

BUSINESS PLAN

Supporting Documentation

The following documents are attached:

- Expected Revenues/Costs/Profits.
- Required Finances to completion plus start-up cost for 3 months.
- Contractors Reports on construction progress.
- Licenses and certifications

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Executive Summary

Desire Charitable Hospital and Rehabilitation Centre will be operated under partnership agreement between Tanzania True Exposure Company Limited in collaboration with Mwanza Ortho-Pros Company Limited – Swisslimbs.

Tanzania True Exposure (TTE) is registered with BRELA certificate of registration number 104752 Since 2013 and Tanzania Revenue Authority number 139121090 while Mwanza Ortho-Pros Company Limited (MOPC) is a newly registered company in Tanzania found in January 2019. The Company is recognized by Business Registration licensing agency (BRELA) with certificate of registration No. 138533700 and also registered with Tanzania Revenue Authority with TIN 138-533-700.

The project will be located at Misugusugu ward in Kibaha town council in Pwani region. Pwani region is on the Eastern part of Tanzania Mainland, and a large part of the region is situated along the Indian Ocean coastal belt.

- The owners are **TTE** ran by Bryceson Kiwelu and Stella Kitali and **MoC-Swisslimbs**. Bryceson is a holder of MD, MMED Orthopaedics and Trauma and has been practicing in the medical sector for the past 14 years with track record while Stella Kitali is holder of BA Economics with Hons; MBA – Strategic Management practicing at key leadership position in public listed private company for the past 16 years with track record too.
- At completion the centre is expected to offer full range of health services albeit Orthoses and prostheses unit; Physical therapy unit; Orthopaedics and trauma unit; Out patients specialized clinics and Inpatient surgical, gynaecological, medical and paediatric services; Diagnostic unit; Parking and support services; Training and research Centre for medical personnel.
- Our target group will be all people residing in Pwani, Dar es Salaam, Tanga and Morogoro Singida Mbeya, Songea Lindi and Mtwara and other parts of the country who will get information through word of mouth from patient testimony and social media or on our website. Through market analysis and projection we expect on average a minimum of about **28,985** patients (1,047 Orthosis and prosthesis and 27,938 on other service lines) to benefit from the centres services in the 1st five years.

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- Our marketing strategies will be based on creating awareness to our targeted customers about our planned health services. Customers will be attracted by using marketing mix strategy. We are optimistic that this will work due to high demand at present and the facility uniqueness of services and technology to be used.

Vision statement:

To become the leader in providing tailor made solutions to improve health to Tanzanians and beyond.

Goals/objectives:

- To construct modern health Centre which will offer specialized surgical, medical and rehabilitation services in Tanzania
- To fabricate and supply high quality prosthetics and orthotics devices at affordable price
- To set up training centre for Orthosis and prosthesis technologies and related services.
- To promote local talents in designing and distributing modern orthosis, prosthesis, assistive devices like wheel chairs, quad bicycles, exercise machines and tools for disabled people
- To set a showcase of a sustainable development project in developing countries in which the one who have enough cover for those are least privileged.
- To sensitize community to take a practical step in ensuring that every person is responsible for his/her own healthcare needs.

Mission statement

To provide affordable curative, preventive, and rehabilitation services through transformed model integrated with regional and globally recognized research, education and innovation to respond to clients' needs.

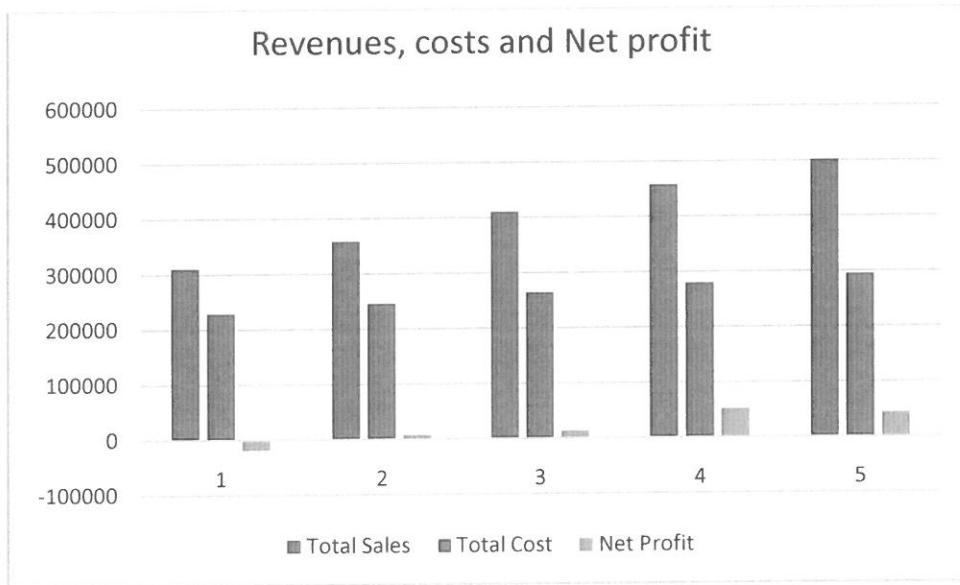
Expected Results

- Improving access to high quality and affordable specialized medical, surgical and rehabilitation service which meets international standards. Thus creating a smile to all whom without the facility could have been declared "incapacitated" and become a complete dependent.
- Production of affordable, prosthesis, orthosis and other assistive devices based on modern technology and design which will be customized to meet clients' needs and challenges. This will reduce suffering and improve quality of life of affected individuals.
- Enhancing the concept of clients centered services through engaging clients in modifying home and working environment to suit their needs.
- Foster the government effort of transforming the country to middle income country through payment of taxes, job creation, preparation of robust man power to work in healthcare industry and reduction of dependency rate from people who were strike by disabilities are manageable.
- Engaging in research and innovation to enhance transfer and adoption of knowledge, skills and technology from developed to developing countries and vice versa through application of latest discoveries in medical field.

Financial projection

The project is expected to cost about **\$671,353.50**. This budget will cover for the construction work, installations of electrical, clean and sewage water system, fundamental operating theaters; laboratory equipment; landscaping, access road and solar power to make the project green. It will also cater for high tech incinerator and standby power generator. A total of **\$137,868.00** have already been invested to this Project by the two Partners from TTE; who are also arranging a bank loan of **\$33,083.00** to make progress with the construction. Required Funds on each Phase to completion is **\$500,402.50** as detailed in appendix 3. Expected revenues for the 1st 5 years is estimated at **\$1,991,229.00**, running costs at **\$1,245,912.00** and net profits of about **\$116,144.00**. Details appendix 4

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Business Details

A) The Services

Rehabilitation unit

Our country has very few rehabilitation centres despite of the growing needs of these services, Desire Charitable orthopaedics and Rehabilitation Centre will have a modern orthosis and prosthesis unit coupled with occupational and physiotherapy services.

The Centre will be unique in the sense that patients will have access to these three core services under one roof. This unit will be our first unit to be operational under technical, material and moral support from expert from a reputable organization which specialized in this area. Team work approach will be used, all patients will be assessed individually and treatment will be planned to meet individual needs.

Family member will be an integral part of treatment plan as we believe that families have high expectations and understandably wish to have the latest advances and state of the art technology for their loved one. Their involvement will facilitate improved education and carryover of newly learned skills. Our experts will also have the opportunity to visit patient families to evaluate home environment, working environment so that they can advise on what should be modified or improvised to facilitate patient's rehabilitation plan on time and quickly.

In-Patient service unit

In most of the developing countries including Tanzania there is a big shortage of specialized medical and surgical services. They are faced with high burden of communicable and non-communicable diseases. This Centre will offer outpatient and inpatient services for communicable and non-communicable disease affecting all age groups in the community. At the beginning; the hospital will be in a position to admit twenty patients who will be distributed in six wards. Three out of the six wards can accommodate four to five patients each, two can accommodate three patients and one VIP room for one patient. These wards will be linked to a nursing station with digital nursing call system, and to two operating theatres one for elective orthopaedics procedures which demand very high sterility, and one for emergency and general cases. Theatres are linked to a central sterilization unit.

Out-Patient unit

This complex is well planned with administration offices, medical record, three standard consultation rooms, one observation room, one procedure room and a dispensing room.

Both outpatient and inpatient services will be of high standard as they will be coupled with modern diagnostic services such as digital x-ray and imaging, well equipped laboratory with wider range of modern diagnostic services including but not limited to hormonal assay, biochemistry, haematology, immunology, parasitology and microbiology laboratory services, to meet clients' needs.

Supporting Services

There are plans for construction of well-planned buildings for biomedical engineering unit, Kitchen, Laundry, and Radiology department (X-ray, Ultrasound, ECG, ECHO, CT Scan, MRI, etc.), power station (generator), restaurant, Staff resting rooms, Visitors hostels, parking services and a room for future expansion.

Academic facilities

In this era where morbidity and mortality rate arising from non-communicable diseases are on the rise in developing countries, WHO has identified the key problem to this being lack of qualified medical personnel to offer life saving services to meet the increasing needs.

In June 2009 in Addis Ababa Ethiopia, WHO launched a new strategy called task shifting from clinician to non-clinician medical personnel to solve the problem of shortage of staff. In this policy it encourages training of more paramedic staffs that will be ready to work in rural areas. The Desire Charitable Medical Centre aspires to fulfil this goal by creating a room for establishment of a medical college in its campus.

This college will offer training facilities for orthosis and prosthesis, physiotherapy, assistant orthopaedic technician, at the level of diploma and advanced diploma. This school will be a good source of reliable manpower to sustain the centre at all time and at the same time generate income for the centre. Upon graduation a robust workforce for the entire nation and neighbouring countries will be released.

Research centre

The location of the hospital is adjacent to new research center at Bagamoyo under National institute of Medical research (NIMR) and Ifakara Health Institute (IHI) which will provide synergistic opportunities for the discovery and development of new treatments, allowing **Desire Charitable Hospital and Rehabilitation Centre (DCHRC)** to build on its stature as a national designated Comprehensive Specialized medical , surgical and rehabilitation Center and a leader in treatment, innovation, research and education.

In this very same campus will have a special unit for continuing research activities in field of orthopaedics and rehabilitation to stimulate and create new scientists who will carry forward this noble professional of serving human life. Research will facilitate in the design and production of new implants, orthosis and prosthesis and adding new knowledge in understanding the nature of diseases and formulate strategies to combat communicable and non-communicable diseases.

This unit will offer opportunity for young researchers within and outside Tanzania to use it as a research platform. We will collect relevant information from our client to form a data base for research activities, we will also use telemedicine and other Electronic learning means to foster our understanding of various issues in the field of medical, surgical and rehabilitation.

Orthoses and prostheses sales store

The centre will have a first class wholesale and retail store which will be selling various readymade appliances for individuals, or institutional uses. Some of the appliances includes but not limited to arm sling, knee braces, orthopaedic shoes and boots, insoles, walkers for mountain climbers, sports gears, crutches, walking frames, wheel chairs, Children's cars seat restrains, various posture devises.

This store will give customers a unique service by bringing world top class technology in their vicinity which will give them opportunity to press special orders of whatever items they need and will be customized to suit their needs.

B) Registration details

Desire Charitable Hospital and Rehabilitation Centre registered with BRELA in March 2019. It is a partnership between Tanzania True Exposure Company Limited in collaboration with Mwanza Ortho-Pros Company Limited –Swiss limbs.

Registered for health services with BRELA under core company TTE in 2013 and with TRA for taxes in April 2019. **Licences & permits:** BRELA certificate of registration number 104752 TRA tax identification number 139-121-090 building permit number 229/2017 issued by Kibaha Town council.

C) Business location:

The project is located at Misugusugu ward in Kibaha town council in Pwani region. It will be housed in 1400 square meters of land owned by the partners. Pwani Region is one of Tanzania's 31 administrative regions. The region is on the Eastern part of Tanzania Mainland. A large part of the region is situated along the Indian Ocean coastal belt. The region is located between Latitudes 6° and 8° South of Equator and between Longitudes 37° 30' and 40° East of Greenwich.

It shares borders with four regions, in the Northern part is Tanga region, Western part is Morogoro region, Southern part is Lindi region and Eastern part is Dar es Salaam region. According to the 2012 national census, the region had a population of 1,098,668, with a size of 32,407 square kilometres.

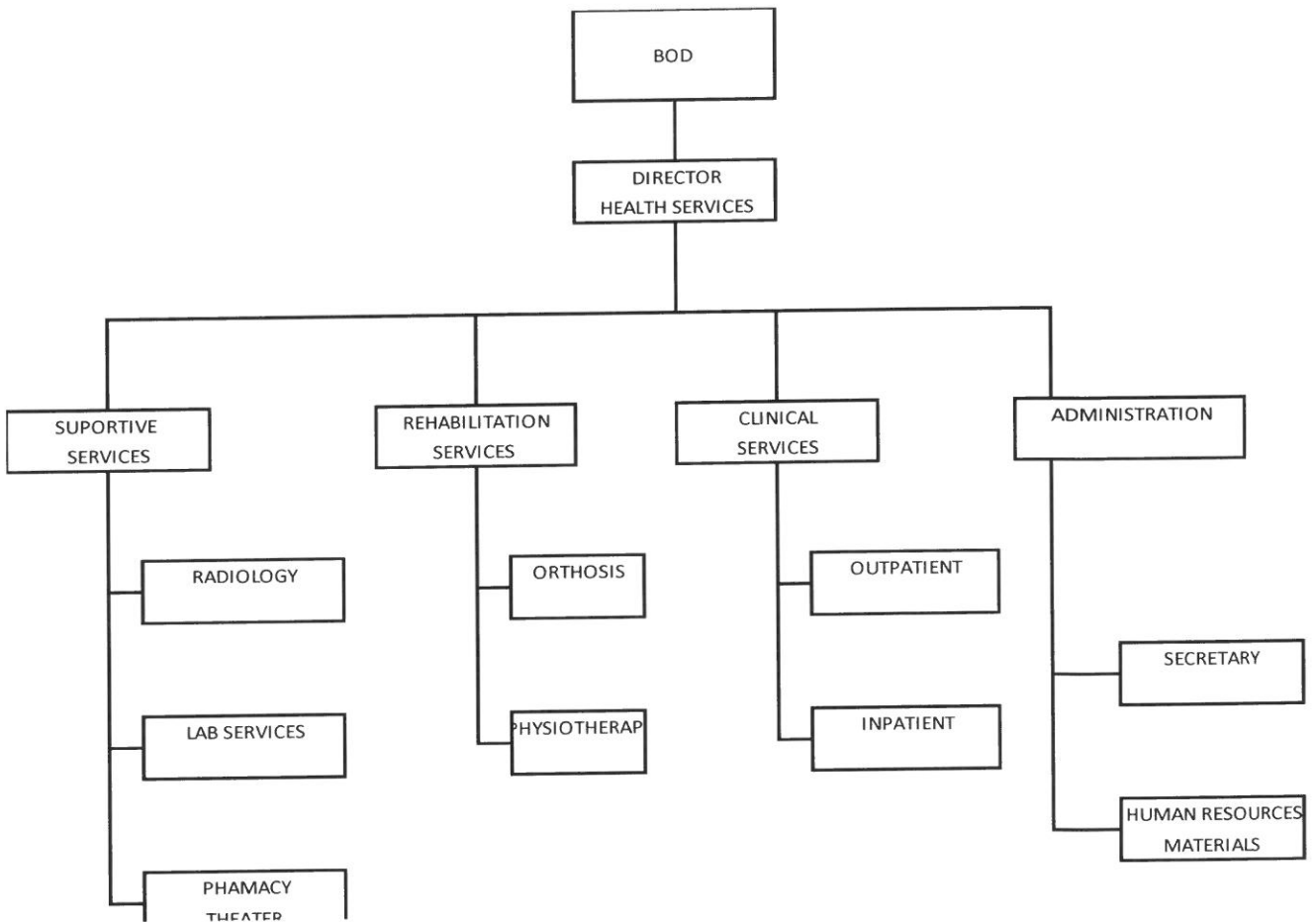
Kibaha Town Council is one among the seven Councils of Coast Region; it is also the headquarters of the Region. The council is 40 km away from Dar es Salaam City. It is bordered by Kinondoni District to the East, Bagamoyo to the North, Kisarawe South and North by a Small Town of Mlandizi. The Council has an estimated area of 750 square Kilometres and lies between latitude 6.8° South and longitude 38.2° and 38.5° East. It is directly linked with Bagamoyo Town by seasonal road, while connection to other District Headquarters such as Kisarawe, Mkuranga, Kilindoni (Mafia) and Utete (Rufiji) area accessible through Dar es Salaam City. Administratively, the Council has 8 Wards, which are Tumbi, Mailimoja, Kibaha, Visiga, Mkuza, Kongowe, Misugusugu and Pangani.

Kibaha is widely considered to be a major investment destination in Tanzania because of the following advantages

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1. Its Strategically positioned which makes it easily accessible through public transport from all corners of the country and neighboring countries which are landlocked. The roads, railways from all part of the country converge in Kibaha district on their way to Dar es salaam economic city which provides a competitive advantage over other regions.
2. Its located in close proximity with Dar es salaam harbor and Julius Nyerere international airport with reliable water, electricity and all means of telecommunication.
3. Presence of medium and long term plans for Pwani region which will act as economic stimulant to income of the people example ongoing upgrading of highway from Chalinze to Dar es salaam from two lanes to six lanes, construction of economic processing zone (EPZ); Construction of a modern harbor in Bagamoyo district and dry harbor in Kibaha.
4. Ongoing construction of standard gauge railway from Dar es salaam to the border of Tanzania and landlocked countries will stimulate more investment in Pwani region and Kibaha town council in particular.
5. Communication network makes Kibaha easily accessible to market of any product. Moreover, the region can access raw materials from any part of the country or world and these are important factors for economic improvement.
6. Ongoing government initiative of transforming the economy of Tanzania into a middle class economy by 2025 through industrialization fosters population growth in Pwani region because Pwani is the 2nd preferred investment destination in Tanzania after Dar es salaam.
7. Presence of health facilities of varying capability in Pwani and Dar es salaam region, since most of the surrounding hospitals are government owned and they do not have rehabilitation services they will be a good source of clients. Also the center can benefit from the referral system and may get competent staff to work at the Centre on part time bases.

D) Organisation Chart



E) Business Legal Structure:

Nature of business

Desire charitable hospital and rehabilitation centre is basically a service oriented business modal. The owners are solely focusing on providing a suitable solution to growing needs of equitable and accessible high quality health care services to Tanzanian.

The main target is to serve the most vulnerable people of the community through tapping the resource of those who have to cut for the less privileged ones.

The TTE and MOC- swisslimbs have entered into MOU which allows them to be business partners in the sense that they will construct, equip and operate the centre in accordance to Tanzania government Public Private Partnership Policy

The Government of Tanzania recognizes the role of private sector in bringing about socio-economic development through investments. (*National public private*

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partnership of 2009). In this project the owners of Desire Charitable Hospital and Rehabilitation Centre seek to work hand in hand with the government of Tanzania in providing the scarce health care services which are of public interest. We will work with government sectoral ministries and agencies like ministry of health community development, gender elderly and children, ministry of finance, ministry of internal affairs and agencies such as Tanzania Food and drug Authority, Tanzania revenue authority, Medical Store Department, Workers Compensation Funds, National Health Insurance Funds and the likes to facilitate the centre's operation.

F) **Ownership:** Bryceson Kiwelu and Stella Kitali from TTE and MoC- Swisslimbs. TTE owns 75% shares while MoC- Swisslimbs owns 25%.

G) Management and Business control:

Authority, control and entire running of the business shall be clearly stipulated in the MEMATS; chief executive officer will be running the business and shareholders will review the performance in formal meetings as agreed. However daily and monthly reports shall be shared to management and board of directors for constant monitoring of the business. If all goes as planned owners are planning to quit from current employments and run the business one as chief executive officer and the other with hands on business will be leading the operations team.

Experience Bryceson holder of MD, MMED Orthopaedics and Trauma has been practicing in the medical sector for the past 14 years with track record and Stella Kitali isa holder of BA Economics Hons; MBA – Strategic Management has been at key leadership position in private sector for the past 16 years with track record too. By grace of God both havehad exposure of travel and see felicities of same nature within and outside the country mainly Europe and Japan - Asia.

Key personnelrequired at start up.

Cadre	Academic qualification	No needed	Salary scale in USD
General practitioner	Doctor of medicine degree	3	570
Trained nurses	Diploma in Nursing	10	225
Laboratory technologist	Diploma	2	180
Radiographer	Diploma	2	180
Pharmaceutical technologist	Diploma in pharmacy	2	178
Receptionist	Diploma in medical records	2	134
Bench worker	Form four leaver	1	112

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Orthotic technologist	Bachelor degree in orthosis and prosthesis	2	360
Watchmen	Form four leaver with certificate in National service training	1	112
Medical attendant	Certificate in nursing	3	134
Assistant accountant	Diploma in accounts	1	180

Recruitment options

We will obtain our staff through head hunting for the best and online advertising as this has proven to be best cost effective approach.

Training programs

All staff will be subjected to orientation program to match what is expected at the facility. For the prosthesis we shall work with Swisslimbs for technical and knowledge transfer, attach competent technicians to the centre for specific period of time to coach and train local team. Workshops, refresher trainings and exchange programs with top notch facilities within and outside Tanzania will be arranged to keep the skills current.

Skill retention strategies

After training all staff training records shall be kept with a period for recurrent. Each member shall be offered a job description with detailed roles and responsibilities including Key Performance Indicators on each function. Periodical evaluation will be done and feedback on areas done well and those needing improvement shall be shared to the team.

Market position:

Our services and product are high-end and competitive because partners have done a scientific situational analysis for over five years on the needs for modern health services. Upon confirmation of the needs went further to select the best technology which will suit African environment and yet meets international standards. This is evidenced by the work that has already and continued to be done by Swisslimbs in providing modern orthosis and prosthesis at different parts of the world at affordable price <http://www.swisslimbs.org/our-mission/>. We also have gathered information and adopt hospital modal from the 1st world hospital which Dr. Bryceson Loti Kiwelu managed to visit and spend time to learn the way modern hospitals are organized

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and operated to meet client's needs. He had the honour to visit different hospital which offer comprehensive medical and rehabilitation services in Tanzania such as Kilimanjaro Christian Medical centre in Northern Part of Tanzania, CCBRT hospital in Eastern part of Tanzania and Ikonda Hospital in Southern highland of Tanzania as well as international hospitals such as Tohoku University Hospital and Furkui Prefectural hospital in Japan in the year 2013 and ULM Rehabilitation hospital in Germany in the year 2019.

We are confident that by combining the ideas gathered and by using our own experience in medical field in Tanzania combined with technical expertise from MOC-Swisslimbs we can boldly guarantee that our services will be one of its own in Tanzania and beyond.

Unique selling position:

People, Partnership; professionalism and reliability of quality services. This will be done consistently and will give us an edge above the rest.

Pricing strategy:

Competitive, driven by demand and Supply and affordable to people of all walks of life. Most prices have been adopted from National Health Insurance price list for specifiedclinics. This is chosen to ensure we touch all people's lives and no one will be denied services at our centre due to lack of money. Being a charitable health centre, the model focuses on subsidizing costs for those who have less, or nothing at all. We prepared a subsidy model that aims at full or partial subsidize for the most vulnerable population through fully paying patients, insurance coverage and dedicated donations.

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Criteria shown in the table below:

Client stratification at Desire charitable hospital and rehabilitation Centre

Category 1	Category 2	Category 3	Category 4
Insured clients Pay 100%	Full paying clients Pay 100%	Partially subsidized client Pay 75%-50%-25%	Fully subsidized clients Pay 0%
Will pay based on their health insurance coverage	Will pay out of pocket based on Centre's established price list. *	Will pay amount they can afford to pay and the rest will be subsidized from the sales of 1 st and 2 nd category of patients or dedicated donations	Will not pay for services at all Cost will be recovered from sales from category 1 and 2 or dedicated donations

*Price list is based on Tanzania national health insurance funds for minimum prices, and from private health facilities operating in Dar es salaam.

Value to customer:

It responds to a severe need in the area, offering at the same time a good value for money.

Growth potential:

This business has a high growth potential based on the fact that have studied the market and put on strategies to attract and maintain customers. It is expected to grow at 7% from population and business success respectively. Our strategies are expected to evolve with time in accordance to changes in the business environment in which we may sell similar services in a different approach or introduce new products and services to boost the growth.

Intellectual property strategy

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All company names are registered with BRELLA and no any company shall be allowed to copy it now and in future. Staff and all partners dealing with the centre shall sign a confidentiality agreement before engagement to the business.

Insurance Covers

Workers compensation: This is mandatory for all companies and all employees have a health insurance coverage. The facility management has to ensure all hospital assets are insured from natural disaster, fires safety, theft and the likes. All professionals working at the centre must be enrolled into worker's compensation funds in accordance to Tanzanian government policy. All staff should register to their professional boards and pay for their professional indemnity and liability.

Risk management:

Potential risks in order of likelihood that could impact the business.

Risk	Likelihood	Impact	Mitigation Strategy
Government may wish to invest on same area rehabilitation services	Likely	Medium	Maintain high standard of care at affordable price. Personalized care services
Change in government salary scales for health care workers	Very likely	Medium	Introduction of incentives and motivational package, creating work life balance for employee, training institution will be used as back up.
Importation of similar product in the market	Very likely	Low	Advertisement and community based services,

Legal considerations

National health Policy of 2017 as well as Health Sector Strategic Plan 2015 – 2020, (HSSP IV) recognizes the importance of private sector as an important actor toward archiving the Tanzanian Development Vision 2025 which identifies health as one of the priority sectors contributing to a higher-quality livelihood for all Tanzanians.

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Several other policies and instruments such as government of Tanzania policy of Public Private Partnership as well as the Chama Cha Mapinduzi 2015 election manifesto (ruling party) encourage private investment in health sector in Tanzania with the aim of increasing in number of health care facilities which in turn will increase access to good quality and affordable health care services to the people of Tanzania and beyond.

Operations

Taking into account the fact that personnel will be the key assets for success of our **Desire Charitable Hospital and Rehabilitation Centre (DCHRC)** especially in the service sector. Careful selection and vetting will be applied for both specialists; Middle cadre and lower cadre of none skilled. Bearing in mind that the Centre will be constructed in phases a maximum in our pay roll will be 29 and the rest to be drawn from the market on contract bases but only those meeting our standards of medical profession on agreed terms and conditions. As the practice grows, we will add additional personnel to help with referrals and additional responsibilities that will be needed at that time.

During the first year, Dr. Bryceson Kiwelu (orthopaedicsurgeon) will work full-time at the clinic in the 1st month of operation as he will fix his annual leave to match with the opening date, from the 2nd month of operation he will be working on contract hours/bases for two consecutive years, starting in the 3rd year he will detach from government employment and spend full time at the hospital. He will also convince other medical specialist from Dar es salaam and other surrounding hospitals to work at the centre on contract hours. Visiting medical professionals from different parts of the world will be invited to come and work at the centre as volunteers provided that they meet all government requirement criteria for foreign medical professional to work in Tanzania. As the centre grows and get grip of the market it will be in a position to employ full time medical specialist.

Suppliers

Our Suppliers will be selected through a bid process to allow competitive pricing and quality of products required. We will enter into a contract with suppliers who meet selection criteria and supplier evaluation shall be done annually. Our partners from abroad will also assist to source the best with reasonable prices.

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Technology (Software): Accounting package and other medical services software.

Business operational hours: It will be 24/7

Communication channels: Our customers will reach us through telephone both landline and mobile, post box, shopfront, email, website and other social media channels that will be selected and easy to access by many.

Payment types accepted: Credit through health insurance funds and selected companies or schools, cheque, through money agencies (M-PESA etc.). Cash will be accepted but paid through a bank that we shall engage and work with to minimize the risks for cash handling.

Credit policy: It will be 15/15 to allow health cash flow to run the business. For insurance Funds will be 30 days in line with their policy. Despite of this policy there will be some exceptional for candidate who are financially constrained because of the nature of their ill-health. There will be a room for people to pay in small instalment as part of the rehabilitation program. For instance, those who had nothing to pay because of lack of mobility, by providing the orthosis/prosthesis which will enable them to resume their works and encourage them to pay will have dual benefit for the centre and the clients. This is because by helping someone to return to work will reduce dependency and by asking them to pay in small instalment we create a culture for people to understand that they are responsible to their own health and yet the income will enable the centre to operate smoothly. For delayed payment a sir charge of 5% will apply.

Quality control:

The Centre shall be operated based on 6S KAIZEN principles and Approved Management System with staff engagement and participatory management as key leadership success approach.

Every day the team leaders and operational managers will share a report to local management in summary of all services rendered, KPI achievement, challenges and mitigation actions shall be discussed in each morning briefing.

Monthly reports will be used as a monitoring tool where by every month the management will prepare a report explaining all operational and financial matters.

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The report will be presented and discussed in board of directors meeting which will meet once in four months in the first 5 years and twice in a year once the project is stable.

At the end of the year, the project Manager will evaluate the project and prepare an annual evaluation report. The evaluation report will be presented and discussed by the board of directors with members from all partners and shared to all stakeholders.

Memberships & affiliations: It will operate under the Ministry of Health.

Sustainability plan

To ensure the business is sustainable we have addressed all issues pertaining to environment; community; risks and constraints.

Environmental/resource impacts

Potential impact arises from waste management from the Hospital

Community impact & engagement

Health Hazards will be minimized through awareness to the community on Dos' and Don'ts when moving around the hospital surroundings.

Risks and constraints

This project write up plan has been developed with the assumption that, during the implementation period no serious disruptive events will occur and that both parties will manage to work hand in hand in raising required funds to complete the project and facilitates the operation until the project manage to sustain itself. Other risks that can affect implementation of this project include but not limited to inflation of costs, donor dependency, possible changes in national health policy and realization of the Health sector reform, Emergencies/natural disasters

Targets and activities that have been developed in this project will be monitored and evaluated through different tools including; scheduled meetings, annual reports and evaluation. The project also appreciates the occurrence of emergencies as part of life as thorough same challenges there might emerge new opportunities to boost the investment in this sector and enhance trajectory of the project plan or change the business modal to suit the emerging needs.

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These factors have been taken into consideration as possible options that can be used to address identified challenges. We used different guidelines, policies and procedure governing health sector in Tanzania including National health strategic plan IV, of 2018, Public Private Partnership guideline and national policies in Most of problems, challenges and activities addressed for easy implementation.

We recognize that realizations of this project solely rely on commitment of all stakeholder and for that matter we encourage everyone concerned to play their parties swiftly.

Strategies

Environment impact assessment will be done before commencement and 6S KAIZEN principles shall be enforced. Periodical audits will be done and all reported gaps to be closed with clear corrective and preventive action.

Action plan

Months	Jan	Mar ch	April /May		June	July	Aug	Sept	Oct	Nov	Dec	Jan	Status
Week starting	21												
Searching/Sourcing for land													Land in place with all permits in two locations – Kibaha and Bagamoyo
Proposal preparations													Done awaiting comments from partners
Achitectuarial designs + BOO													Done
Sourcing for Building permit													Done and in place
Resource mobilization													Done
Land clearance													Done
Construction													Ground floor done, 1st floor in progress
Advertizing/Marketing and recruitment of staff													Dec-19
Soft opening													Jan-20
Official inauguration													Feb-20

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Key sustainability milestones

Sustainability milestone	Target	Action to be taken	Target date
Reduce environmental contamination by waste from the centre	95%	<p>Waste for wealth philosophy will be deployed.</p> <p>Standard foot operated container for waste segregated from point of generation to aid in minimizing amount of waste need to be treated as infectious waste and provide room for recyclable waste like paper, plastic bottles, to be collected and sold to recycling companies</p> <p>Infectious waste and highly infectious waste will be incinerated at Tumbi regional referral hospital incinerator which is only 20 Kilometres from our facility.</p> <p>Liquid waste from the hospital will be disposed by using biodata technique which is convenient for public facilities. This technique reduces investment in sewage system and create a room for utilizing the water and gas produced for watering the flower beds and cooking respectfully</p>	Jan 2019

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Sustainability milestone	Target	Action to be taken	Target date
Reduction of operational cost		<p>Reduce staffing costs by using data to drive staffing decisions</p> <p>Since the facility is strategically located it's easy to use flexible staffing, such as part-time or hourly employees, by recruiting staff who are not fully paid by the facility, they will only be hired to match client workload</p> <p>Reduce running cost by outsourcing some services such as biomedical engineering for carrying out PPM, laundry</p>	
Increase hospital income over time and build client base		<ul style="list-style-type: none"> • To increase patient volume by attracting new physicians from known hospitals within and outside Tanzania -solicited a possibility of having regular visiting doctor from developed countries • Introducing new service • Introduction of online booking system • Introduction of home based care using mobile application. 	
Ensuring maximum utilization of resource		<ul style="list-style-type: none"> • Use of Open performance appraisal for staff evaluation • Ensure all staff have defined job description and task • Ensuring centres five years' strategic plan and annual operation plan are prepared and reviewed as scheduled and report are shared to stakeholders 	
Attaining self-independence		<ul style="list-style-type: none"> • Ensure auditing of process, infrastructure, system and outcome are done by expert and identified gaps are solved. 	

The Market

Market research

Research was done by revisiting data from national bureau of Statistics and Ministry of health with categories on burden of diseases per each age group.

Environmental/industry analyst

The country and the location in particular is experiencing population growth over the years. The region is implementing the government plan 2025 of industrialization and is among the few with many industries in place and more in the making. The size of the market is presented in the revenue forecasts.

Customer management

Customers will be managed through constant communication and open dialogues. We will ensure the centre adheres to professional ethics and quality and affordable services as key cards for winning and retaining customers. All employees Will be taken through our customer service standards and code of conduct that they must live.

Marketing and Advertising

Primary focus will remain on mass communication via Media i.e. radio stations, televisions, publications and the internet/social media.

Public relation activities will continue to play an important role in the marketing mix, presenting the hospital as a supportive member of the community and particularly in significant local events, but in a prudent manner. On line appointments will be encouraged through hospital email and other electronic means like sms and phone calls. In the long run a planned home visits shall be done to distance patients.

Competition analysis:

Be it private or public there is no single rehabilitation Centre or Orthopedic service in the whole region of Pwani where Kibaha is located. This is an area counting a population of 1.1million people. Therefore, there is no other facility that matches with our expected health center and with the standards we intend to uphold.

BUSINESS PLAN

There are only two hospitals in the Pwani area, one government and one private, but are extremely overcrowded and are not sufficient to meet the need of the large population. Many patients must wait in long queues to be attended even in critical needs.

Both existing facilities have a capacity that is substandard in the way they handle patients and the services they offer. Furthermore, they operate using old information systems (i.e. manual records). The rehabilitation services are lacking all together.

So we can conclude that there are no direct competitors, and this will be the case for at least the next 5 years in the region as no other plans are currently devised. Our health center will not only respond to a pressing need but will also use electronic system data keeping perfect track of services, work load, time and patients and minimizing loss of information and retrieve of records and analysis.

We will also be conducting research activities to improve services and prevention on a number of diseases.

BUSINESS PLAN

SWOT ANALYSIS	
Strengths	Weaknesses
<p>8. The Centre has visionary, committed and dedicated professionals who are aspiring to make the center one of the preferred medical centers in Tanzania.</p> <p>9. Strategically positioned which makes it easily accessible through public transportation from all corners of the country and neighboring countries.</p> <p>10. Good network with partners who are willing to support the Centre financially, morally and technologically.</p> <p>11. Expect good support from the Government of Tanzania under the umbrella of Public Private Partnership.</p> <p>12. Availability of basic utilities like reliable tap water, electricity etc.</p> <p>13. Availability of small hospitals around which will offer part time workers and refer trauma and patients with musculoskeletal anomalies to the center.</p> <p>14. Political stability of the country that supports industrialization and investments.</p>	<p>15. Lack of technical equipment in the home market which make it difficult to secure all necessary tool in time; all have to imported.</p> <p>16. Its capital intensive business which will take long time to appreciate profit.</p>
Opportunities	Threats

<p>17. Population growth in Tanzania is one of our opportunities for increase in demand for our services. For example, according to Journal of Public Health policy, school of public health Dar es Salaam Tanzania population has been growing; 44.8 million people in 2010 and 55 million in 2018 with a population growth rate of around 5.3%. Changing in lifestyle is boosting the spending on health care;</p> <p>18. Escalating burden of disease Communicable - Malaria, HIV, Tuberculosis, Respiratory infection, Urinary Tract infection, diarrhoea, sepsis,</p> <p>19. Non-communicable –Diabetics, cardiovascular, stroke, renal diseases, cancer, congenital anomalies</p> <p>20. Trauma - Road traffic injuries, occupational injuries, according to literature review of 1997 –pedestrian and passengers of public transportation are the most affected. They represented 80%of all road traffic death in Kenya in 1990 and Tanzania in 2006.</p> <p>21. Free movement of labor in east Africa following regional integration will help DORC to recruit competent professionals at a reasonable price which will also stimulate sharing of best practice.</p> <p>22. Presence of medium and long term plans for Pwani region which will act as economic stimulant to income of the people example upgrading of highway from Chalinze to Dar es salaam from two ways to six ways, construction of economic processing zone (EPZ) Construction of a modern harbor in Kibaha and Bagamoyo district respectively.</p> <p>23. Establishment of paramedical school in the same compound which will guarantee supply of health professionals all the time. Presence of many public institutions whose customers are members of health insurance funds.</p>	<p>24. Hanging in salary scale of health professional in the government sector which will automatically affect negatively the running cost of the center.</p> <p>25. Low per capita income which might reduce the purchasing power of the targeted population.</p>
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BUSINESS PLAN

The Finances

Key objectives & financial review

Financial objectives

Expected revenues for the 1st 5 years is estimated at **\$1,991,229.00**, running costs at **\$1,245,912.00** and net profits of about **\$116,144.00**. Details appendix 4

Required Finances

The project is expected to cost about **\$661,353.50**. This budget will cover for the construction work, installations of electrical, clean and sewage water system, fundamental operating theaters; laboratory equipment; landscaping, access road and solar power to make the project green. It will also cater for high tech incinerator and standby power generator. A total of **\$127,868.00** have already been invested to this Project by the two Partners from TTE; who are also arranging a bank loan of **\$33,083.00** to make progress with the construction. Required Funds on each Phase to completion is **\$500,402.50** as detailed in appendix 3. Expected revenues for the 1st 5 years is estimated at **\$1,991,229.00**, running costs at **\$1,245,912.00** and net profits of about **\$116,144.00**. Details appendix 4

Business modal: Private with charity component

This project aim at providing customized, expedited, and of the highest quality health care services to Tanzanians which will cutter for all groups of people in the community. The business modal of the project works on the John Rawls difference principle which states that, 'Justice and fairness requires that, those with the greatest income contributes the most to the public institutions so as to help the less fortunate in the society. It further emphasizes that, 'Inequality is only acceptable as long as it benefits the least fortunate'. While we aim to provide quality services to individuals with greater income at a higher user fee rate, and to those who are covered by health insurance schemes, the revenues generated will be used to facilitate smooth operation of the project at the same time will cutter for the less privileged members of the community.

BUSINESS PLAN

OPERATIONS PROFIT AND LOSS ACCOUNT (USD)

	Year 1	Year 2	Year 3	Year 4	Year 5
	USD	USD	USD	USD	USD
Revenues	310,707	358,331	377,379	442,853	501,959
Direct costs	223,677	230,388	237,299	244,418	310,130
Gross margin	87,029	127,943	140,080	198,435	191,829
%	28%	36%	37%	45%	38%
Overheads	91,476	96,049	100,852	105,894	111,189
Ebitda	-4,446	31,894	39,228	92,541	80,640
%	-1%	9%	10%	21%	16%
Depreciation of tangible assets	18,772	18,772	18,772	18,772	18,772
Ebit	-23,218	13,122	20,456	73,769	61,868
%	-7%	4%	5%	17%	12%
Start up costs	2,650	2,250	1,047	0	0
Ebt	-25,868	10,872	19,409	73,769	61,868
%	-8%	3%	5%	17%	12%
Tax	-7,760	3,262	5,823	22,131	18,560
Net Profit	(18,108)	7,611	13,587	51,638	43,308
%	-6%	2%	4%	12%	9%

BUSINESS PLAN

BALANCE SHEET

ASSETS		USD				
		Year 1	Year 2	Year 3	Year 4	Year 5
Intangible asset						
Property and equipment		514,474	495,702	476,930	458,158	439,386
Land		40,000	40,000	40,000	40,000	40,000
		554,474	535,702	516,930	498,158	479,386
Current assets						
Inventories		11,212	11,997	12,837	13,735	17,755
Trade and other receivables		6,855	6,855	6,855	6,855	6,855
Cash and cash equivalents		4,394	10,684	7,000	10,588	11,855
		22,461	29,536	26,692	31,178	36,465
Total assets		576,935	565,238	543,622	529,336	515,852
EQUITY						
Share capital		200,951	200,951	200,951	200,951	200,951
Share Reserve		327,402	327,402	313,799	270,159	263,738
Retained earnings		(18,108)	7,611	13,587	51,638	43,308
Total equity		510,245	535,964	528,336	522,748	507,997
LIABILITIES						
Non-current liabilities						
Bank Loan		33,083	19,850	9,925	-	-
Financial Assistance						
Current liabilities						
Trade and other payables		33,607	9,425	5,361	6,588	7,855
Total liabilities		66,690	29,275	15,285	6,588	7,855
Total equity and liabilities		576,935	565,238	543,622	529,336	515,852
		0	0	0	0	0
Note						
Share Reserve		This came from Financial assistance				

BUSINESS PLAN

CAPEX					
	Amounts USD				
Summary	Year 1	Year 2	Year 3		
Building	520,910	-	-		
Furniture	6,985				
Office Equipment	5,351				
IT	-	-	-		
Canteen	-	-	-		
Guest House	-	-	-		
physiotherapy unit	-	-	-		
Total	533,246				
Depreciation Exp				Assumptions	Years
Summary	USD			Straight Line Depreciation over the period of	
Building	17,364		Building	30	
Furniture & Fittings	873		Furniture & Fittings	8	
Office Equipment	535		Office Equipment	10	
IT			IT	8	
Canteen			Canteen	25	
Guest House			Guest House	30	
physiotherapy unit			physiotherapy unit	30	
Total	18,772				
ASSETS REGISTER					
	Year 1	Year 2	Year 3	Year 4	
	USD	USD	USD	USD	
INVESTMENT	533,246	533,246	533,246	533,246	
Depreciation	18,772	37,544	56,316	75,088	
Net	514,474	495,702	476,930	458,158	
Land	40,000.00	40,000.00	40,000.00	40,000.00	