

DIANA ROSE LOGISTICS COMPANY LIMITED

**BUSINESS PLAN
FOR
FREIGHT TRANSPORT BY ROAD**

FIVE YEARS: 2023-2028

**Prepared by;
Diana Rose Logistics Company Limited**

SEPTEMBER, 2023

CORPORATE INFORMATION

Date of Incorporation: 2001

Incorporation Number: 40696

TIN Number: 101-605-477

Business Activity: The Company among other activities is dedicated to providing logistics and Freight transport by road.

Shareholders:

Name	Address	Number of shares
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LIST OF ABBREVIATIONS

AfCFTA	-	African Continental Free Trade Area
CEO	-	Chief Executive Officer
CIF	-	Cost Insurance and Freight
DRC	-	Democratic Republic of Congo
EAC	-	East African Community
GDP	-	Gross Domestic Product
SADC	-	Southern African Development Community
SWOT/SWOC-		Strengths, Weaknesses, Opportunities, and Threats/Challenges
TIN	-	Taxpayer Identification Number
US\$	-	United Stated Dollar

1.0 EXECUTIVE SUMMARY

The transport industry is among the key sectors in Tanzania as well as other economies in the world. Road transportation is widely used by the majority of Tanzanians for cargo transportation due to its reliability and affordability. The roads in a big way facilitate advancement in the economy and they simultaneously facilitate communication. Under the current industrialisation campaign, *Diana Rose Logistics Company Ltd*, a company that has been in the transport sector for the past three decades is dedicated to improving its services and providing logistics and transportation of cargo from production centres and distribute the products to various markets. In addition, the presence of Dar es Salaam port which serves about 7 landlocked countries (Zambia, Malawi, DR Congo, Burundi, Rwanda, Zimbabwe, and Uganda) opens up trade and demand for transportation of goods to and from these countries to the Dar es Salaam harbour.

Diana Rose Logistics Company Limited is a privately owned company that provides top-notch transportation, and logistics solutions to various categories of clients within and outside Tanzania. With its Headquarters in Dar es Salaam, Tanzania, the company has substantial operating capacity, powered by a highly experienced and professional staff- with a combined experience of over 50 years in the industry. The company is focusing on logistics and freight transport by road. The project is located in Ubungo Municipality in Dar es Salaam. The company seeks to expand its business by increasing the number of trucks from 120 to 170 trucks in order to meet the rising demand in the country and surrounding countries.

The company is owned and managed by experienced persons in the logistics and transport sector. The project is expected to be financed through owners' equity, where the total project requirement amounts to **US\$ 2,243,000 (United States Dollar Two Million Two Hundred Forty-Three Thousand)**. During the first year of operations, the project intends to employ at least 150 people who shall work as drivers, assistants, and administrative officers.

1.1 Company Vision, Mission, and Core Values

Our Vision: To bring inspiration to every transporter in the world by adding value to our esteemed clients through providing efficient, safe, economical, and Customized transportation solutions.

Our Mission: To become the most reliable and cost-effective transportation company in the greater Eastern & Central Africa Region and Africa at large.

Our Belief: Is that, success depends entirely on our exceptional teamwork approach, while constantly striving to leave our clients with an everlasting positive customer experience.

Core Values: Through our dedicated, competent, professional and motivated organization, modernized, and experienced personnel, we are committed to the following principles:

- We ensure total continual customer satisfaction and optimum returns.
- We are committed to listening and responding to the needs of the community
- We are by international standards and a system that is uncompromised quality, achieved by individuals and as a team.
- To inspire and connect with our community to put their best selves forward every day.

1.2 Project Objectives

The main objective of our project is to increase our operational capability for the provision of high-quality transport services in the country and neighboring countries. The project intends to provide high-quality yet affordable logistical and freight movement by road within Tanzania, EAC, and SADC countries.

Specifically, the project aims to achieve the following objectives;

- To ensure availability and reliability of high-quality cargo handling and transport services throughout the year.

- To employ at least 150 people and improve livelihood to the community and join hands with the government efforts in job creation.
- To improve the linkages among producers, suppliers and consumers of various products across the EAC and SADC regions.
- Utilise the opportunity of our country's geographical location by serving the surrounding land locked countries.

1.3. Project components and costs

The project is expected to commence its activities soon after all the preliminary arrangements and permits are obtained. Table 1.1 provides a summary of project requirements in Phase I.

Table 1.1: Project Requirements (Cost in US\$)

Descriptions	Quantity	Value per unit (USD)	Total value (USD)
Heavy Load Vehicles:			
Trucks (CIF)	50	34,000	1,700,000
Sub-total vehicles	50	34,000	1,700,000
Import duties (25%)	50	8,500	425,000
Insurance (4%)	50	1,360	68,000
Other costs (wharfage, registration & permits)	50	1,000	50,000
Total cost	50	44,860	2,243,000

The project requirement amounts to **US\$ 2,243,000 (United States Dollar Two Million Two Hundred Forty-Three Thousand)** which covers the cost of importing trucks at CIF value and the related costs including import duty and insurance.

1.4 Implementation Plan

The envisaged project is expected to be implemented from October 2023 after all the preliminary requirements for the project are met including the purchase of vehicles. The project will use a conception approach for project financing. The implementation programme is well described in Table 1.2

Table 1.2: Implementation Schedule

DESCRIPTION		PHASE I					PHASE II
No.	Activities	Oct-Dec, 2023	Jan-March 2024	Apr-June,2024	July-Sept,2024	Oct-Dec.2024	Jan 2025-Dec.2028
1	Site preparations and mobilization of resources						
2	Purchase of vehicles and obtain relevant permits						
3	Recruitments of Staff, advertisement and engagements						
4	Project roll out, vehicles placed on relevant routes						
5	Assessment of vehicles, replenishments and procurement of new vehicles						
6	Project monitoring and evaluation						

Upon completion of site preparations, procurement of vehicles and facilities, then the process of hiring and engaging qualified personnel shall follow. The project shall pay attention to expertise in the sector. Then the project roll-out shall take place and vehicles shall be placed to the designated routes as per established demand. The project shall conduct periodical assessment of its vehicles and replace the obsolete ones through disposal and procurement of new vehicles. Project monitoring and evaluation shall be maintained throughout the duration of five years.

1.5. Project Benefits

The Implementation of this project will have economic and social benefits to the community and the country at large notably:

- The project will help the community access the best, safest yet affordable transport services in the country;

- The project will support industrialization process through provision of logistics support and cargo transportation for manufactured goods.
- The project will increase employment opportunities;
- The project will increase social services to the community;
- The project will increase tax revenue to the government.

2.0 PROJECT DESCRIPTION

The project intends to utilise the prevailing opportunity due to geographical location of Dar es Salaam port where most of the landlocked countries in EAC and SADC countries relies on this port. Hence the company embarks on provision of transit cargo transportation services to nearby countries, especially Malawi, Zambia, DRC, Zimbabwe, Rwanda, Burundi, and Uganda. The project in year 1 of implementation shall add up to 50 trucks to the existing trucks of 120 and make subsequent additions in the following years.

2.1 Key Success Factors

Providing logistics and transportation services is our core competency. The project is designed to have modern, decent, well-managed trucks with immaculately humanitarian services during service delivery. We have a fleet of trucks and equipment that are operated by highly professional persons, who are ready to pick up and deliver cargo of nearly any dimension and structure.

2.2 Trucks

We've always believed in giving the best transportation services. It's our goal to keep all our trucks at the highest standards of quality, by buying quality spare parts and hiring the best operational and mechanics team.

2.3 Our Staff

Diana Rose Logistics Ltd is well known for its "safety-first" policy that guarantees safe handling and delivery of our clients' shipments. The project shall maintain its policy to hire staff who have years of experience in the transport and logistics sector. The hired staff shall comprise both Tanzanians and foreigners, creating opportunity for hundreds of jobs, providing fair pay in an excellent work environment. We will conduct periodical

orientations and team building seminars so that our staff continue to be on the same page and properly trained to meet our objectives.

3.0 BUSINESS ENVIRONMENT AND SECTOR ANALYSIS

3.1 Business environment

Businesses may be affected by factors beyond owner's control, and these need to be taken into account before making any investment decision. The company has considered many opportunities and challenges that may arise out of the expected changes. Thus, analysis of business environment key factors is paramount to this plan in order to determine external factors and how they are likely to affect the project.

Economically; Tanzania is now experiencing economic growth whereby the purchasing power of people is increasing and people's interactions are increasing as trade grows in the East African Region, SADC, and AfCFTA. This has called for a lot of business opportunities in the regions. The burning issue currently is the rate of inflation and continuous fall in the domestic currency this would lead to increased cost of operations as the price of materials is rising.

Politically; Tanzania has enjoyed political stability since it gained its independence in 1961, which has allowed for a degree of continuity and coherence in the organisation of both the state and the private sector. The country retains a strong national unit with an engaged civil society and private sector. The government of Tanzania is in support of investments through several policies and strategies that aim at making the business environment more conducive.

Social-Cultural: The social aspect focuses on the forces within the society. Family, friends, colleagues, neighbours, and the media are social factors. These factors can affect our attitudes, opinions and interests. So, it can impact sales of products and revenues earned. There is no doubt that the society is continually changing. The tastes and preferences are a great example of this change for the Tanzanian culture. Most of Tanzanians currently are willing to pay a premium price for a product that satisfies their expectations. Demographically, the country is increasing in population where

currently the country is estimated to have over 61 million people. The increase in population necessitates increase in demand of goods and services.

Technological factors: Technological factors are one of various external environment factors that affect businesses greatly and are also an integral component of the **environment analysis**. Our project considers technology as an integral part and important tool for improving operations and functions. In the present scenario, utmost dependence on equipment, technological factors can have more effect on business operation and success globally than ever before. Furthermore, development of technology has also introduced digital marketing strategies through which companies are able to sell their products and services. Even the research and development (R&D) divisions in most companies have changed their ways of functioning and more advanced techniques in the development of products and services have been introduced only through technological advancements. We will ensure we keep up the pace of technology to suit the needs of our customers.

4.0 MARKET PLAN

There is a growing population in the country, where current statistics shows that the population trend grows by 3% annually with a current population of 61 million in 2022.¹ Dar es Salaam being the largest commercial city has been one of the fastest growing cities in terms of population with more than 6 million people. The pace of regional integration within EAC and SADC blocs with recent ratification of AfCFTA paves way for more trade in the region. Our motive is to cater for this need especially through providing a high-quality modern transport service through commuter rail transport services where every passenger will be valued as a member of our community.

4.1 Marketing Strategies

4.1.1 SWOT Analysis

The SWOT analysis is conducted in order to assess our internal strengths and drawbacks that we need to improve. We have also analyzed external factors which may provide opportunities or pose threats to our project. Finally, we have indicated

¹ National Bureau of Statistics, 2022: Population and Housing Census

how we can best utilize the available opportunities and mitigate potential threats and overcome our weaknesses.

Table 4.1: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Ability of the project implementers to solicit required funds for the project. • A conducive transport facilities and safe environment for all different categories of customers. • Excellence in service from highly skilled service providers. • Affordable prices will give options for customers to prefer our services. • Experience of the project implementers is an asset 	<ul style="list-style-type: none"> • Sourcing of required resources including finances may cause delay in starting operations on time. • No appropriate data on the current and projected market share of the road transport.
OPPORTUNITIES	THREATS/CHALLENGES
<ul style="list-style-type: none"> • Growing demand of transport services due to increase in population and regional integration. • Government commitment to remove un necessary road blocks for transit cargo. • Economic growth and rising in purchasing power of individuals provides opportunities for the project. 	<ul style="list-style-type: none"> • High expectations and catering for changing customer preferences. • Ensuring punctuality, safety, health and hygiene on board. • Requirement of sophisticated investment in systems and infrastructure for ease of operation may pause a challenge to our vehicles to travel long distance where infrastructure is not supportive.

From the SWOT analysis, we have been able to identify our strengths, weaknesses, opportunities and threats. The project will capitalize on the key strengths to provide best services to customers. The available opportunities create a room for business expansion and the company sees that this prevailing opportunity cannot be left in vain. On the other hand, the company is facing some limitations in providing its services, thus marketing strategies are aimed at minimization of these constraints. The project shall make use of the marketing mix in making sure that high quality product is maintained in the market, our services reaches to high demand locations (place),

reasonable price is charged to our clients and appropriate promotional tools are employed to increase awareness of our products and services.

Product: The modern vehicles will be an added advantage to compete in the market through determination to provide high quality products and services. A sufficient budget shall be allocated for repair and maintenance to ensure that all trucks and facilities remain in a good quality all the time.

Pricing: The objectives of price strategy depend on a number of factors such as business economic and marketing objectives. Price setting can be based on cost or market based. With demand and completions orientation concepts, a fair price can be set which customers are willing to pay at the same time covers operational costs with some profit margin. In this regard, price setting shall be based on demand, and competition but also cost of operation.

Place: The project shall invest in modern and sophisticated facilities and conducive environment. The project has arranged to start operations by looking at the most convenient market segment.

Promotion: Media advertisements both digital and print media shall be widely employed by the project. We will engage in positive promotion of the project through developing appropriate marketing strategies. The project will make advertisement of the available services via a number of media such as local newspaper, leaflets, TV, radio, social media and Internet. Different procedures of promotion will be applied, such as providing price discounts to regular customers and providing seasonal tickets.

5.0 OPERATIONAL AND MANAGEMENT PLAN

5.1 Operational Plan

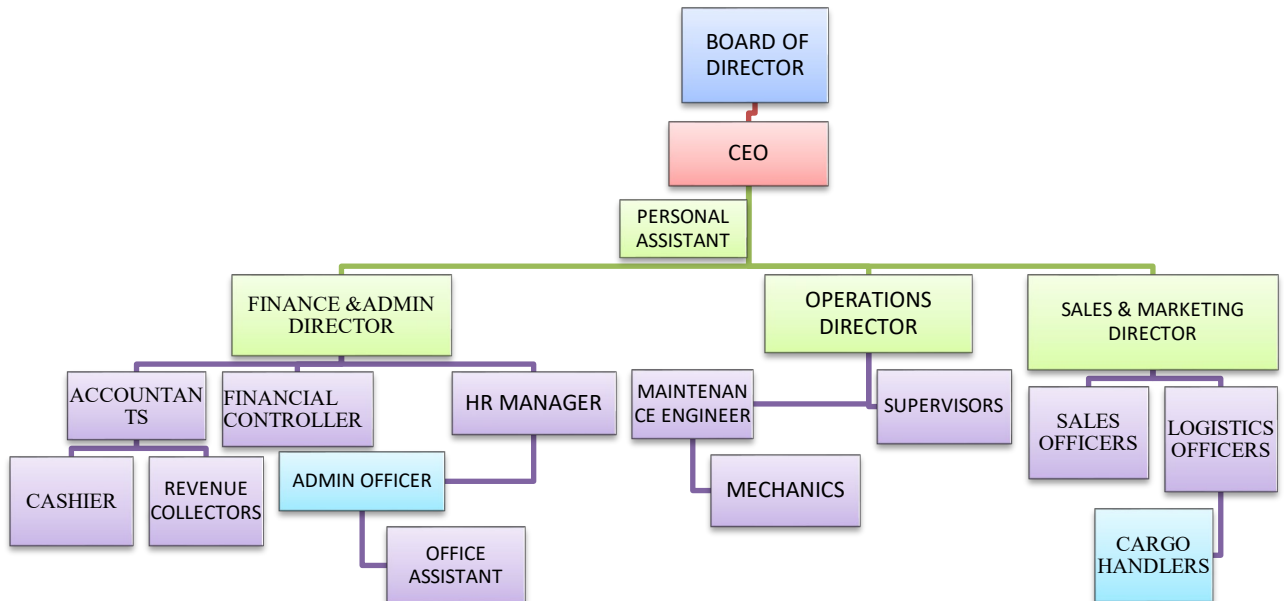
The operation is subject to government regulations and acquiring relevant permits and licenses before commencement of the business. All necessary licensing and permits shall be obtained prior to commencement of the project.

5.2 The Organization Structure

The project shall maintain the hierarchical mode of organization structure. The organization structure comprises of the Project Implementation Team led by the CEO and other supporting staff.

The Organization structure comprises of three main departments which shall report to the CEO; Finance and Admin Department which shall include the Finance and Administrative Director, Accountants, Cashiers, revenue collectors, and storekeepers; HR Officers, Administrative Officers, and Office Assistants as well as watchmen/security guards. The marketing and Sales Department shall include the Director of Sales and Marketing, the Marketing Manager; Sales Officers, PR Officers, and Drivers. The Operations Department shall include the Director of Operations, Technical and Maintenance Manager, Mechanics, Truck Drivers and Cargo Handlers; figure 5.1 describes the organization structure and the reporting lines for each category.

Figure 5.1 Organization Chart



5.3 Management

The Chief Executive Officer shall be responsible for the day-to-day running of the project and direct reports to the Board of Directors. The director of Operations shall be responsible for the day-to-day operational activities of the project including sourcing materials, managing the personnel under him, repairing and maintaining, and controlling the timetable for trucks. Finance and Administrative Director shall be responsible for all financial and administrative issues. Accounting and Administrative officers shall be responsible for all financial and administrative issues respectively. The financial controller shall ensure monitoring resource allocation, especially funds, and making sure that the fund is used in a desired manner. During the first 3 years of operations, the project intends to employ at least 150 people who shall work as drivers, assistants, and administrative officers.

5.4 Revenue collection

The expected revenue per trip covering 1,000 km is averaged at Tshs. 2,500,000 (USD 1000) and vehicles are expected to make 10 round trips per month. The revenue

per trip is estimated on the estimated distance to be covered and the average price per kilometer. From the company's survey on transportation charges; it is estimated that, for a vehicle with leading capacity of 30 tons, the transport charges for cereals crops for 1000 kilometers ranges between Tshs. 2.3 Million to 2.7 Million for a distance between 800 kilometers to 1,000 kilometers. In order to be pessimistic, the company opted to use the average cost. This shows that the average transport cost per 1 Kilometer is Tshs. 2,500 (US\$ 1). It is also estimated that, if the distance of 1000 kilometers is used as a base, the vehicles will be able to make 10 round trips per month, thus making an average of USD 2,000 per round trip. Table 5.1 shows the estimated revenue per month based on these assumptions.

Table 5.1: Description of Revenue

S/N	Description	No. of round trips/month	Rate/trip (\$)	No of trucks	Amount per month (USD)	Amount per annum
1	Shipment of cargo	10	2,000	50	100,000	1,200,000
	Total	10		50	100,000	1,200,000

6.0 PROJECT MONITORING AND EVALUATION

The project will be monitored and evaluated on a regular basis to track progress and identify any potential problems. The monitoring process will collect data on key indicators, such as the number of trucks added, the number of trucks per route, and reduction in service delivery time and costs. The evaluation process will collect data on the benefits of the project, such as improvement in transport services, the creation of jobs, and the improvement of economic activities of the Company.

The monitoring and evaluation plan will be tailored to the specific needs of the project. However, the following general principles will be followed:

- i) **Relevance:** The monitoring and evaluation plan will be relevant to the objectives of the project.
- ii) **Accuracy:** The monitoring and evaluation plan will be accurate and reliable.
- iii) **Timeliness:** The monitoring and evaluation plan will be timely and up-to-date.
- iv) **Transparency:** The monitoring and evaluation plan will be transparent and accessible to stakeholders.

7.0 RISK ASSESSMENT AND KEY ASSUMPTIONS

The project has the potential to significantly improve the efficiency of transport service in Dar es salaam and hence promote increase in economic activities and incomes of people. However, there are also a number of risks associated with the project. Some of the key risks may include:

- i) Competition:** There is a stiff competition in cargo transportation as it is for other businesses. Majority of competitors have already covered a huge share in the market, the company intends to capitalize on a niche in which the company can best serve others.
- ii) Price changes:** Due to inflation, the price of materials is expected to rise particularly fuel and spare parts. In order to cater to this price increase, the project shall review the project panning, and timelines and make price adjustments from time to time.

iii) Accidents

Road transportation is prone to accidents. One of the major causes of these accidents is the overworking of drivers without being given enough time to rest. We intend to employ qualified drivers with an additional two drivers to allow drivers to rest. The company also intends to secure the vehicles and equipment through a comprehensive insurance cover in case of any accident, theft, or any other disaster.

Despite the likelihood of these risks, the project's potential to make a significant contribution to economic development is inevitable. If the project is successful, it could help to improve the movement of people and goods and hence reduce trade costs and ultimately boost economic growth.

8.0 FINANCIAL PLAN

8.1 Sources of Funds

The project financing is expected to be through both owners' equity and debt financing through bank loans. The amount of revenue shall be clearly allocated to the parties as per profit calculations of the project.

8.2 Financial Assumptions

Several assumptions were made and considered in the preparation of this financial plan and projection. The assumptions are based on professional judgment, economic trends and current financial market environment. These are as noted below;

- (i) The focus market shall be the domestic market and neighboring countries including Zambia, DRC, Mozambique, Malawi, Rwanda, Burundi, and Uganda.
- (ii) The annual sales are projected to grow by 5% per annum;
- (iii) Depreciation will be charged on the line straight-line method to allocate the cost of each value over its estimated useful life. The rates to be used for vehicles and equipment are as follows;

(a) Buildings	5%
(b) Furniture & Fittings	12.5%
(c) Equipment	12.5%
(d) Motor vehicles	25%

The financial assumptions will also include issues on credit sales, payments of interest rates, taxes, and other levies. From the beginning, we recognize that payment terms and hence collection days are critical, but not a factor we can influence easily. At least we are planning on the problem, and dealing with it. Interest rates, tax rates, and personnel burden are based on conservative assumptions. Some of the more important underlying assumptions are:

- We assume a strong economy, without a major recession.
- We assume, of course, that there are no unforeseen changes in economic policy to make our service immediately obsolete or unwanted.
- We assume an inflation rate of 5% yearly.
- Maintenance costs 5% of Property Plant and Equipment
- Corporate tax is 30% of Net Income

8.3 Projected Financial Sstatements

The projected financial statements for five years indicate that the company shall be able to generate substantial amounts of profits as detailed below.

Table 8.1: Projected Income Statements for Five Years

Description	YEAR 1 (US\$)	YEAR 2 (US\$)	YEAR 3 (US\$)	YEAR 4 (US\$)	YEAR 5 (US\$)
Revenue	1,200,000	1,320,000	1,436,000	1,557,800	1,685,690
Less: Cost of sales	457,043	479,896	503,890	529,085	555,539
Operating Profit	742,957	840,104	932,110	1,028,715	1,130,151
<i>Less: Op. expenses</i>	<i>342,067</i>	<i>359,170</i>	<i>377,129</i>	<i>395,985</i>	<i>415,785</i>
Earnings Before Interest and Tax	400,890	480,934	554,981	632,730	714,366
Less :Charges					
Interest	-	-	-		
Earnings Before Tax	400,890	480,934	554,981	632,730	714,366
<i>Corporate Tax (30%)</i>	<i>120,267</i>	<i>144,280</i>	<i>166,494</i>	<i>189,819</i>	<i>214,310</i>
Earnings After Tax (Loss)	280,623	336,654	388,486	442,911	500,056
<i>Dividends (30%)</i>	<i>84,187</i>	<i>100,996</i>	<i>116,546</i>	<i>132,873</i>	<i>150,017</i>
Retained Earnings	196,436	235,658	271,941	310,038	350,039

Table 8.2 Projected Balance Sheet

DESCRIPTIONS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	US\$	US\$	US\$	US\$	US\$
NON-CURRENT ASSETS					
Machinery & Equipment	80,000	125,000	140,000	155,000	165,000
Motor vehicles	2,243,000	1,682,250	1,570,100	1,457,950	1,345,800
Total Non-Current Assets	2,323,000	1,807,250	1,710,100	1,612,950	1,510,800
Stocks	7,472	18,440	19,284	22,500	33,100
Debtors & Prepayments	55,693	56,825	11,500	15,400	16,700
Cash and Bank balance	182,586	174,221	395,185	368,389	421,220
Total Current Assets	245,751	249,486	425,969	406,289	471,020
TOTAL ASSETS	2,568,751	2,056,736	2,136,069	2,019,239	1,981,820
Equity Capital	2,336,298	1,539,693	1,375,679	1,497,312	1,443,461
Retained Earnings	196,436	235,658	271,941	310,038	350,039
Total Equity	2,532,734	1,775,351	1,647,620	1,807,350	1,793,500
Bank loan	-	-	-		
Total Non-Current Liability	-	-			
Trade Creditors and Accruals	17,142	261,622	477,710	193,389	170,220
Taxation	18,875	19,763	10,739	18,500	18,100
Total Current Liabilities	36,017	281,385	488,449	211,889	188,320
TOTAL EQUITY & LIABILITIES	2,568,751	2,056,736	2,136,069	2,019,239	1,981,820

Table 8:3 Projected Cash Flow for Five Years

DESCRIPTIONS	Year 1	Year 2	Year 3	Year 4	Year 5
	<u>US\$</u>	<u>US\$</u>	<u>US\$</u>	<u>US\$</u>	<u>US\$</u>
Cash from operations:					
Profits before tax	400,890	480,934	554,981	632,730	714,366
Adjustments for non-cash items:					
Depreciations	560,750	448,600	448,600	448,600	448,600
Change in Working Capital:					
Receivables	-119,100	-110,950	-111,500	-115,400	-116,700
Trade payables & Accruals	70,142	261,622	297,025	175,000	114,000
Total	912,682	1,080,206	1,189,106	1,140,930	1,160,266
Tax payments	-120,267	-144,280	-166,494	-189,819	-214,310
Total Cash Inflow from Operating Activities	792,415	935,926	1,022,611	951,111	945,956
Cash from investing activities:					
Purchase of assets	-460,000	-418,750	-422,688	-436,822	-429,163
Other purchases	-491,486	-424,545	-262,414	-408,211	-313,946
Net Cash Outflow From Investing Activities	-159,071	92,631	337,510	106,078	202,848
Cash from financing activities:					
Dividends	-84,187	-100,996	-116,546	-132,873	-150,017
Change in cash & cash equivalent	-243,258	-8,365	220,964	-26,795	52,831
<i>Beginning Cash Balance</i>	<i>425,844</i>	<i>182,586</i>	<i>174,221</i>	<i>395,185</i>	<i>368,389</i>
<i>Ending Cash Balance</i>	182,586	174,221	395,185	368,389	421,220

9.0 ECONOMIC ASPECTS

9.1 National economic and social Benefits

The economic and social impact of establishing the proposed project to Tanzania is expected to be positive. This positive impact is expected to be direct and indirect as explained below:

a) Direct economic impact

Direct positive economic impact is expected to come from the following factors, namely,

- 1) Tax payments to the government increased,
- 2) Access to quality, reliable, and affordable transport services increased,
- 3) Employment opportunities generation; more than 150 direct jobs are expected to be created.
- 4) Technology and skills transfer from expertise hired from different parts of the globe.

b) Indirect economic impact

The project is expected to operate as a responsible corporate citizen by fulfilling some of its corporate responsibilities such as assisting some of the disadvantaged communities by way of donations, starting from the communities living near the project and participating in economic development activities of the country.

10.0 CONCLUSION

The fact that owners are willing to raise investment capital to finance the project, shows a strong commitment to making sure that the project is successfully implemented. The Project lies in areas that are very convenient for various economic activities that attract the movement of cargo in the country, EAC, and SADC regions. Owners are willing to comply with all government requirements. The fact that there is a huge demand for transport services despite the presence of a number of other service providers, makes this project a viable idea.