

GREEN MILE SAFARI COMPANY LIMITED

FEASIBILITY STUDY

FOR

**ESTABLISHMENT OF HUNTING & PHOTOGRAPHIC
SAFARI AND CONSTRUCTION OF LODGES**

IN

LAKE NATRON GAME CONTROLLED AREA (EAST)

JULY 2024

1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION

Lake Natron Game Controlled Area (East) is the focal area for rangeland wildlife and covers an area of 2,304 square kilometres. The Area is located in the Northern part of Tanzania Arusha region, Longido district and lies in Masailand steppe. In this District, one can find the Masai's holy mountain, the nearly 3,000 metres high, active O'ldonyo Lengai. [Gelai Mountain volcano] covered by dense mountain-forest and Lake Natron.

In year 2017 the Government of Tanzania through the Ministry of Natural Resources and Tourism observed the need of improving the hunting sector by coming up with a new arrangement of collaborating with the private sector in developing the industry. For that matter the Government introduced "Special Wildlife Investment Concession Areas" whereby a concession contract is signed between TAWA and a Concessionaire under which the concessionaire is granted the right to utilize the wildlife resources in multiple tourism-related activities for commercial use and assumes the related financial, technical and operational risks for a period of 20 years.

The concession area is a semi-arid zone stretching from the Tanzania/Kenya border to the northern part of Ngorongoro Conservation Area in the south, bordered to the west by Loliondo Game Controlled Area and to the east by the Great North Road linking Arusha to the border crossing with Kenya at Namanga area.

The area takes its name from Lake Natron – home to the largest colonies of nesting lesser flamingo in the World and a recognized Ramsar site under the Ramsar convention; 'Convention on Wetlands' of the United Nations - UNESCO. Major activities in Lake Natron Game Controlled Area are:

- i) Tourist hunting activities
- ii) Camping activities
- iii) Game viewing activities
- iv) Nature walking safari activities
- v) Commercial photographic activities
- vi) Bird watching activities

1.2 THE COMPANY'S MISSION AND VISION

- i) To provide a luxurious feeling to our tourist hunters and attain the utmost satisfactory level.
- ii) Employing ethical hunting practices, commitment to environment, conservation and ecological sustainability, employing experienced with high skills professional hunters and other personnel but also to ensure best quality trophies from the concession.

1.3 THE PROJECT

The Company through SWICA is intending to invest a sum of **United States Dollars Twenty Million, Four Hundred Ninety Two Thousand Two Hundred Ninety Eight (USD. 20,492,298)** for undertaking the following activities:

- i) Improving conservation and enhancing anti-poaching activities in order to protect the wildlife and continue developing the natural habitat of the area. The Company is expecting to procure a new light surveillance aircraft for the purpose of undertaking regular surveys of the block.
- ii) Enhancing Government revenue through securing new tourists' markets in the Middle East and Asian countries and paying the statutory fees in time. The Company has planned to establish one foreign office in Dubai to facilitate the implementation of our marketing strategies.
- iii) Construction of a lodge and maintenance of hotels and infrastructure; procurement of new motor vehicles (customized), plant and equipment; procurement and installation of communication equipment and purchasing an aircraft (Caravan) and a Helicopter to enhance customers' services to international standards.

iv) Empowering the communities residing close to the block by assisting them to establish small microfinance groups in order to equip them with business skills so that they could start and develop businesses such as maize milling; brick making, bicycle and motorcycle repair workshops and the like. This will help the communities to disengage from the illegal activities such as poaching and charcoal production.

v) Increasing the customers' base through marketing which will consequently improve the company's revenue and hence increase the amount of contribution to the Government

The breakdown of the Investment is as follows ;

GREEN MILE SAFARI COMPANY LIMITED					
TABLE 1 - SUMMARY OF INVESTMENT & SOURCE OF FINANCING FOR LAKE NATRON GAME CONTROLLED AREA EAST 2024 - 2044					
INVESTMENT					
Assets Details	2024-2029	2030-2034	2035-2039	2340-2044	TOTAL
Motor Vehicles/Motorcycles	2,387,272	1,390,220	1,659,915	1,581,393	7,018,800
Aircraft/Helicopter	-	2,838,000	539,795	2,750,000	6,127,795
Plants & Equipment	999,659	1,546,694	-	-	2,546,354
Communication Equipment	-	458,575	-	-	458,575
Building	2,142,099	1,056,575	1,142,099	-	4,340,773
Total	5,529,031	7,290,063	3,341,810	4,331,393	20,492,298
SOURCE OF FINANCE					
	2024-2029	2030-2034	2035-2039	2340-2044	TOTAL
Term Loan	1,237,128	3,181,780	1,614,207	1,302,196	7,335,312
Own Funds	4,291,903	4,108,283	1,727,604	3,029,197	13,156,986
Total Funds	5,529,031	7,290,063	3,341,810	4,331,393	20,492,298
Contribution in Percentage					
	2024-2029	2030-2034	2035-2039	2340-2044	TOTAL
Own Fund	20.9	20.0	8.4	14.8	64.2
Term Loan	6.0	15.5	7.9	6.4	35.8
				Total Percentage	100

.1.4) BRIEF COMPANY PROFILE:

- i) Name of the Company: **Green Mile Safari Company Limited**
- ii) Registration Status: The Company is registered in Tanzania with **Certificate of Incorporation No. 69881** dated **24/02/2009**
- iii) Company Status: Private Limited Company
- iv) Company Physical address: Kaunda Road,

v), Dar es Salaam

vi) Company Postal Address: P.O. Box 38608, Dar es Salaam

Email address: greenmilesafari.tz@gmail.com

v) Phone Contacts: Tel +255 788 005 002 and +255 777 766 666

1.5) THE SHARE HOLDERS

Shareholders of the Company are; **Awadh Ally Abdallah** (of Tanzanian nationality) owning **52 %** of the shares and **Sheikh Abdulla Bin Mohamed Bin Butti Al Hamed** (of U.A.E nationality) owning **48%** of the shares. While the Company's local partner Awadh Ally Abdallah is a prominent businessman with various investments in tourism, hotel and real estate in Tanzania and his main business partner and support is a foreigner by the of Sheikh Abdulla bin Mohamed Bin Butti Al Hamed.H.E. Sheikh

H.E. Sheikh Abdulla Bin Mohamed Bin Butti Al Hamed has extensive, substantial and varied business interests in hotels and tourism, real estate, financial institutions, banking, oil and gas industry. H.E. Sheikh Abdulla Bin Mohamed Bin Butti Al Hamed has been supporting the Company since inception as its key shareholder and has himself conducted hunting trips to Tanzania a number of times. He has also facilitated several hunting trips by other Royal Family members to enable them to enjoy and see for themselves the breathtaking beauty of Tanzania and its natural resources.

1.6 Environmental Aspects

In order to address the negative environmental impacts that will be accrued from the implementation of this project the company is committed to undertake Environmental Impact Assessment (EIA) as required by the Wildlife Conservation Act, No. 5 of 2009 and the Environmental Management Act, of 2004 which emphasizes on conducting such assessment whenever a substantial investment is intended to be undertaken in order to avoid degradation of the environment.

The Company will also conduct regular training to nearby communities on how to protect the environment. Special training will be conducted to

primary schools and secondary schools in order to equip the target groups to understand environmental challenges and the importance of joining hands in protecting the same for the betterment of the hunting industry.

1.7 ACTIVITIES AND MARKETING.

The Company in the Lake Natron Game Controlled Area (East) its hunting safaris intends to offer unique services to all its customers, so as to position itself as a premier outfitter in Tanzania. This shall be undertaken through the provision of affordable, comfortable and luxurious safaris and informative insights about the hunting area to the tourist hunters. The hunts will be tailored-made to the individual tourist hunter or hunting groups' interests and thus providing enjoyment, satisfaction and experience of a lifetime. Also the project intends to undertake the following activities

1) Non- Consumptive Tourism

. Non-consumptive tourism refers to those activities in which wildlife are simply watched, studied, or recorded without being killed. These activities include: photographic activities, hiking, bird- watching etc. Non-consumptive tourism has been in existence alongside consumptive tourism. The Company has planned to introduce photographic activities because the Government through SWICA is emphasizing on the concept of diversification and sustainable utilization of natural resources with much focus on conservation. It is the intention of the Company to make Lake Natron Game Controlled Area (East) the leading photographic tourism destination which can help to generate more revenue.

.2) Private Lodges – The clients that visit Lake Natron Game Controlled Area (East) will experience a private lodge where clients that are only booked through us will be staying at our lodges. This will allow for privacy and exclusivity.

3) New Tourist Innovations

The above investment plan has incorporated the following new innovations which we think will enhance conservation; revenue generation capacity and add value to the concession area:

- i) The conservation and anti-poaching campaigns will be conducted by using a light surveillance aircraft which will be purchased. This aircraft will be fitted with modern communication equipment. The pilot will be able to communicate to the base station and patrol teams on any incidence of poaching or degradation of habitat that happens to be observed during the patrolling flights. This will enhance conservation and anti-poaching efforts.
- ii) For the purpose of improving the services to the customers, the Company has planned to acquire one new aircraft and one helicopter which will ease their logistics and safety during their safaris, the planes will take the clients directly to the concession area from Dar es Salaam an.
- iii) Global warming is one of the most serious problems now which also affects the natural vegetation of hunting blocks. There are a lot of animals and plants that die because of high temperatures and lack of rainfall. Improving the environment has many different solutions; however, the Company has resolved to start a new program of planting trees in the block and in other local community areas. The improvement of the natural habitat of the block will attract more wildlife as the temperature of the block will be very favourable to most of the species. This activity will be conducted by establishing a tree nursery station where the seedlings will be distributed to the areas earmarked for planting.
- iv) The Company has planned to open a new office in Dubai during the first 5 years of the plan. This office will be used for receiving hunting bookings from tourist clients, advertising the products offered by the Company; answering questions and enquiries given by potential clients and undertaking marketing research on the

behaviour of the market for future planning. This office is expected to attend clients from the Middle East and Asian countries such as Saudi Arabia, China, Russia, Japan, Korea and India.

v) Hunting-by-foot is another activity which is expected to be introduced by the Company, this activity will make the Company to utilize and generate more revenue during the low hunting season (rainy seasons) when the roads are impassable.

vi)The Company is expecting to introduce the following non-consumptive activities in order to make use of the block even in the period of low hunting season:

a)Walking Safaris – This is another form of experience in the bush. With vast terrain and open plains tourist clients can enjoy walking safaris in the security of game guides and game wardens.

b)Cultural Safaris – This embodies the African experience and is a popular sight - seeing experience especially with the Masai tribe.

c) Birding Safaris – The Lake Natron Game Controlled Area (East) ecosystem can include bird-watching safaris as part of the photographic tourism and is of interest to many bird watchers curious to see different bird species.

d) Wedding Safaris – The Lake Natron Game Controlled Area (East) can be a popular wedding destination. The beauty of the block offers many venues for a dream wedding.

1.8 COMPETITIVE ADVANTAGE

Our competitive advantage shall be the way we handle our tourist clients as we have experienced and friendly staff who are capable of providing quality services of international standards to ensure that our clients are served and fully satisfied. Likewise, the Company has planned to adopt a sound management approach all the time to ensure that the quality of the customers' trophies is well maintained.

2.0 SALIENT FEATURES OF THE PROPOSAL

2.1 Background

Hunting is classified as a tourism activity because it is based on wildlife assets and it brings in foreigners. Tourist hunting entails among the highest expenditures made by tourists, on average the daily expenditure for each tourist ranges from USD. 500 to USD. 1,500 we expect it can be even higher. In general, tourist hunting brings in more revenues per person in terms of hunting block fees, hunting permits, and other levies that are paid by the hunting companies as compared to other segments of tourism. The hunting packages vary according to the number of animals the hunter wishes to hunt ranging from 7 to 21 days. Tourist hunting has recently been developed and is now a well-established industry making it a principal source of foreign exchange in Tanzania. Tourist hunting involves the off-take of matured male wild animals from the populations which is managed through issuing quotas. Tourist hunting has long been seen as a sustainable form of wildlife-use because it has been recognized as an economically viable form of wildlife use that is consistent with promoting high quality, yet low density tourism.

2.2 Challenges

The following are the challenges to be encountered during the implementation process of this project ;

i)The small size of the block makes it difficult to undertake hunting and photographic activities at the same time. Therefore, the Company is required to undertake one activity and forego the other in order to abide to the professional ethics of the tourist hunting sector.

ii) Due to poor infrastructure of game reserve area especially during the rainy season, the Company has a challenge making use of the block during that low season in order to absorb the fixed costs.

iii)Poaching and environmental degradation activities are still present in some of the game reserve areas; these activities affect the availability of wildlife species necessary for conducting tourist hunting.

iv) The substandard services which are being made by some of the outfitter companies tarnish the image of our country and therefore some of the hunters

resolve to go to other neighbouring countries as tourist hunters expect to be availed first class services throughout their stay.

v) Administrative challenges which include regular changes in policies and regulations, affect the marketing strategies.

vi) High cost of marketing the hunting block to foreign markets.

2.3 Mitigation Measures to be taken

Green Mile Safari Company Limited is committed to mitigate the above challenges by implementing the proposed investment plan through SWICA. The Company intends to undertake the following activities:

- i. Improving conservation and enhancing anti-poaching activities in order to protect the wildlife and continue developing the natural habitat of the area. The Company is expecting to procure a new light surveillance aircraft for the purpose of undertaking regular surveys of the block.
- ii. Enhancing the Government revenue through securing new tourists' markets in the Middle East and Asian countries and paying the statutory fees in time. The company has planned to establish one foreign office in Dubai to facilitate the implementation of our marketing strategies.
- iii. Construction and maintenance of six-star hotels and lodges, and infrastructure, procurement of new motor vehicles, plant and equipment; procurement and installation of communication equipment to enhance customers' services to international standards.
- iv. Introducing photographic activities during the period under review in order to diversify and enhance the revenue streams of the project. The scope of photographic business will range from landscapes, portraits, architectures, culture, food and wildlife to even macro subjects. Photographic tourism offers many exciting activities such as, abundant opportunities to observe wildlife and view scenic and picturesque landscapes.

This activity is mainly based on the habitat, existence of attractive topography, climate, wildlife and the level of experience of the tour guides.

- v. Creating a wider understanding and support for wildlife conservation by preparing and distributing posters, magazines and pamphlets written in both English and Kiswahili and use of other news media. The company is expecting to co-operate with other sectors responsible for education by sensitizing the incorporation of conservation education into school syllabi so that wildlife conservation receives a broad foundation of support amongst future generations.
- vi. Empowering the communities residing close to the block by assisting them to establish small micro-finance groups in order to equip them with business skills so that they could start and develop businesses such as maize milling; brick making, bicycle and motorcycle repair workshops and the like. This will help the communities to disengage from the illegal activities such as poaching and charcoal production. During the period of 20 years the Company is expecting to spend a total of USD 1 million in Community Development activities.
- vii. Continue reducing the rate of livestock encroachment in the block by introducing awareness campaigns to the communities on the importance of keeping a reasonable number of cattle that could be managed in line with the available pasture land.

2.4 Future Prospect

The future prospect of tourist hunting and photographic activities in Tanzania is guaranteed by a growing international demand for tourist hunting and photographic products at the same time. The country has sufficient tourist assets that ensure a constant growth in demand. However, the exploitation of these attractions requires public and

private sector investments in infrastructure, accommodation and other services.

3.0 THE LOCATION

In the year 2010, the Company applied for allocation and concession of the Hunting Block in line with the Wildlife Conservation Act, No. 5 of 2009. In 2011, the Company received the allocation for the Lake Natron East Game Controlled Area where the tenure of ownership was for five years (2013 - 2018). The Company applied to the Ministry of Natural Resources and Tourism for the renewal of allocation in 2016. In 2017, the Ministry renewed the allocation and granted the Company further five years (2018 - 2022) hunting concession for the Lake Natron (G.C.A) East.

4.0 DESCRIPTION OF THE PROJECT

4.1 Introduction

The Wildlife Sector, apart from having an intrinsic environmental value, it plays a vital part in the economic development of our country in terms of its present and potential revenue generation and its role to communities residing close to the Game Reserves, Game Protected Areas and National Parks. Tourist hunting is a leisure travel undertaken by a tourist for the purpose of hunting game animals, either in the wild or on tracts of land created specifically for hunting.

In Tanzania tourist hunting has developed over a long period and is now a well-established industry and a principal source of income for vast areas of the country. The industry has demonstrated an impressive growth in recent years and is an important source of foreign exchange. The Tanzanian hunting industry has the potential of taking a lead in the hunting industry in Africa due to the availability of wildlife resources as compared to other countries. However, in order to take that lead the country is required to enhance its investments in the sector by working hand in hand with the private sector.

4.2 STRATEGIC AND OPERATIONAL BENEFITS

The overall business strategy of the Company is driven from the top; in order for the Project to be successful, the executive team must provide the leadership for the project based on sound business practices. An organization with sound business practices and principles in place is more likely to reap the benefits of the project and provide consistent service/product delivery to the clients. Good and sound business practices often lend themselves to providing a company with a strategic advantage in the marketplace as they strive to bring continued excellence in the form of product/services rendered. In order to continue achieving product/service excellence in this challenging economic time, the Company will focus on improving its management practices because they are the key business drivers that help to achieve the intended goals.

4.2.1 Strategic Benefits

The Company is determined to execute this Project in line with the corporate governance principles under SWICA arrangement, because this model provides an opportunity for both parties to benefit. This arrangement has the following strategic benefits:

- 1) The Government will have the opportunity to plan properly since it will be able to ascertain the amount of revenue that will be collected in the future.
- 2)The Company will be enticed to invest in the project because of the long-term concession tenure of the contract which enables the investor to recoup its investment as compared to the current concession tenure of five years.
- 3)Wildlife will be protected from bad practices such as poaching as the Company will seriously plan and conduct long-term anti-poaching activities.
- 4)The habitat of the block will be improved because the Company is expecting to invest a substantial amount of money in conservation.
- 5)The Company is expecting to introduce non-consumptive wildlife tourism such as photographic; adventure tourism (which involves activities such as carving etc) as well as undertaking ecotourism which involves exploring flora, fauna, landscapes and potentially cultures in a natural setting.
- 6)The project will enhance the quality of life of the communities surrounding the hunting block. The Company is expecting to pay the statutory community development fee and undertake additional corporate social responsibility activities in order to share the benefits of the project with the nearby communities.
- 7)The undertaking will minimize Human-Wildlife Conflict. Human-Wildlife Conflict has negative impacts on wildlife livelihood and security making it an increasing concern and challenge in recent years. Wildlife impacts include loss of crops, depredation of livestock; loss of human life and injury, and social disruption. The Company has been doing its best to mitigate it by conducting proper management of the Buffer Zones and restoring and managing the Wildlife Corridors to which the Government has already committed. The Company will continue to emphasize on the implementation and adherence to

wise land-use planning that meets the needs of the people and wildlife in a sustainable manner.

8)The Company is expecting to procure a new aircraft and a helicopter to enhance the quality of services to be provided to the clients. The customers will not spend much time to reach the concession area as the charter plane will take them direct from Dar es Salaam. These aircraft will also make the clients plan their logistics properly as they will be assured of their safety all the time.

4.2 Operational Benefits

This Project is expected to provide a lot of operational benefits to the public such as:

1)Creating additional employment opportunities to the people through the introduction of non-consumptive wildlife tourism activities such as adventure tourism which involves activities such as carving etc. and ecotourism which involves exploring flora, fauna, landscapes and potentially cultures in a natural setting.

2)Increasing the Government revenue as the project will generate more income and consequently be able to pay more revenue to the Government in the form of Permit Fee, Game Fee, Block Fee, VAT, Corporation Tax, Community Development Fee etc. The Government annual contribution will consistently increase from USD. 10,681,349 in the year 2024-2033 to USD. 15,945,613 in the year 2034-2044 as indicated in the Chart below where the total contribution to the Government during the concession period of 20 years will amount to USD. 25,993,231 (Photographic fees exclusive) while contribution from photographic fees for the period of 20 years will amount to USD.633,731

Total Contribution to be made to the Government for 20 years - 2024 to 2044 values in USD

	ITEM	Amount of Contribution		Itemized Total Contribution
		Year	Year	
		2024-2033	2034-2044	2024-2044
1	Permit Fee	1,662,450.00	1,760,600.00	3,423,050.00
2	Game Fee	2,375,000.00	2,513,000.00	4,888,000.00
3	Gun Permit	146,284.00	148,060.00	294,344.00
4	Royalty	1,275,615.00	2,667,391.00	3,943,006.00
5	VAT	1,204,513.00	1,234,692.00	2,439,205.00
6	Corporation Tax	495,452.00	2,271,212.00	2,766,664.00
7	Municipal Levy	60,135.00	100,027.00	160,162.00
8	WHT on PH Fee	104,400.00	124,400.00	228,800.00
9	Photographic	182,500.00	451,231.00	633,731.00
10	Block Fee	2,375,000.00	3,875,000.00	6,250,000.00
11	Community Development	500,000.00	500,000.00	1,000,000.00
12	Contribution Wild Life Research	300,000.00	300,000.00	600,000.00
	TOTAL	10,681,349.00	15,945,613.00	26,626,962.00

3) Conducting trainings to staff in order to equip them with new skills and techniques for the purpose of enhancing efficiency in undertaking various functions. On the part of communities residing close to the block, the Company is expecting to conduct specific programs aimed at developing their traditional skills for the purpose of using and complementing them in hunting and photographic activities in line with SWICA terms.

4) Empowering the communities residing close to the block by assisting them to establish small microfinance groups in order to equip them with business skills so that they could start and develop businesses such as maize milling and disengage them from illegal activities such as poaching and charcoal production. The Company expects to spend a sum of USD. 1,000,000 on community development activities during the period of 20 years, which is an average of USD. 50,000 per year (which is equivalent to TZS. 127.5 million per year).

4.3 Socio-Economic Benefits

The socio-economic benefits of the Project have been conducted by analyzing the baseline data from various sources, as well as physical visit to the area and

collecting information through personal interviews with the local population and assess their views. According to the collected information, this project is expected to avail the following socio-economic benefits to the public and nearby communities:

- 1) Upon implementation of the Project, the number of direct employees will increase from 30% to 74% and most of these workers will come from the nearby communities in line with promotion of tourism local content plan.
- 2) It will enhance the quality of the block through various activities that are expected to be undertaken such as, anti-poaching, conservation and community development.
- 3) The country will earn Foreign Exchange amounting to USD. 26,626,962 as most of the revenue will be collected from foreign customers.
- 4) The project is in line with and supports the current government policy of private sector participation in the economic development of the country.
5. The project will protect the wildlife population from bad practices such as poaching as the Company will seriously conduct anti-poaching and conservation activities.
- 6) The Company will enhance the quality of life of the people in the area through provision of social services as part of its Corporate Social Responsibilities.
- 7) Since the project will attract more hunters and non-hunters into the area, there will be more consumptive expenditures, which will benefit the whole tourism sector in the country and create economic multiplier effects to the people.

5.0 PROJECT IMPLEMENTATION

The Project will be implemented in phases as proposed and preferred by the Government. The change of tenure on concession will definitely affect on investment undertakings and project implementation as a whole. During the period of 20 years, the Company is expecting to invest a sum of USD. 20.492 million; this investment will be carried out in Four (4) Phases in line with the market behaviour of the business.

An Implementation Plan refers to all the activities and tasks that need to be done during the execution process of the project. While the operational plan is a basic tool that directs the day-to-day activities of all employees in the Company. All staff should be aware of the existence of the operational plan, its purpose and why it is important to them. In order to ensure that there is sufficient understanding of the operational plan, the senior Management within the organization must thoroughly communicate the operational plan to staff. The Company has prepared the implementation and operation plan by taking into consideration the following:

- i) It is consistent with organizational strategy, objectives, values, policies and procedures.
- ii) Appropriate targets are set to manage risks identification.
- iii) It will complement and maximize synergy with other business activities.

5.1 Project Implementation Plan

	ACTIVITIES TO BE IMPLEMENTED UNDER SWICA PROJECT	Year 1-5	Year 6-10	Year 11-15	Year 16-20
		2024-2028	2029-2033	2034-2038	2039-2044
1	Manpower Recruitment				
2	Conservation Activities:				
a	Preparation of conservation programs				
b	Conducting Conservation campaigns to communities				
c	Mitigation of Human Wildlife conflicts				
d	Preparation & Execution of Fire Management Plan				
e	Establishing Tree Nurseries				
f	Conducting Tree Planting initiatives to Communities				
3	Wildlife Protection Activities:				
a	Preparation of Anti-poaching plan				
b	Procurement of Anti-poaching Tools				
c	Construction & maintenance of infrastructure				
d	Formation of Anti-poaching teams				
e	Conducting Anti-poaching operations				
4	Construction:				
a	Lodge Construction & Maintenance				
5	Procurement of Motor Vehicles:				
a	Procurement of Utility Vehicles				
b	Procurement of Tippers				
c	Procurement of Toyota 4WD				
6	Procurement of Aircraft:				
a	Light Surveillance Aircraft				
b	Caravan Aircraft				
c	Helicopter				
7	Procurement of Communication Equipment				
8	Procurement of Plant & Equipment				
9	Community Development Activities				
10	Monitoring & Evaluation				
	(Assessing the overall implementation of the project by using performance indicators)				

6.0 FUNCTIONS AND PERFORMANCE CAPABILITY

6.1 Introduction

Green Mile Safari Company Limited was established in the year 2009 and specializes in big game hunting safaris in Tanzania. The Company has grown steadily since it was established, and it is currently regarded as one of the leading companies in the hunting business in Tanzania. The Company has continually strived to improve the quality of its services and its' clients satisfaction are fulfilled with its services of international standards to be employed.

Since its inception, the Company has continually strived to improve the quality of its services and adhering to the Wildlife Conservation Law and Regulations as required by the Ministry of Natural Resources and Tourism. For the purpose of ensuring compliance with the Regulations, the Ministry of Natural Resources and Tourism had been undertaking regular evaluation on the performance of the Company through the Hunting Block Advisory Committee.

The Company had been scoring an outstanding and commendable performance with regards to utilization of the allocated quota, payment of government dues and compliance with the rules and regulations pertaining to trophy hunting.

6.2 Functions

During the period under review, the Company is expecting to undertake a number of activities; among the activities that will be conducted include:

- 6.2.1 Conservation of wildlife with emphasis on endangered, threatened, endemic species and their habitats is availed first priority. The company will continue involving rural communities and other stakeholders in taking joint responsibility for the sustainable management of wildlife and other natural resources. Wildlife conservation is an important form of land use that generates a substantial

amount of revenue collection and earning of foreign exchange to the Government.

- 6.2.2 Enhancing anti-poaching activities in order to protect the wildlife and continue developing the natural habitat of the area.
- 6.2.3 Enhancing Government revenue through securing new tourists' markets in the Middle East and Asian countries.
- 6.2.4 Investing in new lodges, vehicles, airstrip, roads and communication networks to enhance customers' services to elevate to the level of international standards.
- 6.2.5 Ensuring effective partnership with local communities and provide the communities with direct and indirect benefits from wildlife utilization.

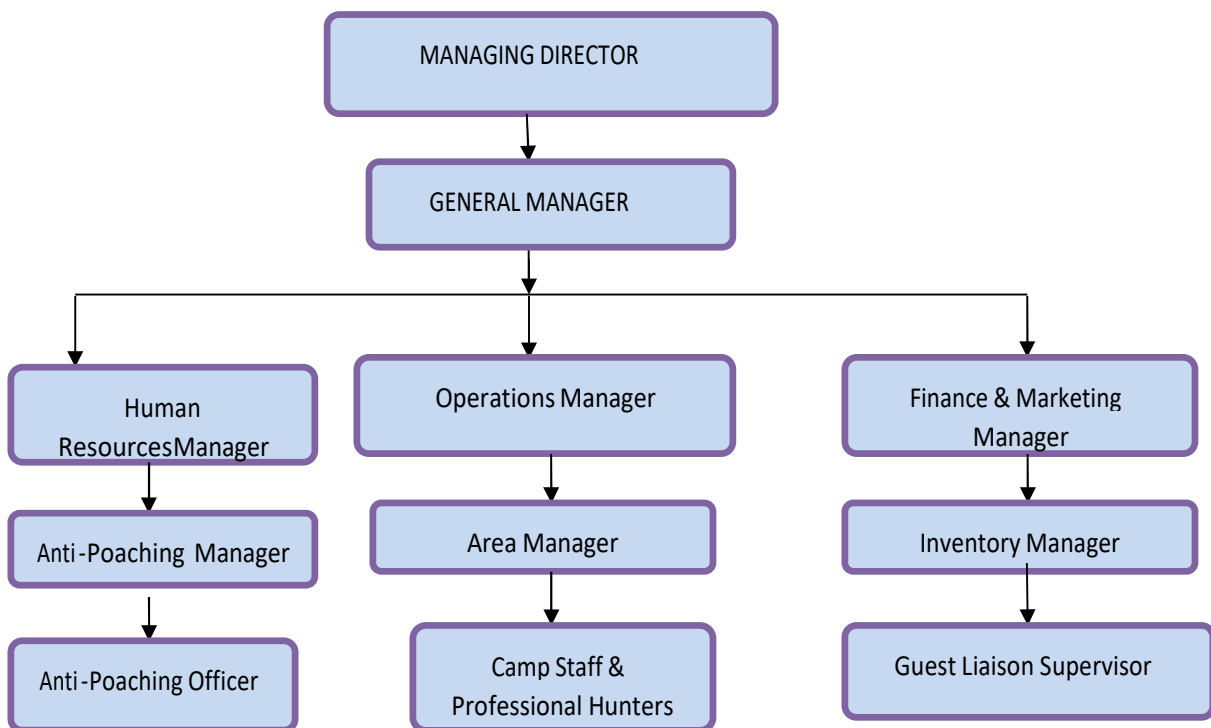
6.3 Corporate Governance Issues

The Company's Board of Directors takes overall responsibility of the company which includes: policy making, risk management, monitoring and evaluation of significant investment decisions and approving and reviewing the performance of the Company. The Board is also responsible for ensuring that effective and comprehensive systems of internal control are in place to comply with sound corporate governance principles.

The day to day activities of the Company are managed and undertaken by the Managing Director who is assisted by the General Manager and heads of departments. The Company is very much committed to adhere to the principles of good corporate governance which emphasize on the importance of integrity, transparency and accountability.

The Company has a vertical management structure that helps to oversee the day to day operations of the Company. The main departments are: Operations, Human Resources, Finance and Accounting, and Marketing. The factors which were considered when designing this type of organization structure include clarity, understanding, decentralization, stability and adaptability. Clarity within an organization means that employees have a complete picture of all aspects of their jobs. In other words, workers and supervisors are required to know what the employee's goals are as well as the individual tasks required to reach those goals.

Chart 1: The Structure provided below will be applied to execute the activities of the Project:



6.4 Performance Capability

When the Company started its operations in Lake Natron Game Controlled Area (East), the hunting block had a rampant rate of poaching which was perpetrated by local communities. Likewise, livestock grazing especially cattle was rampant, so these activities affected the population of wildlife and degraded the habitat at an alarming rate.

After observing the status of the block, the Company decided to conduct anti-poaching and conservation activities in order to restore the habitat and enhance the wildlife population. Strategic undertakings made by the Company include conducting capacity building campaigns to the nearby communities in order to enlighten the people on the importance of protecting and restoring the habitat for sustainability of the wildlife and its benefits. The local population had very little knowledge of the benefits accrued from the protected area and their commitment to sustainable forms of management was very low. Thus, the hunting block area was often invaded by poachers and illegal charcoal producers and these activities posed a serious threat to the attractiveness of the block.

The following are the factors which spearhead poaching of the wildlife:

6.4.1 Bribery and corruption make law enforcement efforts ineffective, as well-connected networks of wildlife criminals take advantage of the loopholes to bribe their way out of prosecution.

6.4.2 High levels of poaching largely driven by poverty and unemployment among communities residing near the national parks.

6.4.3 Human-wildlife conflict which is exacerbated by the increased human settlements on Game Reserve adjacent land due to the rapidly rising of human population.

6.4.4 The rising demand for wildlife products both locally and internationally where illegal wildlife markets offer hefty prices for these products.

6.4.5 The proliferation of weapons across borders that are used for poaching and other related crimes.

Therefore, the Company commenced to engage vigorously in anti-poaching activities and the results were very encouraging as it managed to arrest a number of poachers and a lot of [animal] snares. In the course of protecting the habitat, the Company adhered to the Regulations of the Wildlife Conservation Act, No. 5 of 2009 by restricting pastoralists from grazing their livestock in the hunting block.

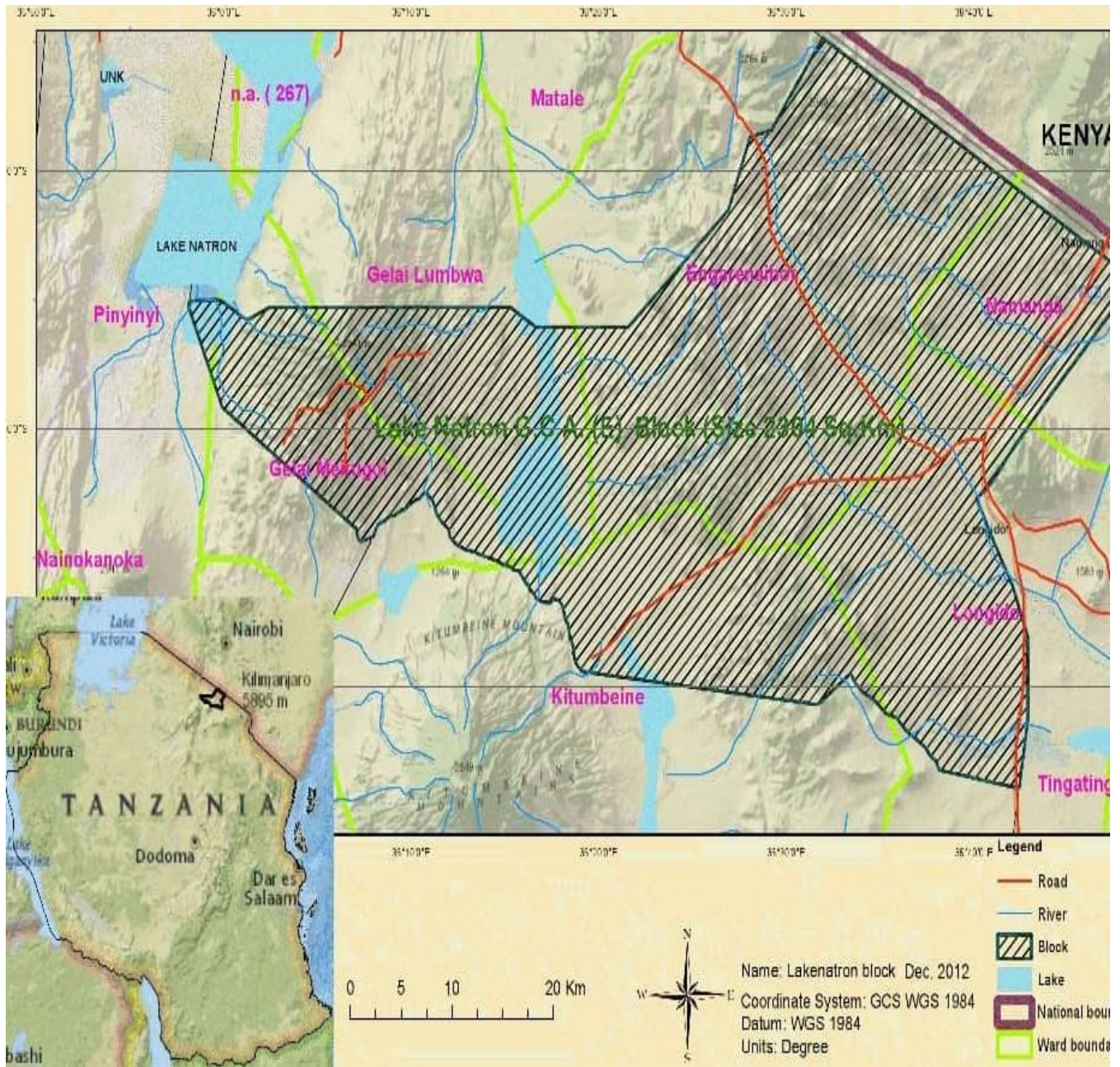
7.0 USAGE/INTENDED INVESTMENT OF THE AREA

The Company has planned to make a lot of investment in Lake Natron Game Controlled Area (East) as summarized below:

- 7.1 Procurement of new vehicles, which includes Toyota Land Cruiser Pickups (4x4) that are preferred for off-road terrain because they are reliable and comfortable for hunting activities. These vehicles are fitted with electric winches, racks and storage boxes to enable tourist clients to have lunch and refreshments anywhere in the block.
- 7.2 Construction of new lodges. These are luxury lodges with a modern kitchen and are connected with power from a generator and invertors. The lodges have a capacity to accommodate individuals and large groups of tourist hunters including their observers and family members and are well suited to international hunting standards.
- 7.3 Construction of a communication tower to facilitate ease communication for our patrol team and customers. This tower has a wide coverage for the entire block; therefore, the hunters have the assurance of communicating with the base station in case of any emergency. The Company will also donate HF Radio calls, solar panels, a generator, cameras, motorcycles, a desk computer and Global Positioning System (GPS) accessories, these items will play a great role in facilitating anti-poaching activities in the area.
- 7.4 Procurement of three (3) new generators (25-60 KVA) which will supply electricity to all camps. The generator also will supply power to the communication base to facilitate communication with hunting vehicles. In addition to that the Company has installed solar panels to the camp which acts as power back-up in case the generators break down.

This investment greatly will improve the status of the hunting block in terms of conservation, anti-poaching and community development levels to the nearby villages. The Company has been supporting patrol teams in teams of fuel, tents, motor vehicles and other facilitating costs.

The Map below depicts the coordinates of Lake Natron Game Controlled Area (East).



8.0 FINANCIAL, TECHNICAL AND OPERATIONAL RISKS

Risk is an uncertainty that if it occurs can have a negative effect on the Project's goals.

Therefore, it is very important to identify, analyse and rank all potential risks of a project in order to find out mitigation measures for minimizing the impact of those risks to the project. Green Mile Safari Company Limited has identified the potential risks of this project and the possible mitigation measures which could be taken to minimize the impact of the risks to the project.

The potential risks to this project with the measures to be taken to mitigate them:

TYPE OF RISK	CATEGORY OF RISKS	MITIGATION MEASURES
FINANCIAL RISKS	<ul style="list-style-type: none">• Credit Risk: Credit risk represents a risk of the company financial loss as a result of customers default in contractual obligations, which is mainly caused by selling the products on credit.• Liquidity Risk: This is a risk resulting from the company's	<ul style="list-style-type: none">• The assessment made on this category indicates a low risk level because the company is expecting to sell most of its services on a cash basis.• The Company will develop policies and procedures that will ensure an adequate liquidity level to meet its obligations as they fall due without incurring unnecessary penalties or risks that may affect the company's reputation.

	<p>inability to meet its financial obligations on time.</p> <ul style="list-style-type: none"> • Foreign Currency Risk: This is a risk that results from fluctuation in the value of instrument due to changes in foreign exchange rates. • Inflation Risk: It is a risk associated with the possibility that increase in the rate of inflation may lead to the deterioration in the real value of the investment 	<ul style="list-style-type: none"> • This is the main risk which will affect the business as most of the transactions will be in foreign currency. The Directors will monitor the trend of Tanzanian Shilling against hard currencies and adjust the service rates accordingly. • There is no risk of inflation because the macroeconomic projections indicate that the rate of inflation in the country will continue to be at single digit for the coming ten years.
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<p>OPERATIONAL RISKS</p>	<ul style="list-style-type: none"> • Strategic Risk: This type of risk is associated with degradation of the natural habitat and poaching of wildlife which threatens the existence of the project. • Legal and Regulatory Risk: The Company can be exposed to this type of risk if it fails to comply with the laws, regulations and standards issued by the Government and end up in breach of the SWICA contract. • Reputation Risk: Reputation risk arises from negative public image of the company which could be caused by poor relationships with customers and other stakeholders. 	<ul style="list-style-type: none"> • The Company will enhance conservation and anti-poaching activities in order to improve the natural habitat and protect the wildlife by allocating more funds in these areas. • Compliance with all laws, regulations and standards will be given a first priority. Regular evaluation will be conducted by Management to ensure compliance of the same. • The Company will prepare a client service charter which will be used to assess the relationship of the company with other stakeholders and take appropriate actions where necessary. • The Company will continually monitor the trend and behaviour of the market, upgrade its marketing strategy wherever necessary and take immediate actions to mitigate this category of risk.
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	<ul style="list-style-type: none"> • Competition Risk: This results from domestic and external competitors who may lead to a decrease in sales and profits. 	
TYPE OF RISK	CATEGORY OF RISKS	MITIGATION MEASURES
TECHNICAL RISKS (involve specific knowledge of the technology of the project deliverables)	<ul style="list-style-type: none"> • Manpower: Shortage of skilled manpower to handle some of the technical tasks of the project. (i.e., lack of professional hunters). • Lack of clear scope, schedule, and cost of a project. 	<ul style="list-style-type: none"> • A comprehensive manpower planning will be designed before the commencement of the project to ensure that all technical positions are filled and recruitment will be made in time to fill all vacant posts. • Management will be responsible for ensuring discipline in creating clear and attainable objectives and see them through to successful completion. Management will exercise full responsibility and authority to complete the assigned project.

9.0 ESTIMATED COST OF THE PROJECT

The estimated cost of the Project is United States Dollars Twenty Million, Four Hundred Ninety Two Thousand Two Hundred Ninety Eight (USD. 20,492,298) which will be directed in the following investment areas:

- 7.1 The Company will continue to undertake anti-poaching campaigns; constructing and maintaining the hunting block roads and airstrip, procuring more motor vehicles, and recruiting more staff in conservation and anti-poaching activities. The Company has also planned to acquire a light surveillance aircraft to intensify the anti-poaching campaigns; this aircraft is expected to be delivered during the Third Phase (2033 to 2037). Since the cost of undertaking these activities is high, the Company will mitigate some of the expenses through educating and increasing the awareness of the communities residing close to the hunting block on the importance of conservation and wildlife protection to the economy of the country.

- 7.2 The Company intends to construct new lodges in Lake Natron Game Controlled Area (East) that would cater for a large number of clients especially photographic groups to meet the expected increase in demand that will be attributed to the introduction of the photographic business. The new lodge is expected to consist of 30 rooms, bathrooms, dining area, kitchen and lounge. The Company is also expecting to construct 20 rooms for the hunting lodge in order to meet the growth in demand. The construction of the new lodges will take into account the sustainability of the natural environment to enable the clients to enjoy the natural atmosphere of the hunting block.

- 7.3 The Company is expecting to procure new equipment for the purpose of improving the infrastructure of the hunting block, it is expected that tourist clients will flock in throughout the year due to the introduction of the photographic business; so, the procurement of a motor grader will help to develop the roads to ensure that they are safe, secured, maintained and passable throughout the year.
- 7.4 The Company is expecting to procure a fleet of thirty (33) new Toyota Land Cruiser pick-ups (4x4) for hunting, anti-poaching and other activities. These motor vehicles will be in addition to the existing fleet to cater for the Planned Business Growth as part of the expansion plan of the company which aims at generating additional revenue and creating more employment to the public. In addition to these motor vehicles the company is envisaging to purchase fleet of fourteen (14) trucks, which will include five (5) tippers, a bowser and nine (9) utility lorries.
- 7.5 In enhancing the services to customers, the Company has planned to procure one new aircraft (Caravan model) and one new helicopter in order to ease the logistics of the tourist clients once they arrive in Dar es Salaam. The procurement of these aircrafts will also enhance the goodwill of the Company.
- 7.6 The Company is expecting to invest in community development activities to the people residing close to the hunting block by assisting them to establish small micro-finance groups in order to equip them with business skills so that they could start and develop businesses such as maize milling; brick making, bicycle and motorcycle repair workshops and the like. This will help the communities to disengage from illegal activities such as poaching and charcoal production.

The total cost of the Project for 20 years under SWICA arrangement is estimated to be United States Dollars Twenty Million, Four Hundred Ninety Two Thousand Two Hundred Ninety Eight (USD. 20,492,298) as summarized in the table below:

GREEN MILE SAFARI COMPANY LIMITED					
TABLE 1 - SUMMARY OF INVESTMENT & SOURCE OF FINANCING FOR LAKE NATRON GAME CONTROLLED AREA EAST 2024 - 2044					
INVESTMENT					
Assets Details	2024-2029	2030-2034	2035-2039	2340-2044	TOTAL
Motor Vehicles/Motorcycles	2,387,272	1,390,220	1,659,915	1,581,393	7,018,800
Aircraft/Helicopter	-	2,838,000	539,795	2,750,000	6,127,795
Plants & Equipment	999,659	1,546,694	-	-	2,546,354
Communication Equipment	-	458,575	-	-	458,575
Building	2,142,099	1,056,575	1,142,099	-	4,340,773
Total	5,529,031	7,290,063	3,341,810	4,331,393	20,492,298
SOURCE OF FINANCE					
	2024-2029	2030-2034	2035-2039	2340-2044	TOTAL
Term Loan	1,237,128	3,181,780	1,614,207	1,302,196	7,335,312
Own Funds	4,291,903	4,108,283	1,727,604	3,029,197	13,156,986
Total Funds	5,529,031	7,290,063	3,341,810	4,331,393	20,492,298
Contribution in Percentage					
	2024-2029	2030-2034	2035-2039	2340-2044	TOTAL
Own Fund	20.9	20.0	8.4	14.8	64.2
Term Loan	6.0	15.5	7.9	6.4	35.8
				Total Percentage	100

10.0 PROPOSED FINANCIAL MODEL

The Company aspires to offer competitive safari packages therefore the support facilities should be able to cater for a wide variety of client needs. Hunting is not solely about trophy size but is also one of the field sports where a person enjoys hunting. Hunting safaris in Africa has become a tradition that originates from classic big game hunting safaris.

In order to meet the clients' expectations, the Company has planned to construct another exclusive and luxury lodge to match with the increase

in business that will be accrued from the injection of the proposed investment.

Each room will be fitted with twin beds and bathroom, en-suite shower with hot and cold running water. In addition to construction of new lodges, the Company will also procure additional motor vehicles, construction equipment, communication equipment and construction and maintenance of infrastructure and empower the communities residing close to the block.

The Company has therefore applied a three-statement financial model which links the income statement, balance sheet, and cash flow statement into one dynamically connected financial model. This financial model has an advantage of deriving a more advanced financial model whenever it is required, such as Discounted Cash Flow (DCF) model.

10.1 Steps used to arrive at the proposed projections

10.1.1 The preparation of the three statement financial model has been prepared on multi-work excel sheets and the following steps were used to arrive at the proposed projections:

10.1.2 Input historical financial information into Excel

10.1.3 Determination of the driving assumptions for the forecast

10.1.4 Preparation of the projected income statement

10.1.5 Forecasting capital assets

10.1.6 Forecasting the financing activity

10.1.7 Preparation of the projected balance sheet

10.1.8 Preparation of the cash flow statement

The main advantage of utilizing the three statement model structure is that it increases the quality of the projections and it is easy to detect errors. With more components added to the model, the projections will look more complete and the resulting report will be information-driven which will greatly raise the usefulness of the report.

The proposed financial model was prepared based on the proposed Capital Expenditure items as indicated in the Chart below of which will be financed as follows;

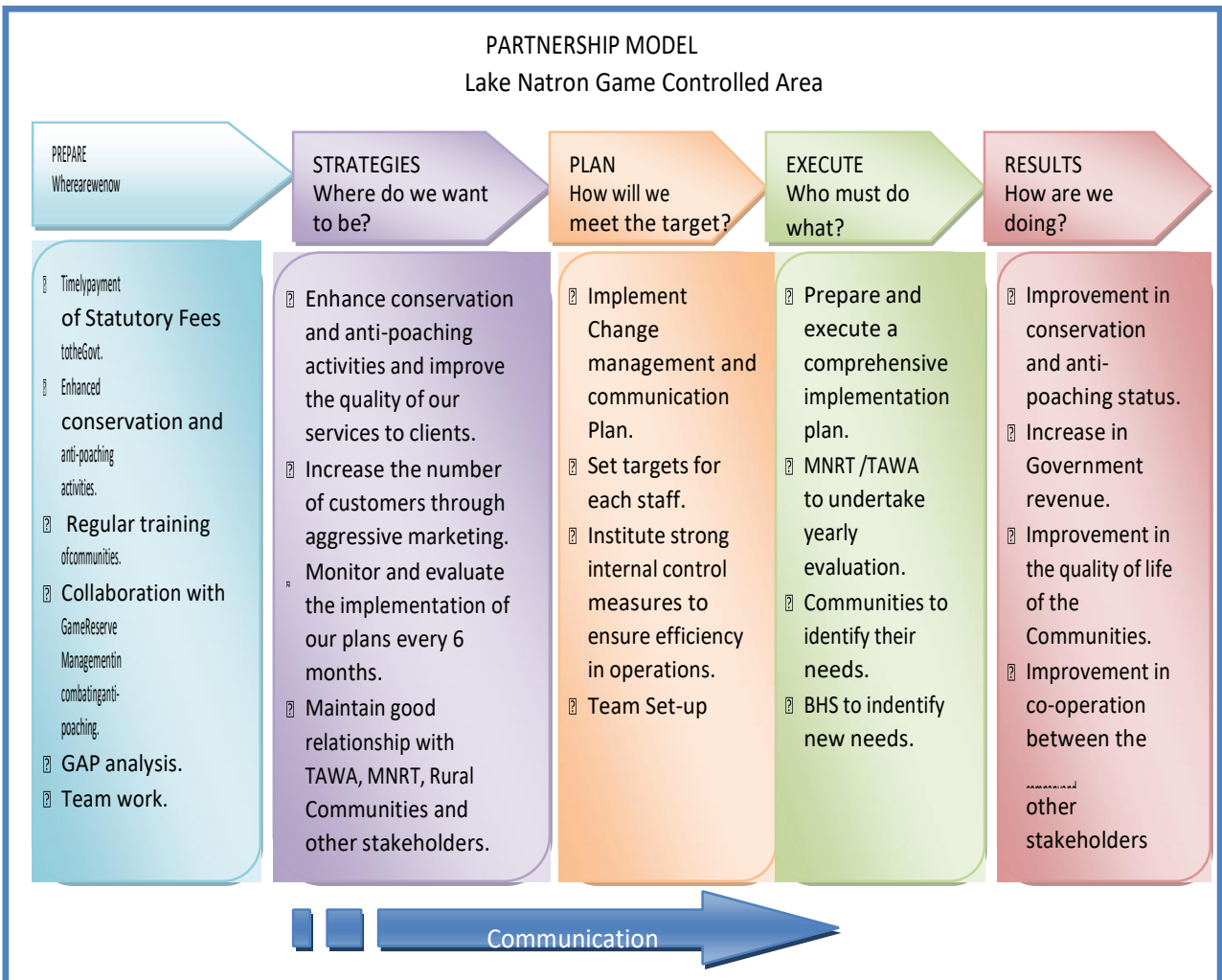
- 64% of the CAPEX will be financed by the company (Own Source).
- 36% of the investment will be financed through Term-Loan (External Source).

The Chart: Indicating the allocation of funds to various investment items:

	Item	Percentage
1	Comp Lodge	21.18
2	Motor Vehicle/Motor Cycle	34.26
3	Caravan Aircraft	13.85
4	Plant and Equipments	12.43
5	Communication Equipment	2.24
6	Light Survaillance craft	2.63
7	Helicopter	13.41
		100

11.0 PARTNERSHIP MODEL

The most important element of a partnership model is a commitment to support the project as part of an ongoing concern. The long-term commitment among shareholders is to ensure that mutual trust in the Company's ability to meet its respective objectives is achieved. Given below is the Company's partnership model that will be applied by the Management in order to meet the interests of all stakeholders in the industry:



12.0 PROCUREMENT PLAN

12.1 Procurement Method

The Procurement Department is responsible for acquiring goods and services for a business. This may involve shopping for goods at competitive prices, handling all legal procedures associated with obtaining a contract, budgeting costs for the goods and studying financial trends to ensure that the Company's financial resources are being spent wisely. Generally, there are six procurement methods which are used by many institutions. These methods include Open Tendering; Restricted Tendering; Request for Proposal; Two-Stage Tendering; Request for Quotations and Single-Source Procurement.

10.1.1 Selected Procurement Method and involved process:

The Company is expecting to use Open Tendering Method which is also termed as competitive bidding in the procurement of its assets, because this method allows the Company to evaluate the quality of the goods and select the best at reasonable cost and the following process will be observed:

10.1.1.1 Advertise locally

10.1.1.2 Preparation of unbiased and coherent technical specifications

10.1.1.3 Objective evaluation measures

10.1.1.3 Transparent to all qualified bidders

10.1.1.4 Awarding to the least cost supplier.

The Open Tendering Method of procurement encourages effective competition to obtain goods with an emphasis on the value for money. Therefore, appropriate planning at the start of the process contributes to timely procurement and better allocation of resources, avoiding the risks of unjustified higher costs due to late action, and without compromising established regulations or quality levels. If procurement has not been planned well in advance, and all identified risks have been mitigated, it often leads to rushed processes and eventually undesired procurement outcomes, delays or non-performances.

10.2 Procurement Plan

Given below is the Procurement Plan of the Project for the period between 2024 and 2044:

	MATERIAL DESCRIPTION	PROCUREMENT PLAN			
		2024-2028	2029-2033	2034-2038	2039-2044
1	Motor Vehicles				
a	Utility Vehicles				
b	Tipper & Truck (Water Bowser)				
2	Plants & Equipments				
3	Camp Lodge Construction, Finishing & Infrastructure				
4	Communication Equipments				
5	Caravan Charter Aircraft & Helicopter				
6	Motor Vehicle-Toyota L/C Pick Ups WD				
7	Station Wagon Toyota VX				
8	Motorcycle				
9	Anti-poaching vehicles				
10	Light Surveillance aircraft				
11	Infrastructure development				
12	Anti-poaching and conservation				
13	Community development				

10.3 Local Content of the Project

The procurement of the above items will take into consideration the local availability of goods and services (that is the local component). Procurement of items from outside the country has a negative impact on the economy of a country, as local suppliers do not completely benefit from procured items. Imports increase the

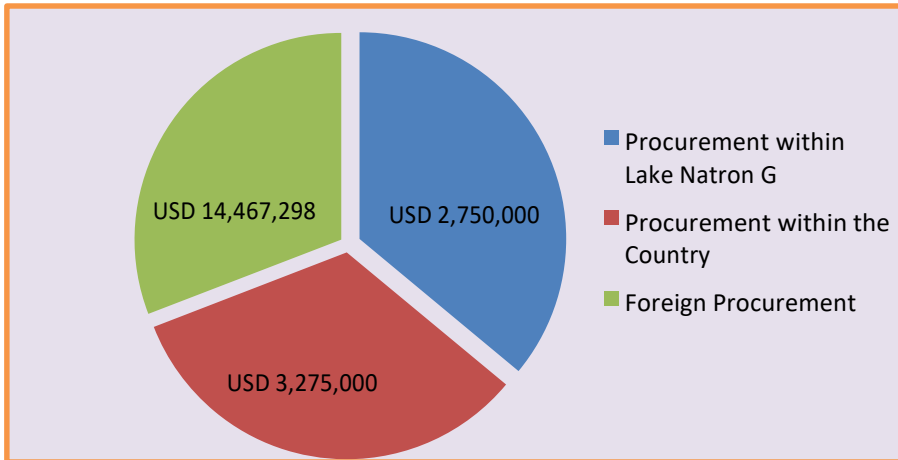
reliance of an economy on other nations and the local businesses tend to suffer and close down. This leads to a decline in employment and loss of revenue to the Government. It is the policy of the Company to procure all its needs locally, except for items which could not be available on the local market. The Company has observed that local procurement has contributed to business continuity especially during the period of COVID-19 pandemic, when other external supply chains were disrupted.

10.3.1 Sources

The Company has analyzed the availability of the required items and observed that these items could be procured from the following sources:

- 10.3.1.1 13% of the procurement will be made within the Lake Natron Game Controlled Area.
- 10.3.1.2 16% of the procurement will be within the Country
- 10.3.1.3 71% of the procurement will be sourced outside the Country.

A Summary of sources of items to be procured during the implementation stage:



13.0 TECHNICAL AND ECONOMIC VIABILITY

The Project has been planned to be implemented in a social environment; for that matter its impact on society and on the community in the near vicinity is a major concern. Therefore, the implementation of the project has taken into consideration issues like conservation, wildlife development and community development.

We conducted a Technical Assessment in order to satisfy ourselves on the availability of technical resources which will be required by the project during the implementation stage. Our assessment revealed that the Company has adequate technical resources to manage the project up to the completion stage. The available technical resources include; Technical manpower such as Professional hunters, tour guides, skimmers, drivers, etc. our technical team is capable of converting the project ideas into reality. The Company also has adequate technical equipment such as communication equipment, HF Radio Calls, hunting vehicles, computers, generators etc. These technical resources meet the capacity of the project.

Economic viability helps the Company to determine the benefits associated with a project before the financial resources are committed. It also helps decision-makers to determine the positive economic benefits of the proposed project to the company. We conducted a financial appraisal to assess the economic viability of Lake Natron Game Controlled Area (East) Project under SWICA arrangement and our appraisal generally revealed that this project is viable. The financial tools which we applied during the course of the exercise include:

- 12.1 **Cost-Benefit Analysis:** Costs and Benefit Analysis is expressed as far as possible in monetary terms so that it can be compared on an equal level. A project is assessed as economically viable if its benefits exceed the project costs. (i.e., the sum of discounted benefits is greater than the sum of discounted costs). The projected financial statements indicate that the sum of discounted benefits is greater than the sum of discounted costs, hence giving a positive balance which indicates that the project is viable.
- 12.2 **Internal Rate of Return (IRR):** It is a rate at which the discounted costs are equal to discounted benefits. This refers to a rate at which the discounted costs would be equal to discounted benefits. The higher the IRR rate, the stronger is the viability of the project. Normally the IRR rate is required to be higher than the lending rate. If the IRR is less than the cost of capital, it implies that the project would lose money. The projected financial statements show that the internal rate of return is 15.47%, this rate greater than the applicable lending rate of 12.5%, this makes the project to be viable.
- 12.3 **Return on Investment (ROI):** Is also called rate of return, it is a measure of the performance and efficiency of an investment.

ROI is represented as a percentage of profit yielded by an amount of capital after costs and expenses over a certain period of time. This ratio is computed as $\text{Net Profit} / \text{Total investment} * 100$. The average rate of Return on Investment of the project for the entire period is 27.5 %. This figure shows efficiency in the application of the investment.

12.4 Current Ratio: The current ratio is a liquidity ratio that indicates a company's capacity to repay its short-term obligations that are due within the next year out of its current assets. The current ratio therefore reveals how much cover the business has for every \$1 that is owed by the firm. The projected Financial Statements of this project for the year 2024 show an average current ratio of 1:1.23 this ratio increases during the life span of the project, during the year 2043 it reaches to 1:2.19 this means that the project is able to meet its short term liabilities out of its current assets.

14.0 ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT

Environmental Impact Assessment (EIA) is a planning and decision-making process to assess and mitigate the negative environmental impacts of developing and developed projects, plans, policies, programs and legislative actions. EIA provides a means to identify the most environmentally suitable option at an early stage, the best practicable environmental option, and alternatives to the proposed initiative; and thus, avoid or minimize potentially damaging and costly negative impacts and maximize positive impacts. It is mainly used at the level of specific development of projects.

In order to address the negative environmental impacts that will be accrued from the implementation of this project the company is committed to undertake Environmental Impact Assessment (EIA) as

required by the Wildlife Conservation Act, No. 5 of 2009 and the Environmental Management Act, of 2004 which emphasizes on conducting such assessment whenever a substantial investment is intended to be undertaken in order to avoid degradation of the environment.

The Company will also conduct regular training to nearby communities on how to protect the environment. Special training will be conducted to primary schools and secondary schools in order to equip the target groups to understand environmental challenges and the importance of joining hands in protecting the same for the betterment of the hunting industry.

15.0 MONITORING AND EVALUATION

Monitoring is the systematic and routine collection of information from the project and processing the same so that the results can be used as a basis to steer decision-making and learning processes. The data acquired through monitoring is used for evaluation. Evaluation appraises data and information that inform strategic decisions for improving the performance of the project. The aim of Monitoring and Evaluation on wildlife business is to contribute to the livelihoods of people who depend on wildlife harvest without endangering the animal populations or their ecological functions. Monitoring and Evaluation programs applied by Lake Natron Game Controlled Area (East) had been very useful because they were designed to address the impacts at appropriate temporal and spatial scales.

The Monitoring and Evaluating campaigns will be conducted by the Company using a participatory approach incorporating both wildlife experts and local communities. The Company will apply a participatory community-based monitoring approach because it has been found to be

useful by many researchers as it shortens decision-making and promotes local autonomy in resource management.

14.1 The Company's approach to improving the quality of conducting monitoring and evaluation.

In order to improve the quality of conducting Monitoring and Evaluation, the Company is intending to introduce a three tier approach which will be based on the following components:

14.1.1 Conservation and Anti-poaching: a long term sustainability of this project depends very much on enhancing conservation and anti-poaching activities. Green Mile Safari Company Limited is intending to put more efforts to ensure regular monitoring of wildlife population and habitat. Monitoring of anti-poaching activities will be conducted by our anti-poaching teams who will use motor vehicles and a surveillance aircraft which will be procured by the company.

14.1.2 Financial and Investment: this will entail undertaking evaluation of the financial performance of the company including the amount of investment made vis-à-vis the projected plan.

14.1.3 Corporate Social Responsibility: It will entail evaluation of the economic social impact of the project on the communities residing close to the concession area. The company's business plan has identified areas where the company is intending to intervene in order to make impact to the quality of life of the communities.

In conducting the Monitoring and Evaluation exercise, the Company is intending to apply a Logical Framework Approach, this approach facilitates results oriented project implementation and sound monitoring and evaluation; by establishing a link between goals, objectives, outputs, and inputs through verifiable indicators. The core concept underlying the logical framework is cause and effect. The better the cause and effect linkages between objectives, the better the project design.

14.2 The main Monitoring and Evaluation criteria

These main Monitoring and Evaluation Criteria shall include,

- 14.2.1 *Impact*: refers to various measures, positive and negative, foreseen and unforeseen, changes to and effects on society caused by the privatized enterprise under evaluation.
- 14.2.2 *Effectiveness*: Means the extent to which the objectives have been achieved or the likelihood that they will be achieved.
- 14.2.3 *Efficiency*: Refers to assessment of the outputs in relation to inputs, by analyzing costs, implementing time, and economic and financial results.
- 14.2.4 *Relevance*: means measuring the degree to which the project or program at a given time is justified within the global and national environment and development priorities.
- 14.2.5 *Sustainability*: Measures the extent to which the accrued benefits will continue to be offered by a particular enterprise.

The Company is expecting to conduct two M&E exercises on this block every year (that is once after every six months) in order to assess the level of performance in each core function.

16.0 COMMUNITY EMPOWERMENT

Community empowerment refers to the measures which enable people to recognize their problems and use the available resources to earn and increase their income and build a better life for themselves. In order to achieve community empowerment people must be enabled to develop their capacity to identify their problems and plan ways of solving them. In addition, people must be enabled to develop their capacity and enhance their desire to participate in decision - making leading to greater social and economic development. The Company is very much committed to supporting the communities residing close to the concession areas to achieve the envisioned empowerment level. Investing in people and strengthening community groups, is key to developing a more inclusive tourist hunting sector. Such engagements have enormous potential to generate economic growth that is equitable and reduces rural poverty.

15.1 Strategies to be utilized in enhancing the quality of community life.

In the process of implementing this project under SWICA arrangement, the Company is expecting to enhance the quality of life of the communities through the following interventions:

15.3.1 Creation of employment for the local communities; the company is envisaging recruiting about 70% of its employees from the communities residing close to the concession area.

These employees will be engaged in periodical road construction and maintenance, construction of and maintenance of lodges; skinning of hunted wildlife, conservation and anti-poaching activities.

15.3.2 Engagement in Community Cultural activities; the Company will entice the communities to form cultural groups which will perform traditional dances to tourists and get some revenue. The groups will be supported with uniforms and other cultural tools.

15.3.3 Environmental training: the company is expecting to conduct seminars/training to the nearby communities in order to enhance their awareness in protecting the environment which is the major contributing factor in enhancing conservation and wildlife management.

15.3.4 The Company is expecting to empower the communities residing close to the block by assisting them to establish small micro-finance groups in order to equip them with business skills so that they could start and develop businesses such as maize milling; brick making, bicycle and motorcycle repair workshops and the like. This will help the communities to disengage from illegal activities such as poaching and charcoal production. During the period of 20 years the company is expecting to spend a total of USD. 1 million in community development activities.

15.3.5 In order to have a productive population, the Company is expecting to join hands with the Government in enhancing the quality of life of the people through provision of subventions to employees and community members who will be affected by serious infections which are beyond their financial ability. If all

goes well, the Company is expecting to assist the community dispensaries by providing medicine.

15.2 Indicators on level of welfare

The following indicators will be applied in assessing the level of welfare and the impact of the empowerment to the local communities:

15.2.1 Increase in social services such as housing, education, health, nutrition, availability of safe water etc.

15.2.2 Poverty reduction.

15.2.3 Sustainable use of the environment.

The aim of the company to engage in community empowerment is to support the people to utilize their available resources to improve their welfare and spearhead their social and economic development.

17.0 CONCLUSION

Wildlife resources will continue to serve as a base for the Tanzania tourism industry. There are positive aspects that: flag up wildlife and tourism as possible and significant contributors to poverty alleviation in villages and suburban areas; however, the growing human population is a big challenge which requires dynamic policies and strategies. The Government policy on wildlife conservation will live to advocate that this natural heritage provides benefits to the present and future generations.

The envisaged project is expected to combine photographic and hunting activities which will call upon extra efforts and resources to achieve the intended objectives as indicated in the projected financial statements. However, the main constraint to this project is the prevailing effects of COVID-19 pandemic which has crippled most of the economic sectors of the globe. If this pandemic will be controlled before 2023, Green Mile Safari Company Limited is optimistic that the projected business performance will be attained because the management of the Company is very committed to undertake the proposed investment and is prepared to comply with all criteria set by the Ministry of Natural Resources and Tourism.

When the proposed investment is fully implemented it will enhance conservation, community development and anti-poaching activities. In addition to that it will boost revenue contribution to the Government in terms of corporate tax and other statutory fees. The Company also promises to maintain friendly relationships with all stake-holders including the nearby communities by availing the necessary cooperation as it will be deemed appropriate.

ANNEXTURES

GREEN MILE SAFARI COMPANY LIMITED

TABLE 1 - SUMMARY OF INVESTMENT & SOURCE OF FINANCING FOR LAKE NATRON GAME CONTROLLED AREA EAST 2024 - 2044

INVESTMENT					
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Term Loan	6.0	15.5	7.9	6.4	35.8
				Total Percentage	100

GREEN MILE SAFARI COMPANY LIMITED

PROJECTED PROFIT & LOSS

GREEN MILE SAFARI COMPANY LIMITED												
PROJECTED PROFIT AND LOSS ACCOUNT												
	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034		
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD		
SALES - HUNTING DAILY RATE	1338300	1455500	1756400	1784150	1865250	1903950	2014460	1926920	2005800	2006880		
SALES - PHOTOGRAPHIC DAILY RATE	0	0	0	0	0	295000	295000	295000	295000	295000		
AIRCRAFT REVENUE	0	0	0	0	0	104896.6	104896.6	100862.1	100862.1	100862.1		
REIMBURSEMENT OF FEES & CHARGES-HUNTING	381480	411656	418306	422556	422856	425556	428556	424356	423606	424806		
Fee & Charges-Photograph	0	0	0	0	0	36500	36500	36500	36500	36500		
	1719780	1867156	2174706	2206706	2288106	2765903	2879413	2783638	2861768	2864048		
Less: DIRECT EXPENSES												
Permit Fee	130950	159350	166000	170250	170550	173250	176250	172050	171300	172500		
Game Fee	237500	237500	237500	237500	237500	237500	237500	237500	237500	237500		
Gun Permit	13030	14806	14806	14806	14806	14806	14806	14806	14806	14806		
Photographic Fee	0	0	0	0	0	36500	36500	36500	36500	36500		
Total Direct Expenses	381480	411656	418306	422556	422856	462056	465056	460856	460106	461306		
GROSS REVENUE FROM OPERATIONS	1338300	1455500	1756400	1784150	1865250	2303847	2414357	2322782	2401662	2402742		
ADMINISTRATIVE EXP												
Block Fee (Annual Rental Fee)	200000	200000	200000	200000	200000	275000	275000	275000	275000	275000		
PH Fee	104400	104400	104400	104400	104400	104400	104400	104400	104400	104400		
Charter Flight Exp	114258	114258	114258	114258	114258	85693.5	85693.5	85693.5	85693.5	85693.5		
Salaries and Wages	39914	40712	41910	42309	42708	42708	42708	42708	42708	42708		
camp Expenses	36900	43287.5	49987.5	56687.5	60387.5	60387.5	71387.5	90050	90050	90050		
Repair and Maintenance	3101	3724	3855	12759	13563	17601	17601	21297	21297	21297		
Tour Package Cost - Photographic	0	0	0	0	0	164450	164450	164450	164450	164450		
Insurance and Renewal Exp	858	858	13822	11058	8846	7078	6462	14210	11368	9094		
Anti - Poaching & Conservation Exp	60000	60000	60000	60000	60000	60000	60000	60000	60000	60000		
Community Development	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000		
Contribution Wild Life Research	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000		
Advertising, Business Promotion and Travel Exp	31116	31738	33325	33992	34671	35365	36072	36794	37529	38280		
Other Administrative Exp	3100	3724	3854	4254	4522	5868	5868	7100	7100	7100		
Infrastructure Development	60000	60000	60000	60000	60000	60000	60000	60000	60000	60000		
Royalty	53532	58220	70256	71366	74610	184307.7	193148.5	185822.6	192133	192219.4		
Municipal Levy	4014.9	4366.5	5269.2	5352.45	5595.75	6911.54	7243.07	6968.346	7204.986	7208.226		
FINANCIAL COST	0	0	0	0	0	0	0	0	0	0		
Term Loan Interest	68277.66	54786.98	40464.23	25258.1	9114.05	175603.9	140907.1	104070.3	64961.49	23440.51		
Bank Charges	4600	5500	6300	6500	6200	6500	6850	6800	6850	6800		
Total Indirect Expenses	864071.6	865575	887700.9	888194.1	878875.3	1371874	1357791	1345364	1310745	1267741		
NET CASH PROFIT	474228.4	589925	868699.1	895956	986374.7	931972.4	1056566	977418.3	1090917	1135001		
Less: Depreciation	-295100	-295100	-515100	-561077	-561077	-586327	-711327	-711327	-1068494	-1068494		
Net Profit BEFORE Taxation	179128.4	294825	353599.1	334879	425297.7	345645.4	345238.9	266091.3	22423.13	66507.47		
Provision for Income Tax	-53738.5	-88447.5	-106080	-100464	-127589	-103694	-103572	-79827.4	-6726.94	-19952.2		
Retained Earnings after Tax	125389.9	206377.5	247519.3	234415.3	297708.4	241951.8	241667.2	186263.9	15696.19	46555.23		
Cumulative Retained Earnings	125389.9	331767.4	579286.8	813702	1111410	1353362	1595029	1781293	1796990	1843545		

GREEN MILE SAFARI COMPANY LIMITED

PROJECTED CASHFLOW

GREEN MILE SAFARI COMPANY LIMITED										
PROJECTED CASH FLOWS										
Financial Year	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Currency	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
CASH FLOW FROM OPERATING ACTIVITIES										
Profit/(Loss) Before Tax	179,128	294,825	353,599	334,879	425,298	345,645	345,239	266,091	22,423	66,507
Adjustments for depreciation	295,100	295,100	515,100	561,077	561,077	586,327	711,327	711,327	1,068,494	1,068,494
Cash from Operation	474,228	294,825	868,699	895,956	986,375	931,972	1,056,566	977,418	1,090,917	1,135,001
Changes in Working Capital Items										
(Increase)/Decrease in Inventories	10,770	(78)	(5,342)	(482)	(162)	(166)	(170)	(172)	(176)	(180)
(Increase)/Decrease in Trade and Other Receivables	(71,492)	(536,458)	(200,043)	67,097	(131,435)	(194,404)	(120,524)	(490,575)	(123,374)	(102,992)
(Increase)/Decrease in Trade and Other Payables	186,488	50,446	(670)	671,862	315,794	76,296	184,206	(22,530)	(21,686)	613,734
Cash Flow from Operations BEFORE Tax Activities	599,994	(191,265)	662,644	1,634,433	1,170,572	813,698	1,120,078	464,141	945,681	1,645,563
Less: Tax Paid/Adjusted	(39,334)	(65,766)	(7,930)	(688)	(21,962)	(86,142)	(97,870)	(64,252)	(42,566)	(68,942)
NET Cash Flow from Operating Activities	560,660	(257,031)	654,714	1,633,745	1,148,610	727,556	1,022,208	399,889	903,115	1,576,621
CASH FLOW FROM INVESTING ACTIVITIES										
Acquisition of Property and Equivalent	(3,122,767)	-	(2,406,264)	-	-	(5,694,036)	-	(1,596,027)	-	-
Net Cash Flow from Investing Activities	(3,122,767)	-	(2,406,264)	-	-	(5,694,036)	-	(1,596,027)	-	-
CASH FLOW FROM FINANCING ACTIVITIES										
Equity Injection	4,291,903	-	-	-	-	4,108,283	-	-	-	-
Terms Loan Received	1,237,128	-	-	-	-	3,181,780	-	-	-	-
Term Loan Repayment	218,728	232,219	246,542	261,748	277,892	562,549	597,246	634,082	673,191	714,712
Net Cash Flow from Financing Activities	5,747,759	232,219	246,542	261,748	277,892	7,852,612	597,246	634,082	673,191	714,712
Net Increase/(Decrease) in Cash and Cash Equivalents	3,185,653	(24,812)	(1,505,009)	1,895,493	1,426,502	2,886,132	1,619,453	(562,055)	1,576,306	2,291,334
Cash and Cash Equivalents at the Beginning of the year	1,460,346	4,645,999	4,621,186	3,116,178	5,011,670	6,438,172	9,324,304	10,943,757	10,381,702	11,958,008
Cash and Cash Equivalents at the End of the year	4,645,999	4,621,186	3,116,178	5,011,670	6,438,172	9,324,304	10,943,757	10,381,702	11,958,008	14,249,342
Cash in Hand and Bank	4,645,999	4,621,186	3,116,178	5,011,670	6,438,172	9,324,304	10,943,757	10,381,702	11,958,008	14,249,342