

**FEASIBILITY STUDY FOR THE  
IMPLEMENTATION PROGRAMME  
OF  
M/S SHANANGA GROUP LIMITED  
IN  
ESTABLISHING AND OPERATING CARGO  
TRANSPORTATION PROJECT**

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# M/S SHANANGA GROUP LIMITED

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**M/S SHANANGA GROUP LIMITED**  
**IMPLEMENTATION PROGRAMME OF THE CARGO**  
**TRANSPORT PROJECT**

**1. INVESTMENT PROPOSAL**

This business plan for the cargo transportation project was prepared by **M/S SHANANGA GROUP LIMITED** for project's implementation programme in carrying on cargo transportation business. The proposed project expects to run its operations within Tanzania mainland and entire East and Central African Countries which has a very big potential market due to the improvement and economical growth especially in all economical sectors like agriculture, trade, industry, mining, transit, and export and import business.

The project's promoters/ shareholders resolved to set up facilities for cargo transportation by purchasing Heavy Duty Trucks, tractors, horse, flatbed/ skeleton, semi-trailers, Trailers, supporting vehicles (Pickups & Hardtop), cargo handling equipment, workshops facilities and other related equipment which make the proposed cargo haulage project successful and profitable and will solve the acute shortage of the modern and reliable cargo transport facilities.

The business plan also manifested and analyzed the financial, technical, human and economic resources required for the setting up the cargo haulage and also studying the market as well as assessing its economic and commercial viability. This will help the company's promoters (shareholders) in allocation of funds in acquiring the project's heavy duty trucks, tractors, horse, flatbed/ skeleton, semi trailers, Trailers, supporting vehicles (Pickups & Hardtop), workshop facilities as well as related equipment to supplement the equity contribution.

The intended cargo haulage project is basically aimed at ensuring quality service to increasing business and clientele. The project's customers are mainly involved in commercial, import & export, agricultural and industrial activities.

## **2. COMPANY'S BACKGROUND**

**M/S SHANANGA GROUP LIMITED** is a private owned company incorporated in United Republic of Tanzania by Registrar of companies on **11<sup>th</sup>** day of **September, 2018** with certificate of incorporation **No 139692802**.

**M/S SHANANGA GROUP LIMITED** was registered with objectives of carrying on business of cargo transportation in Tanzania mainland and the entire east and central Africa.

In its implementation plan, the cargo transportation project will import the fleet of cargo vehicles, workshop machinery & tools, weighing bridge, communication equipment and cargo handling equipment like forklifts and crane in order to facilitate loading and offloading and become more competitive in the cargo transportation sector in the country and the neighboring countries.

### 3. THE POTENTIAL MARKET

There is a very big market potential for the proposed cargo haulage project due to the improvements and economic growth in various sectors like agriculture, industries, commerce, mining, imports & exports in Tanzania.

The improvements and economical growth in sector had become one of the factors which have led the shareholders (promoters) to invest in cargo haulage business (**Road Cargo Transportation**).

In addition to that the increased business with the neighboring countries such as imports & exports, transshipment, transit goods as neighboring landlocked countries are using the Tanzanian Ports. These signify high demand for road cargo transport.

The following are the landlocked countries which are using our ports; Malawi, Zambia, Rwanda, Congo, Burundi, Uganda.

Besides the far inland regions need cargo haulage facilities due to the shortage of **internal cargo transport** and the **facility linking Regions** with Dar es Salaam such as Kigoma, Kagera, Mwanza, Mara, Tabora, Morogoro, Iringa, Mbeya, Rukwa, Lindi, Mtwara, Tanga, Kilimanjaro, Arusha.

#### **REASONS FOR INVESTING IN CARGO TRANSPORTATION PROJECT:-**

- Improvements & Economic growth in agricultural, Mining, industrial and commercial sectors
- International Trade Imports & Exports, Transit, Transshipments.
- Facilities Linking Dar es salaam to the other inland regions in Tanzania (Local Haulage)

#### **4. THE COMPANY'S OBJECTIVES**

The company's shareholders resolved to register **M/S SHANANGA GROUP LIMITED** with the prime objectives of carrying on cargo haulage business.

- To promote growth and expansion of private sector
- To reduce dependence on foreign cargo transporters
- To foster the growth of local cargo haulage company.

- In its implementation, **M/S SHANANGA GROUP LIMITED** will create **50** job opportunities to the local drivers and mechanic etc. The drivers who will get experience in driving new / modern trucks, tractors, horse, semi-trailers & trailers and the mechanic will also get experience in servicing them .
- Income generation programme
- Alleviate of poverty and
- Improvement of their social welfare
- The proposed cargo haulage project will contribute to the government revenues through taxes and levies.

## **5. CARGO TRANSPORT FACILITIES**

**In order to make the project successful and profitable, the promoters/ shareholders decided to set up facilities which will make the cargo transportation project convenient and run smooth. These are;**

- **Modern Workshop** for servicing our own vehicles just to make the vehicles in good condition all the time.
- **Cargo handling equipment** to assist loading and unloading of the cargo.
- **Weigh Bridge** in order to weigh the cargo before transporting.
- **Communication equipment Etc**

## 6. PROJECT'S SHAREHOLDERS/PROMOTERS

The following sponsors are promoting the proposed road Cargo haulage project. These are also shareholders and directors of **M/S SHANANGA GROUP LIMITED** with their shareholders position.

No.	Name of shareholders	Nationality	Shareholding structure %
1.	Olestucy Erneus Mwalongo	Tanzanian	1.5%
2.	Govarid Erneus Mwalongo	Tanzanian	0.75%
3	Pancracy Erneus Mwalongo	Tanzanian	0.5
4	Joseph Erneus Mwalongo	Tanzanian	0.25
	Unallotted		<b>97.05</b>
	<b>TOTAL</b>		<b>100%</b>

The share capital of the company is Tshs. 2,000,000,000/= divided into 200,000 ordinary shares of Tshs. 10,000/= each.

## 7. LOCATION

**The company's business premises are located at NFRA - Kiwalani Industrial Area Warehouse No.3, Along Old Pugu Road - Ilala District/Dar es Salaam. P.O. Box 16225 Dar es Salaam.**

## **8. THE COMPANY'S IMPLEMENTATION SCHEDULE**

The proposed cargo transportation of the project will be implemented within three years. The cargo haulage promoters and financiers have allocated funds for the establishment of the project and they are waiting for the registration with Tanzania Investment Centre (TIC). The securing TIC certificate of incentives which will make the project qualify for Import Duty and VAT Exemption on Capital/ Deemed Capital Goods

### **8.1 MARCH - 2022**

- Preparation of the feasibility study for the implementation of the proposed programme on cargo transportation project.
- Registration with Tanzania Investment Centre (TIC) i.e. application for the certificate of Incentives.
- Getting the certificate of Incentives.

### **8.2 APRIL - 2022**

- Application for the Import duty and VAT exemption on capital/deemed capital goods.
- Importation of Trucks/ trailers, machinery and other equipment.
- Clearing of goods - vehicles, machinery and other equipment from customs control (at the port and Airport).

### **8.3 MAY - 2022**

- Recruiting new staff,
- Health checking and testing their capacity,
- Fully commencement of operation in planned programme.

### **9. FUTURE PLAN**

- The cargo haulage project will import MORE Heavy Duty Trucks, Tractor Horse, Trailers, semi - Trailers, pick-ups (Road patrols), forklifts, crane, container Reach stacker for carriage & handling of cargo.
- The project will also increase the volume/ capacity of the cargo uplifted.
- To use new Trucks & Trailers and modern cargo handling equipment.
- Application of new/ modern vehicles and technology

### **10. CAPACITY**

The company will have the capacity of transport around **200,000 tonnes** of cargo per month.

### **11. ENVIRONMENTAL ASPECTS OF THE PROJECT**

The company will refrain from transporting hazardous chemical with negative impacts to the environment. All

operations will be carried out in an environmentally friendly matter e.g. workshop and service operations.

## 12. PROJECT MANAGEMENT

The overall management of **M/S SHANANGA GROUP LIMITED** is vested in the board of directors. Mr. Olestucy Erneus Mwalongo is the managing director of the company who oversees the day-to day operation of the company supported by a team of professionals well versed in cargo transport business. The other director is Mr. Govarid E. Mwalongo. **M/S SHANANGA GROUP LIMITED** expects to create employment to about **50** in the establishment programme.

## 13. CAPITAL INVESTMENT COST

Land/building	USD \$	-
Plant/Machinery	USD \$	10,000
Vehicles	USD \$	460,000
Furniture	USD \$	-
Pre - expenses	USD \$	10,000
Other Expenses	USD \$	10,000
Working capital	USD \$	<u>10,000</u>
<b>TOTAL</b>	<b>USD \$</b>	<b><u>500,000</u></b>

#### **14. SOURCE OF FUNDS (FINANCIAL PLAN)**

**M/S SHANANGA GROUP LIMITED** has allocated funds for the proposed cargo haulage project by:-

• <b>Own Fund/Equity</b>	<b>USD \$</b>	<b>300,000</b>
• <b>Local loan</b>	<b>USD \$</b>	<b><u>200,000</u></b>
<b>Total</b>	<b>USD \$</b>	<b><u>500,000</u></b>

#### **15. BUSINESS STRATEGY**

**The Cargo haulage project has set the following strategies just to make the project financial and economic viable which are:**

- Advertisement and promotion,
- Technology and quality - use of new trucks & modern cargo handling machinery,
- On job training in driving, cargo handling and servicing,
- Business discipline,
- Employing qualified and experienced driving, mechanic and supervisors in cargo haulage & handling.

#### **16. CONCLUSION AND RECOMMENDATION**

The company's financial evaluation presented indicates that this proposed cargo haulage project will be profitable both financially and economically viable venture.

The Company's promoters/ shareholders are the businessmen who have a lot of experience in cargo haulage business also have ample managerial capabilities in various business disciplines. Based on the above factors, it is recommended that

the company should be granted the certificate of incentives so as to implement its cargo haulage activities, increase the cargo transport capacity and enjoy tax exemption on capital/deemed capital goods.

## **17. FINANCIAL AND ECONOMIC ANALYSIS**

### **17.1 Projected Profit and Loss Account**

The operating year. The profit amount is expected to company envisages generating a profit of **USD \$ 500,000** this steadily rise to **USD \$ 520,000** in year two, **USD \$ 540,000** in year three and **USD \$560,000** in year four.

### **17.2 Projected cash flows**

The projected cash flows for the next five years indicate that the company will have enough funds to service/repay the loan and interest payments. Hence the financial obligations will be met in a timely fashion.

### **17.3 Proposed Balance Sheet:**

The projected balance sheet shows healthy financial situation. Short term liabilities are at all times covered by fixed assets. Also current liabilities are adequately covered by current assets.

## **18. SENSITIVITY ANALYSIS**

To asses further the viability of the implementation project, sensitivity analysis has been worked out on the basis of several unfavorable conditions that might negatively affect the operations of **M/S SHANANGA GROUP LIMITED**.

The viability/ profitability of the company operations appear more sensitive to Cargo Transport income/revenue than increase in the operation costs. This implies that the company should strive to maintain the existing clients and undertaken an aggressive marketing strategy to hire clients and expand its market or client base.

**19.1 Effect of cost increase on profitability (on the basis of year II Cargo transport income USD \$ '000')**

<b>Cargo Transport Income</b>	<b>Costs</b>	<b>Increase</b>	<b>Profit before Depreciation</b>
2,250.0	1,730.0	%	520.0
2,250.0	1,816.5	5%	433.5
2,250.0	1,903.0	10%	347.0

**19.2 Effect of Cargo transport income decrease on profitability (on the basis of costs in USD \$ '000')**

<b>Cargo Transport Income</b>	<b>Increase Decrease</b>	<b>Cost</b>	<b>Profit before Depreciation</b>
2,250.0	%	1,730.0	520.0
2,137.5	5%	1,730.0	407.5
2,025.0	10%	1,730.0	295.0

**M/S SHANANGA GROUP LIMITED**

**THE LIST OF THE GOODS FOR CARGO TRANSPORT PROJECT**

<b>No:</b>	<b>Items</b>	<b>Quantity</b>
1.	Heavy Duty Trucks/Horse/Tractor	50 Units
2.	Trailers	50 Units
3.	Semi trailers	50 Units
4.	Pick ups	5 Units
5.	Recovery trucks	3 Units
6.	Mini Buses	3 Units
7.	Land Cruiser Hard Top	3 Units
8.	Low bed	10 Units
9.	Low loaders	10 units
10.	Forklift	5 Units
11.	Crane	5 Units
12.	Generators	5 Units
13.	Radio calls	50 Units
14.	Radio Base Station	2 sets
15.	GPS Systems/ Car Tracking Systems	100 sets
16.	Firefighting Equipments	10 sets
17.	<u>Workshops Equipment</u>	
	Tools boxes	50
	Lathe Machines	5
	Weigh Bridge	2
	Air Compressor	5
	Electric Arc welding Machine & ACC	5
	Jack	20
	Wheel Aligners	5
	Wheel Balancers	5
18.	Tyre Changing	5
19.	Computer & accessories	5
20.	Fax	2
21.	Alarm System	1

## Appendix I

### M/S SHANANGA GROUP LIMITED PROJECTED INCOME STATEMENT

(Fig. In USD \$ '000')

INCOME	I	II	III	IV	V
Cargo Transport & other facilities	2,110.0	2,250.0	2,390.0	2,530.0	2,660.0
<b>Total</b>	<b>2,110.0</b>	<b>2,250.0</b>	<b>2,390.0</b>	<b>2,530.0</b>	<b>2,660.0</b>
<b>EXPENDITURE</b>					
Utility					
Other Expenses	400.0	400.0	400.0	400.0	400.0
Salaries and wages	200.0	200.0	200.0	200.0	200.0
Transportation/fuel	50.0	50.0	50.0	50.0	50.0
Administrative expenses	800.0	900.0	1,000.0	1,100.0	1,200.0
Clearing & Forwarding Charges	100.0	110.0	120.0	130.0	140.0
Promotion/ Advertisement	50.0	60.0	70.0	80.0	80.0
Advertisement	10.0	10.0	10.0	10.0	10.0
<b>Total expenditure</b>	<b>1,610.0</b>	<b>1,730.0</b>	<b>1,850.0</b>	<b>1,970.0</b>	<b>2,080.0</b>
<b>Net profit (pre - tax and Depreciation)</b>	<b>500.0</b>	<b>520.0</b>	<b>540.0</b>	<b>560.0</b>	<b>580.0</b>

## Appendix II

**M/S SHANANGA GROUP LIMITED**  
**PROJECTED CASHFLOWS STATEMENT**

(Fig. In USD \$ '000')

<b>Years</b>	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>
Cash inflow	500.0	520.0	540.0	560.0	580.0
<b>Income from operation</b>	<b>500.0</b>	<b>520.0</b>	<b>540.0</b>	<b>560.0</b>	<b>580.0</b>
Cash outflow					
Interest Payment	200.0	180.0	160.0	140.0	120.0
Loan repayment	200.0	200.0	200.0	200.0	200.0
Wear & Tear	40.0	40.0	40.0	40.0	40.0
Taxes	10.0	10.0	15.0	20.0	25.0
<b>TOTAL</b>	<b>450.0</b>	<b>430.0</b>	<b>415.0</b>	<b>400.0</b>	<b>385.0</b>
<b>Surplus cash generated</b>	<b>50.0</b>	<b>90.0</b>	<b>125.0</b>	<b>160.0</b>	<b>195.0</b>

<b>Years</b>	<b>VI</b>	<b>VII</b>	<b>VIII</b>	<b>IX</b>	<b>X</b>	<b>TOTAL</b>
Cash inflow	620.0	640.0	680.0	700.0	720.0	8,060.0
<b>Income from operation</b>	<b>620.0</b>	<b>640.0</b>	<b>680.0</b>	<b>700.0</b>	<b>720.0</b>	<b>6,060.0</b>
Cash outflow						
Interest Payment	100.0	80.0	60.0	40.0	20.0	1,100.0
Loan repayment	200.0	200.0	200.0	200.0	200.0	2,000.0
Wear & Tear	40.0	40.0	40.0	40.0	40.0	400.0
Taxes	30.0	30.0	30.0	35.0	35.0	240.0
	<b>370.0</b>	<b>350.0</b>	<b>330.0</b>	<b>315.0</b>	<b>295.0</b>	<b>3,740.0</b>
<b>Surplus cash generated</b>	<b>250.0</b>	<b>290.0</b>	<b>350.0</b>	<b>385.0</b>	<b>425.0</b>	<b>2,320.0</b>

**Appendix III****M/S SHANANGA GROUP LIMITED  
PROJECTED LONG TERM LOAN REPAYMENT****(Fig. In USD \$ '000')**

<b>Repayments</b>				
<b>Year</b>	<b>Principle</b>	<b>Interest</b>	<b>Total</b>	<b>amount</b>
0				2,000.0
I	200.0	200.0	400.0	1,800.0
II	200.0	180.0	380.0	1,600.0
III	200.0	160.0	360.0	1,400.0
IV	200.0	140.0	340.0	1,200.0
V	200.0	120.0	320.0	1,000.0
VI	200.0	100.0	300.0	800.0
VII	200.0	80.0	280.0	600.0
VIII	200.0	60.0	260.0	400.0
IX	200.0	40.0	240.0	200.0
X	200.0	20.0	220.0	0.0

**Appendix 1V**

**M/S SHANANGA GROUP LIMITED**

**PROJECTED BALANCE SHEET**

**(Fig. in USD \$ '000')**

No.	ITEM	YEAR 1	YEAR II	YEAR III	YEAR IV	YEAR V
	<b>Source of funds</b>					
1.	Shareholders funds	500.0	500.0	500.0	500.0	500.0
2.	Long term Loan	400.0	380.0	360.0	340.0	320.0
3.	Associated Cos/ Directors	200.0	200.0	200.0	200.0	200.0
4.	Current Liabilities	300.0	350.0	400.0	450.0	500.0
		<b>1,400.0</b>	<b>1,430.0</b>	<b>1,460.0</b>	<b>1,490.0</b>	<b>1,520.0</b>
	<b>Application of funds</b>					
1.	Fixed Assets	800.0	800.0	800.0	800.0	800.0
2.	Current Assets	600.0	630.0	660.0	690.0	720.0
		<b>1,400.0</b>	<b>1,430.0</b>	<b>1,460.0</b>	<b>1,490.0</b>	<b>1,520.0</b>