competent and qualified personnel in the Production line. To reduce costs few senior staff will be trained at the selected locally available institutions. All other supporting staff will be trained on the job. However it is

expected that most of them will have some basic knowledge and experience in manufacturing business.

31. IMPELENTATION SCHEDURE

Both local and external factors have been taken into account when drawing out the proposed schedule of implementation. Factory such as finalization of civil works, acquisition of machinery and equipment, recruitment of qualified personnel and other factors have been put into consideration.

32. PRELIMINARY FORMALITIES

On the finalization of the study duration of about 2 weeks will be needed for executive of the Preliminary formalities of the Project.

33. PROJECT STAGE

- **Finalization of the Plot Acquisition**

The management of has already decided the likely location of the Mkuranga at Mpeko, Mwanambaya, Industrial Area Plot Number 05, Block D. **The office for Administration** purposes is also at industrial premises at Mpeko Mwanambaya, Mkuranga, District will at Pwani, Road, In order to facilitate other daily activities.

- **Plot Development Undertaking**

These will comprise of activities such as Plot clearing, carrying out construction of drainage channels etc. They will take 4 months to complete.

- **Construction of the Buildings**

This undertaking will require a period of 8-18 months to completion.

- **Ordering of Machinery/ Equipment/ Vehicles/ Furniture**

Timely ordering will have to be executed to match the rate of development of the Plant. Time required will run into several days.

- **Installation of Machinery/ Equipment/ Furniture**

Once the buildings are constructed and then will follow the installation of machinery/ equipment/ furniture and fittings upon arrival at the Project site.

- **Trial Runs**

Upon completion of the installation of machinery and equipment then will follow trial runs of the unit. This will take about 4 weeks.

- **Commercial Production**

On completion of the trial runs then will follow commercial production.

34. ASSUMPTIONS

- The project construction time was assumed to be **one year**.

- The economic life of the project is 10 years.
- The currency exchange rate of Tshs. 2,235/= to be one US\$ has been adopted.
- Re-investment in vehicles shall be done after every four.

35. BANK OVERDRAFT

As noted above a short term of financing of usd. 112,500 shall be sought to cover 75% of the initial working capital requirement. An interest rate of 12% has been assumed.

36. OWNER'S EQUITY

The owners shall finance 25% of the cost of working capital and 40% of the fixed assets costs.

37. OPERATING COSTS

The prices of inputs are assumed to remain constant over the ten years period because under rising inflation the prices and services will rise including those of outputs hence leaving the profit margin unchanged.

38. BREAKDOWN ON THE OPERATING EXPENSES

The main cost items will include raw materials, salaries and wages, vehicles running expenses, electricity, water, Insurance, maintenance of machinery and equipment/ furniture and fittings and administrative overheads.

- **Depreciation**

Depreciation rates have been calculated as follows:-

Building and Civil works	5% Straight Line
Vehicle	25% Straight Line
Pre-operational Expenses	20% Straight Line
Equipment	12.5% Diminishing Value

Total depreciation charges in year one is Tshs. 43,125 decreasing steadily to Tshs. 10,459 in year 10

- **Tax**

Corporation tax is charges at 30% on profits before tax.

39. FINANCIAL AND ECONOMIC ANALYSIS

The prices of inputs and outputs are assumed to remain constant over the life of the project i.e. 10 years. However, in case of changes in the costs of inputs, to maintain the desired profit margin, the prices of the outputs will be accordingly adjusted.

40. INCOME

The project's income in the first year is estimated to average in Tshs. 49,634,000 rising to 74,635,586 in years 5 onwards.

41. EXPENDITURE

The expenditure items are as indicated in the operating costs. They include all costs items plus depreciation and financial charges. These are listed in Appendices 8: A:

PROJECTED INCOME STATEMENT FOR THE YEARS 2021 TO 2025

The following is the management's projections of financial performance (income statement) for the year 2021 to 2025 with the effect of loan facilities. Revenues are expected to be growing by 20% throughout the years. Operating expenses is projected to increase by an average of 12% per year until the end 2025. Basing on the above projections, here is the year's projected income statement of the business.

<u>Description</u>	<u>2025</u>	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>
	<u>TZS '000'</u>	<u>TZS '000'</u>	<u>TZS '000'</u>	<u>TZS '000'</u>	<u>TZS '000'</u>
Revenues	3,932,161	3,510,858	3,134,695	1,091,948	-
Direct expenses	2,300,314	2,053,852	1,833,796	638,790	-
Gross Profit	1,631,847	1,457,006	1,300,898	453,158	-
<i>Expenses:</i>					
Administrative Expenses	221,212	210,678	200,645	191,091	-
Marketing and Promotion	314,573	280,869	250,776	87,356	-
Staff Costs	51,517	49,064	46,727	44,502	-
Audit Fee					
interest on Term Loan	101,489	108,660	115,151	121,028	-
Interest on Overdraft	50,234	83,723	139,539	232,565	-
Depreciation	160,331	204,905	264,337	343,579	445,555
Total Expenses	899,355	937,898	1,017,175	1,020,121	445,555
Profit before taxation	732,491	519,108	283,723	(566,962)	(445,555)
Income tax	219,747	155,732	85,117	-	-
Profit for the year	512,744	363,376	198,606	(566,962)	(445,555)

PROJECTED FINANCIAL POSITION STATEMENT AS AT END OF YEAR 2021 TO 2025

Most of the balance sheets items will keep on increasing as the business continue to operate on its normal operating cycle. At the moment the only noncurrent assets owned by the business is furniture and fittings and Motor Vehicles Only. Here is the business's projected Statement of Financial Position as at the end of year 2021 to 2025

Description	2025 TZS '000'	2024 TZS '000'	2023 TZS '000'	2022 TZS '000'	2021 TZS '000'
ASSETS					
<i>Non-current assets:</i>					
Property, plant and equipment	705,474	865,805	1,070,710	1,335,047	1,678,625
Total Non-Current assets	705,474	865,805	1,070,710	1,335,047	1,678,625
<i>Current assets:</i>					
Stock	805,110	718,848	641,829	223,576	-
Debtors and other receivables	983,040	877,714	783,674	272,987	-
Cash at Bank & Hand	269,458	192,378	447,698	1,979,220	146,170
Total Current Assets	2,057,608	1,788,941	1,873,201	2,475,783	146,170
TOTAL ASSETS	2,763,082	2,654,746	2,943,911	3,810,830	1,824,795
EQUITY & LIABILITIES					
<i>Current liabilities</i>					
Trade payables	260,444	217,037	180,864	150,720	125,600
Bank Overdraft	558,155	930,258	1,550,430	2,584,050	-
	818,599	1,147,295	1,731,294	2,734,770	125,600
<i>Non-Current liabilities</i>					
Term Loan	972,624	1,048,337	1,116,878	1,178,927	1,235,100
	972,624	1,048,337	1,116,878	1,178,927	1,235,100
<i>Equity</i>					
Shareholder Contributions	909,650	909,650	909,650	909,650	909,650
Retained earnings	62,208	(450,536)	(813,911)	(1,012,517)	(445,555)
	971,858	459,114	95,739	(102,867)	464,095
TOTAL EQUITY AND LIABILITIES	2,763,082	2,654,746	2,943,911	3,810,830	1,824,795

PROJECTED SHEET: FOR THE END OF THE YEAR 2021 TO 2025

ASSETS						
NON CURRENT	NOTE	2021 "000"	2022 "000"	2023 "000"	2024 "000"	2025 "000"
Property, plants and equipments		705,474	865,805	1,070,710	1,335,047	1,678,625
TOTAL NON CURRENT ASSETS		705,474	865,805	1,070,710	1,335,047	1,678,625
CURRENT ASSETS:						
Inventory		805,110	718,848	641,829	223,576	51,271
Debtors and Prepayments		983,040	897,714	783,674	272,987	46,175
Cash and Bank balance		269,458	192,378	447,698	1,979,220	48,724
TOTAL CURRENT ASSETS		2,763,082	2,674,745	2,943,911	3,810,830	1,824,795

EQUITY AND LIABILITIES:

Current Liabilities:

Trade Creditors and Accruals	260,444	217,037	180,864	150,720	100,600
Bank overdraft	558,155	930,258	1,550,430	2,584,050	25,000
Term Loan (non-current liabilities)	972,624	1,048,337	1,116,878	1,178,927	1,235,100
	1,791,223	2,195,632	2,848,172	3,913,697	1,360,700

FINANCED BY:

Shareholder contributions	909,650	909,650	909,650	909,650	909,650
Retained earnings	62,208	(450,536)	(813,911)	(1,012,517)	(445,555)
	971,858	459,114	95,739	(102,867)	464,095

TOTAL EQUITY AND LIABILITY	2,763,081	2,654,746	2,943,911	3,810,830	1,824,795
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42. FINANCIAL INDICATORS

Financial indicators showing the financial viability of the project are summarized below:

- **Internal Rate of Return (IRR) After Tax**

This is estimated at 30% well above the lending rate of 10% and 12% for long term and bank overdraft respectively used for the study.

- **Payback Period**

This has been computed and found to be 4 years 5 months.

- **Break-even Analysis: 3rd Year**

The break-even analysis in the 2nd of operation shows breakeven sales at Tshs. 1,635,586 and breakeven capacity of 30%.

43. SENSITIVITY ANALYSIS

A sensitivity analysis has been carried out on the project's IRR responsiveness to changes in sales prices, operating costs, or initial investment. And the result of the sensitivity analysis has shown that the IR is more sensitive to changes in sales prices than changes in either operating costs or initial investment.

44. ECONOMIC BENEFITS OF THE PROJECTS

The economic benefits of the plant to the PWANI and Tanzania as whole are as follows:-

- a) Contribution to the Industrial base in the Region hence creation of direct employment opportunities for over **125** employees in the factory.
- b) Provision of income to People will increase the demand for services and goods with regard to welfare of the people and their families.
- c) Poverty alleviation in the **PWANI Region** and Tanzania as whole through direct income, medical and other social benefits that Management will provide.

- d) Setting up this Plant in the PWANI is the strategy of poverty alleviation, which emphasizes the creation of job opportunities.
- e) Expanded tax base to the Treasury and local Government authorities and generation of substantial income to the Government. The Government earns considerable revenue from the manufacturing Industry in terms Tax collections.
- f) Opportunity for increasing Foreign Exchange Earnings through export of some of the Plants products to the neighboring countries.

45. CONCLUSION

The investment and development of the Plant is in line with the Government policies which places special emphasis on initiating/ setting up of various Industries in the Country. In addition, it will have a positive impact on the development of the Region, as it would generate a number of benefits and reliable income for the employees of the company and providers of the services and goods demanded by these workers/ their families.

This document has provided a full analysis on the financial, Techno-economic viability on the establishment/ operation of the processing Undertaking, along with the financing requirements/ parameters have been considered and it has been established that the proposed project is technically sound, financially viable and economically/ socially beneficial.

However, in order for this project to be implemented and the production targets to be achieved as planned, several factors have to be taken into account. This will include consideration of the level of investments in this project, the roles of the Industries in the context of the overall National Economy.

The management anticipates that all interested parties in the PWANI and the Government of Tanzania at large will give their full support so as to ensure timely implementation of the project and apprehension of successful operation.