

NYAMBARI NYANGWINE GROUP OF COMPANIES (NNGCL)



BUSINESS PLAN

TANZANIA PARTNERSHIP ACADEMY

Designed by:

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EAST AFRICA.**

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EXECUTIVE SUMMARY

Nyambari Nyangwine Group of Companies Limited (NNGCL) is a private company registered and operating within the United Republic of Tanzania.

Major objectives of NNGCL among other things, is to address pertinent issues in the Education sector mainly on issues related to infrastructure, Books and material supplies, Teachers and good policy advocacy especially those focusing on the Child Care. This is about educating children coming from less disadvantaged families within the society with special emphasis to the girls. NNGCL plan to achieve this objective through establishing a learning center which will offer education to children, from the level of Pre-Primary school, up to Secondary School Education.

NNGCL has decided to start a project to establish such an education center in Dar es Salaam Tanzania.

The Center's name shall be **“Tanzania Partnership Academy”** (TPA). This Academy will enroll students at the level of secondary school (form I up to form IV, but later form V and form VI or A-level secondary school education).

Following global and regional dynamics which have changed the education spectrum and make it develop new focus on science, technology and entrepreneurship, the Academy plans to align with the new developed Syllabus having major focus on science and technology, ethics and Entrepreneurship. The subjects will be taught in English but also teach other languages such as Kiswahili, French, Arabic and Chinese.

Among major subjects to be taught at O-level and A-level secondary education includes;

✚ Arts

✚

Science ✚

Business

✚ Languages

✚ Information Communication Technology (ICT)

Entrepreneurship Subject major focus will be on;

- ✚ Tourism and travel agency management
- ✚ Computer
- ✚ Small business management
- ✚ Sales and marketing

The costs of establishing the Academy is estimated at **Euro 50,000,000** This includes operating costs of at least one year.

The capital contributions to establish this Academy at the beginning will come from Nyambari Nyangwine Group of Company Ltd (NNGCL) however, further additional funds from individuals, Government and International Organizations worldwide is invited to make this noble idea come into reality.

Fundamentally NNGCL shall provide land to be used for erecting building structures and other facilities as stipulated in the plan.

This project will carry some developmental impact not only to the people of Dar es Salaam where the Academy will be located, but to other regions as well. Special arrangement will be applied to reach needy students in almost every region and district in the country.

Among specific salient benefits of this project are:

- ✚ The project is socially desirable, more than 1,000 disadvantaged children will be reached and have an access to obtain knowledge at the best school with modern and friendly learning environments;
- ✚ The project will complement government's efforts to reduce poverty through improved education development;
- ✚ The project will generate direct employment of more than 150 people including foreigners, teachers, janitors, science technicians, librarians, nurses etc;
- ✚ Skills acquired will enable the students upon their completion, be able to engage themselves through self-employment on production, manufacturing of service industry.
- ✚ Taking into consideration the nature of the project, it is estimated that the Academy be commissioned within 6 months after approving the business plan

1. Introduction

Education is a key tool on fighting against poverty and wealth creation. Quoting the late Mwl. J. K. Nyerere (Father of the Nation) reading education, he said, ***“If you want to reduce poverty in the society, take poor people’s children to school.”*** But again, current reforms in the education sector has achieved to create needed awareness in the society that, it is through education the country will become more competitive in terms of knowledge and skills able to compete at the regional level with right manpower at the right time. It is within this context the need to establish education institutions of this type mainly to cater for orphans and vulnerable children is cemented.

NNF works to supports education in Tanzania. It is through education where by attainment of Sustainable Development Goals (SDG’s) is guaranteed. It is correct therefore to say, education is the only vehicle to enable achieve multiple SDG’s much earlier than expected.

2. Background

Nyambari Nyangwine Foundation (NNF) is a charity non-governmental organization founded by Mr. Nyambari Nyangwine in 2020 under non-governmental organization act 2002 section 12(2) of act no. 24, the organization aims at supporting vulnerable groups in the community. NNF plays a vital role to enhance community economic development especially by supporting vulnerable groups in the society, such as orphans, people with albinism and poor people, such as widows, farmers in rural areas and people with disability through various community projects such as this Academy project.

This proposal aims at rising the necessary funding to construct the Tanzania Partnership Academy and increase the ongoing NNF programmed, to purpose-built premises from where NNF will be able to assist more girls and boys by offering best education in friendly environments. This Academy will make a durable change to the lives of many Tanzanians who are trapped in various circumstances made them fail to secure a good school for their children. This is a long-term project and will be self-sustainable. The estimated cost for construction and fitting out of the Academy is Euro **45,011,604**.

Company Profile

Nyambari Nyangwine Group of Companies Ltd (NNGCL) is a private company wholly owned by local Tanzanians. The authorized share capital of the company is TZS **1,000,000,000/= (ONE BILLION)** divided into **1,000** shares each vested with powers for the company to increase or reduce the said capital, and to issue any part of its capital, original or increased with or without any postponement of right or any conditions.

The company is a limited entity with shares and incorporated under the Companies Act 2002 with a business licence, Certificate of Registration number 81437, Taxpayer Identification Number (TIN) number 112-095-322 and Value Added Tax (VAT) number 40-011471-0.

Nyambari Nyangwine Group of Companies Ltd is a private company limited by shares incorporated in the United Republic of Tanzania with certificate of incorporation No. 81437 dated 10th February, 2011.

The authorized share capital of the company is Tanzanian Shillings One Billion

(Tshs.100,000,000/=) divided into **1000** shares of shillings **100,000/=** each of which the paid-up share capital is Tanzanian shillings One hundred million (Tshs. 100,000,000/=).

Name of Shareholder	Number of Shares	Percentage
Nyambari Nyangwine	500	50%
Margreth Nyangwine	500	50%
Total	1,000	100%

3. Need Analysis

Disadvantaged children are broadly defined as school- going-age children (primary and secondary school) who are not enrolled or are at risk of not completing their education. Children who attend schools that do not meet fundamental quality standards. Others are, disabled children or children from other highly vulnerable groups, such as street children, migrant children, or girls in certain ethnic minority areas.

The origin of many social problems goes back to early childhood. That is why it was found important for Governments and other stake holders to re-think and re-prioritize the social policy and the right and effective approach in solving them. This includes intervention at early stages of child growth.

It is already well established that people who socio-economically disadvantaged at their early stages of growth, have much poorer prospects throughout their life course. That is to say, disadvantaged children, street children and orphans face poverty throughout their lives, unless some interventions are done.

Various researches have shown that, children growing up in severely disadvantaged homes are at greater risk of experiencing emotional difficulties than others, when they become adults. Further, a tendency towards adult depression and other psychological problems is more strongly associated with social deprivation, or adverse experiences of care during childhood.

It is within this understanding that we find it important to provide education to the disadvantaged children so that in the long run, they will be equipped with the ability to change and lead prosperous a life, accompanied with wealth creation.

4. Benefits

Apparently, the importance and familiarity with the evidence showing that early intervention can improve long-term outcomes is well known. What might not be realized early, however, is that the cost to society of providing programs that get disadvantaged children off to a good start, is much less than trying to address problems in adolescence or young adulthood.

The benefits therefore will start from an individual but in the long-run, this fits in the Government guidelines which are the blue print for development in our country.

Due to this, NNF aims at the following goals:

- ✚ Improve education at school level.
- ✚ Improve retention and completion of the 4 years at “O” level and 2 years at “A” level, plus 7 years of primary education cycle for all the children.
- ✚ Provide equitable access to all children.
- ✚ Build capacity at the school community, and then to other schools provide functional partnership as well as synergies, while drawing support for their instruction (public & private).

5. Mission, Philosophy and Vision Statements

Mission

To restore the lives and hopes of disadvantaged children by providing them with quality education and knowledge for the betterment of their future.

Philosophy

Every child, regardless of their cultural background, color, gender or race, given the chance and proper guidance, has the potential to excel and shine in life.

Vision

Education is an effective means in poverty alleviation and wealth creation. By providing academic education combined with a conducive learning environment, the life of disadvantaged children can greatly be improved and become meaningful.

6. Policies, Programmes and Development Strategies

The establishment of this modern learning institution follows significant progress by the government pursuing its national goals within the context of the continental and global goals and has so far shown commitment to operationalizing the new goals by developing an Education Sector Development Plan (ESDP 2016/17-2021/22). This plan builds on earlier efforts at implementing fee-free basic education in Tanzania- anchored on the National Inclusive Strategy (2009-2017) and coincides with SDG 4 of inclusive and equitable quality education and promotes lifelong learning opportunities for all.

6.1 National Development Vision

Tanzania's current development agenda is guided by Vision 2025, Africa Union Continental Education Strategy for Africa (2025) and 2063 Agenda, the new Sustainable Development Goals (SDGs 2030), among others. This is to say; the country's attention is to create a nation with well-educated people in a learned society; whose people are ingrained with a developmental mindset and competitive spirit; driven by education and knowledge. Tanzania must foster creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally; cognisant of the reality that competitive leadership in the 21st Century will hinge on the level and quality of education and knowledge. Therefore, among other things, the Vision emphasises that Tanzania must be a Nation with high quality of education at all levels.

6.2 The Five- Year Development Plan

The main objective of the current Five-Year Development Plan: 2021/22 -2025/26 aims to bring the Nation into a middle-income economy driven by industrialization and human development. The decade of management of the previous two five-year development plans has laid a solid foundation for the implementation of the National Vision and witnessed our country entering a middle-income economy five years before time. The achievement has been geared by economic growth during the period of an average is to unleash the nation's resource potential, thereby, creating a conducive environment for faster, broad-based, people-centred development: Unleashing such potential would depend on several basic factors, including; (i) increased infrastructural investments in transportation, energy and human resources; and (ii) promotion of skills, with respect to Education and Skill Development. The Plan aims at improving education at every stage; where, among others, the following would be implemented:

- (a) Creating a conducive teaching and learning environment; and
- (b) Raising the student enrolment and completion levels at every stage of education.

6.3 Strategy for Growth and Reducing Poverty, NSGRP /MKUKUTA, III

The focus of NSGRP/MKUKUTA is outcome orientated and organized around three clusters: growth and reduction of income poverty, improved quality of life and social well-being, and governance and accountability. These multi dimension goals will be achieved only through;

- ✚ Ensuring equitable access to quality education, at all levels for males and females, and universal literacy for adults, both men and women;
- ✚ Ensuring expansion of higher, technical and vocational education to support growth.

In order to achieve those goals, MKUKUTA III aims at the following, among others, creation of a conducive environment for teaching and learning by sustaining an appropriate Teacher-Student ratio; so as to ensure delivery of quality education.

6.4 Sustainable Development Goals (SDGs)

Sustainable Development Goal 4 is about quality education and is among the 17 Sustainable Development Goals established by the United Nations in September 2015. The full title of SDG 4 is "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all by 2030, this means;

- ✚ Raising the net enrolment ratios to 100 percent;
- ✚ Children enrolment and completion be raised to 100 percent;
- ✚ The ability to read and write for youths aged between 15 to 24 should reach 100 percent.

In order to accomplish that, among others things, the United Nations identified the following Challenges in the Education Sector:

6.4.1 Improving the Teaching Environment

Increase and improve infrastructure at all levels of education; including classrooms, laboratories, ICT laboratories, libraries and other educational infrastructure.

6.4.2 Alternative Sources of Resources to Promote Education

Encourage other stakeholders to contribute to the improvement of education.

6.4.3 School Management and Leadership Skills

Improve school management and leadership skills.

6.4.4 Full Involvement of Parents and the Community

In efforts to improve education, Parents and the Community should be fully involved in the preparation and implementation of various school development plans and strategies.

6.4.5 Improving Learning Skills at the Nursery and Primary Education Level

Learning skills at nursery and primary education levels should be improved to serve as a strong foundation for quality education.

6.5 Education and Training Policies (ETP)-2014

The ETP 2014 aimed to guide education provision from pre-primary to tertiary levels along with vocational, non-formal, and special education sectors. Since its adoption for implementation, there has been a concern among education stakeholders that more efforts are needed to meet the current demands of education and training in the country required to strengthen economic, social, scientific, and technological transformation

In general, national education and tertiary training policies are as follows:

- ✚ Enhancing cooperation between stakeholders in the provision of education and training;
- ✚ Specification of priority areas for emphasis;
- ✚ Widening the education and tertiary training resource base;
- ✚ Rationalising the school management system by devolving more powers and responsibilities to the schools themselves, the local communities in the districts and regions;
- ✚ Emphasising on the provision of quality education;
- ✚ Strengthening the interaction and relationships between formal and informal education;
- ✚ Increasing equal education opportunities for areas, women and vulnerable groups;
- ✚ Enhancing fostering an education culture for formal and informal employment creation;

- ✚ Increasing the supervision and inspection of quality education; including a review of the academics, update of examinations, teacher supervision and inspection.

Overall, preparation of the Education Centre proposal has taken into account the above programmes and strategies as appropriate guidelines in such preparation.

7. The Academy Project

Light from the onset of this project, NNF made it very clear that classrooms for teaching and related facilities had to be in place if equitable access and physical learning environment were to be improved. This could be possible through the provision of development grants directly to schools for quality improvements (purchase of textbooks and other materials, teacher's seminars and school buildings) establishment which contributes to improve learning outcomes.

Tanzania Partnership Academy will enroll students in the level of secondary school (form one up to form four, or O-level and form five up to form six, or A-level).

Further, there will be Entrepreneurship Courses. The subjects taught will follow Tanzania's Education Syllabus.

Entrepreneurship Courses are:

- ✚ Tourism and travel agency management
- ✚ Computer
- ✚ Small business management
- ✚ Sales and marketing

7.1 Enrollment

Tanzania Partnership Academy will in its first year of operation start with enrollment level as follows:

- ✚ Form one 100 students
- ✚ Form five 100 students

The selection procedure shall follow the strictest approach so that the selected student will be within the targeted group of the disadvantaged children.

7.2 Building

There will be a number of buildings to cater for various academic disciplines.

7.2.1 Class rooms for form one up to form four

This will be a two-storey building which can accommodate a minimum of four hundred (400) students. It will be professionally designed to have all the necessary facilities like enough ventilation, sanitary facilities and fire escape exits. The size of the class room shall be in such a size that thirty-five students will be comfortably accommodated, giving them a conducive learning environment.

7.2.2 Classroom for form five and form six

This will be one storey building that is capable of accommodating at least two hundred (200) students. It will be professionally designed to have all the necessary facilities like enough ventilation, sanitary facilities and fire escape exits. The size of the class room shall be in a size that thirty-five students will be comfortably accommodated giving them a conducive learning environment.

7.2.3 School Library

Library is a necessary facility for students to excel in their study. The library will be staffed with various books covering the entire studies area, plus recreational literatures. It is good to emphasize that, the Academy plan is to put in place a digital library which will provide online access to materials but also function to provide a friendly interface to users, avail of network facilities, support library functions, enhance advanced search, access, and retrieval of information, improve library operations and enable Teachers, students and other Academy Staff perform searches to support their day to day activities.

7.2.4 School Hall

The school hall will be designed such that it can accommodate all students at a go, like during school *baraza*, various debates and meetings.

7.2.5 Offices and Administration block

The administration block will accommodate offices for teachers, head teacher, director of school and other officials, as it might be appropriate.

7.2.6 School Canteen

The canteen will be equipped with modern cooking and serving facilities, tables and chairs ergonomically designed for maximum safety and comfort.

7.2.7 School Dispensary

The dispensary will be equipped with equipment and personnel to offer emergency and first aid services to students and staff. The dispensary will have enough facilities (beds, etc.) to admit at least ten patients at a go.

7.2.8 Dormitories for Girls

The dormitory will accommodate all girl students at the Center. It will be well designed for maximum safety and comfort. In its design, the rooms will have the capacity to accommodate a maximum of four students. There will be a special room and facility to accommodate the matron.

7.2.9 Dormitories for Boys

The dormitory will accommodate all boy students at the Center. It will be well designed for maximum safety and comfort. The rooms will have the capacity to accommodate a maximum of four students. There will be a special room and facility to accommodate the patron.

7.3 Equipment

7.3.1 Office Equipment

The offices will be equipped with chairs and tables.

Table 7.1 Office Furniture and Equipment

S/n	Item	Unit Price(€)	Qty	Euro
1.	Office Desks	100.00	23	2,300.00
2.	Office Chairs	50.00	24	1,200.00
3.	Office Cabinet	500.00	4	2,000.00
4.	Telephone Set	2,000.00	1	2,000.00
5.	Fax Machine	900.00	1	900.00
6.	Computers	3,000.00	4	12,000.00
7.	Photocopiers	1500.00	2	3,000.00
8.	Cash box	400.00	1	400.00
9.	Miscellaneous equipment	3,000.00	various	3,000.00
SUB-TOTAL				26,800.00

**** EXCHANGE RATE TZS TO EURO = 2,874**

7.3.2 Classroom Facilities

Table 7.2 Classroom facilities

S/n	Item	Unit Price (€)	Qty	Euro
1.	Students' chairs and desks	100.00	600	60,000.00
2.	Telephone network	400.00	1	400.00
3.	Teachers' desks and chairs	150.00	18	2,700.00
4.	Teaching boards	200.00	18	3,600.00
5.	Miscellaneous equipment	500.00	various	500.00
SUB-TOTAL				67,200.00

7.3.3 Dormitory facilities

The center will provide adequate facilities for boarding. All students will be residing in the Center's hall of residence.

Table 7.3 Dormitory facilities

S/n	Item	Unit Price (€)	Qty	Euro
1.	Beds	100	600	60,000.00
2.	Mattress	50	600	30,000.00
3.	Bed sheet and pillows	20	600	12,000.00
4.	Miscellaneous equipment	600	various	600.00
SUB-TOTAL				102,600.00

7.3.4 Transport

There will be a 25-30 seat minibus which will be used for staff transport. Further, there will be a van which, among other things, shall be available for any emergency 24 hour a day.

Table 7.4 Transport facilities

S/n	Item	Unit Price (€)	Qty	Euro
1.	Mini Bus (25 – 30 seats)	37,000	1	37,000
2.	Van	16,000	1	16,000
SUB-TOTAL				53,000

7.4 Human Resources

The Center shall employ people with top talents, commitment and integrity. It is through such an approach that the quality of education offered can be maintained at a high standard.

7.5 General Administration Department**Table 7.5: Human Resources Requirements**

Position	Quantity	Skill level	Monthly Wage per individual (€)	Annual Wages (€)
	Needed	Master's degree in Education		
Director	1	Management	1,600.00	19,200.00
Chief Accountant	1	ADA	100.00	1,200.00
Company secretary	1	LLB	100.00	1,200.00
Cashier	1	Certificate in Accountancy	700.00	8,400.00
Office Management Secretary	1	Full Secretarial Training + Advanced Secretarial Course Computer Skills	800.00	9,600.00
Human Resources and Administrative Officer	1	BBA and experience in HRM	900.00	10,800.00
Purchasing Officer	1	Dipl. Materials Management	700.00	8,400.00
Store's Officer	1	Adv. Dipl. Materials Management	700.00	8,400.00

SCIENCE DEPARTMENT				
Position	Quantity Needed	Skill level	Monthly Wage per individual (TAS)	Annual Wages (TAS)
Head of Department	1	Degree in Education (science) + years experience	1,300.00	15,600.00
Science teachers (o-level)	6	Degree/Diploma in Education	900.00	10,800.00
Science teachers (A-level)	4	Degree in Education	100.00	1,200.00
Science Laboratory Technicians	2	Diploma in Laboratory Technology	900.00	1,080.00
ICT DEPARTMENT				
System Administrator	1	Diploma in Computer Technology	900.00	1,080.00
Computer analyst and graphic Designers	1	Diploma in graphic designing	900.00	1,080.00
ARTS DEPARTMENT				
Position	Quantity Needed	Skill level	Monthly Wage per individual (TAS)	Annual Wages (TAS)
Head of Department	1	Degree in Education (arts) + 3years experience	1,500.00	18,000.00
Arts teachers (0-level)	6	Degree/Diploma in Education	800.00	9,600.00
Arts teachers (A-level)	4	Degree in Education	1,000.00	12,000.00
SCHOOL LIBRARY				
Chief Librarian	1	Diploma in	800.00	9,600.00

		Librarianship		
Library Assistant	1	Certificate in librarianship	700.00	8,400.00
SCHOOL DISPENSARY				
Nursing officer	1	Diploma in Nursing	800.00	9,600.00
Assistant Nursing officer		Certificate in Nursing	600.00	7,200.00
ESTATE DEPARTMENT				
Estate Engineer	1	BSc. In Civil/Mechanical Engineering	1000.00	12,000.00
Patron	1		700.00	84,000.00
Matron	1		700.00	84,000.00
G/Total				352,440.00
Add 15% for social benefits – health, leave etc.				52,866.00
Final total				405,306.00

Note:

- Recruitment of staff in every area shall depend on the development level of the project and the actual requirement at that particular time. The above projections reflect the situation when the project takes off in full swing.
- Other facilities like security can be outsourced.
- Cafeteria services will be outsourced.

8. Financial Plan and Projections

8.1 Financial Assumptions

In preparing this chapter on financial plan and projections, the following assumptions are used:

- ✚ All capital costs and price estimates are based on 2022 prices and are assumed to be constant over the next five years. This is because when costs increase, it will be possible to increase service rate proportionately in order to preserve profit margins;
- ✚ The Center will conduct its operations for 365 days per annum;
- ✚ The Center will need enough capital to start its operation.

8.2 Financing

The capital will be acquired through contributions from Nyangwine Education and Child Care Company Ltd. Moreover, by soliciting additional funds from individuals, Government, and international organizations. As part of its contributions, Nyangwine Education and Child Care Company Ltd shall provide enough land (plot) to be used for erecting building structures and other facilities as stipulated in the plan.

Table 8.2: Financing Plan

No.	Financier	Euro	Instrument	Ratio (%)
1.	Development Partner/Investor	36,756,874	Loan/Equity	73
2.	NNGCL	7,729,595	Counterparty Fund	15
3.	Generated Revenue	5,513,531	Retained Earnings	12

8.3 Capital Costs

The costs of establishing the Academy is estimated at Euro **45,946,092.8** This includes operating costs of least one year. The details are as shown below.

Table 8.1: Summary of Capital Investment

S/N	Item		Euro (€)
1.	Building Plot		7,603,612.00
2.	Buildings	Class rooms, Domitories & Toilets	4,993,433.33
		Laboratorie, Library & School Hall	4,588,473.56
		Admin Block & Dispensary	5,853,160.91
		Playing ground, Assembly & Canteen	5,170,636.95
3.	Operation expenses (salaries etc.)		934,488.34
4.	Facilities, Tools & Equipment		14,532,555.31
5.	Furniture & Fittings		1,254,055.64
7.	Vehicles		1,015,676.76
Total			45,946,092.80

8.3.1 Working Capital

The estimates of operational expenses are based on the requirements for salaries and wages, and upkeep of students for one year.

8.3.2 Re-Investments

The equipment will have to be replaced after every 10 years. This assumes that good maintenance and operational control shall be ensured.

The vehicle, office equipment and other minor equipment will have to be replaced after every 5 years.

The buildings should be of the quality and design that can enable them to last for at least 50 years.

9. Socio-economic Justification

The socio-economic impact of the project will be felt mainly in Dar es- Salaam, where it will be located, but to other regions as well.

The specific salient benefits include:

- ✚ The project is socially desirable, as it will facilitate education opportunities for disadvantaged children who otherwise could not go to school;
- ✚ The project will complement the government's efforts to reduce poverty through improved education development;
- ✚ The project will generate direct employment for more than 100 people.

10. SWOT Analysis

Strengths	weaknesses
<ul style="list-style-type: none"> ✚ Clear vision, mission and objectives for setting up a secondary school in Dar es salaam; ✚ Strong team of qualified and experienced administrators, teachers, committed project's goals and values. ✚ Good reputation and network in the education sector; ✚ Access to adequate resources for the project such as land, 	<ul style="list-style-type: none"> ✚ High land costs; ✚ Limited Initial project funding requirements, ✚ Attracting and retaining quality teachers; ✚ School Infrastructure development costs,
Opportunities	Threats
<ul style="list-style-type: none"> ✚ Increased demand for IT based secondary school education services; ✚ Proximity to potential students, ✚ Access for funding avenues and expanding school resources base, ✚ Available avenues to integrates school academic programs with vocational Trainings such as embroidery/tailoring, Cookery etc 	<ul style="list-style-type: none"> ✚ Inadequate arrangement for student selection process, ✚ Over changing educational needs due to changing global and regional trends; ✚ Competition from other schools' ✚ Limited resources for staff retention.

11. Project Implementation

Taking into consideration the nature of the project, is estimated that the project can be completed in 2 years' time, after approval of the business plan.

No	Objective	Strategy	Activity	Cost Estimates (Shilling) €	
				2020 (€)	2021(€)
1.	Area Verification	Area Survey	1. Building Plot	75710	75710
			1.Area surveying and beacons installation	360	0
			1.Preparation of the master plan	284	0
		Title Deed Processing	1.Follow-up costs for registration and securing the Title Deed	379	0
		Preparation of architectural drawings	1.Costs of architectural drawings	568	1,438
		Construction of a fence	1.Construction of a fence around the school	17,035	77,148
Sub-Total (1)				94,336	154,296
2.	Construction	Classrooms	O-level classes	132,492	37,855
			A-level classes	94,637	18,928
			Admin. Block	75,710	37,855
			Laboratories	70,031	15,142
		Dormitories	Boys	113,565	56,783
			Girls	113,565	56,783
		Dispensary	All	37,855	13,249
		Canteen	All	70,031	15,142
Sub-Total (2)				707,886	251,737
3.	Equipment Procurement	Classes Equipment	1. O-level classes	37,855	8,177
			2. A-level classes	26,499	3,785
		Office equipment	All	17,073	1,892
		Dormitory Facilities	All	112,051	3,785
		School Vehicles	All	45,426	11,356
Sub-Total (3)				238,903	28,997
4.	School welfare	Food, clothing, medicine, etc	All	864,988	378,550
Sub-Total (4)				864,988	378,550
5.	School operational costs	Salaries, general expenses	All	262,506	262,506
Sub-Total (5)				262,506	262,506
GRAND TOTAL			3,129,707	2,168,623	961,083

12. Conclusions

This school project revealed several key findings regarding its developmental effects and financial viability. The comprehensive evaluation indicates that the project is a promising endeavor with significant potential benefits for the entire education ecosystem in Dar es salaam region. The school project is expected to have a profound and positive impact on the local community by providing quality education to students. This will not only empower the current generation but also have a long-lasting influence on the community's social and economic development. The construction and operation of the school will generate employment opportunities and contribute to reduced unemployment rates and increased economic stability.

On the financial assessment aspect, it is crucial to determine its feasibility looking the three key financial metrics. The Net Present Value (NPV) analysis indicates that the project's NPV is Euro 3.0 million. This signifies that the project is likely to generate a return on investment that exceeds the cost of capital, making it financially viable. The payback period, which is the time it takes to recoup the initial investment from the project's cash flows is 1 year, which shows it is within an acceptable range. This suggests that the project is likely to start generating positive cash flows relatively quickly, reducing financial risk. On the **Debt Service Coverage Ratio (DSCR)** which measures the project's ability to cover its debt service obligations, the project indicates that, average DSCR is 2.3 comfortably above the threshold required by lenders. This indicates that the project is well-prepared to service its debt without undue financial strain.

The project's financial viability is further supported by a sound business plan, potential grant funding, and a favorable lending environment. Additionally, the

educational sector's inherent stability and long-term demand in Tanzania provide a robust foundation for the project's financial success.

In conclusion, the school project not only promises significant developmental effects, such as improved education, employment opportunities, infrastructure development, and social cohesion, but also demonstrates strong financial viability through positive NPV, a reasonable payback period, and a healthy DSCR rate. This project is poised to deliver valuable social and economic returns for the Dar es salaam community, making it a commendable investment for owners and other stakeholders involved.

KEY ASSUMPTIONS AND CONSIDERATION:						Table 1
SN	PARTICULARS	FOREX RATE	EQUIVALENCY	CONVERSION DATE	INTEREST RATE	SENSITIVITY FACTOR ****
[A]	<u>EXCHANGE RATE:</u>					
1.	US\$ to Tshs	1.00	2550.00000	2022		
2.	£ to Tshs	1.00	2800.00000	2022		
3.	£ to US\$	1.00	1.09804	2022		
4.	Euro to Tshs	1.00	2775.00000	2022		
5.	US\$ to Euro	1.00	0.91892	2022		
[B]	<u>INTEREST RATES:</u>					
1.	Overdrafts				13%	
2.	Term Loan				13%	
[C]	<u>SENSITIVITY FACTOR:</u>					
	Used to test the projects strengths in case of changes in the exchange rate					1.00
[D]	<u>OTHERS:</u>					
	A margin on goods purchased is projected at:					
	Efficiency Utilisation	54.0%	65.0%	75.0%	85.0%	85.0%
NOTE:						
***	= The exchange rates used are Average rates for the year 2022					

INVESTMENT SCHEDULE:							Table 2
SN	DETAILS OF THE EXPENDITURE	UNIT COST	QUANTITY PIECES	EQUITY	FINANCING ARRANGEMENT LOAN / GRANT	TOTAL [Tshs]	TOTAL [EURO]
[A]	LAND AND BUILDINGS [TSHS]:						
	Land acquisition			2,845,060,000.00	13,000,000,000.00	15,845,060,000.00	5,709,932
	Construction of:-			0.00		0.00	-
	**Class rooms, Dormitories & Toilets			3,400,885,150.52	23,656,200,000.00	27,057,085,150.52	9,750,301
	**Admin Block & Dispensary			3,491,253,019.21	22,556,000,000.00	26,047,253,019.21	9,386,397
	**Laboratorie, Library & School Hall			2,129,119,884.79	19,450,000,000.00	21,579,119,884.79	7,776,259
	**Playing ground, Assembly & Canteen			4,125,087,932.00	21,454,813,400.00	25,579,901,332.00	9,217,982
						0.00	-
						0.00	-
[B]	FACILITIES, FURNITURE AND EQUIPMENT						
1	Library facilities & books			450,000,000.00	1,350,000,000.00	1,800,000,000.00	648,649
2	Laboratory Equipments and facilities			680,070,000.00	2,236,800,000.00	2,916,870,000.00	1,051,124
3	Medical facilities	-	-	750,000,000.00	1,256,321,000.00	2,006,321,000.00	722,999
4	CCTV Cameras			285,000,000.00	0.00	285,000,000.00	102,703
5	500 KV Standby Generators			435,000,000.00	0.00	435,000,000.00	156,757
6	Sports and games facilities			380,000,000.00	1,184,500,000.00	1,564,500,000.00	563,784
7	Sweeming pool & recreation			0.00	70,602,000.00	70,602,000.00	25,442
	Office Desks	2,874,000.00	60	0.00	172,440,000.00	172,440,000.00	62,141
	Office Chairs	1,437,000.00	60	0.00	86,220,000.00	86,220,000.00	31,070
	Office Cabinet	1,437,000.00	14	0.00	20,118,000.00	20,118,000.00	7,250
	Telephone Set	5,748,000.00	3	0.00	17,244,000.00	17,244,000.00	6,214
	Fax Machine	2,586,600.00	3	0.00	7,759,800.00	7,759,800.00	2,796
	Computers	11,496,000.00	24	0.00	275,904,000.00	275,904,000.00	99,425
	Photocopiers	4,311,000.00	2	0.00	8,622,000.00	8,622,000.00	3,107
	Cash box	1,149,600.00	1	0.00	1,149,600.00	1,149,600.00	414
	Printers and scan facilities	17,244,000.00		0.00	17,244,000.00	17,244,000.00	6,214
	Students' chairs and desks	287,400.00	1600	0.00	459,840,000.00	459,840,000.00	165,708
	Telephone network	1,149,600.00	1	0.00	1,149,600.00	1,149,600.00	414
	Teachers' desks and chairs	431,100.00	20	0.00	8,622,000.00	8,622,000.00	3,107
	Teaching boards	574,800.00	20	0.00	11,496,000.00	11,496,000.00	4,143
	Specialised equipment	1,437,000.00		0.00	1,437,000.00	1,437,000.00	518
	Beds	287,400.00	1600	0.00	459,840,000.00	459,840,000.00	165,708
	Mattress	143,700.00	1600	0.00	229,920,000.00	229,920,000.00	82,854
	Bed sheet and pillows	57,480.00	3200	0.00	183,936,000.00	183,936,000.00	66,283
	Miscellaneous equipment	2,874,600.00		0.00	2,874,600.00	2,874,600.00	1,036
				0.00		0.00	-
				0.00		0.00	-
[C]	UTILITY VEHICLES						
1	Mini Bus (25 – 30 seats)	185,925,000.00	5	0.00	929,625,000.00	929,625,000.00	335,000
2	Van	99,900,000.00	1	0.00	99,900,000.00	99,900,000.00	36,000
				18,971,475,986.52	109,210,578,000.00	128,182,053,986.52	44,600,575
[D]	PRE-OPERATIONAL EXPENSES [TSHS]:						
1.	Fuel and oil	475,000,000	3	1,425,000,000.00	0.00	1,425,000,000.00	513,514
2.	Feasibility Study Preparation	355,000,000	1	355,000,000.00	0.00	355,000,000.00	127,928
3.	Legal Documentation/Licence	280,123,000	1	280,123,000.00	0.00	280,123,000.00	100,945
4.	Directors Renueration	90,000,000	3	270,000,000.00	0.00	270,000,000.00	97,297
5.	Salary and Wages (First Month)	65,000,000	120	7,800,000,000.00	0.00	7,800,000,000.00	2,810,811
6.	Electricity and Water	-	0	0.00	360,000,000.00	360,000,000.00	129,730
7.	Casual labour	-	0	254,680,000.00	0.00	254,680,000.00	91,777
8.	Working Captal for Management Costs	-	0	848,600,000.00	2,150,000,000.00	2,998,600,000.00	1,080,577
9.	Other expenses	-		349,800,000.00	890,200,000.00	1,240,000,000.00	446,847
						0.00	-
	Sub-total			11,583,203,000.00	3,400,200,000.00	14,983,403,000.00	5,399,425
	TOTAL INVESTMENT COSTS			30,554,678,986.52	112,610,778,000.00	143,165,456,986.52	50,000,000.00
NB: Exchange Rate used is 1US \$ = Tshs 2,775.00				FINANCING %AGE	21.3%	78.7%	100%

PROVISIONAL LOAN REPAYMENT SCHEDULE [TSHS]:

Table 3

SN	PARTICULARS/YEARS	0	1	2	3	4	5
1.	Balance B/F		112,610,778,000	96,870,286,488	78,296,506,505	56,379,446,124	30,517,314,874
2.	Loan Disbursement	112,610,778,000					
	Interest Capitalized	0					
3.	Interest Payment during grace period	7,319,700,570	20,269,940,040	17,436,651,568	14,093,371,171	10,148,300,302	5,493,116,677
4.	Principal Payment		15,740,491,512	18,573,779,984	21,917,060,381	25,862,131,249	30,517,314,874
5.	Balance C/F	112,610,778,000	96,870,286,488	78,296,506,505	56,379,446,124	30,517,314,874	(0)
6.	Total Loan Service		36,010,431,552	36,010,431,552	36,010,431,552	36,010,431,552	36,010,431,552

PROJECTED DIRECT & INDIRECT OPERATING EXPENSES:		Table 4							
SN	PARTTICULARS/YEARS	1	2	3	4	5	6	7	8
[A]	<u>DIRECT EXPENSES:</u>								
1.	Service Overhead	2,870,000	2,927,400	2,985,948	3,045,667	3,106,580	3,168,712	3,232,086	3,296,728
2.	Other Direct Overhead	165,269,224,000	168,574,608,480	171,946,100,650	175,385,022,663	178,892,723,116	182,470,577,578	186,119,989,130	189,842,388,912
3.									
4									
	Sub-total	165,272,094,000	168,577,535,880	171,949,086,598	175,388,068,330	178,895,829,696	182,473,746,290	186,123,221,216	189,845,685,640
[B]	<u>INDIRECT EXPENSES:</u>								
1.	Salaries and Wages	96,300,000	110,745,000	126,249,300	128,585,502	149,159,182	168,549,876	197,203,355	226,783,858
2.	Other Administrative Expenses	3,195,500	3,834,600	4,601,520	5,521,824	6,626,189	7,951,427	9,541,712	11,450,054
	Sub-total	99,495,500	114,579,600	130,850,820	134,107,326	155,785,371	176,501,303	206,745,067	238,233,912
	TOTAL	165,371,589,500	168,692,115,480	172,079,937,418	175,522,175,656	179,051,615,067	182,650,247,593	186,329,966,283	190,083,919,553

PROJECTED WORKING CAPITAL ESTIMATE:		Table 5							
SN	PARTICULARS/YEARS	1	2	3	4	5	6	7	8
[A]	CASH:								
1.	2% of total operating costs	0	-	-	-	-	-	-	-
[B]	DEBTORS:								
1.	2% of total revenue	0	5,411,765	6,494,118	7,792,941	9,351,529	11,221,835	13,466,202	16,159,443
[C]	STOCKS:								
1.	Service Overhead	2,870,000	2,927,400	2,985,948	3,045,667	3,106,580	3,168,712	3,232,086	3,296,728
2.	Other Direct Overhead	165,269,224,000	168,574,608,480	171,946,100,650	175,385,022,663	178,892,723,116	182,470,577,578	186,119,989,130	189,842,388,912
3	0	-	-	-	-	-	-	-	-
4	0	-	-	-	-	-	-	-	-
	Sub-total	165,272,094,000	168,582,947,645	171,955,580,715	175,395,861,271	178,905,181,226	182,484,968,125	186,136,687,418	189,861,845,083
[D]	CREDITORS:								
1.	Utilities and other staff [1 month]	3,195,500	3,834,600	4,601,520	5,521,824	6,626,189	7,951,427	9,541,712	11,450,054
2.	Salaries, Wages [1 month]	8,025,000	9,228,750	10,520,775	10,715,459	12,429,932	14,045,823	16,433,613	18,898,655
	Sub-total	11,220,500.00	13,063,350.00	15,122,295.00	16,237,282.50	19,056,120.66	21,997,249.56	25,975,324.78	30,348,709.10
		165,260,873,500.00	168,569,884,294.71	171,940,458,420.25	175,379,623,988.23	178,886,125,104.90	182,462,970,875.80	186,110,712,093.44	189,831,496,373.91
1.	TOTAL CASH	0	-	-	-	-	-	-	-
2.	TOTAL DEBTORS	-	5,411,764.71	6,494,117.65	7,792,941.18	9,351,529.41	11,221,835.29	13,466,202.35	16,159,442.82
3.	TOTAL STOCKS	165,272,094,000.00	168,577,535,880.00	171,949,086,597.60	175,388,068,329.55	178,895,829,696.14	182,473,746,290.07	186,123,221,215.87	189,845,685,640.19
4.	TOTAL CREDITORS	11,220,500.00	13,063,350.00	15,122,295.00	16,237,282.50	19,056,120.66	21,997,249.56	25,975,324.78	30,348,709.10
1.	CHANGE IN CASH	0	-	-	-	-	-	-	-
2.	CHANGE IN DEBTORS	0	5,411,764.71	1,082,352.94	1,298,823.53	1,558,588.24	1,870,305.88	2,244,367.06	2,693,240.47
3.	CHANGE IN STOCKS	0	3,305,441,880.00	3,371,550,717.60	3,438,981,731.95	3,507,761,366.59	3,577,916,593.92	3,649,474,925.80	3,722,464,424.32
4.	CHANGE IN CREDITORS	0	1,842,850.00	2,058,945.00	1,114,987.50	2,818,838.16	2,941,128.90	3,978,075.22	4,373,384.31
			3,312,696,494.71						

PROJECTED INCOME [TSHS]:

Table 6

PARTICULARS/YEARS	0	1	2	3	4	5	6	7	8
Total Revenue	0	165,600,000,000	198,720,000,000	238,464,000,000	286,156,800,000	343,388,160,000	412,065,792,000	494,478,950,400	593,374,740,480
LESS:									
Total Direct Costs	0	(165,272,094,000)	(168,577,535,880)	(171,949,086,598)	(175,388,068,330)	(178,895,829,696)	(182,473,746,290)	(186,123,221,216)	(189,845,685,640)
OPERATING PROFIT	0	327,906,000	30,142,464,120	66,514,913,402	110,768,731,670	164,492,330,304	229,592,045,710	308,355,729,184	403,529,054,840
LESS:									
Total Indirect Costs	0	(99,495,500)	(114,579,600)	(130,850,820)	(134,107,326)	(155,785,371)	(176,501,303)	(206,745,067)	(238,233,912)
GROSS PROFIT	0	228,410,500	30,027,884,520	66,384,062,582	110,634,624,344	164,336,544,933	229,415,544,407	308,148,984,117	403,290,820,927
LESS:									
Depreciation	0	(8,222,609,088)	(7,142,269,453)	(6,293,002,058)	(9,196,856,371)	(7,760,536,069)	(6,648,779,981)	(5,781,827,702)	(5,099,803,702)
Interest Capitalised		0							
Interest paid		(7,319,700,570)	(20,269,940,040)	(17,436,651,568)	(14,093,371,171)	(10,148,300,302)	(5,493,116,677)	0	0
Pre-operating Costs		0	0	0	0	0	0	0	0
PROFIT BEFORE TAX	0	(15,313,899,158)	2,615,675,027	42,654,408,956	87,344,396,802	146,427,708,562	217,273,647,749	302,367,156,415	398,191,017,226
LESS:									
Corporation Tax 20%	0	0	(523,135,005)	(8,530,881,791)	(17,468,879,360)	(29,285,541,712)	(43,454,729,550)	(60,473,431,283)	(79,638,203,445)
PROFIT AFTET TAX	0	(15,313,899,158)	2,092,540,022	34,123,527,165	69,875,517,442	117,142,166,850	173,818,918,199	241,893,725,132	318,552,813,781
Operating Surplus Percentage	0%	0%	15%	28%	39%	48%	56%	62%	68%
Gross Profit Percentage	0%	0%	15%	28%	39%	48%	56%	62%	68%
Net Profit Percentage	0%	-9%	1%	14%	24%	34%	42%	49%	54%
RETAINED EARNINGS	0	(15,313,899,158)	2,092,540,022	34,123,527,165	69,875,517,442	117,142,166,850	173,818,918,199	241,893,725,132	318,552,813,781
CUMMULATIVE RETAINING	0	(15,313,899,158)	(13,221,359,136)	20,902,168,029	90,777,685,470	207,919,852,320	381,738,770,519	623,632,495,651	942,185,309,432

PROJECTED CASH BUDGET STATEMENT [TSHS]:		Table 7							
PARTICULARS/YEARS	0	1	2	3	4	5	6	7	8
SOURCES OF FUNDS:									
Gross Profit	0	228,410,500	30,027,884,520	66,384,062,582	110,634,624,344	164,336,544,933	229,415,544,407	308,148,984,117	403,290,820,927
Bank Loan	0	112,610,778,000	0	0	0	0	0	0	0
Share Capital		0							
Equity Capital	0	30,554,678,987	0						
Change in Creditors	0	1,842,850	2,058,945	1,114,988	2,818,838	2,941,129	3,978,075	4,373,384	(30,348,709)
TOTAL	0	143,395,710,337	30,029,943,465	66,385,177,570	110,637,443,183	164,339,486,062	229,419,522,483	308,153,357,502	403,260,472,218
APPLICATION OF FUNDS:									
Purchase of Fixed Assets	0	130,421,569,887	0	0	14,313,028,000	0	0	0	0
Corporation Tax Payment	0	0	0	523,135,005	8,530,881,791	17,468,879,360	29,285,541,712	43,454,729,550	60,473,431,283
Loan Services		0	36,010,431,552	36,010,431,552	36,010,431,552	36,010,431,552	36,010,431,552	0	0
Interest Paid	0	7,319,700,570	0	0	0	0	0	(0)	(0)
Change in Debtors	0	5,411,765	1,082,353	1,298,824	1,558,588	1,870,306	2,244,367	2,693,240	3,231,889
Change in Stock	0	3,305,441,880	3,371,550,718	3,438,981,732	3,507,761,367	3,577,916,594	3,649,474,926	3,722,464,424	(189,845,685,640)
Change in Cash	0	0	0	0	0	0	0	0	0
TOTAL	0	141,052,124,101	39,383,064,622	39,973,847,113	62,363,661,298	57,059,097,812	68,947,692,557	47,179,887,215	(129,369,022,469)
NET SOURCES/APPLICATIO	0	2,343,586,235	(9,353,121,157)	26,411,330,457	48,273,781,885	107,280,388,250	160,471,829,926	260,973,470,287	532,629,494,687
CUMMULATIVE SOURCES/A	0	2,343,586,235	(7,009,534,922)	19,401,795,535	67,675,577,420	174,955,965,670	335,427,795,596	596,401,265,883	1,129,030,760,570

PROJECTED BALANCE SHEET [TSHS]:

Table 8

PARTICULARS/YEARS	0	1	2	3	4	5	6	7	8
CURRENT ASSETS:									
Cash	0	2,343,586,235	(7,009,534,922)	19,401,795,535	67,675,577,420	174,955,965,670	335,427,795,596	596,401,265,883	1,129,030,760,570
Debtors	0	5,411,765	6,494,118	7,792,941	9,351,529	11,221,835	13,466,202	16,159,443	19,391,331
Stocks	165,272,094,000	168,577,535,880	171,949,086,598	175,388,068,330	178,895,829,696	182,473,746,290	186,123,221,216	189,845,685,640	0
TOTAL CURRENT ASSETS	165,272,094,000	170,926,533,880	164,946,045,793	194,797,656,806	246,580,758,646	357,440,933,795	521,564,483,014	786,263,110,966	1,129,050,151,901
OTHER INVESTMENTS:									
Pre-operating Costs	0	0	0	0	0	0	0	0	0
TOTAL INVESTMENTS	0	0	0	0	0	0	0	0	0
FIXED ASSETS:									
Total Fixed Assets	0	122,198,960,799	115,056,691,346	108,763,689,287	113,879,860,916	106,119,324,847	99,470,544,867	93,688,717,164	88,588,913,463
TOTAL FIXED ASSETS	0	122,198,960,799	115,056,691,346	108,763,689,287	113,879,860,916	106,119,324,847	99,470,544,867	93,688,717,164	88,588,913,463
TOTAL ASSETS	165,272,094,000	293,125,494,679	280,002,737,139	303,561,346,093	360,460,619,562	463,560,258,643	621,035,027,880	879,951,828,130	1,217,639,065,364
CURRENT LIABILITIES:									
Corporation Tax	0	0	523,135,005	8,530,881,791	17,468,879,360	29,285,541,712	43,454,729,550	60,473,431,283	79,638,203,445
Creditors	11,220,500	13,063,350	15,122,295	16,237,283	19,056,121	21,997,250	25,975,325	30,348,709	0
TOTAL CURRENT LIABILITIES	11,220,500	13,063,350	538,257,300	8,547,119,074	17,487,935,481	29,307,538,962	43,480,704,875	60,503,779,992	79,638,203,445
NET ASSETS	165,260,873,500	293,112,431,329	279,464,479,839	295,014,227,020	342,972,684,081	434,252,719,681	577,554,323,006	819,448,048,138	1,138,000,861,918
FINANCED BY:									
Share Capital	0	0	30,554,678,987	30,554,678,987	30,554,678,987	30,554,678,987	30,554,678,987	30,554,678,987	30,554,678,987
Equity Capital	0	30,554,678,987	0	0	0	0	0	0	0
Loan Balance	0	112,610,778,000	96,870,286,488	78,296,506,505	56,379,446,124	30,517,314,874	(0)	(0)	(0)
Capital Reserve	0	165,260,873,500	165,260,873,500	165,260,873,500	165,260,873,500	165,260,873,500	165,260,873,500	165,260,873,500	165,260,873,500
Retaining Earnings	0	(15,313,899,158)	(13,221,359,136)	20,902,168,029	90,777,685,470	207,919,852,320	381,738,770,519	623,632,495,651	942,185,309,432
TOTAL EQUITY	0	293,112,431,329	279,464,479,839	295,014,227,020	342,972,684,081	434,252,719,681	577,554,323,006	819,448,048,138	1,138,000,861,918

