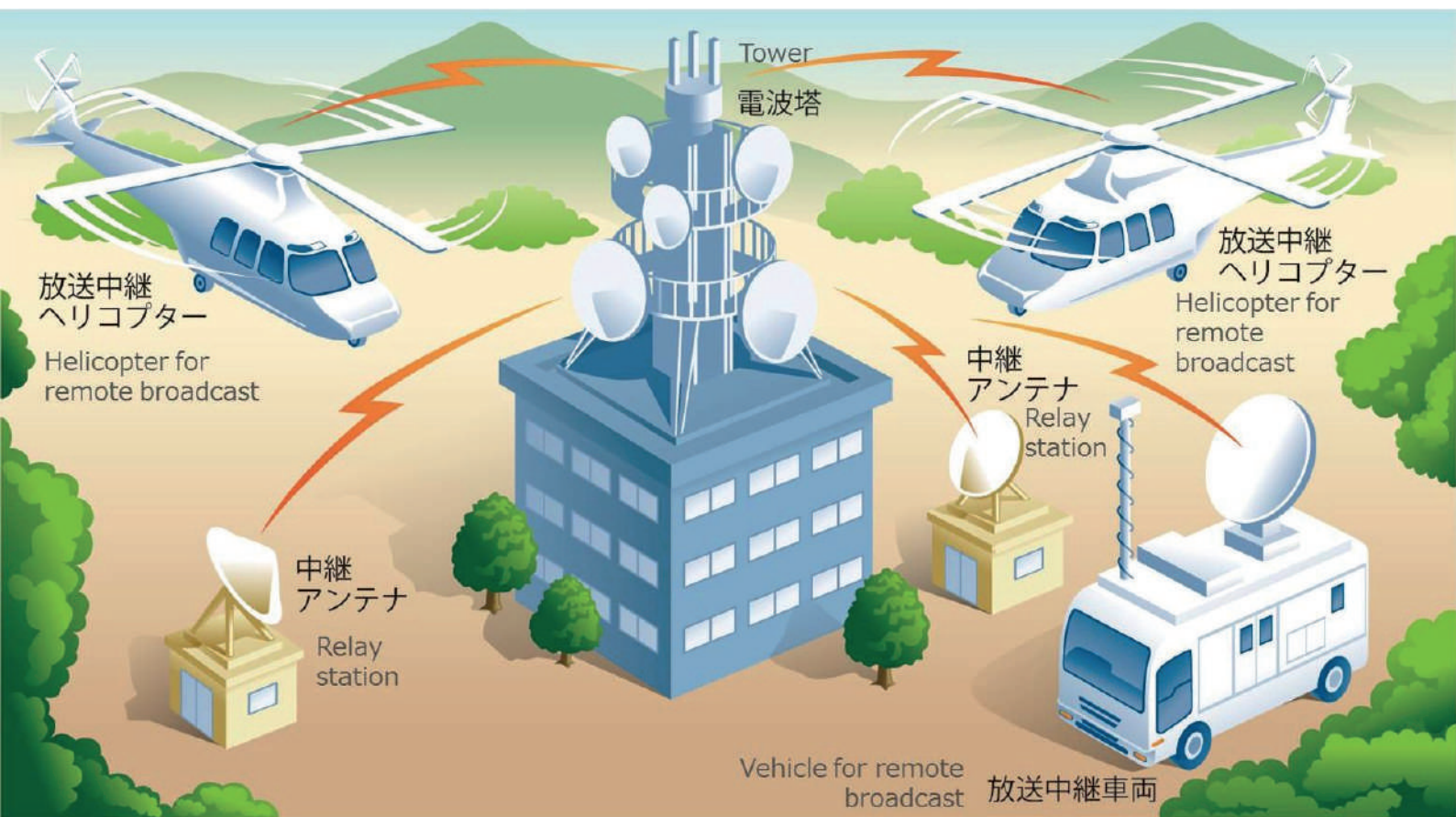


NYAMBARI NYANGWINE GROUP OF COMPANIES (NNGCL)



BUSINESS PLAN NNF MEDIA CENTRE PROJECT

Designed by:

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Executive Summary

The NNF Media Centre Project aims to establish a state-of-the-art media center in Tanzania, dedicated to promoting journalism, media education, and community engagement. Tanzania's media landscape faces challenges such as limited access to reliable information and inadequate journalist training. The project seeks to address these issues by providing a platform for independent reporting, media education, and community participation. The primary objectives are to promote press freedom, enhance media literacy, and encourage civic engagement. The project will include a newsroom, training facilities, a digital media studio, a library and resource center, community engagement spaces, and robust technology infrastructure. Initial focus areas include news reporting, investigative journalism, community stories, media literacy programs, and public dialogues. The NNF Media Centre Project holds the promise of empowering journalists, educating the public, and enhancing community involvement in Tanzania. Successful implementation will require collaboration, funding, and a dedicated team committed to its mission. The envisioned media center will stand as a beacon of independent journalism, media education, and civic engagement, contributing to a more informed and empowered society.

1. Introduction

The NNF Media Centre Project represents a visionary response to the evolving media landscape in Tanzania. In an era where access to reliable and independent information is critical, this project emerges as a beacon of hope and transformation. The initiative's core mission is to bridge existing gaps in media reliability, inclusivity, and professionalism within the country. Tanzania's media environment has faced numerous challenges, including limited access to credible information, restricted press freedoms, and a lack of robust journalism training programs. Recognizing these pressing issues, the NNF Media Centre Project seeks to revolutionize the media landscape by establishing a world-class media center.

The project's central vision is to create a state-of-the-art media center that will act as a hub for journalism, media education, and community engagement. This center will serve as a nucleus for cultivating a culture of excellence and integrity within the media industry. It will empower local journalists by providing them with the resources, tools, and knowledge required to uphold the principles of accurate, unbiased, and investigative reporting. Beyond journalism, the envisioned media center will serve a multifaceted role in the community. It will not only act as a reliable source of information but also as a catalyst for citizen participation and dialogue. By facilitating public discussions, workshops, and forums, the center aims to stimulate active civic engagement and open conversations on crucial issues. Moreover, the project's commitment to transparency will set an example, promoting accountability within the media and among public institutions.

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%

2. Rationale Analysis

2.1 Current Media Landscape in Tanzania

The media landscape in Tanzania has witnessed both challenges and opportunities in recent years. Understanding the current state of the media in the country is crucial to grasp the necessity and potential impact of the NNF Media Centre Project.

✚ Limited Access to Reliable Information

Tanzania has faced significant challenges regarding access to reliable and unbiased information. A considerable portion of the population relies on traditional media outlets for news, and these outlets have faced government influence and, at times, censorship. This limitation on access to diverse and accurate information poses a substantial barrier to informed decision-making among citizens.

✚ Censorship and Press Freedom

The country has experienced instances of censorship and limitations on press freedom. This has led to a climate where self-censorship among journalists is common due to concerns about potential repercussions for critical reporting. As a result, the media landscape has often fallen short of serving as a robust check on power and providing unbiased information to the public.

✚ Inadequate Training Opportunities

One of the glaring gaps in Tanzania's media landscape is the limited availability of comprehensive training opportunities for journalists. While there is a pool of talented individuals eager to contribute to quality journalism, they often lack the requisite skills, resources, and ethical guidance. The absence of robust training programs has hindered the growth of professional journalism and compromised the quality of reporting.

2.2 Objectives

The NNF Media Centre Project has been designed with specific objectives in mind, aiming to address the challenges identified in the current media landscape:

✚ Promote Freedom of the Press and Independent Journalism

The first objective is to promote press freedom and independent journalism. This entails creating an environment where journalists can report without fear of censorship or retaliation. The media center will encourage investigative reporting, expose corruption, and offer a platform for diverse voices, contributing to a more open and transparent society.

✚ Enhance Media Literacy and Professional Development

The second objective is to enhance media literacy and professional development. By offering comprehensive training programs, the project seeks to equip journalists with the skills and knowledge needed to produce high-quality, ethical journalism. Additionally, media literacy programs will be extended to schools and communities, fostering critical thinking skills among citizens to discern credible information from misinformation.

✚ Foster Community Engagement and Dialogue

The third objective is to foster community engagement and dialogue. The media center will serve as a hub for public discussions, workshops, and forums on critical issues. These platforms will encourage civic participation, enable dialogue among diverse voices, and address pressing societal challenges.

2.3 Benefits

The establishment of the NNF Media Centre holds the promise of numerous benefits for Tanzania:

Improved Access to Accurate and Diverse Information

The project will significantly improve access to accurate, unbiased, and diverse information for the Tanzanian population. By providing a platform for independent journalism and diverse voices, citizens will have a broader spectrum of perspectives and information to make informed decisions.

Strengthened Journalism Ethics and Standards

Through comprehensive training and mentorship programs, the project aims to strengthen journalism ethics and standards. This will result in a more professional and responsible media sector, reducing sensationalism and the spread of misinformation.

Increased Civic Engagement and Dialogue

The media center's role in fostering community engagement and dialogue will lead to increased civic participation. By providing spaces for public discussions and addressing critical issues, the project will empower citizens to actively contribute to the development of their communities and the nation as a whole.

Enhanced International Collaboration and Knowledge Exchange

The project's commitment to professionalism and excellence will foster international collaboration and knowledge exchange in the field of media. This will not only benefit Tanzanian journalists but also facilitate the sharing of best practices and innovative approaches in media worldwide.

3. Media Components

The NNF Media Centre Project envisions a comprehensive and modern media center that will play a pivotal role in promoting journalism, media education, and community engagement in Tanzania. To achieve its objectives and realize its vision, the project will integrate several key media components into the center:

3.1 Newsroom

Facilitating Quality Journalism

At the heart of the NNF Media Centre Project lies a fully-equipped newsroom designed to foster quality journalism. This newsroom will serve as the epicenter for news gathering, content creation, and dissemination. It will feature:

Modern Workstations

The newsroom will be equipped with state-of-the-art workstations to accommodate journalists, editors, and support staff. These workstations will be optimized for efficiency and ergonomics, enabling journalists to work seamlessly.

Editing Suites

Advanced editing suites will be integrated into the newsroom, equipped with industry-standard software for video and audio editing, graphics production, and data visualization. This will ensure that content is polished and professional before publication or broadcast.

Latest News Gathering Technology

To facilitate accurate and timely reporting, the newsroom will be equipped with the latest news gathering technology, including access to wire services, satellite feeds, and real-time data sources. Journalists will have the tools needed to stay ahead in a rapidly evolving news environment.

3.2 Training Facilities

Empowering Through Education

To realize its objective of enhancing media literacy and professional development, the NNF Media Centre Project will establish state-of-the-art training facilities. These facilities will provide comprehensive media education and skill development opportunities, including:

Classrooms

Modern classrooms will be set up with audiovisual equipment to facilitate lectures, workshops, and seminars. These spaces will accommodate both aspiring and experienced journalists, offering a conducive learning environment.

Multimedia Studios

Cutting-edge multimedia studios will be integral to the training facilities. These studios will enable hands-on learning in audio and video production, graphics design, and multimedia storytelling.

Access to Industry-Standard Software and Equipment

The training facilities will provide access to industry-standard software and equipment, ensuring that participants receive hands-on experience with tools and technologies used in professional media production.

3.3 Digital Media Studio

Enabling Multimedia Storytelling and Broadcasting

A digital media studio will be established within the NNF Media Centre to support the production of audio and video content. This studio will be a hub for multimedia storytelling and broadcasting, equipped with:

High-Quality Recording Equipment

The studio will feature high-quality recording equipment, including cameras, microphones, and lighting, to produce broadcast-ready content.

Editing and Post-Production Suites

Comprehensive editing and post-production suites will be integrated into the digital media studio, allowing for the creation of polished and engaging multimedia content.

Live Broadcasting Capabilities

The studio will be equipped for live broadcasting, enabling real-time coverage of events, interviews, and discussions.

3.4 Library and Resource Center

A Wealth of Knowledge and Information

The NNF Media Centre Project recognizes the importance of access to knowledge and resources. To this end, a well-stocked library and resource center will be established, serving journalists, researchers, and the community at large. This center will encompass:

Books and Journals

The library will house a diverse collection of books, journals, and publications covering a wide range of topics, including journalism, history, culture, and social issues.

Digital Resources

Access to digital resources, including online databases, archives, and e-books, will be provided to facilitate research and information retrieval.

Archives

The library and resource center will maintain archives of historical and contemporary media content, allowing for in-depth research and reference.

3.5 Community Engagement Spaces

Fostering Civic Engagement and Dialogue

The NNF Media Centre Project aims to be a hub for community engagement and dialogue. To facilitate this, dedicated spaces will be incorporated into the center to encourage civic participation, workshops, public discussions, and community gatherings. These spaces will be designed with flexibility and inclusivity in mind, accommodating a variety of events and activities that promote open and constructive dialogue among community members.

3.6 Technology Infrastructure

Supporting Digital Media Production and Archiving

In the digital age, robust technology infrastructure is essential for a media center's operations. The NNF Media Centre Project will invest in cutting-edge IT infrastructure, including:

High-Speed Internet Connectivity

High-speed internet connectivity will be provided to support real-time data access, digital content production, and live streaming.

Secure Data Storage

A secure and reliable data storage infrastructure will be established to ensure the safe archiving and accessibility of media content.

Digital Content Management Systems

Advanced content management systems will be implemented to streamline content creation, organization, and distribution.

3.7 Social Media Platforms

Supporting user engagement

Social media is digital technology that allows the sharing of ideas and information, including text and visuals, through virtual networks and communities.

There are six social media platform categories, social networking, social bookmarking, social news, media sharing, microblogging, and online forums. The Project will use social media platforms as a means to engage the community on various burning issues.

4. Basic Coverage

The NNF Media Centre Project is committed to delivering comprehensive coverage that serves as a catalyst for positive change in Tanzania. By focusing on key areas of news reporting, investigative journalism, community stories, media literacy programs, and public dialogues, the project aims to address the diverse information needs of the Tanzanian population and empower citizens with knowledge, critical thinking skills, and opportunities for engagement.

4.1 News Reporting

Comprehensive and Unbiased Reporting

One of the fundamental pillars of the NNF Media Centre Project is the commitment to providing comprehensive and unbiased news reporting. The project recognizes the vital role that journalism plays in a democratic society, serving as a watchdog and informing citizens about local, national, and international events.

Key Features of News Reporting:

Local News

Covering issues and events at the community and regional levels to ensure that citizens are well-informed about developments in their immediate surroundings.

National News

Reporting on national issues, including politics, economy, healthcare, and education, to provide a holistic view of the country's progress and challenges.

International News

Delivering international news to keep Tanzanians informed about global events that may impact the nation, such as international relations, conflicts, and environmental issues.

Balanced Reporting

Ensuring balanced reporting that presents multiple perspectives on complex issues, allowing citizens to form their own opinions.

Timely Updates

Providing timely updates and breaking news coverage to keep the public informed about developing stories.

4.2 Investigative Journalism

Promoting Transparency and Accountability

Investigative journalism is a cornerstone of the NNF Media Centre Project. Through in-depth investigations into issues of public interest, the project aims to uncover hidden truths, expose corruption, and hold individuals and institutions accountable for their actions.

Key Features of Investigative Journalism:

Thorough Research

Conducting thorough research and fact-checking to ensure the accuracy and credibility of investigative reports.

Transparency

Promoting transparency in government, business, and societal affairs by bringing to light issues that would otherwise remain hidden.

Empowering Citizens

Empowering citizens with information that enables them to make informed decisions and engage in discussions about issues affecting their lives.

Ethical Reporting

Upholding ethical standards in investigative reporting, including protecting sources and adhering to legal and ethical guidelines.

4.3 Community Stories

Celebrating Cultural Heritage and Diversity

The NNF Media Centre Project acknowledges the rich cultural heritage and diversity of Tanzanian communities. By showcasing community stories, the project aims to promote inclusivity, unity, and a sense of pride in Tanzania's cultural tapestry.

Key Features of Community Stories:

Cultural Showcases

Highlighting the traditions, festivals, and practices of various Tanzanian communities to celebrate cultural diversity.

Human Interest Stories

Sharing stories of individuals who have made significant contributions to their communities or have overcome challenges, serving as sources of inspiration.

Local Heroes

Recognizing local heroes and community leaders who are working towards positive change in their regions.

Inclusivity

Ensuring that stories represent the voices and experiences of all communities, including marginalized groups.

4.4 Media Literacy Programs

Empowering Citizens with Critical Thinking Skills

Media literacy is a crucial component of the NNF Media Centre Project. The project recognizes that an informed citizenry is essential for a thriving democracy. Therefore, it will conduct media literacy programs for schools and communities to empower citizens with critical thinking skills.

Key Features of Media Literacy Programs:

Curriculum Development

Designing and implementing media literacy curricula for schools to educate students about the media landscape, including how to critically analyze news sources and detect misinformation.

Community Workshops

Organizing workshops and training sessions in communities to teach adults and youth how to navigate the digital media landscape, spot fake news, and engage critically with media content.

Online Resources

Providing online resources and tools for media literacy, making it accessible to a wide audience.

Fact-Checking Initiatives

Encouraging fact-checking practices among citizens to verify information before sharing it on social media or other platforms.

4.5 Public Dialogues

Fostering Constructive Debates and Citizen Participation

Public dialogues are a vital component of the NNF Media Centre Project's mission to foster civic engagement and open discussions on critical issues.

These dialogues will provide platforms for citizens to express their opinions, engage with experts, and participate in meaningful debates.

Key Features of Public Dialogues:

 **Diverse Topics**

Covering a wide range of topics, including politics, social issues, environmental concerns, healthcare, and education, to address the most pressing challenges facing Tanzanian society.

 **Expert Panels**

Inviting experts, policymakers, and community leaders to participate in public dialogues, offering informed perspectives and facilitating constructive discussions.

 **Community Involvement**

Ensuring that public dialogues include community members from various backgrounds, creating an inclusive space for dialogue.

 **Moderation**

Moderating discussions to maintain civility and encourage respectful discourse.

5. SWOT Analysis

Strengths

- Retaining and attracting top talents in the industry,
- Commitment to improve customer experience,
- Great improvement in transmission performance;
- Technology and Innovation adoption,

Weaknesses

- Limited Coverage,
- Weak Liquidity;
- Inadequate regulation measures,
- Outdated curriculum on media trainings,

Opportunities

- Expanding reach in the Country,
- Future focus,
- Business acquisition in the Country;
- Increased awareness on media adverts,

Threats

- Stiff Competition
- Inflexible regulation
- censorship;
- More Innovation on Competitors,

6. Project Sustainability

Sustainability is a critical aspect of any project, and for NNF Media Centre project, it is imperative to assess its financial sustainability through various metrics. The sustainability of this media project is underpinned by its ability to diversify revenue streams. The project will strategically explore multiple sources of income, including advertising, subscription-based models, content licensing, and merchandise sales. This diversification strategy will reduce dependence on a single revenue source, mainly advertisements.

As you can see the project projections, (annex 2) it shows a commitment to effective cost management. Through careful budgeting and expense control, it has maintained a healthy cost-to-revenue ratio. This not only ensures profitability but also safeguards against financial instability in the face of unforeseen economic challenges.

Further, sustainability of this project is closely tied to its ability to attract and retain a large and engaged audience. By continuously monitoring key audience metrics, such as traffic, user engagement, and retention rates, the project ensures that it can deliver value to advertisers and sponsors, contributing to its financial stability. The Return on Investment (ROI) analysis shows the project's financial investments in content creation, technology infrastructure, and marketing efforts will generating positive returns. This signifies that the project is operating efficiently and effectively in converting resources into revenue. The project places a strong emphasis on managing cash flow effectively. By closely monitoring cash inflows and outflows, it ensures that the liquidity position meets its financial obligations, invest in growth opportunities, and maintain a financial cushion for unforeseen circumstances, demonstrating prudent financial skills. On Long-term Viability, the project's financial metrics on profitability, sustainability, and growth, it shows good position to contain economic fluctuations and adapt to changing market dynamics, ensuring its presence and relevance in the changing media landscape.

In summary, the financial position of NNF media Centre project reflect a strong commitment to sustainability. Through revenue diversification, cost management, audience growth and engagement, ROI, cash flow management, long-term viability and risk mitigation, the project is positioned to maintain its financial health and adapt to the ever-evolving landscape of the industry. These metrics underscore the project's capacity to generate long-term value for its stakeholders and ensure its sustainability in a competitive market.

Table 1: Financing Plan

No.	Financier	Euro	Instrument	Ratio (%)
1.	Development Partner	40,000,000	Loan/Equity	80
2.	NNF	5,500,000	Counterparty Fund	11
3.	Generated Revenue	4,500,000	Retained Earnings	9

7. Conclusion

The NNF Media Centre Project represents a significant step toward addressing the media challenges faced in Tanzania. With a clear rationale, well-defined media components, and a commitment to providing basic coverage.

This project holds immense potential to empower journalists, educate the public, and enhance community engagement. The successful implementation of this project will require collaboration with local stakeholders, secure funding, and a dedicated team of professionals committed to its mission. We believe that the NNF Media Centre will be a beacon of independent journalism, media education, and civic engagement in Tanzania, contributing to a more informed and empowered society.

Annex 1: Media Components Project Checklist

No.	Media Component	Equipment/Resources Required
1.	News Room	<ul style="list-style-type: none"> • Modern workstations with computers and ergonomic furniture, • Advanced editing software and hardware for video and audio editing, graphics production, and data visualization, • Access to wire services, satellite feeds, and real-time, data sources for news gathering.
2.	Training Facilities	<ul style="list-style-type: none"> • Audio-visual equipment for classrooms, • Multimedia studios with cameras, microphones, and lighting, • Industry-standard software and equipment for multimedia, Production, graphics design, and storytelling,
3.	Digital Media Studio	<ul style="list-style-type: none"> • High-quality recording equipment (cameras, microphones, lighting) for audio and video production, • Comprehensive editing and post-production suites, • Equipment for live broadcasting.
4.	Library and Resources Centre	<ul style="list-style-type: none"> • Diverse collection of books, journals, and publications, • Digital resources, including online databases and e-books, • Archiving systems for historical and contemporary media content,
5.	Community Engagement Spaces	<ul style="list-style-type: none"> • Flexible seating and arrangement for workshops and public discussions,
5.	Technology Infrastructure	<ul style="list-style-type: none"> • High-speed internet connectivity, • Secure data storage infrastructure; • Digital content management systems.
6.	Radio Broadcast Station	<ul style="list-style-type: none"> • FM Broadcasting Unit FM Broadcast Transmitter, FM Antenna, Cable RF to connect with the antenna to FM Transmitter, RF Connectors, Mixer Console, Microphones, Headphones, Headphones distributor. • Off-Air Production Station Studio:

		Mixer Console, Microphones, Headphones, Headphones distributor, Active Speakers Monitors, Mic Arms, Microphone Processor, Audio Processor, Phone Hybrid Interface, Telephone, GSM Interface, On Air Light, CD player, Tuner FM Receiver good quality, RDS Encoder, Computer with automation and play list software, Computer Monitor
7.	Television Production Studio	Video Mixer, Video Router, Camera Equipment, Studio Cameras, PTZ Cameras, ENG Cameras, TV Automation Software, Video Recorder, Audio Equipment, Video Transmitter, Intercom System, Studio Prompter/Teleprompter, Audio and Video Monitoring, Audio Processing, Converters, Drones, Encoders and Decoders, Studio Accessories, Lighting, Truss, Studio Clock, Tripod, Video Wall
8.	News Room, Radio and TV Station Staff Team	Technical director, Audio mixer operators, Video mixer operator, Lighting operator, Choreographer, Director, Cameramen, Host, Make-up artists, Presenters, Journalists,

Annex 2: Financial Projections

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				0%	
2.	Term Loan				0%	
[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	QUANTINTY PIECES	FINANCING ARRANGEMENT			TOTAL [US \$]
				EQUITY	GRANT	TOTAL [Tshs]	
[A]	LAND AND BUILDINGS [TSHS]:						
	Land acqution			4,750,000,000.00	14,600,000,000.00	19,350,000,000.00	7,588,235
	Construction News Rooms, TV, Radio broadcast			6,500,000,000.00	25,440,000,000.00	31,940,000,000.00	12,525,490
							-
							-
							-
[B]	FACILITIES, TOOLS & EQUIPMENTS:						
1	Workshop and training facilities			1,760,000,000.00	9,954,000,000.00	11,714,000,000.00	4,593,725
2	Digital and media Studio facilities			0.00	15,897,000,000.00	15,897,000,000.00	6,234,118
3	Library and resources center facilities	-	-	3,480,000,000.00	12,354,000,000.00	15,834,000,000.00	6,209,412
4	CCTV Cameras		-	1,985,000,000.00	0.00	1,985,000,000.00	778,431
5	500 KV Standby Generators		-	135,000,000.00	0.00	135,000,000.00	52,941
6	Radio Broadcast Station facilities			2,980,000,000.00	7,830,000,000.00	10,810,000,000.00	4,239,216
7	Television Production Studio facilities			3,742,258,000.00	7,405,602,000.00	11,147,860,000.00	4,371,710
							-
[C]	UTILITY VEHICLES						
1	OB Vans	175,000,000.00	3	525,000,000.00	0.00	525,000,000.00	205,882
2	Land Cruiser Pick Up 4 WD	267,750,000.00	4	-	1,071,000,000.00	1,071,000,000.00	420,000
3	Land Cruiser VX Saloon	382,500,000.00	3	-	1,147,500,000.00	1,147,500,000.00	450,000
							-
[D]	FURNITURES, FIXTURE & FITTINGS:						
1	Refrigerators, tools, file cabintes etc			360,000,000.00	1,620,000,000.00	1,980,000,000.00	776,471
2	Furniture & fittings	-		350,000,000.00	1,150,000,000.00	1,500,000,000.00	588,235
	Sub-total			26,567,258,000.00	98,469,102,000.00	125,036,360,000.00	49,033,867
[E]	PRE-OPERATIONAL EXPENSES [TSHS]:						
1.	Fuel and oil	66,452,580	3	199,357,740.00	0.00	199,357,740.00	78,180
2.	Feasibility Study Preparation	45,000,000	1	45,000,000.00	0.00	45,000,000.00	17,647
3.	Legal Documentation/Licence	77,450,000	1	77,450,000.00	0.00	77,450,000.00	30,373
4.	Directors Renumeration	30,000,000	3	90,000,000.00	0.00	90,000,000.00	35,294
5.	Salary and Wages (First Month)	30,800,000	50	1,540,000,000.00	0.00	1,540,000,000.00	603,922
6.	Electricity and Water	-	0	0.00	360,000,000.00	360,000,000.00	141,176
7.	Casual labour	-	0	54,680,000.00	0.00	54,680,000.00	21,443
8.	Bore hole pump Installation	-	0	48,600,000.00	0.00	48,600,000.00	19,059
9.	Other expenses			49,800,000.00	0.00	49,800,000.00	19,529
							-
	Sub-total			2,104,887,740.00	360,000,000.00	2,464,887,740.00	966,623
	TOTAL INVESTMENT COSTS			28,672,145,740.00	98,829,102,000.00	127,501,247,740.00	50,000,489
NB: Exchange Rate used is 1US \$ = Tshs 2,550.00			FINANCING %AGE	22.5%	77.5%	100%	

PROJECTED DIRECT & INDIRECT OPERATING EXPENSES:		Table 5C							
SN	PARTICULARS/YEARS	2023	2024	2025	2026	2027	2028	2029	2030
[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	196,000,424,000	199,920,432,480	203,918,841,130	207,997,217,952	212,157,162,311	216,400,305,557	220,728,311,669	225,142,877,902
3.									
4									
	Sub-total	196,003,294,000	199,923,359,880	203,921,827,078	208,000,263,619	212,160,268,892	216,403,474,269	220,731,543,755	225,146,174,630
[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	196,102,789,500	200,037,939,480	204,052,677,898	208,134,370,945	212,316,054,263	216,579,975,572	220,938,288,822	225,384,408,542

PROJECTED WORKING CAPITAL ESTIMATE:		Table 10							
SN	PARTICULARS/YEARS	2023	2024	2025	2026	2027	2028	2029	2030
[A]	CASH:								
1.	2% of total operating costs	0	-	-	-	-	-	-	-
[B]	DEBTORS:								
1.	2% of total revenue	0	6,535,948	7,843,137	9,411,765	11,294,118	13,552,941	16,263,529	19,516,235
[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	196,000,424,000	199,920,432,480	203,918,841,130	207,997,217,952	212,157,162,311	216,400,305,557	220,728,311,669	225,142,877,902
3	0	-	-	-	-	-	-	-	-
4	0	-	-	-	-	-	-	-	-
	Sub-total	196,003,294,000	199,929,895,828	203,929,670,215	208,009,675,384	212,171,563,009	216,417,027,211	220,747,807,284	225,165,690,865
[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
		195,992,073,500.00	199,916,832,477.71	203,914,547,919.86	207,993,438,101.36	212,152,506,888.52	216,395,029,960.98	220,721,831,959.38	225,135,342,156.05
1.	TOTAL CASH	0	-	-	-	-	-	-	-
2.	TOTAL DEBTORS	-	6,535,947.71	7,843,137.25	9,411,764.71	11,294,117.65	13,552,941.18	16,263,529.41	19,516,235.29
3.	TOTAL STOCKS	196,003,294,000.00	199,923,359,880.00	203,921,827,077.60	208,000,263,619.15	212,160,268,891.54	216,403,474,269.37	220,731,543,754.75	225,146,174,629.85
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	6,535,947.71	1,307,189.54	1,568,627.45	1,882,352.94	2,258,823.53	2,710,588.24	3,252,705.88
3.	CHANGE IN STOCKS	0	3,920,065,880.00	3,998,467,197.60	4,078,436,541.55	4,160,005,272.38	4,243,205,377.83	4,328,069,485.39	4,414,630,875.10
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
			3,928,444,677.71						

PROJECTED INCOME [TSHS]:				Table 11				Table 11	
PARTICULARS/YEARS	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total Revenue	0	200,000,000,000	240,000,000,000	288,000,000,000	345,600,000,000	414,720,000,000	497,664,000,000	597,196,800,000	716,636,160,000
LESS:									
Total Direct Costs	0	(196,003,294,000)	(199,923,359,880)	(203,921,827,078)	(208,000,263,619)	(212,160,268,892)	(216,403,474,269)	(220,731,543,755)	(225,146,174,630)
OPERATING PROFIT	0	3,996,706,000	40,076,640,120	84,078,172,922	137,599,736,381	202,559,731,108	281,260,525,731	376,465,256,245	491,489,985,370
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	3,897,210,500	39,962,060,520	83,947,322,102	137,465,629,055	202,403,945,737	281,084,024,428	376,258,511,178	491,251,751,458
LESS:									
Depreciation	0	(2,263,877,248)	(2,037,866,250)	(1,854,759,506)	(2,349,396,848)	(2,062,820,584)	(1,835,857,359)	(1,654,085,168)	(1,506,668,255)
Interest Capitalised		0							
Interest paid		0	0	0	0	0	0	0	0
Pre-operating Costs		0	0	0	0	0	0	0	0
PROFIT BEFORE TAX	0	1,633,333,253	37,924,194,270	82,092,562,596	135,116,232,207	200,341,125,153	279,248,167,069	374,604,426,011	489,745,083,203
LESS:									
Corporation Tax 20%	0	(326,666,651)	(7,584,838,854)	(16,418,512,519)	(27,023,246,441)	(40,068,225,031)	(55,849,633,414)	(74,920,885,202)	(97,949,016,641)
PROFIT AFTET TAX	0	1,306,666,602	30,339,355,416	65,674,050,077	108,092,985,765	160,272,900,123	223,398,533,655	299,683,540,808	391,796,066,562
Operating Surplus Percentage	0%	2%	17%	29%	40%	49%	57%	63%	69%
Gross Profit Percentage	0%	2%	17%	29%	40%	49%	56%	63%	69%
Net Profit Percentage	0%	1%	13%	23%	31%	39%	45%	50%	55%
RETAINED EARNINGS	0	1,306,666,602	30,339,355,416	65,674,050,077	108,092,985,765	160,272,900,123	223,398,533,655	299,683,540,808	391,796,066,562
CUMMULATIVE RETAINING	0	1,306,666,602	31,646,022,018	97,320,072,095	205,413,057,861	365,685,957,983	589,084,491,639	888,768,032,447	1,280,564,099,009

PROJECTED CASH BUDGET STATEMENT [TSHS]:				Table 12				Table 12	
PARTICULARS/YEARS	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOURCES OF FUNDS:									
Gross Profit	0	3,897,210,500	39,962,060,520	83,947,322,102	137,465,629,055	202,403,945,737	281,084,024,428	376,258,511,178	491,251,751,458
Bank Loan	0	98,829,102,000	0	0	0	0	0	0	0
Share Capital		0							
Equity Capital	0	28,672,145,740	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	131,400,301,090	39,964,119,465	83,948,437,090	137,468,447,893	202,406,886,866	281,088,002,503	376,262,884,563	491,221,402,749
APPLICATION OF FUNDS:									
Purchase of Fixed Assets	0	43,051,210,240	0	0	2,580,087,740	0	0	0	0
Corporation Tax Payment	0	0	326,666,651	7,584,838,854	16,418,512,519	27,023,246,441	40,068,225,031	55,849,633,414	74,920,885,202
Loan Services		0	0	0	0	0	0	0	0
Interest Paid	0	0	0	0	0	0	0	0	0
Change in Debtors	0	6,535,948	1,307,190	1,568,627	1,882,353	2,258,824	2,710,588	3,252,706	3,903,247
Change in Stock	0	3,920,065,880	3,998,467,198	4,078,436,542	4,160,005,272	4,243,205,378	4,328,069,485	4,414,630,875	(225,146,174,630)
Change in Cash	0	0	0	0	0	0	0	0	0
TOTAL	0	46,977,812,068	4,326,441,038	11,664,844,023	23,160,487,885	31,268,710,643	44,399,005,104	60,267,516,995	(150,221,386,181)
NET SOURCES/APPLICATION	0	84,422,489,022	35,637,678,427	72,283,593,067	114,307,960,008	171,138,176,224	236,688,997,399	315,995,367,568	641,442,788,929
CUMMULATIVE SOURCES/APPLICATION	0	84,422,489,022	120,060,167,450	192,343,760,516	306,651,720,525	477,789,896,748	714,478,894,147	1,030,474,261,715	1,671,917,050,645

PROJECTED BALANCE SHEET [TSHS]:				Table 13				Table 13	
PARTICULARS/YEARS	2023	2024	2025	2026	2027	2028	2029	2030	2031
CURRENT ASSETS:									
Cash	0	84,422,489,022	120,060,167,450	192,343,760,516	306,651,720,525	477,789,896,748	714,478,894,147	1,030,474,261,715	1,671,917,050,645
Debtors	0	6,535,948	7,843,137	9,411,765	11,294,118	13,552,941	16,263,529	19,516,235	23,419,482
Stocks	196,003,294,000	199,923,359,880	203,921,827,078	208,000,263,619	212,160,268,892	216,403,474,269	220,731,543,755	225,146,174,630	0
TOTAL CURRENT ASSETS	196,003,294,000	284,352,384,850	323,989,837,665	400,353,435,900	518,823,283,534	694,206,923,959	935,226,701,432	1,255,639,952,581	1,671,940,470,127
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	40,787,332,993	38,749,466,743	36,894,707,237	37,125,398,128	35,062,577,545	33,226,720,186	31,572,635,018	30,065,966,763
TOTAL FIXED ASSETS	0	40,787,332,993	38,749,466,743	36,894,707,237	37,125,398,128	35,062,577,545	33,226,720,186	31,572,635,018	30,065,966,763
TOTAL ASSETS	196,003,294,000	325,139,717,843	362,739,304,407	437,248,143,137	555,948,681,663	729,269,501,504	968,453,421,617	1,287,212,587,598	1,702,006,436,890
CURRENT LIABILITIES:									
Corporation Tax	0	326,666,651	7,584,838,854	16,418,512,519	27,023,246,441	40,068,225,031	55,849,633,414	74,920,885,202	97,949,016,641
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	339,730,001	7,599,961,149	16,434,749,802	27,042,302,562	40,090,222,280	55,875,608,739	74,951,233,911	97,949,016,641
NET ASSETS	195,992,073,500	324,799,987,842	355,139,343,258	420,813,393,335	528,906,379,101	689,179,279,223	912,577,812,879	1,212,261,353,687	1,604,057,420,249
FINANCED BY:									
Share Capital	0	0	28,672,145,740	28,672,145,740	28,672,145,740	28,672,145,740	28,672,145,740	28,672,145,740	28,672,145,740
Equity Capital	0	28,672,145,740	0	0	0	0	0	0	0
Loan Balance	0	98,829,102,000	98,829,102,000	98,829,102,000	98,829,102,000	98,829,102,000	98,829,102,000	98,829,102,000	98,829,102,000
Capital Reserve	0	195,992,073,500	195,992,073,500	195,992,073,500	195,992,073,500	195,992,073,500	195,992,073,500	195,992,073,500	195,992,073,500
Retaining Earnings	0	1,306,666,602	31,646,022,018	97,320,072,095	205,413,057,861	365,685,957,983	589,084,491,639	888,768,032,447	1,280,564,099,009
TOTAL EQUITY	0	324,799,987,842	355,139,343,258	420,813,393,335	528,906,379,101	689,179,279,223	912,577,812,879	1,212,261,353,687	1,604,057,420,249

EFFICIENCY RATIOS:									
Debt Equity Ratio	na	0.3	0.3	0.2	0.2	0.1	0.1	0.1	0.1
Debt Ratio	na	0.3	0.3	0.2	0.2	0.1	0.1	0.1	0.1
Debt Coverage Ratio	na	na						#DIV/0!	#DIV/0!
CREDITWORTHINESS RATIOS:									
Return on Assets	na	0.5%	10.5%	18.8%	24.3%	27.5%	28.8%	29.1%	28.8%
Return on Sales	na	61.5%	66.2%	65.9%	62.2%	56.9%	51.4%	46.4%	42.1%
Operatin Ratio	na	98.1%	83.3%	70.9%	60.2%	51.2%	43.5%	37.0%	31.5%

ANALYSIS OF PROJECT VIABILITY [TSHS, %]:

Table 15

Table 15

PARTICULARS/YEARS	[Tshs, %]	2023	2024	2025	2026	2027	2028	2029	2030
[A] IRR CALCULATION:									
Net Cashflows		84,422,489,022	35,637,678,427	72,283,593,067	114,307,960,008	171,138,176,224	236,688,997,399	315,995,367,568	641,442,788,929
ADD BACK: Depreciation		2,263,877,248	2,037,866,250	1,854,759,506	2,349,396,848	2,062,820,584	1,835,857,359	1,654,085,168	1,506,668,255
Net Cashflow		86,686,366,270	37,675,544,677	74,138,352,573	116,657,356,857	173,200,996,808	238,524,854,758	317,649,452,736	642,949,457,184
Cost of Capital [The Current Interest Rate]		0.0%							
Net Present Value [TSHS 000,000]		99,671,161,520							
[C] PAY BACK PERIOD:									
Total Investment		127,501,247,740							
Net Return [Cashflow/pa]		198,500,263,520							
Payback period [YRS]		1							