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# **THE BUSINESS PLAN (2023-2028)**

**FOR**

**JOJOLINE ONE TZ COMPANY LIMITED**

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### Acknowledgements

Financial Support to develop the Transportation Business Plan (TBP) for the JOJOLINE ONE TZ COMPANY LIMITED Management of the JOJOLINE ONE TZ COMPANY LIMITED Management Area were involved in the development of the TBP through various participatory techniques. The JOJOLINE ONE TZ COMPANY LIMITED Ubungo Manipl Council extend sincere gratitude to all of those that supported the development of the TBP.

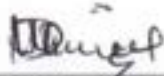
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## Chairman's Foreword

The Resource Country Management Plan (JOJOLINE ONE TZ COMPANY LIMITED) was prepared in August 2023. TIC was developed as an interim document to guide management of the JOJOLINE ONE TZ COMPANY LIMITED for the period of five years. The completion of the TIC was a precondition for the JOJOLINE ONE TZ COMPANY LIMITED to be granted User Rights, which was subsequently granted in 2023. The user right gives the Transportation resources in the JOJOLINE ONE TZ COMPANY LIMITED in accordance with the law, based on the approved TIC and sustainability principles.

One of the key strategies to implement the TIC is to develop, appraise and implement Transportation Business Plan (TBP). In principle, TPB translates TIC into a business document. This is among the most comprehensive conservation business plan to be developed in Tanzania. The main purpose of this plan is to ensure that the JOJOLINE ONE TZ COMPANY LIMITED is used for Transportation and tourism business in order to accrue benefits to support Transportation of the area, people's livelihoods and country's socio-economic development agenda. It is in this spirit that Local Banks with financial support from through TIC-Tanzania Country Office worked with stakeholders to develop the TBP. The TPB shall provide day-to-day and long-term framework for the management of JOJOLINE ONE TZ COMPANY LIMITED business. The world is changing, TPB shall therefore be reviewed, when necessary, to reflect changes that affect JOJOLINE ONE TZ COMPANY LIMITED.

I take this opportunity to convey my sincere gratitude to those who took part in the identification and design phases of this plan. Successful implementation of this document is highly dependent on your continued support.





17/04/2023

JOJOLINE ONE TZ COMPANY LIMITED

Date

## Executive Summary

The Transportation Business Plan (TBP) translates the Resource Zone Management Plan for JOJOLINE ONE TZ COMPANY LIMITED into a business document. The main purpose of TBP is to ensure that the JOJOLINE ONE TZ COMPANY LIMITED resources are used for Transportation and tourism business in order to accrue benefits to support Transportation of the area, people's livelihoods and country's socioeconomic development agenda. Business trends were analyzed so as to describe how the Transportation industry in Tanzania and JOJOLINE ONE TZ COMPANY LIMITED have been and could be affected by the industrial and economic trends. Policy and legislative trends, ecological factors, technology, market trends, economic and financial factors which drive the Transportation and tourism industry in Tanzania and JOJOLINE ONE TZ COMPANY LIMITED have been clearly identified in this plan. Existing transportation industry situation have been outlined focusing on the existing key challenges facing the transport in JOJOLINE ONE TZ COMPANY LIMITED. The main challenge facing the industry is continued deterioration of the main business attractions of the JOJOLINE ONE TZ COMPANY LIMITED. These include both biophysical and cultural resource. Existing outstanding attractions resource values of marketing and interpretation values are also outlined in this plan. Transportation e resources,

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outstanding forests, extraordinary physical features and cultures of the peoples of the area are key business attractions and shall help the Local Banks to focus its protection and marketing efforts on these unique business products. Interpretation themes and materials shall also be developed based on the existing outstanding resources values.

Desired future of the business in JOJOLINE ONE TZ COMPANY LIMITED is envisaged in the business vision and mission of JOJOLINE ONE TZ COMPANY LIMITED .The vision of the JOJOLINE ONE TZ COMPANY LIMITED business is "integrated, well managed and self-financing protected area in which nationally-important biodiversity is protected, essential ecological processes are sustained, and stakeholders fully support and tangibly benefit from Transport efforts in the area". The business mission, values and ethics to guide JOJOLINE ONE TZ COMPANY LIMITED business are outlined in this plan based on the business vision. The goal and subsequent strategic objectives are also described to summarize the desired future of the JOJOLINE ONE TZ COMPANY LIMITED business.

The kind of business JOJOLINE ONE TZ COMPANY LIMITED wants to engage into is described in terms of detailed business principles, specific objectives, business targets and broad business actions over a period of five years. Core and secondary business products are also outlined. Understanding of the market is one of the most important elements of a business plan. It's not enough to expect that because there is a good product or service, that there's a market for it, or that people are ready to pay for it. Therefore, the business plan outlines results of the market analysis in terms of who are the existing clients or customers, where they are, what they do, and what problems they may face that the JOJOLINE ONE TZ COMPANY LIMITED products or services can fix. This details a market conceptual model into marketing strategy, marketing mechanisms and a marketing plan. Financial analysis, forecasting and marketing strategy are part and parcel of this market conceptual model.

This Transport Business Plan also describes a strategy that distinguishes JOJOLINE ONE TZ COMPANY LIMITED business from its competitors. It defines the JOJOLINE ONE TZ COMPANY LIMITED business in the eyes of the market and provides a direction where the business will stay focused on and develop into an identity. Existing Transportation business competitors are clearly identified and a unique competitive strategy based on existing conditions is solidified. Details of the selling and pricing, financial resources requirements, timescales, costing and cash flow are provided under the financial analysis section.

JOJOLINE ONE TZ COMPANY LIMITED business appraisal is provided in the plan in terms of cost-benefit analysis. This examines the potential impacts of proposed actions in order to propose measures that insure that business quality and environments are restored, enhanced and sustained. Examination of potential adverse effects of major proposals in the plans on major business environments is also summarized Measures which mitigate, eliminate or off-set adverse effects of major business actions on JOJOLINE ONE TZ COMPANY LIMITED business and environments are also outlined.

Finally it worth to note, Business Planning is possibly the easiest part of the business cycle. Managing business is the most difficult part of it. To easy the difficulty of Business Management, this business

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plan outlines strategies that will help the JOJOLINE ONE TZ COMPANY LIMITED Authorized Association to implement and manage the JOJOLINE ONE TZ COMPANY LIMITED business. The business management chart, management team, management staff requirements, annual operation plan and budget, and monitoring and evaluation frameworks provide the business management guidelines. Business risks and mitigation are also outlined in this Conservation Business Plan.

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## **1. The Background**

### **1.1 Introduction**

Development of Transport Business Plan for JOJOLINE ONE TZ COMPANY LIMITED is an effort to foster the empowerment of JOJOLINE ONE TZ COMPANY LIMITED Authorized Association to manage natural resources according to the provision of Policies, Laws and Regulation. JOJOLINE ONE TZ COMPANY LIMITED having completed Resource Zone Management Plan and granted Resource User Right is a full formalized JOJOLINE ONE TZ COMPANY LIMITED. With Resource User Right, JOJOLINE ONE TZ COMPANY LIMITED is in a position to enter into business agreement with investors and hence necessitated the development of Conservation Business Plan which will be JOJOLINE ONE TZ COMPANY LIMITED Authorized Association (TIC) core tool for business management. The TIC comprises of The Two concerned Directors, is responsible for management of the JOJOLINE ONE COMPANY LIMITED was formed in 2020 following the government approval of the guidelines for designation and management of TRANSPORT Management

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The establishment and operation of JOJOLINE ONE TZ COMPANY LIMITED s is a key feature of the Government of Tanzania's Transportation Policy of 1998 (revised in 2008). The policy got its legal backing in 2002 and 2009 through the implementation of Transportation Management Areas Regulations and Transportation Act respectively. The legal frameworks provide the basis for management and utilization of the resources and benefit sharing among key stakeholders. The Government's focus on this policy is to empower and enable communities to manage natural resources responsibly and to derive benefits from those natural resources. This is an incentive-based wildlife conservation tool that seeks to provide rural people with the responsibilities, rights, knowledge, and skills to promote wildlife conservation and tourism as competitive and legitimate land uses. JOJOLINE ONE TZ COMPANY LIMITED would foster greater benefits to communities in terms of finances, increased conservation, improved governance and institutional development. JOJOLINE ONE TZ COMPANY LIMITED are also expected to increase democratic participation in planning decision making since most of the decisions regarding JOJOLINE ONE TZ COMPANY LIMITED require participation of all villagers.

While Local bank is looking forward for its member villages and community at large to benefit from Transport based business, is equally committed to ensure transportation and all natural resources in

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JOJOLINE ONE TZ COMPANY LIMITED are well managed. This is in line with the Tanzania's long-term vision of the natural resource around the area. The Government of Tanzania is committed to develop the Transportation resources and utilization in areas outside core protected areas through formation and formalization JOJOLINE ONE TZ COMPANY LIMITED in collaboration with different stakeholders so as to fasten the attainment of sustainable development to local communities living adjacent to core protected areas. All development in the area will be up to environmental standards compliant Environmental Guidelines and sustainable human development including Transport management practices.

JOJOLINE ONE TZ COMPANY LIMITED has implemented different activities that lead to its gazettelement and make it a full functional JOJOLINE ONE TZ COMPANY LIMITED. This has enable the Authorized Associations (AA) of the JOJOLINE ONE TZ COMPANY LIMITED to obtain Resources User Rights (the right to use wildlife resources) and will use that right to get into business agreements with potential investors, creating then necessary incentives for community-based management of natural resources, and offsetting some of the negative impacts of the development. One crucial activity implemented by JOJOLINE ONE TZ COMPANY LIMITED is the Development of Resource Country Management Plan (RCMP). RCMP outline how JOJOLINE ONE TZ COMPANY LIMITED should be managed and define principles and philosophies to guide overall management of an area over a period of five to ten years. The heart of RCMP is the management zone scheme. The management zone scheme assigns various management actions and/or interventions best to resolve existing problems facing a protected area. Conservation Business Plan is a detailed strategy to implement Transport management strategy outlined in RCMP. It translates RCMP into conservation and financial business endeavors and actions.

### **1.2 Specific Purposes of Conservation Business Plan**

A business plan, in its simplest form, usually defines where an organization want a business to be within a certain period of time, usually five to ten years, and strategies to get there. This plan therefore describes where the JOJOLINE ONE TZ COMPANY LIMITED wildlife and tourism business come from, where the business is at the moment, where the business should focus and how best to get where the business should conceptually be. The plan is one of the strategies to implement the Transportation program of the JOJOLINE ONE TZ COMPANY LIMITED Resource Country Management Plan. It translates the transport management program of the RCMP into business vision, mission, core values, objectives, target and activities.

The main purposes of the Transportation Business Plan (TBP) are:

- To document business trends, existing business conditions and environment, desired future of the Transport management business and means to achieve the desired future;
- To provide day-to-day and long-term business operation framework;

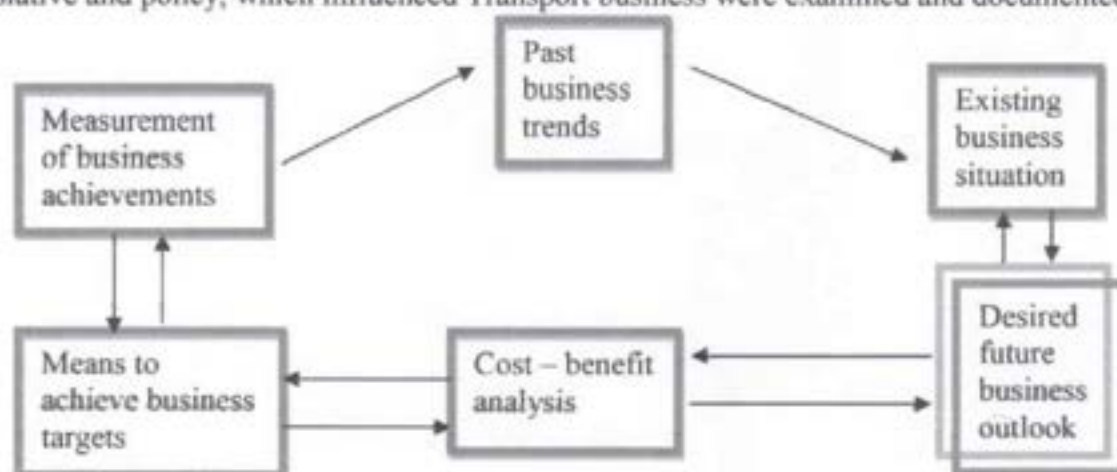
- To help JOJOLINE ONE TZ COMPANY LIMITED prepare framework for looking for funding from stakeholders, including banks and donors on business investments;
- To attract potential stakeholders to invest in the JOJOLINE ONE TZ COMPANY LIMITED for equitable and sustainable business;
- To inform potential clients and customers about the JOJOLINE ONE TZ COMPANY LIMITED attractions and business potentials;
- To plan out the AA's strategy to make sure the business is successful; and • To provide Transport and tourism business monitoring and evaluation framework.

### 1.3 The Conservation Business Planning Process

The process of preparing this business plan involved different stages as described below which different methodologies including stakeholders' participation in workshops and literature review were used.

#### *Past business trends*

This was aimed at giving a broad picture of where the transport business came from, the lessons learnt in the past and use this information as a base to look at the future. Financial, economic, funding, Cargo, legislative and policy, which influenced Transport business were examined and documented.



**Figure 1: The Conservation Business Planning Process**

#### *Existing situation*

The stakeholders were consulted to provide information on the existing transport business\ business issues, concerns and problems were analyzed. Strength, Weaknesses, Opportunity and Challenges for the AA and the JOJOLINE ONE TZ COMPANY LIMITED were analyzed and documented. Existing conditions of transport attractions were also analyzed.

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***Future situation***

The future business outlooks were defined in terms of vision, mission, business core values, objectives and targets.

***Means to achieving the desired future***

Business strategies and actions / activities were developed to guide the implementation of the business plan.

***Transport business appraisal***

Cost-Benefit Analysis was undertaken to avoid future business mistakes. Information was used to consolidate the business strategies.

***Business plan implementation framework***

The implementation framework was conceptualized in terms of annual business plan operation plan and budget framework, business plan implementation team and monitoring and evaluation framework. Means to achieve future situation and measurement of business achievements – these sections of the workshop were also approached using a Road process in the groups before presentations were made in the plenary to agree on the common position.

## **2. Business Trends and Influences**

Every business is affected by various factors or trends. If the factors which influence the business are in an upward trend, the business will be affected. If the trends are downward, the business will be affected as well. One of the key elements of this section is to show how the transportation business will be affected by various trends based on a twenty or ten year history. This is a key issue for both investors and lenders, whose decisions could clearly be influenced by economic, policy, legislation, ecological, industry, technological and other important trends.

The JOJOLINE ONE TZ COMPANY LIMITED can simply be categorized as a start-up business. Although it has a history of some business in the past, the volume of the business and the management procedures involved warrant it to be a startup business. It has no history in terms of proper business management. Nonetheless, there are several global, regional and local trends which have influenced the wildlife and tourism industry, which provide learning opportunities for the JOJOLINE ONE TZ COMPANY LIMITED business. Trends which adversely affected the transportation industry will be considered as business risks in the business plan. Those trends and factors which positively influenced the transportation industry over the past twenty or ten years will help to define the business principles and used as opportunities for the business.

### **2.1 Financial and Funding Trends**

This is a start up business. Its history on financial trends and funding sources are limited to financial years 2023-2024. During the financial year 2023-2024, 56% of the financial resources for JOJOLINE ONE TZ COMPANY LIMITED came from the transport activities, 28% from transit of goods, 9% from AGRICULTURLE , 4% from sale of quota

Despite the fact that JOJOLINE ONE TZ COMPANY LIMITED as a business entity started in 2020, Transportation business has been actively practiced elsewhere in Tanzania. The transport industry has been severely affected by changing regional and global financial markets, and particularly the financial crunch of 2023. The main source of revenue for transport comes from Western Europe, United States of America, Japan and of recent, China. All these countries and regions were adversely affected by the financial market collapse of 2008. These trends have inevitably affected JOJOLINE ONE TZ COMPANY LIMITED business although not directly vivid. Inflation in Tanzania has risen from 4.8% in December 2005 to 12.2% in December 2009 and 11.1% in May 2010. Increased inflation reduced the purchasing power of JOJOLINE ONE TZ COMPANY LIMITED in 2009. The TBP has to take cognizance of inflation trends, and over all financial and economic trends which influence transportation and business opportunities.

JOJOLINE ONE TZ COMPANY LIMITED on the other hand, in the past years has shown a high dependency to grants from donors and contribution from Ubungu Municipal Council. The dependency to the district council can be policy wise explained. Prior to Wildlife Conservation Act amendment in 2009 and subsequent review of JOJOLINE ONE TZ COMPANY LIMITED Regulations, revenue obtained from transit were directly paid to the central Government and later 40% returned to district council to be distributed to different country . With TRANSPORTATION Act 2009 and Revised JOJOLINE ONE TZ COMPANY LIMITED

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Regulations it is anticipated the payments from TRANSPORTATION to be paid directly to JOJOLINE ONE TZ COMPANY LIMITED

**Figure 2: Fund Sources for JOJOLINE ONE TZ COMPANY LIMITED Business Entry in 2020 - 2023**



**Figure 3: JOJOLINE ONE TZ COMPANY LIMITED Historical Fund Sources**

### 2.2 Operating Expenditure Trends 2020 - 2023,

Expenditure in this transportation Business is subdivided into two categories, capital and recurrent expenditures. Capital expenditure refers to one-time expenditure in investment or acquisition of property, Truck and equipment. Recurrent expenditure refers to the day-to-day expenditure in the operation of the JOJOLINE ONE TZ COMPANY LIMITED.

In JOJOLINE ONE TZ COMPANY LIMITED operation activities are divided into five functional areas which describe all areas of business for which the JOJOLINE ONE TZ COMPANY LIMITED is responsible. The five functional areas are:

- Management and Administration,
- Facility Operation and Maintenance,
- Resource Protection and Management,
- Resource Utilization and Visitation; and
- Community Development

These are again divided into 16 programs that detail JOJOLINE ONE TZ COMPANY LIMITED activities. This approach for Transportation Business Planning detail day-to-day activities program-wise as they take place in the JOJOLINE ONE TZ COMPANY LIMITED and the financial needs to implement them.

Statements of work were developed by the participants in the one-day Transportation Business Planning process. Operational standards were then generated to describe the duties and responsibilities required to meet the functions of the program. The standards are used to determine total financial resources required to perform functions of the program. The final step is to compare current JOJOLINE ONE TZ COMPANY LIMITED activities to the operational standards to identify the gap between available and required resources.

**Figure 4: Operational Expenditure Trends 2020 – 2023**

Operating expenditure (Non-investment) in 2020 amounted to Tanzanian Shillings (TZS) 19,628,610.00. Of this, resource protection and management 16% (TZS 3,219,900.00), management and administration spent

41% (TZS 7,958,200.00), community development 28% (TZS 5,500,000.00), facility operation and maintenance 15% (TZS 2,950,510.00); and resource utilization and visitation 0% (TZS 0.00). In future, there is a need to review expenses and put them at the minimum and optimum possible in order to begin to accrue profit from the conservation business.



**Figure**

### **JOJOLINE ONE TZ COMPANY LIMITED Expenditure for the Year 2020**

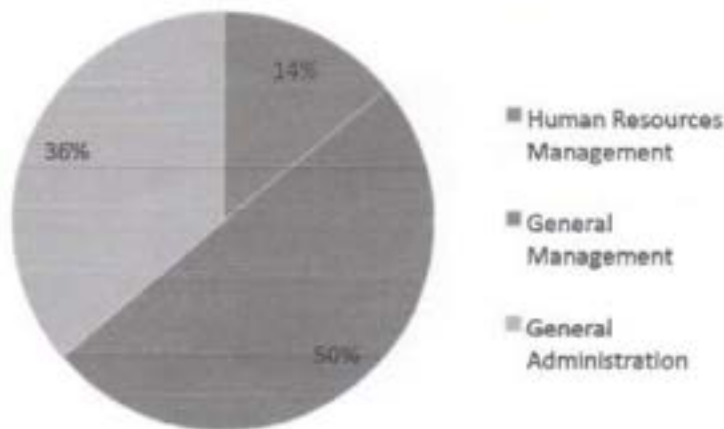
#### **2.3 Investments Trends**

In this business plan investment is defined as a significant one-time expenditure to build a structure, acquire equipment, and land or other similar one-time activities. In 2020, had invested TZS 45,328,100.00 in construction of the office and site, solar equipment, radio system, type writer, container , furniture equipment. Furthermore, the JOJOLINE ONE TZ COMPANY LIMITED has planned to spend TZS 40,000,000.00 for construction of office building, TZS 16,000,000.00 for motor cycles; and furniture and equipment TZS 25,800,000.00. The plan shall identify the necessary investments which would help JOJOLINE ONE TZ COMPANY LIMITED to protect business attractions and undertake operations to optimize business profit.

#### **2.4 Functional Areas Details**

##### **• Management and Administration**

This comprises of all JOJOLINE ONE TZ COMPANY LIMITED management and administration support activities such as safety to visitors and employees, fund raising, external affairs, communication, leadership, planning and financial management, partnership arrangements and human resource management. General Administration and Management activities in year 2023 were the leading in expenditure while human resources was the least as can be observed in figure 6.



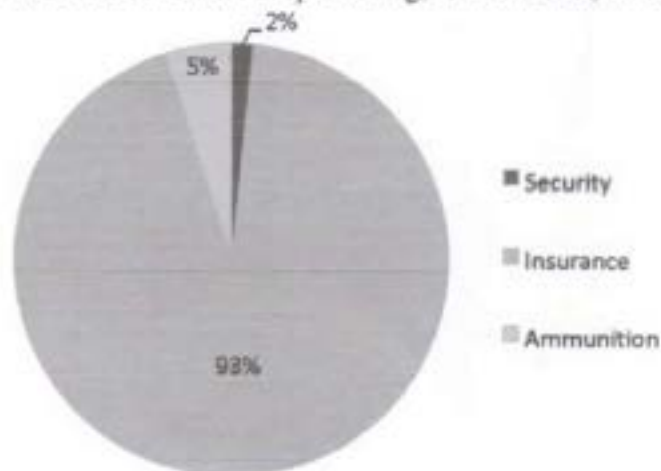
**Figure 6: JOJOLINE ONE TZ COMPANY LIMITED  
Management and Administration 2023**

**• Facility Operation and Maintenance**

Encompasses all activities required to manage and operate JOJOLINE ONE TZ COMPANY LIMITED infrastructure daily. It involves repair and maintenance of Trucks , buildings, vehicles, telecommunication equipment and depreciation of property plant and equipment. For the time being this program is operating at minimal as the JOJOLINE ONE TZ COMPANY LIMITED is new, only depreciation of property plant and equipment is recognized as is incurred.

**• Resource Protection and Management**

It involves all activities aimed at management, preservation, protection of transport in the JOJOLINE ONE TZ COMPANY LIMITED. It includes patrolling, surveillance, insurance management,



**Figure 7: JOJOLINE ONE TZ COMPANY LIMITED Resource Protection and Management in 2020 - 2023**

**• Resource Utilization and Visitation**

This includes all JOJOLINE ONE TZ COMPANY LIMITED activities related to transit revenue collection, local transport, marketing, advertising, concession management, visit centre management, interpretation, maintenance of trucks and site. Investment and expenditure in the area of Resource Utilization and Visitation in JOJOLINE ONE TZ COMPANY LIMITED has not been very pronounced and no data was available for year 2023.

**• Community Development/Support Initiative**

This comprises of all activities aimed at educating, informing local communities and all development initiatives. It involves linkage between the JOJOLINE ONE TZ COMPANY LIMITED with the local communities whether they visit or do not visit the JOJOLINE ONE TZ COMPANY LIMITED. It includes environment education, public meetings and events, distribution of funds and public activities. JOJOLINE ONE TZ COMPANY LIMITED has spent TZS 5,500,000.00 in 2008 for village development assistance activities, this include buying school desks and paying for pupil school fees.

**2.5 Budget Deficit**

There is a financial shortfall amounting to TZS 309,207,000.00 (TZS 228,207,000.00 and TZS 81,000,000.00 for operational and capital expenditure respectively) in the JOJOLINE ONE TZ COMPANY LIMITED. Details for each of the five functional areas operational expenditure is provided in table 1. The budget deficit is expected to be covered from income accruing from Investment from loan, transport business, and sustainably selling of natural resources in the first year 2023. The JOJOLINE ONE TZ COMPANY LIMITED will implement human resources management framework by June 2011 after developing and making operational the organization structure to administer the JOJOLINE ONE TZ COMPANY LIMITED.

**Table 1: Required, Available Funds and Fund Deficit for Different Functional Areas (Operational Expenditure) in JOJOLINE ONE TZ COMPANY LIMITED in the First Year of the Business**

Functional Area	Total Funds Required (TZS)	Available Funds (TZS)	Fund Deficit (TZS)
Management and Administration	115,900,000.00	7,958,200.00	107,941,800.00
Facilities, Operation and Maintenance	19,740,000.00	2,950,510.00	16,789,490.00
Resource Protection and Management	86,330,000.00	3,219,900.00	83,110,100.00
Resource Utilization and Visitation	72,210,000.00	-	72,210,000.00

Community Development	27,950,000.00	5,500,000.00	22,450,000.00
Investments	\$1,800,000.00	-	\$1,800,000.00
<b>Total TZS</b>	<b>348,267,000.00</b>	<b>39,060,000.00</b>	<b>309,207,000.00</b>

parts of this area. Low capacity of the The JOJOLINE ONE TZ COMPANY LIMITED Business Plan (2023-2028) for the Transportation Management Area

to patrol and enforce laws in the area, has gave room for some greedy eyed community members to encroach the JOJOLINE ONE TZ COMPANY LIMITED which is still very fertile compared to designated agricultural areas in the villages. Large rice pads can be observed in low land section of the The JOJOLINE ONE TZ COMPANY LIMITED Business Plan (2023-2028) for the Transportation Management Area

in Mabibo area. In Ubungo district the transport grown by shifting transportation include Local Goods and Transit,

The JOJOLINE ONE TZ COMPANY LIMITED Business Plan (2023-2028) for the Transportation Management Area

The diminishing pasture in the designated port areas mainly due to high range management make the Transportation to be pushed away from those areas and find their way to pasture stock in the The JOJOLINE ONE TZ COMPANY LIMITED Business Plan (2023-2028) for the Transportation Management Area

#### 4.1 Business Vision

The vision of the JOJOLINE ONE TZ COMPANY LIMITED is “integrated, well managed and self-financing protected area in which nationally-important is protected, processes are sustained, and stakeholders fully support and tangibly benefit from transport efforts in the area”.

#### 4.2 Business Mission

In pursuance of the vision, the JOJOLINE ONE TZ COMPANY LIMITED will carry out the following:

- Protect and regulate use of JOJOLINE ONE TZ COMPANY LIMITED Transport Plan and develop company , infrastructure, technological and financial resources; • Collaborate with local communities, government and strategic business partners; and
- Promote transportation for revenue and customer optimal satisfactions.

#### 4.3 Business Core Policies / Principles, Values and Ethics

It is very common to come across a business which is conducted in an unethical way. Most of the clients and customers normally vow never to shop the products again, and tell their friends about negative experiences encountered. In some cases, customers continue shopping at a business they had bad experiences with, albeit grudgingly, because they couldn't find the same product or service elsewhere. This is not the case in transport business. There are several transport management areas and transit protected areas which are comparatively or equally better than JOJOLINE ONE TZ COMPANY LIMITED.

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In order to ensure fair and successful competitions with other transport businesses, clear definition of core business policies, values and ethics is necessary. The policies, values and ethics will guide day-to-day service operations and business infrastructure development, if acceptable and adequate inculcated into the working cultures and ethics of the staff of JOJOLINE ONE TZ COMPANY LIMITED. Policies, values and ethics should aim at ensuring visitor satisfaction, and must extend beyond the manuals and wall posters. Every JOJOLINE ONE TZ COMPANY LIMITED staff, from the managers to the rest of the staff, and everything, must make visitors feel good and staff appreciated by visitors. Business ethics should trickle down into all aspects of the business. They should be felt and should resonate with customers, employees, suppliers, and the local community. Identifying and committing core values and ethics is one of the key elements of a business plan.

In the next five years the JOJOLINE ONE TZ COMPANY LIMITED shall implement the business plan whilst adhering to the following main policies / principles:

• **Principle of integrating tourism business into sustainable development programs**

The JOJOLINE ONE TZ COMPANY LIMITED shall strive to ensure that national policies and strategies on sustainable development are integrated into the implementation of the plan. Also efforts to reconcile conflicting resource uses inside the JOJOLINE ONE TZ COMPANY LIMITED shall be speeded up and strengthened in order to ensure sustainable transit development.

• **Principle of development and management of sustainable Transportation**

Planning is the key to the sustainable transportation. In the next five years the JOJOLINE ONE TZ COMPANY LIMITED management shall endeavor to ensure that transit and local transport products are accurately identified and transport plans are designed, appraised, monitored and evaluated for sustainability. Environmental Impact Assessment (EIA) shall be part and parcel of the development of Transport in the JOJOLINE ONE TZ COMPANY LIMITED UWMA. Also transit and local transport developments shall take into account the developments and land uses at sub-regional and sub-national levels. Care shall always be taken to make sure that development of transport in the sub region complies with Government laws and regulations. Use of technology shall be encouraged to ensure that efficiency and effectiveness in managing transport is guaranteed.

• **Principle of sustainable transit and local transport business**

In order to succeed in the implementation of the plan involvement of key stakeholders, information exchange and capacity to manage transport is the key to business success. The TIC shall Endeavor to involve key stakeholders at every stage of development and implementation of the plan. Also the TIC shall strive to build and maintain the capacity to manage the plan. Information exchange on lesson learned would be encouraged in order to improve the implementation of the plan.

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• **Sustainable funding and equity in the distribution of business revenue**

Sustainable funding is simply the amount of money TIC need to provide and sustain a particular level of conservation and community development services over time. It is important to appreciate that sustainable funding does not mean enough money to publicly fund all the community development services that TIC should be providing. It is the responsibility of local community to establish what they believe is an appropriate and affordable level of publicly funded services and then to work out how much money is required over time to sustain that particular level. Also local government would need to make sure that the community understood and appreciated that the need to set a funding level inevitably would result in a degree of rationing, the extent of which would be determined by the level at which the sustainable funding path was set. Likewise any policy would need to provide the TIC with a mechanism to cope with pressures on funding, reacting to those pressures in a planned, rather than an unplanned, manner and any policy would need to provide confidence to the TIC and local communities that the policy settings were appropriate and able to be met within the parameters set by the sustainable funding framework.

It is also important for the village governments and local communities to understand that what determines the level of income to be accrued from the JOJOLINE ONE TZ COMPANY LIMITED by each village from the JOJOLINE ONE TZ COMPANY LIMITED is not necessarily the size of the area each village contributed to the formation of the JOJOLINE ONE TZ COMPANY LIMITED. The village governments may need to develop a system to distribute revenue that ensures equity. This is because distribution and abundance of natural resources, particularly wildlife, are not necessarily determined by the size of the area.

The following core values and ethics will be observed by TIC during the operation of the business plan:

- Customer / clients optimal satisfaction;
- JOJOLINE ONE TZ COMPANY LIMITED optimal staff satisfaction;
- Local communities and stakeholders optimal satisfaction;
- Good governance and accountability; and • Dynamism.

## 5. Business Description

This chapter describes the business in terms of strategic objectives, business targets and milestones, and business actions over the five-year period. Product analysis, market analysis, competition strategy and financial forecasting are also part of the description of the business and help to describe how to achieve the strategic objectives.

### 5.1 Business Objective, Targets and Actions

This business plan comprise of seven objectives and targets, and thirty (30) different activities to be implemented. The set targets will form a basis for evaluating the JOJOLINE ONE TZ COMPANY LIMITED business performance at the end of implementation of this plan and lessons learnt from the implementation period will be used to develop the next cycle of the business plan. Strategic and measurable business objective, targets and activities to be implemented for the period of 2023-2028 are summarized in table 4 below.

**Table 3: Strategic Objectives, Business Targets and Business Actions/Activities**

<b>Strategic Objective 1: To increase and sustain financial contribution of the JOJOLINE ONE TZ COMPANY LIMITED / sustain income</b>	
Target 1.1 Income from , including Transit, stands at least TZS 1 billion per annum by 2028	Activity 1.1.1 Develop a framework for concessions and contracts for transit and local transport of any resources (including mining) from the area
	Activity 1.1.2 TIC enter into business contracts
	Activity 1.1.3 Recruit and train project and transport manager to operate the business plan
	Activity 1.1.4 Design and implement transport projects and funding projects for JOJOLINE ONE TZ COMPANY LIMITED
	Activity 1.1.5 Develop and implement financial monitoring and evaluation plan
	Activity 1.1.6 Develop and implement financial regulation and procedures manual, include mechanisms to ensure equity distribution of income for villages
	Activity 1.1.7 Introduce transport opportunities based on the management zone scheme and the business plan
<b>Strategic Objective 2: To market and publicise JOJOLINE ONE TZ COMPANY LIMITED products</b>	
Target 1.2 JOJOLINE ONE TZ COMPANY LIMITED is known to 50% of potential customers by 2015	Activity 1.2.1 Create and operate a website
	Activity 1.2.2 Participate in national / international trade fairs
	Activity 1.2.3 Develop and circulate quality brochures
	Activity 1.2.5 Implement marketing strategy and plan
<b>Strategic Objective 3: To help tourists achieve highest possible degree of satisfaction by 2028</b>	

Target 3.1 Transit feedback framework developed by June 2028	Activity 3.1.1 Develop transport satisfaction indicators
	Activity 3.1.2 Develop and implement customer satisfaction plan
	Activity 3.1.3 Develop interpretive materials
	Activity 3.1.4 Develop Client Service Charter
	Activity 3.1.5 Develop and implement procedures for reviewing and improving transport programs
<b>Strategic Objective 4: To build sustainable business infrastructure by 2025</b>	
Target 4.1 JOJOLINE ONE TZ COMPANY LIMITED accessible by road and air throughout the year by 2013	4.1.1 Develop Dump Truck layout and Staff Bus
	4.1.2 Develop Yard at desired locations
	4.1.3 Develop sign posts throughout JOJOLINE ONE TZ COMPANY LIMITED
	4.1.4 Construct yard sites, cabbage sites and toilets
	4.1.5 Construct Office
	4.1.6 Develop infrastructure management and maintenance schedules
<b>Strategic Objective 5: To ensure adequate support from stakeholders, including bank loans</b>	
Target 5.1 ensure sustained funding support from relevant sources	Activity 5.1.1 Establish a Trust Fund
	Activity 5.1.2 Establish friends of JOJOLINE ONE TZ COMPANY LIMITED
	Activity 5.1.3 Develop funding / credit proposals
<b>Objective 6: To ensure that ecotourism developments, including hunting, are designed, appraised, monitored and evaluated for sustainability by 2024</b>	
Target 6.1 New Truck with technology by June 2025	Activity 6.1.1 Review and implement new technology
	Activity 6.1.2 Develop database on trucking systems uses inside the JOJOLINE ONE TZ COMPANY LIMITED
	Activity 6.1.3 Undertake training on JOJOLINE ONE TZ COMPANY LIMITED
<b>Objective 7: To ensure that resources (human, financial, cultural and biophysical) are protected and enhanced</b>	
Target 7.1	Activity 7.1.1 Implement Annual Operation Plan and Budget based on RZMP (see start-up costs for the business plan).

## 5.2 Business Products

These are products for advertisements, marketing and sale. Core products are prime sources of attraction and are fundamental for revenue generation for JOJOLINE ONE TZ COMPANY LIMITED These are well established and widely practiced elsewhere in Tanzania. Secondary products form the secondary sources of income, new in our environments and require further research for sustainability.

**Table 7: Financial Statement Showing JOJOLINE ONE TZ COMPANY LIMITED  
Required Fund by Functional Area**

<b>FUNCTIONAL AREAS AND PROGRAMS</b>	<b>Required Funds (TZS)</b>	<b>Available Funds (TZS)</b>	<b>Surplus/(Deficit) TZS</b>
<b>1. Resource Protection and Management</b>			
Fuel	11,520,000.00	0.00	(11,520,000.00)
Intelligence	57,610,000.00	3,219,900.00	(54,390,100.00)
Law enforcement	2,500,000.00	0.00	(2,500,000.00)
Prescribed burning	3,500,000.00	0.00	(3,500,000.00)
Resource Inventory	11,200,000.00	0.00	(11,200,000.00)
<b>Sub total</b>	<b>86,330,000.00</b>	<b>3,219,900.00</b>	<b>(83,110,100.00)</b>
<b>2. Resource utilization and visitation</b>			
Concessions management	12,300,000.00	-	(12,300,000.00)
Marketing	23,500,000.00	-	(23,500,000.00)
Resources interpretation	8,180,000.00	-	(8,180,000.00)
Visitors safety	4,900,000.00	-	(4,900,000.00)
Visitor use services	2,800,000.00	-	(2,800,000.00)
Fees collection cost	6,430,000.00	-	(6,430,000.00)
Resource utilization	14,100,000.00	-	(14,100,000.00)
<b>Sub total</b>	<b>72,210,000.00</b>	<b>-</b>	<b>(72,210,000.00)</b>
<b>3. Management and administration</b>			
Human resource management	37,500,000.00	875,000.00	(36,625,000.00)
General administration	45,200,000.00	3,565,200.00	(41,634,800.00)
General Management	32,000,000.00	3,518,000.00	(28,482,000.00)
Financial expenses	1,200,000.00	0.00	(1,200,000.00)
<b>Sub total</b>	<b>115,900,000.00</b>	<b>7,958,200.00</b>	<b>(107,941,800.00)</b>
<b>4. Facility operations and maintenance</b>			
Fleet operations	16,000,000.00	-	(16,000,000.00)
Building operations and maintenance	3,740,000.00	2,950,510.00	(789,490.00)

<b>Sub total</b>	<b>19,740,000.00</b>	<b>2,950,510.00</b>	<b>(16,789,490.00)</b>
<b>5. Community Development</b>			
Public outreach and information	8,400,000.00	-	(8,400,000.00)
Environment education	13,600,000.00	-	(13,600,000.00)
Local development and assistance	5,950,000.00	5,500,000.00	(450,000.00)
<b>Sub total</b>	<b>27,950,000.00</b>	<b>5,500,000.00</b>	<b>(22,450,000.00)</b>
<b>6. Investments</b>			
Buildings	40,000,000.00	0.00	(40,000,000.00)
Motor cycles	16,000,000.00	-	(16,000,000.00)
Other equipment	25,800,000.00	0.00	(25,800,000.00)
<b>Sub total</b>	<b>81,800,000.00</b>	<b>0.00</b>	<b>(81,800,000.00)</b>
<b>Grand Total TZS</b>	<b>403,930,000.00</b>	<b>77,680,000.00</b>	<b>(384,301,390.00)</b>

The above financial statement was prepared from the financial records of JOJOLINE ONE TZ COMPANY LIMITED. Available fund reflects operations done during the financial year that began in 29<sup>th</sup> April 2020 and ended on 31st December 2023. The resources required reflect funding required in operation in the first year 2028 as agreed in the Conservation Business Planning processing. In future years, the same amount will increase to accommodate the effects of inflation which currently is at a rate of 11.1%. The financial statement does not include investment on campsites, roads and tourist trails in the area which are expected to be done by the prospective investors, however, it includes investments whose cost could be determined with certainty such as office building construction, furniture and equipment and purchase of motor cycles.

#### 5.4.2 Costing and Cash Flow

A full projected costing of the development of the project, as well as the delivery costs is over a period of five years (2020 – 2025). This should make it clear what cash will be required and what costs will be 'in kind' by virtue of the institution putting in the resources noted under that heading earlier. This will give a much realistic figure on which to base the pricing rather than the one which does not take account of the use of institutional input.

Costs can then be compared with projected incomes to allow one to evaluate whether the project is attractive or not. In order to avoid huge cash deficit in year 1, it has been assumed that purchase of vehicles worth TZS 140,000,000.00 will take place during year 2 of the operation and monitoring and evaluation cost amounting to TZS 15,000,000.00 will be paid during year 4.

Furthermore, it has been assumed that a subvention of at least TZS 50,000,000.00 during year 1 will be provided as grants and other form of support from donors, private sector and other partners like *Friends of JOJOLINE ONE TZ COMPANY LIMITED* and the amount will be reduced during year 2 to TZS

40,000,000.00 and as the business in the JOJOLINE ONE TZ COMPANY LIMITED improves the subvention will be withdrawn after year 3. The grants will mainly be used for capital expenditure. The grant will be reduced gradually from year to year as the business stabilizes. From year 2 JOJOLINE ONE TZ COMPANY LIMITED will have established steady tourist business where it will start earning revenue to sustain itself. Based on the stakeholder's workshop organized by the UAA, there are significant gaps in The JOJOLINE ONE TZ COMPANY LIMITED Business Plan (2023-2028) for the Transportation Management Area

operations. However, TIC came up with startup cost for year 1 which was the basis for projecting costs for the subsequent years at additional rate of between 11.1% and 20% of the preceding year cost.

The startup cost for year 1 for different functional areas and investments in JOJOLINE ONE TZ COMPANY LIMITED is outlined here below:

- Resource Protection and Management will require TZS 86,330,000.00 during the first year of operation in order to implement programs under its function.
- Resource Utilization and Visitation will require TZS 72,210,000.00
- Management and Administration will require TZS 115,900,000.00
- Facilities Utilization and Maintenance will require TZS 19,740,000.00
- Community Development will require TZS 27,950,000.00; and
- Investment TZS 81,800,000.00

This make the total amount of funds required during year 1 to start the JOJOLINE ONE TZ COMPANY LIMITED business entity to be **TZS 403,930,000.00**

Table 9 summarizes projected startup cost and costs during the business operation in the period of 2020–2028 for different The JOJOLINE ONE TZ COMPANY LIMITED Business Plan (2023-2028) for the Transportation Management Area

functional areas.

**Table 8: Estimated Start-up Cost and Cost for 5 Years**

SUMMARY	Year 1	Year 2	Year 3	Year 4	Year 5	Total TZS
PROJECTED START UP COST 2020 -2025						

<b>1. Resource Protection and Management</b>						
Fuel	111,520,000	112,787,200	114,193,792	115,755,109	117,488,171	171,744,272
Intelligence	57,610,000	63,947,100	70,981,281	78,789,222	87,456,036	358,783,639
Law enforcement	2,500,000	2,775,000	3,080,250	3,419,078	3,795,176	15,569,504
Prescribed burning	3,500,000	3,885,000	4,312,350	4,786,709	5,313,246	21,797,305
Resource Inventory	11,200,000	12,432,000	13,799,520	15,317,467	17,002,389	69,751,376
<b>Sub Total TZS</b>	<b>86,330,000</b>	<b>95,826,300</b>	<b>106,367,193</b>	<b>118,067,584</b>	<b>131,055,018</b>	<b>837,646,096</b>
<b>2. Resource utilization and visitation</b>						
Concessions management	12,300,000	13,653,000	15,154,830	16,821,861	18,672,266	76,601,957
Marketing	23,500,000	26,085,000	28,954,350	32,139,329	35,674,655	146,353,333
Resources Interpretation	8,180,000	9,079,800	10,078,578	11,187,222	12,417,816	50,943,416
Visitor safety services	4,900,000	5,439,000	6,037,290	6,701,392	7,438,545	30,516,227
Visitor use services	2,800,000	3,108,000	3,449,880	3,829,367	4,250,597	17,437,844
Fees Collection Cost	6,430,000	7,137,300	7,922,403	8,793,867	9,761,193	40,044,763
Resource Utilization	14,100,000	15,651,000	17,372,610	19,283,597	21,404,793	87,812,000
<b>Sub Total TZS</b>	<b>72,210,000</b>	<b>80,153,100</b>	<b>88,969,941</b>	<b>98,756,635</b>	<b>109,619,864</b>	<b>449,709,540</b>
<b>3. Management and administration</b>						
Human resources management	37,500,000	41,625,000	46,203,750	51,286,163	56,927,640	233,542,553
General administration	45,200,000	50,172,000	55,690,920	61,816,921	68,616,783	281,496,624
General management	32,000,000	35,520,000	39,427,200	43,764,192	48,578,253	199,289,645
Financial expenses	1,200,000	1,332,000	1,478,520	1,641,157	1,821,684	7,473,362

Monitoring and Evaluation Costs	-	-	-	15,000,000	-	15,000,000
<b>Sub Total TZS</b>	<b>115,900,000</b>	<b>128,649,000</b>	<b>142,800,390</b>	<b>173,508,433</b>	<b>175,944,361</b>	<b>736,802,183</b>
<b>4. Facility operations and maintenance</b>						
Fleet management	16,000,000	17,760,000	19,713,600	21,882,096	24,289,127	99,644,823
Building operations	3,740,000	4,151,400	4,608,054	5,114,940	5,677,583	23,291,977
<b>Sub Total TZS</b>	<b>19,740,000</b>	<b>21,911,400</b>	<b>24,321,654</b>	<b>26,997,036</b>	<b>29,966,710</b>	<b>122,936,800</b>
<b>5. Community Development</b>						
Public Outreach and Information	8,400,000	9,324,000	10,349,640	11,488,100	12,751,791	52,313,532
Environmental Education	13,600,000	15,096,000	16,756,560	18,599,782	20,645,758	84,698,099
Local Development and Assistance	5,950,000	3,108,000	3,449,880	3,829,367	4,250,597	20,587,844
<b>Sub Total TZS</b>	<b>27,950,000</b>	<b>27,528,000</b>	<b>30,556,080</b>	<b>33,917,249</b>	<b>37,648,146</b>	<b>157,599,475</b>
<b>Total Recurrent Startup Costs</b>	<b>322,130,000</b>	<b>354,067,800</b>	<b>393,015,258</b>	<b>451,246,936</b>	<b>484,234,099</b>	<b>2,004,694,094</b>
<b>6. Investments</b>						
Buildings	40,000,000	3,000,000	-	-	-	-184,315,000
Vehicles	-	140,000,000	-	-	-	-5,720,000
Motor cycles	16,000,000	-	-	-	20,000,000	27,220,000
Other equipment	25,800,000	-	2,200,000	10,500,000	-	-
<b>Sub Total Investment Costs TZS</b>	<b>81,800,000</b>	<b>143,000,000</b>	<b>2,200,000</b>	<b>10,500,000</b>	<b>20,000,000</b>	<b>162,815,000</b>
<b>Grand Total TZS</b>	<b>403,930,000</b>	<b>497,067,800</b>	<b>395,215,258</b>	<b>461,746,936</b>	<b>504,234,099</b>	<b>2,167,509,094</b>

It is expected that JOJOLINE ONE TZ COMPANY LIMITED will earn income from tourism activities during year 1 amounting to TZS 460,350,000.00 which will subsequently grow fast from year 2 when the area will have been more promoted and become well known to many users, mainly foreign tourists and natural resources investors. TZS

14,500,000.00 is expected from other sources such as fishing and bee products. Nongovernmental Organizations are expected to donate TZS 50,000,000.00 during year 1. The amount so earned will be used to finance the programs listed in the functional area for the year 1. Projected funds for the period of 2011-2015 for JOJOLINE ONE TZ COMPANY LIMITED with Grant/subvention scenario is provided in table 10.

**Table 9: Statement of Sources and Application of Funds (Cash Flow Statement) 2020 - 2025**

JOJOLINE ONE TZ COMPANY LIMITED MANAGEMENT					
Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Income from Transit Activities	480,350,000	964,031,350	998,269,260	1,265,346,274	1,325,958,029
Other income	64,500,000	80,000,000	154,225,000	203,611,250	246,059,313
Opening balance July 1	5,168,000	68,209,690	273,448,175	388,749,991	512,389,851
<b>Total Income</b>	<b>530,018,000</b>	<b>1,112,241,040</b>	<b>1,425,942,435</b>	<b>1,857,707,515</b>	<b>2,084,407,193</b>
<b>Expenses</b>					
Resource protection and Management	86,330,000	95,826,300	106,367,193	118,067,584	131,055,018
Resource Utilization and Visitation	72,210,000	80,153,100	88,969,941	98,756,635	109,619,854
Management and Administration	115,900,000	128,649,000	142,800,390	173,508,433	175,944,361
Facility operation and maintenance	19,740,000	21,911,400	24,321,654	26,997,036	29,966,710
Community Development	27,950,000	27,528,000	30,556,080	33,917,249	37,648,146
Taxes	57,878,310	193,515,375	214,304,011	291,209,486	311,931,283
<b>Total Expenses</b>	<b>380,008,310</b>	<b>547,583,175</b>	<b>607,319,269</b>	<b>742,456,423</b>	<b>796,165,382</b>
Revenue After Expenses	150,009,690	416,448,175	390,949,991	522,889,851	529,792,647
Capital Expenditure	81,800,000	143,000,000	2,200,000	10,500,000	20,000,000
<b>Cash Flow TZS</b>	<b>68,209,690</b>	<b>273,448,175</b>	<b>388,749,991</b>	<b>512,389,851</b>	<b>509,792,647</b>

JOJOLINE ONE TZ COMPANY LIMITED business is expected to make profit in year 1 amounting to TZS 135,049,390.00 net of depreciation. Part of this amount 40% which is equivalent to TZS 57,936,676.00 shall be distributed to the twenty-one villages forming the community. The profit is

expected to grow up to TZS 922,701,159.00 in year 5. The JOJOLINE ONE TZ COMPANY LIMITED will also pay 30% of profit before tax and interest to the central government.

**Table 10: Projected Income and Expenditure Statement for the Financial Year 2020 - 2025**

<b>JOJOLINE ONE TZ COMPANY LIMITED MANAGEMENT</b>					
<b>Profoma Income and Expenditure Statement for 5 Years 2020 – 2025</b>					
<b>Revenue</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Total Net Revenue TZS	524,850,000	1,044,031,350	1,152,494,260	1,468,957,524	1,572,017,341
<b>Expenditure</b>					
Resource protection and Management	86,330,000	95,826,300	106,367,193	118,067,584	131,055,018
Resource Utilization and Visitation	72,210,000	80,153,100	88,969,941	98,756,635	109,619,864
Management and Administration	115,900,000	128,649,000	142,800,390	173,508,433	175,944,361
Facility operation and maintenance	19,740,000	21,911,400	24,321,654	26,997,036	29,966,710
Community Development	27,950,000	27,528,000	30,556,080	33,917,249	37,648,146
Depreciation on PPE	9,792,300	44,912,300	45,132,300	47,012,300	48,012,300
<b>Total Costs</b>	<b>331,922,300</b>	<b>398,980,100</b>	<b>438,147,558</b>	<b>498,259,236</b>	<b>532,246,399</b>
Profit/(Loss)	192,927,700	645,051,250	714,346,702	970,698,288	1,039,770,942
Carried forward	-	135,049,390	451,535,875	500,042,691	679,488,801
Retained Earnings	192,927,700	645,051,250	714,346,702	970,698,288	1,039,770,942
Tax Payable 30% on Profit	57,878,310	193,515,375	214,304,011	291,209,486	311,931,283
<b>Net Profit after tax and interest</b>	<b>135,049,390</b>	<b>451,535,875</b>	<b>500,042,691</b>	<b>679,488,801</b>	<b>727,839,659</b>
Cumulative depreciation	9,792,300	54,704,600	99,836,900	146,849,200	194,861,500
<b>Cumulative earnings (Net of depreciation)</b>	<b>144,841,690</b>	<b>506,240,475</b>	<b>599,879,591</b>	<b>826,338,001</b>	<b>922,701,159</b>
<b>Benefit Sharing</b>					

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Paid SDL forming JOJOLINE ONE TZ COMPANY LIMITED 40%	57,936,676	202,496,190	239,951,837	330,535,201	369,080,464
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## 6. Business Appraisal / Cost-Benefit Analysis

The business appraisal focuses on change in condition of products and tourism services due to the proposals in the business plan (including non-action alternative, or continuation of existing action). The assessment examines potential impacts of proposed actions in order to propose measures that will insure that business quality is maintained, restored, and enhanced. The appraisal will help the TIC to achieve the following:

- Recommend actions with positive business effects and where there were negative effects, the least possible negative impacts were considered;
- Recommend actions to resolve existing business by not creating a series of other problems;
- Identify mitigation actions to reduce, eliminate or offset adverse business effects and incorporate these actions directly into the business plan process; and
- Make informed decisions with full understanding of the potential business consequences.

It was not possible for the technical people to examine the effects of all the business proposals on the products, services and JOJOLINE ONE TZ COMPANY LIMITED

- Continued with transit ;
- Opening the area for more consumptive and non-consumptive activities; and
- Opening more roads to improve access.

The technical staff defined the *environment* to mean physical, biological, cultural, socio-economic aspects and their interrelationships. Based on this definition the planning teams identified the following important environments for environmental assessment:

- Local economy and revenue;
- Local communities social conditions;

Specific environmental statements are summarized in sections 6.1, 6.2 and 6.3 herein after.

### 6.1 Impacts on Local Economy and Revenue

Transports , if planned, priced and implemented properly is the most sustainable and profitable business product compared to other transport products in JOJOLINE ONE TZ COMPANY LIMITED JOJOLINE ONE TZ COMPANY LIMITED. Continued transport in the area would have significant positive effects on the local economy and revenue of the area. Nonetheless if hunting quotas are not set properly and hunting is not properly supervised, deterioration of transport resources is evident. Transport resources form the foundation of Transportation business for JOJOLINE ONE TZ COMPANY LIMITED.

Depletion of Transit would erode business values of JOJOLINE ONE TZ COMPANY LIMITED

Likewise, opening the area for more consumptive and non consumptive activities would have beneficial effects on the local economy and the revenue for TIC . However proper resource assessment, pricing and proper supervision of any use of JOJOLINE ONE TZ COMPANY LIMITED resources must be ensured for optimal and sustainable profit.

Opening more roads would improve access by would be visitors and customers of the JOJOLINE ONE TZ COMPANY LIMITED. This means more transport and more revenues for the TIC. Access could also open up JOJOLINE ONE TZ COMPANY LIMITED to more vehicles and illegal acts. Law enforcement efforts should be strengthened, if revenues are to be optimized and sustained. The overall the benefits of continuing with transport operation, opening the area for more consumptive and non consumptive activities and opening more roads to improve transport access outweigh the costs outlined above, if proper transport management is practiced

## **6.2 Impacts on Local Communities Social Conditions**

Tourism is a relatively new social activity that has recently emerged as a national, regional and global phenomenon. Long before tourists began traipsing all over the world, social interactions involving different cultures usually occurred in the context of commercial trading, wars or migrations. As a result, cultural exchanges were relatively restricted, occurring in specific geographical regions or within the expanding limits of political and military empires. This process has accelerated in recent decades as a result of further technological breakthroughs in the airplane and information industries. It is from this perspective that one can begin to comprehend the cultural impact of national and international tourism.

When Goods arrive at JOJOLINE ONE TZ COMPANY LIMITED, they bring with them different beliefs and behaviors, which to some extent influence the JOJOLINE ONE TZ COMPANY LIMITED and culture of its surroundings. At the same time, transit are changed by their experiences. In short, transportations is an interactive phenomenon, affecting both the Argent and the Customer. The influence of tourists on the societies they visit is generally more pronounced than vice versa. The majority of global transport come from a few affluent countries (dominant cultures), which are relatively unaffected by Cargo from smaller local cultures. On the other hand, transport increases the risk of irreversible

If we assume that culture is the foundation of a society, it is clear that transport in JOJOLINE ONE TZ COMPANY LIMITED if conducted in a non-sustainable manner, can contribute to social impoverishment. One problem is that the foreign culture, , appears out of context As a result the view that local Goods receive of the transit is not only alien, but also inaccurate. However, the overall the benefits of continuing with transportation operation, opening the area for more consumptive and non-consumptive activities and opening more roads to improve transit access outweigh their adverse effects on local goods' socio-economic conditions. TIC must adhere to principles of good governance and sustainable transport to ensure that adverse effects of proposed plan are eliminated, reduced or compensated.

### 6.3 Impacts on Biodiversity Conservation and Ecological Integrity

Continuing with transportation operations, opening the area for more consumptive and non consumptive activities and opening more roads to improve transport access have the following adverse effects on biodiversity:

- It threatens our food supplies, opportunities for recreation and transport, and sources of wood, medicines and energy;
- It interferes with essential ecological functions such as species balance, soil formation, and greenhouse gas absorption;
- It reduces the productivity of ecosystems, thereby shrinking nature's basket of goods and services, from which we constantly draw; and
- It destabilizes ecosystems and weakens their ability to deal with natural disasters such as floods, droughts, and hurricanes, and with human-caused stresses, such as pollution and climate change.

It can also cause loss of biodiversity when land and resources are strained by excessive use, and when impacts on vegetation, transport, water and other natural resources exceed the carrying capacity. This loss of biodiversity in fact means potential in future. transport and suppliers, often unwittingly, can bring in exotic species e.g. insects, wild and cultivated plants, as well as diseases that are not native to the local environment and that can cause enormous disruption and even destruction of ecosystems. Opening more roads to improve transport access might also disrupt natural movements of transport between protected areas of the southern Tanzania.

However potentially huge amount of revenue accrued from transport initiatives proposed in this business plan could be useful in mitigating some of the anticipated adverse effects. Goods governance principles and principles of sustainable transport outlined in this plan are keys to reduce, off-set or eliminate adverse effects of proposed transport initiatives on biodiversity and ecological integrity of the area. The overall benefits of continuing with transport operation, opening the area for more consumptive and non-consumptive activities and opening more roads to improve tourism access outweigh the costs outlined above, if proper TIC adhere to principles of good governance and sustainable tourism.

Business of transportation and carries of passengers ,travelers, cargo, goods any other movable property by means of motor vehicles, lorries, trucks and trailers, omnibuses trains, aero planes or any other means that the company may deem appropriate and or profitable in all parts of Tanzania or any parts of the world.

## 7. Business Implementation Strategies

Implementation is the most difficult and possibly the weakest stage of business management cycle. Clear strategies and defined processes are keys in ensuring effective and efficient implementation of the business plan. This chapter describes the strategy and process for implementing the business plan.

In a nutshell, the following strategies shall support the implementation of the business plan over the period of 5 years:

- Development of the organization structure;
- The formation of a implementation;
- Preparation of Annual Operation Plan and Budget (AOPB);
- Development and implementation of a monitoring plan, with objectively verifiable performance indicators;
- Purchase of essential movable and fixed assets; and
- Filling the staff workloads gaps resulting from RTMP activities.

### 7.1 Organization Leadership and Structure

The organization of the TIC encompasses all transport management and administrative support activities. It includes all communications and external affairs activities, fundraising and partnership development, transport level planning, human resource management, transport leadership, and financial management, as well as ensuring the safety of both visitors and employees. It is the basis for the management of transport business. The transport business management is made of several clusters defined as follows:

**General business administration:** This includes procurement, contracting, filing, typing, and general office logistics.

**General business management:** Management and oversight of staff, also regular short-term planning and institutional relations

**Financial management:** All budget, accounting, and financial analysis activities, as well as annual reporting requirements.

**JOJOLINE ONE TZ COMPANY LIMITED -wide safety and security:** The cluster deals with search and rescue, structural fire protection, emergency medical services, vehicle safety, and coordination and planning efforts.

**Fundraising and partnerships:** This cluster deals with development of alliances and relationships with national and international groups interested in supporting JOJOLINE ONE TZ COMPANY LIMITED activities, acquisition of Loan

**Planning, monitoring and evaluation:** This section deals with large scale structural or programmatic planning, including responses to legal threats, design of new buildings and architecture needs, and land acquisition and monitoring and evaluation of the business.

### **7.3 Human Resources Projections**

#### **7.3.1 Personnel Plan**

The success of an organization depends most on the functioning of the human capital. Thus, recruitment of skilled and experienced human capital is most crucial for the success of JOJOLINE ONE TZ COMPANY LIMITED. Measures need to be taken to ensure such human resource is recruited from the member villages wherever available. However, for the case where no such personnel are available in the member villages, qualified and experienced staff shall be hired from the wider labor market. Below is the personnel plan for JOJOLINE ONE TZ COMPANY LIMITED, explaining the caliber of staff to be hired and the desired traits. In this endeavor, JOJOLINE ONE TZ COMPANY LIMITED will operate under the Tanzania Labor Law in terms of Salaries and overall work general conditions

#### **Head Management and Administration**

This is an important post in the day to day management of JOJOLINE ONE TZ COMPANY LIMITED. The Head of Management and Administration need to have such skills and experiences in both human resources administration and financial management. The person to be hired for this position should have a minimum qualification of a Diploma in Business Administration, Business Management or similar fields.

#### **Head Resource Utilization and Visitation**

JOJOLINE ONE TZ COMPANY LIMITED expect to derive majority of benefits from both Transit and Local transport. For the success of such business management of resources utilization and visitation in the area is very crucial. The Head Resource Utilization and Visitation is required to have good skills in Transports population dynamics as well as visitors management. Such person needs to have a minimum qualification of a Diploma in, Transport Management or any other similar disciplines.

#### **Head Resource Protection and Management**

Protection of resources within JOJOLINE ONE TZ COMPANY LIMITED is vital for the long-term sustainability of the business in the JOJOLINE ONE TZ COMPANY LIMITED. This position requires well trained, qualified and motivated personnel with both population dynamics and resources protection knowledge and skills. The head of this department requires a minimum qualification of a Diploma in Transport Management.

### **Head Facility Operation and Maintenance**

Success of tourism business, resources management in JOJOLINE ONE TZ COMPANY LIMITED depends much in the accessibility of the areas and the presence of required facilities and infrastructures. The position of Head Facility Operation and Maintenance calls for a qualified personnel with knowledge and skills in facilities in NIT Transport, management and maintenance. The holder of this position requires a minimum qualification of a Full Technician Certificate (FTC) or a Diploma in Mechanics or Engineering. Driving skills are additional advantages.

### **Head Community Development**

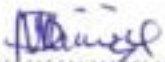
Communities in villages forming JOJOLINE ONE TZ COMPANY LIMITED need to derive financial and materials benefits from the existence. For the proper channeling of these benefits to sustainable development of these communities, proper development planning and administration is necessary. This position requires knowledgeable personnel to manage the Community Development Department. The head of this department requires a minimum qualification of a Diploma in Trucking systems, Development Management or similar disciplines.

### **7.3.2 Staff Projection**

Currently JOJOLINE ONE TZ COMPANY LIMITED has a steering staffing made of two members of staff namely secretary and treasurer, and will increase the staff and their salaries based on business stabilization and cost effectiveness. However, in order to operate the business as outlined above, it will have to recruit other members of staff to fill in vacant posts as depicted in the organization structure as detailed in 7.3.1 above.

### **7.4 Business Monitoring and Evaluation Indicator Framework**

Monitoring and evaluation are essential management functions that are interactive and mutually supportive. Monitoring is an ongoing process of collection, storage and analysis of data for improved business implementation. The following are objectives of monitoring the business plan:



.....  
JOSHUA DANIEL MBINGI  
Managing Director  
JOJOLINE ONE TZ COMPANY LIMITED



.....  
JOSEPHAT TIMOTH MWALONGO  
Managing Director  
JOJOLINE ONE TZ COMPANY LIMITED





TANZANIA



## Certificate of Incorporation of a Company

Section 15

**No: 141579231**

I HEREBY CERTIFY THAT

### **JOJOLINE ONE TZ COMPANY LIMITED**

is this day incorporated under the Companies Act, 2002  
and that the Company is Limited.

**GIVEN** under my hand at Dar es Salaam this 29<sup>th</sup> day of **APRIL**  
**TWO THOUSAND AND TWENTY.**



PRINC. ASST. REGISTRAR OF COMPANIES

CTIN: 0952573



# **TANZANIA REVENUE AUTHORITY**

## **CERTIFICATE OF REGISTRATION FOR TAXPAYER IDENTIFICATION NUMBER (TIN)**

(ISSUED UNDER SECTION 23 OF THE TAX ADMINISTRATION ACT 2015)

### **THIS IS TO CERTIFY THAT**

**JOJOLINE ONE TZ COMPANY LIMITED**

**HAS BEEN REGISTERED WITH THE TANZANIA REVENUE AUTHORITY  
AND ASSIGNED THE TAXPAYER IDENTIFICATION NUMBER**

**141-579-231**

**WITH EFFECT FROM: 29 April 2020**

**TRA LOCATION: KINONDONI**

**TAX OFFICE: MANZESE**

**PHYSICAL LOCATION: PLOT No. 116**

**STREET / AREA: MABIBO FARASI, NEAR OILCOM PET**

**ABDUL Y. MAPEMBE**

**OFFICIAL SEAL**

**NOTE THE REQUIREMENTS UNDER WHICH THIS CERTIFICATE IS ISSUED BY THE AG COMMISSIONER FOR DOMESTIC REVENUE**

**THE COMPANIES ACT,**

**(CAP. 212)**

-----  
**COMPANY LIMITED BY SHARES**

-----  
**MEMORANDUM**

**AND**

**ARTICLES OF ASSOCIATION**

**OF**

**JOJOLINE ONE TZ COMPANY LIMITED.**

Incorporated this ..... day of ..... 2020

**Drawn by:-**

**JOSHUA DANIEL MBINGI,  
(SUBSCRIBER)  
P.O. BOX 19656,  
DAR ES SALAAM**

THE COMPANIES ACT, CAP. 212

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COMPANY LIMITED BY SHARES

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MEMORANDUM OF ASSOCIATION

OF

JOJOLINE ONE TZ COMPANY LIMITED

1. The name of the Company is: Jojoline one tz Company Limited.
2. The registered office of the company will be in Tanzania Mainland.
3. The objectives for which the Company is established are: -
  - 3.1 To carry on the business of Logistics and Transportation.
  - 3.2 To carry on the business of building and civil construction and other related activities in anywhere in the world.
  - 3.3 To carry on business on real estate agency, meetings and conferences agents, management services agents shipping agents, custom agents, clearing and forwarding agents, the business of insurance agents, manufacturer's and supplier representative (local and foreign.), cargo superintendents, cargo handlers, haulage contractors and to act as warehousemen, and deal with all related activities.
  - 3.4 To carry on and operate the business of transportation and carries of passengers, travellers, cargo, goods any other movable property by means of motor vehicles, lorries, trucks and trailers, omnibuses trains, aero planes or any other means that the company may deem appropriate and or profitable in all parts of Tanzania or any parts of the world.
  - 3.5 To provide professional consultancy services and training.
  - 3.6 To carry on the business of net working business, E- Commerce Business, Online Business and other related activities in anywhere in the world.
  - 3.7 To carry on the business as hirers of all types of motor vehicles, lorries, trucks and trailers omnibuses or any other mode of transportation that the company may deem appropriate and to operate business of Taxi and car hire services in all parts of Tanzania or any part of the world as the Company may deem appropriate.
  - 3.8 To carry on the business of financial institution, providing loans, microfinance service, telecommunication services (Tigo pesa, M pesa), and other related activities.

- 3.8 To carry on the business of financial institution, providing loans, microfinance service, telecommunication services (Tigo pesa, M pesa), and other related activities.
- 3.9 To carry on the business of clearing and forwarding in anywhere in the world.
- 3.10 To undertake projects and activities related to agriculture, which shall include plantation and production of various agricultural- and animal products of any kind.
- 3.11 To deal with farming of various food and cash crops in large and small scale farming.
- 3.12 To carry on all or any of the business in processing agriculture products in wholesale and retail manner, to own and establish such industries and processing plants whether they use locally produced raw material or imported raw material.
- 3.13 To acquire, take over, promote, establish, engage in profession of farmers, planters, harvesters, sprayers, seed growers, forest plants, glaziers breeders of and dealers of livestock, market gardeners, agriculturalists, horticulturists, floriculturists, dairymen, fruit, vegetable oil extractors, dairy and poultry farm, bee-keepers and any other businesses in connection with floriculture, arboriculture agriculture and horticulture
- 3.14 To carry on the business as general sellers, buyers, processors, packers and exporters of agricultural products, such as mangoes, cassava, cashew nuts, groundnuts, peanuts, beans, cereals, coffee, tea, cowpeas, yellow gram, green monks, sesame and to be general suppliers in local and export markets, to be general barbers and confectioners and generally to be traders and manufacturers of the above.
- 3.15 To carry on the business of manufacturing and exporting or importing of all kinds of forestry and agricultural machinery, forest plants, implements, tools and accessories, manure and insecticides used in connection with or required for animal husbandry and agriculture.
- 3.16 To carry on the business of importers, exporters, buying selling, dealers in hardware, building materials, sanitary-ware, wall papers, roofing tiles, flooring tiles, supplying industrial equipment's agricultural implements and equipment's spares of every description, plumbers, decorators, steel fabrication, machine shop, nickel plating, electric plating, making steel windows, doors, frames and roof tresses.
- 3.17 To export import dried fruits, vegetables and other related products.
- 3.18 To participate in national and international trade fairs.
- 3.19 To carry on business of crops merchants and establish ware houses and godowns for storage of different kinds of agriculture products, animal products, fish and any other similar products.

- 3.20 To act as managers of all kinds of agriculture competitions, exhibitions promotions, and which shall include to acting as agents for advertisers, exhibitors, promoters, organizers and marketers of various agricultural goods and services from various undertakings.
- 3.21 To purchase, acquire, take-over, promote, organise, establish and carry on the business of manufacturers, dealers, distributors, representatives and agents of agriculture goods, animal feeds, poultry, agriculture capital goods, chattels, and products made out of natural or artificial raw materials and to treat, prepare, render marketable, promote such product, sell and dispose of any such products either in their raw or manufactured state
- 3.22 To deal in telecommunications, broadcasting and information technology services, apparatus, equipment and appliances, installations, maintenance, repair, replacement of parts, controls and adjustments for domestic, entertainment, industrial, commercial or any other purpose.
- 3.23 To enter into partnership or into any arrangements for sharing profits, union or interests, co-operation, joint venture reciprocal, concession, or other with any persons, firm or company carrying on or engaged in or about to carry on or engage in any business or transaction which this company is authorized to carry or engage in any business or transaction capable of being conducted so, as directly or indirectly to benefit this company, and to take or otherwise assist, any such person, firm or company and to take or otherwise acquire shares and securities of any company, and to sell, hold, reissue with or without guarantee, or otherwise deal with the same;
- 3.24 To carry on the business of tour operators, tourist agents, safari contractors, organisers and operators and to equip, organise and arrange hunting, photographic, cinematic, game parks and lodges, camping trips, mountain climbing safaris, fishing and other safaris and expeditions of all kinds, vehicle proprietors and engineers and travel agents to all parts of the world by sea, rail, air, road and any other method of locomotion.
- 3.25 To carry on the business of catering services, catering and Hotel Management and consultancy services and run all systems or processes relating to production, storage, distribution, marketing and sale of goods or relating to the rendering of services.
- 3.26 To carry on businesses as brewers, distillers and manufacturers of and merchants and dealers in beer, ale, porter, stout, wines, spirits, aerated waters and liquors of every description, whether intoxicating or not and of casks, bottles and other receptacles for the same of malt, hops, grain, meal, yeast and all other materials and things capable of being used in connection with any such manufacturers or businesses.
- 3.27 To carry on business of pharmacy, wholesale and retail pharmaceutical, chemists and druggists and of the dispensing of medicines, dealers in surgical instruments, appliances, artificial limbs, eyes and other aids for the relief of defects body or sight or hearing and

to make and deal in all requisites for hospitals, and include all proprietary articles of all kinds such as electrical, chemical, photographic, surgical and scientific apparatus and materials, medical and laboratory equipment and of the similar manner.

- 3.28 To carry on the business of stationery, printing, secretarial services, stationery manufacture and supplier, dealer in waste papers product, paper and other recycled materials and manufacturing of parking materials of all kind and descriptions and dealer of schools/colleges stationery, laboratories equipment and other school equipments
- 3.29 To carry on the business of metal fabricators, welders, mechanical and electrical works, include dealers in wholesale and retail business of motor vehicle, motor vehicle spare parts, marine spare parts and other plants and machinery, electrical goods, computers, cosmetics, oils, corrugated iron sheets, iron bars, hinges, screws, textiles, all types of readymade garments for men, women and children and tailoring, selling caustic soda and all related materials.
- 3.30 To establish depots and agencies in different parts of the world for the purposes of carrying on any or all of the business of the Company.
- 3.31 To acquire and undertake the whole or any of the business, property and liabilities of any person carrying on business which the Company is authorised to carry on or possess property for the purposes of the Company.
- 3.32 To invest and deal with the money of the Company not immediately required in such manner as may from time to time be determined.
- 3.33 To borrow or raise or secure the payment in such manner as the Company shall think fit and in particular by the issue of debentures, or debenture stocks, perpetual to otherwise and/or by mortgage charge, pledge or otherwise.
- 3.34 To distribute any of the property of the Company among the members.
- 3.35 To enter into any arrangements and contracts with Government or Authorities (central, municipal, local, international or otherwise) or any corporations, companies, or persons, having objects that may seem conducive to the Company's object or any of them and to obtain from any such government, Authority, Corporation, Company, or persons any charters, contracts, decrees, rights, privileges and concessions.
- 3.36 To acquire by purchase, exchange or otherwise, either in deeded or registered, whether in possession or in reversion, and whether vested or contingent, any lands, houses, buildings, machinery or plants, mills, factories, warehouses tenements and premises of any tenure, whether subject or not to any charge or encumbrances, and to hold or sell, let, alienate, mortgage, charge or otherwise deal with all or any of such lands, tenements, buildings or premises and to grant easement, profits a pre-ouder or any other rights in, over or under any adjoining property.



3.37 To lend and advance money or give credit to such persons, firms or companies and on such terms as may seem expedient and in particular to customers and others having dealings with the company and to give guarantee to become surety for any persons firms or companies for the due payment of money for the performance of any obligations or liabilities.

3.38 To sell or otherwise dispose of the whole or any part of the business or property of the company either together or in portions for such considerations as the company thinks fit.

And it is hereby declared that in the interpretation of these clauses the powers conferred on the company by any paragraph shall not be restricted by reference to any other paragraph or to the name of the company, or by the juxtaposition of two or more objects and that in the event of any ambiguity this clause and every paragraph thereof shall be constructed in such a way as to widen and not to restrict those powers of the company.

4. The liability of the members is limited.
5. The nominal capital of the company is Tanzanian Shillings Five Million (5,000,000/=) only divided into (100) ordinary shares of 50,000/= Tanzanian Shillings each, with power of the company to increase or reduce the said nominal capital and to alter the nominal value of the shares and to convert the shares into stock and to issue any part or parts as such original or increased capital either at par or at premium and with such preferential, deferred, qualified or special rights privileges or conditions as the company may determine.

We, the several persons whose names, addresses and description are subscribed below are desirous of being formed into a company in pursuance of this Memorandum of Association and we respectively agree to take the number of shares in the capital of the company set out opposite our respective names.

Names, Addresses and Description of Subscriber	Number of shares taken by each Subscriber	Signature of Subscriber
1. JOSHUA DANIEL MBINGI P.O. BOX 19656 DARES SALAAM	50	
2. JOSEPHAT TIMOTH MUALONGO P.O. BOX 19656 DARES SALAAM	50	

Dated at Dar es Salaam this 17<sup>th</sup> day of April 2020

Witness to the above Signatures:

Name: CHRISTOPHER DONALD MULLER

Signature: [Signature]

Postal Address: P.O. Box 79341, ILAUF - DMS

Qualification: X D V O C A T E



- (d) The company shall not have power to issue share warrant to bearer

### TRANSFER OF SHARES

3. The Company shall be entitled to treat the person whose names appear upon the Register in respect of any shares as the absolute owner thereof and shall not be under any obligation to recognize any trust or equitable claim to or partial interest in such share whether or not it shall have express or other notice thereof.
4. That Directors may in their discretion and without assigning any reason thereof refuse to register the transfer of any share to any person whom it shall in their opinion be undesirable for any reasons whatsoever to admit to membership

### CAPITAL

5. The capital of the Company is Shillings 5,000,000/- (Five Million) divided into 100 (One Hundred) shares of shillings 50,000 (Fifty Thousands) each.

### SHARES

6. The shares shall be under the control of the Directors who may allot and dispose of or grant options over the same to such persons as the Directors may find fit. Shares may be issued at par or at a premium and the Directors may at any time in their absolute discretion refuse to register any transfer of shares. Clause 19 of Table "A" shall be modified accordingly.
7. Any member or other person (hereinafter called the Holder) deciding to dispose of any share shall intimate to the Secretary the number of such shares and the price at which he is willing to sell the same, and the Secretary shall then inform all other members of the proposed sale and offer the said shares to the other members at the price named. Any member desiring to purchase shall notify the Secretary in writing within one month from the date of such offer, of the number of shares which he is willing to purchase and, at the expiration of the said period, the Secretary shall give notice to the Holder of the number of shares which Members of the Company are willing to purchase and shall allocate those shares to or amongst the Member or Members who shall have expressed his or their willingness to purchase as aforesaid and, if more than one member as far as may be proportionate according to the number of shares held by them respectively provided that no member shall be obliged to take more than the number of shares notified by him as aforesaid. Upon such allocation being made the Holder shall be bound, on payment of the price to transfer the share to the purchaser or purchasers and if he shall make default in so doing, the Secretary may receive and give a good discharge for the purchase money on behalf on the holder and may enter the name or the Purchaser in the Register of members as holder by transfer of the shares purchased by him.

## CALLS ON SHARES

8. The Directors may make a call or calls upon members in respect of any money unpaid on their share (whether in respect of nominal value or premium) and each member shall, subject to receiving at least fourteen days notice specifying the time or time of payment and place, pay to the Company at the time or times so specified the amount called on his shares. A call may be required to be paid by instalment.

## FORFEITURE OF SHARES

9. If the call is remained unpaid after it become due and payable, the directors may give fourteen days notice requiring payment of the amount unpaid together with any interest which may have accrued and specify time and place where payment is to be made and states that if the notice is not complied with, the share in respect of which call is made shall be forfeited.
10. When any shares have been forfeited an entry shall forthwith be made in the Register of Members of the Company recording the forfeiture and the date thereof and the shares so forfeited may be re-allocated to a member of the company or any other person as the directors may determine an entry shall be made of the manner and date of the same or disposal thereof.
11. The lien conferred by Clause 10 of Table "A" shall attach to fully paid up shares and to all shares registered in the name of any person indebted or under liability to the Company whether he shall be the sole registered holder thereof or one of several joint holders.
12. Any entry in the Minute Book of the Company of the forfeiture of any shares or that any shares have been sold to satisfy a lien of the Company shall be sufficient evidence as against all persons claiming to be entitled to such shares that the said shares were properly forfeited or sold, and such entry and the receipt of the Company for the price of such shares shall constitute a good title to such shares and the name of the purchaser shall be entered in the Register as a member of the Company and he shall not be bound to see to the application of the purchase money and the said shares shall not be affected by irregularity or invalidity in the proceedings in reference to the forfeiture or sale. The remedy, if any, of the former holder of such shares and of any person claiming under or through him shall be against the Company and in damages only.

## BORROWING POWERS

13. The Directors may raise or borrow for the purpose of the company's business such sums of money as they think fit and may secure the repayment of or raise any such sum or sums as aforesaid by mortgage or charge upon the whole or any part of the property and assets of the company, present and future, including its unrealised or unissued capital or by the issue at such price as they think fit of bonds or debentures, either charged upon the whole or any part of the property and assets of the Company, present and future, including its un-called or unissued capital, or not so charged, or in such other way as the Directors may think expedient.

14. A Register of the holders of the debentures of the Company shall be kept at the Registered Office of the Company and shall be open to the inspection of registered holders of such debentures and of any member of the company, subject to such restrictions as the Company in General Meeting may from time impose. The Directors may close such Register for such a period or periods as they may think fit, not exceeding in the aggregate thirty days in each year.

#### MEETINGS

15. The quorum for the transaction of business at any General Meetings shall be two third of the members personally present or represented by proxy.
16. A general meeting, ordinary or extra-ordinary may with consent of in writing of all members be convened on shorter notice of seven day notice.

#### VOTES OF MEMBERS

17. On a show of hands every member entitled to vote present in person should have one vote for each share of which he is the holder.
18. No person is entitled to vote in general meetings or at separate meetings of the holder of any class of share in the company unless all calls or other sums presently payable by him in respect of shares in the company have been paid.

#### DIRECTORS

19. The number of Directors shall be not less than two.
20. The right to appoint Number of Directors by shareholder would be proportional to the percentage of his share — holding.
21. The chairman of board of Director shall have casting vote in case of tie
22. A Director shall not require any share qualification.
23. The first Directors of the Company are:
1. **JOSHUA DANIEL MBINGI**
  2. **JOSEPHAT TIMOTH MWALONGO**
24. The quorum of Directors for transacting business shall, unless otherwise fixed by the Directors, be two.
25. A memorandum in writing signed by all the Directors for the time being and pasted in or attached to the Minute Book shall be as effective for all purpose as a resolution of the Directors passed at a meeting duly convened, held and constituted.
26. A Director may, in addition to his directorship, be employed by and may hold any office or place of profit or otherwise under the Company (except that of Audit) on such terms as to remuneration and otherwise as the Directors may

arrange. A Director of the Company may also accept office as a Director of any Company promoted by the Company or which the Company is interested and may subscribe for or otherwise acquire shares in such company and shall not be accountable for any benefits received by him as a Director or member of such company. A Director may act by himself or his firm in a professional capacity for the Company and he or his firm shall be entitled to remuneration for his services as if he were not a Director.

27. A Director shall not be disqualified by his office from entering into a contract or agreement with the company either as Vendor, Purchaser, Manager, agent, broker or otherwise and no such contract or arrangement entered into by or on behalf of the company with any person, firm or company in which any Director shall be in any way interested, shall be avoided, nor shall any Director holding such office or so contracting or being so interested be liable to account to the Company for any profit realized by any such contract or arrangement by reason of such Director holding the office of Director or of the Fiduciary relation thereby established. Any Director so contracting or being so interested as aforesaid shall disclose at the Board Meeting at which the contract or arrangement is determined upon the nature of his interest then exists, or in any other case at the first Board Meeting after acquisition of his interest and a Director shall not as a Director vote in respect of any contract or arrangement in which he is so interested as aforesaid and if he does so his vote shall not be counted but this prohibition shall not apply to any contract by or on behalf of the company to give to the Directors or any of them any security by way of indemnity or advances or to a settlement or set-off of cross-claims. A General notice that a Director is a member of any specified firm or company and is to be regarded as interested in any transaction with the said firm or company shall be sufficient disclosure under this clause and after such general notice it shall not be necessary to give any special notice relating to any particular transaction with such firm company as aforesaid.
28. The Directors may appoint one or more of their members to be managing Director of the company for an indefinite time or for fixed time and the director shall have power to remove him from office and put another in his place.
29. Each Director and managing director shall be paid remuneration at such rate as the Company shall in general meeting decide.

#### ALTERNATE DIRECTORS

30. A Director may nominate a person who shall be unanimously approved by the other Directors, to act as Alternate Director in his place during his absence or inability to act as such Director and Alternate Director shall not require any special qualification, but shall be subject in all other respects to the terms and conditions existing with reference to the Directors of the Company, and such Alternate Director when acting shall exercise and discharge all the duties and functions of the Director whom he shall represent and in case of an Alternate Director being unable to act during the absence or inability to act of the Director whom he represents he may with the like approval appoint another person to act in his place.

#### DISQUALIFICATION OF DIRECTORS

31. The Office of Director shall be vacated: -

- (a) If he becomes bankrupt or makes any arrangement or composition with his creditors.
- (b) If he becomes of unsound mind or
- (c) If he gives notice in writing to the company that he resigns his office.
- (d) If shall have more than six consecutive have been absent in meetings and director resolves that his office be vacant

#### MANAGING DIRECTOR

32. The Directors may from time to time entrust to or confer upon the Managing Director or Manager all or any of the powers of the Directors (excepting the power to make calls, forfeit shares or issue debentures) that they may think fit but the exercise of all powers by the Managing Director or Manager shall be subject to such regulations and restrictions as the Directors may from time to time make and impose and the said powers may at any time be withdrawn, revoked or varied.

#### SECRETARY

33. There shall be a secretary and shall be appointed by director for such term and such remuneration and upon such condition as it may think fit and any such secretary appointed may be removed by the directors.

#### CAPITALISATION OF RESERVES

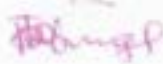

34. Any General meeting may resolve that any money, investments, or other assets forming part of the undivided profits of the Company standing to the credit of the reserve fund, or any capital redemption reserve founder in hands of the company and available for distribution be capitalized and distributed amongst such of the shareholders as would be entitled to receive the same if distributed by way of dividend and in the same if distributed by way of dividend and in the same proportions on the footing that they become entitled thereto as capital and that all or any part of such capitalized fund be applied on behalf of such shareholders in paying up in full either at par or at such premium as the resolution may provide any unissued shares or debentures or debenture stock of the company which shall be distributed accordingly or in or towards payment of the uncalled liability on any issued shares or debentures or debenture stock, and that such distribution or payment shall be accepted by such shareholders in full satisfaction of their interest in the said capitalized sum.

#### WINDING UP

35. With the sanction of a special Resolution of the members any part of the assets of the Company including any shares in or securities of other companies may be divided among the members of the Company in special or may be vested in trustees for the benefit of such members, and the liquidation of the Company may be closed and the Company dissolved but so that no member shall be compelled to accept any shares whereon there is any liability.

## INDEMNITY

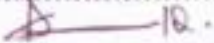
36. Every Director or other officer of the Company shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur in or about the execution of his duty, or incurred by him in defending criminal or civil proceedings in which judgement is given in his favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court.
37. Subject to the provision of the act and to those contained in Memorandum of association of the company may by special resolution make alteration or additions to its articles of Association and may any such alterations or additions so made shall be as valid as effectual as if originally contained in these Articles and subject in manner to alterations by special resolution.

Names, Addresses and Description of Subscriber	Number of shares taken by each Subscriber	Signature of Subscriber
1 JOSHUA DANIEL MBINGI P.O. BOX 19656 DAR ES SALAAM	50	
2 JOSEPHAT TIMOTH M WALONGO P.O. BOX 19656 DAR ES SALAAM	50	

Dated at Dar es Salaam this 17<sup>th</sup> day of April 2020.

Witness to the above Signatures:

Name: CHARLOTTE DONALD MWAALUMBA

Signature: 

Postal Address: P.O. BOX 7934, ILALU-DAR

Qualification: ADVOCATE

