

**AL ZAYTONA NETWORK COMPANY LIMITED,
P.O. Box 7206,
DAR ES SALAAM, TANZANIA**

**PRE-FEASIBILITY STUDY REPORT ON:
INVESTMENT IN HEALTH SERVICES**

**Presented To:
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**AL ZAYTONA NETWORK COMPANY LIMITED,
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AL ZAYTONA NETWORK COMPANY LIMITED
Strategic Pre-feasibility Report

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**AL ZAYTONA NETWORK COMPANY LIMITED,
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*This profile is strictly for information only and projections in the pre –feasibility study report have been compiled by the consultant with close cooperation of the Promoters of the Business the **AL ZAYTONA NETWORK COMPANY LIMITED** and Sector Experts for illustrative purposes and do not constitute actual forecasts.*

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

AL ZAYTONA NETWORK LIMITED

Business Profile: Pre-feasibility Study Report

Table of Contents

- 1.0 EXECUTIVE SUMMARY**
- 2.0 STATEMENT OF PURPOSE**
 - 2.1. Purpose of investment**
 - 2.2 investment financing plan**
 - 2.3 Summary of the Expected Results**
- 3. BUSINESS DESCRIPTION**
 - 3.1. Background of the Company**
 - 3.1.1. Legal Status
 - 3.1.2. Mission and Vision
 - 3.1.3. Operations
 - 3.1.4 Location and Address
 - 3.1.5. Postal Address
 - 3.1.6. Project location
 - 4.0 Core Business of the Company**
 - 4.1 Transportation
 - 5.1. Logistics and Transportation Sector in Tanzania**
 - 5.1.1. Importance of Transportation Sector InTanzania
 - 5.1.2. Logistics and Transportation in Tanzania
 - 5.1.3 Justification of the project
 - 5.1.3. Impact of the project
 - 5.1,4 Opportunity drivers
- 6.0 ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITY AND THREATS**
- 7.0 MARKETING INFORMATION**
 - 7.1. Costing and Pricing**
 - 7.2. Sales Projection**
 - 7.3. Customers**
 - 7.4. Marketing Plan**
- 8. MANAGEMENT & ADMINISTRATION**
 - 8.1. Management**
- 9. FINANCIAL PROJECTIONS**

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

LIST OF APPENDICES

- 1. Certificate of Incorporation**
- 2. Tax Payer Identification Certificate**
- 3. Memorandum and Articles of Association**
- 4. Bank Reference Letter.**
- 5. Evidence of Land**

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

1. Executive Summary

Company & Project concept

AL ZAYTONA NETWORK LIMITED is a private limited company incorporated under the Companies Act, 2002 on 9th August 2023, with Registration Number # 157575562, The healthcare sector consists of businesses that provide medical services, manufacture medical equipment or drugs, provide medical insurance, or otherwise facilitate the provision of healthcare to patients. company was formulated to provide commercial Healthy services, Plot No. 196 Block 'B' Tegeta in Kinondoni Municipal, Dares Salaam.

Our goals and objectives are straightforward and seek to ensure we run a professional, profitable and ethical company, building relationships with customers, suppliers and investors.

Company Goals and Objectives:

In Summary **AL ZAYTONA NETWORK LIMITED** aims to;

- Setup office for Health Centre by road and the office will be locating at **Plot 196** Block "**B**" Tegeta whereby it is found at Kinondoni Municipal, Dar es salaam.
- Manage **AL ZAYTONA NETWORK LIMITED** by human resource policies which encourage and reward individual and unified effort and achievement, provide training and personal development opportunities and create a working environment in which staff can feel a real sense of job involve
- Build relationships with investors in Health sector,
- Achieve levels of profit sufficient to provide for reinvestment and suitable returns to shareholders and investors
- Seek to comply with all statutory legislation and other external relevant authorities. Define and keep under review Company policy, allowing flexibility for local requirements.

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

Purpose of Business Plan

This document is prepared to serve the purpose as a Pre-feasibility study report for **AL ZAYTONA NETWORK LIMITED** is making investment in Health services to specific medicine and medical Training sector plays a critical role in fostering economic development. Efficient Health services systems provide economic and social opportunities that result in positive multiplier effects such as accessibility to markets, employment creation, increased income and additional investments. In recognition to the contribution of Health Services to economic development, the Government of the United Republic of Tanzania designed policies, strategies and programs to guide, among others, the growth of the Health sector In line with the Government Development Vision 2025 goals, the Ministry of Health shall strive to raise and improve the health status and life expectancy of the people of Tanzania by ensuring delivery of effective, efficient and quality curative, preventive, primitive and rehabilitative health services at all levels, bring more jobs for Tanzanian people. But also, the Pre-feasibility study report shall be submitted to TIC for an award of Certificate of Incentives. The implementation of this project will compromise the following activities: -

- Reduce the burden of disease, maternal and infant mortality and increase life expectancy through the provision of adequate and equitable maternal and child health services, facilitate the promotion of environmental health and sanitation, promotion of adequate nutrition, control of communicable diseases and treatment of common conditions
- Train and make available competent and adequate number of health staff to manage health services with gender perspective at all levels. Capacity building of human resource at all levels in management and health services provision will be addressed.
- Create awareness through family health promotion that the responsibility for one's health rests in the individuals as an integral part of the family, community and nation, Promote and sustain public-private partnership in the delivery of health service
- Promote awareness among Government employees and the community at large that, health problems can only be adequately solved through multi sectoral cooperation involving such sectors as Education, Agriculture, Water, Private Sector including Non-Governmental Organization, Civil Society and Central

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

-
- Ministries, as Regional Administration and Local Government, and Community Development, Gender and Children.

The project promoter, the project will be managed and operated by **AL ZAYTONA NETWORK LIMITED** is owned by Chinese nationals from China with the following share distribution.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
MAMOUN MOHAMED ALI HOMEDIA	Sudanese	21
SAHAR MUSTAFA MAMOUN MOHAMED ALI	Sudanese	7
SHADIA MUSTAFA MAGDELIN OMER	Sudanese	7
HAFIZ MAMOUN MOHAMEDALI HUMEDIA	Sudanese	7
MOHAMEDALI MAMOUN MOHAMEALI HOMEDIA	Sudanese	7
SUZAN HOMEDIA	Sudanese	7
SHAZA MAMOUN MOHAMED ALI HUMAIDA	Sudanese	7
NUHA HOMEDIA	Sudanese	7

Company Legality, the legal certificates and documents such as Memorandum and Article of Association, certificate of incorporation, Tax Identification Number. Justify that **AL ZAYTONA NETWORK LIMITED** is operating within the ambit of the law of the Land

Project Organization Structure, the management of **AL ZAYTONA NETWORK LIMITED** constituted by the following organization set up: - Board of Directors, General Manger who is responsible on the supervision on the entire operations of the Company, a company accountant, a Production Manager who will be directly responsible for all matters pertaining mining process.

Investment Structure, the project is estimated to cost 500,000 USD the money covers building structures but also allocated fund include investment in, building structure,

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

Machineries and Equipment, furniture and fittings, pre-expenses and working Capital. The equity contributed by the shareholders is 300,000 USD equivalent to 60%. The remaining part of 50% of investment financing will be done through borrowing from banks and other financial institutions. However, a financial policy of the Company state that the profits generated will be re-invested health sector plays a critical role in fostering economic development. Efficient Health systems provide economic and social opportunities that result in positive multiplier effects such as

Treatment of Common Diseases and Injuries

This is the basic health care service provided by the health service delivery system. It requires a health delivery system with adequate and properly trained staffs who are accessible to patients and supplied with the necessary material resources. The interventions will vary from one district to another in order to accommodate local burden of diseases.

Provision of Essential Drugs, Medical Supplies and Equipment and Reagents.

The provision of essential drugs, reagents medical supplies and equipment will be based on the National Drug and Supplies Policy Guidelines. The overall objective is to make available to all Tanzanians at all times the essential pharmaceutical products, medical supplies and equipment which are of high quality, proven effectiveness, acceptable standard and safety at a price that the individual and the community can afford. These are needed for health promotion, prevention and treatment of illnesses.

Prevention, Control and Management on Non Communicable Diseases

Health Management Information, health statistics and continued research show that there is exponential increase of non-communicable diseases in the population. Sentinel monitoring districts continue to inform policy makers on the increase of diseases of old age, hypertension, maturity onset diabetes mellitus and different types of cancers.

Forecasted financial Information, Financial information of **AL ZAYTONA NETWORK LIMITED** is projected within five years. The company projected profit and Loss, account show a respectable turnover (for refence you shall see table on last page)

2. Statement of Purpose

This Profile is drawn for the purpose of seeking CERTIFICATE OF INCENTIVES from the TANZANIA INVESTMENT CENTRE and pre –feasibility study report for logistics.

2.1 Purpose of Investment

This document is prepared to the serve the purpose as a feasibility study for **AL ZAYTONA NETWORK LIMITED** for establishment of Transportation project. The implementation of the project will compromise of the following: -

- Reduce the burden of disease, maternal and infant mortality and increase life expectancy through the provision of adequate and equitable maternal and child health services, facilitate the promotion of environmental health and sanitation, promotion of adequate nutrition, control of communicable diseases and treatment of common conditions
- Train and make available competent and adequate number of health staff to manage health services with gender perspective at all levels. Capacity building of human resource at all levels in management and health services provision will be addressed.
- Create awareness through family health promotion that the responsibility for one’s health rests in the individuals as an integral part of the family, community and nation, Promote and sustain public-private partnership in the delivery of health service
- Promote awareness among Government employees and the community at large that, health problems can only be adequately solved through multi sectoral cooperation involving such sectors as Education, Agriculture, Water, Private Sector including Non-Governmental Organization, Civil Society and Central Ministries, as Regional Administration and Local Government, and Community Development, Gender and Children.

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

2.2. Investment financing plan

The company expect to invest USD 500,000 from shareholders' funds and Loan from the Banks. Profits generated from business operation will be re-invested. There shall be a loan from commercial banks as the investor has set aside 50% of 300,000 USD for the investment in phase one up to phase three and the rest 50% shall be financed by Project promoters' equity. Table below show the assumptions how the investment-financing plan will look like.

**TABLE 1
FINANCING**

Financing	\$
Long-term liabilities	
Long-term loan	200,000
Owner's equity	
Cash	200,000
Contributed asset value	100,000
Total	500,000

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

**TABLE 2
INVESTMENT COST PLAN**

<i>COST INVESTMENT STRUCTURE</i>	<i>\$</i>
Current assets	
Working capital	30,000
Opening inventory	20,000
Other	50,000
Property and equipment	
Land	3,500
Building	5,000
Equipment	25,000
Furniture and fixtures	2,000
Leasehold improvements	2,500
Machinery	4,000
Motor Vehicles	200,000
Other _____	5,000
Total assets	347,000.00

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

2.3 Summary of the Expected Results

At the end, the project is expected to achieve the following: -

- Provide an opportunity for availability of services of health Centre by health services
- Import modern machines and spare parts for purpose of health services which contribute in advancing of new technology in Tanzania
- Increase 50 direct employment opportunities.
- Direct Domestic investment of more than \$100,000 within 2025 -2032.
- Increase tax contributed to the government
- Generate foreign currency.

3. BUSINESS DESCRIPTION

AL ZAYTONA NETWORK LIMITED is limited Company incorporated in Tanzania under the Company act of 2002. The Company was incorporated 026TH AUGUST 2022, and bears Certificate of Incorporate # 1575755624. Company implements project which is under Health sector.

The Company will be responsible among others activities, operating and managing Health activities.

3.1.1. Legal Status

Legal certificates and documents such as Memorandum and Article of Association, certificate of incorporation, business license, Tax Identification Number, and value added Tax Certificates Justify that **AL ZAYTONA NETWORK LIMITED** is operating within the ambit of the law of the Land.

3.1.2. Mission and Vision

The company vision is to be one of the leading companies in transportation of goods by road.

The current mission of the company is to penetrate the markets within Health sector in Tanzania. The company can achieve this through

- Transportation of Goods by Roads.
- Establishing sustainable business relationship with mining companies and buyers
- Proper and reasonable remuneration of the personnel
- Continuing networking with our esteemed clients.

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

3.1.3. Project Promoters

The project promoter, the project will be managed and operated by **INTERTZ LOGISTICS COMPANY LIMITED**. The Company is owned by Chinese corporations with diverse business in China. Current shareholding status is hereby shown below.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
MAMOUN MOHAMED ALI HOMEDIA	Sudanese	21
SAHAR MUSTAFA MAMOUN MOHAMED ALI	Sudanese	7
SHADIA MUSTAFA MAGDELIN OMER	Sudanese	7
HAFIZ MAMOUN MOHAMEDALI HUMEDIA	Sudanese	7
MOHAMEDALI MAMOUN MOHAMEALI HOMEDIA	Sudanese	7
SUZAN HOMEDIA	Sudanese	7
SHAHA MAMOUN MOHAMED ALI HUMAIDA	Sudanese	7
NUHA HOMEDIA	Sudanese	7

3.1.4. Operations

The project will be managed and operated by **AL ZAYTONA NETWORK LIMITED**. The Company is finalizing acquisition of operation permits and Tax exemption clearance for machineries and equipment to start the implementation of the project. Management will establish sound operating guidelines to conduct the day-to-day operations of this project.

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

3.1.5. Project Location

Setup office for Health Centre by road and the office will be locating at Plot 196 Block "B" Tegeta whereby it is found at Kinondoni Municipal, Dar es salaam.

3.1.6. Postal Address

AL ZAYTONA NETWORK LIMITED

P.O. Box 7206

Dar Es Salaam,

Tanzania

4. Core Activities of the company

AL ZAYTONA NETWORK LIMITED will be dealing with establishing and operating the following facilities;

4.1.1. Construction of Health facility

In the first phase of the implementation of this project, the Company shall construct Health facility that shall be used to accommodate monitoring servicing station.

4.1.2. Machines and Spare Parts Plant

This consist of machines and spare parts for the trucks service.

4.2. Technical requirements of the project

The project implementation shall require some of technical facilities among others include -

- Machines for installing or removing spare parts from the trucks.
- Forklift for moving heavy equipment and machines such as engines
- Trucks

5. HEALTH INDUSTRY

5.1 HEALTH SECTOR IN TANZANIA

Tanzania has a hierarchical health system which is in tandem with the political-administrative hierarchy. At the bottom, there are the dispensaries found in every village where the village leaders have a direct influence on its running. The health centers are found at ward level and the health center in charge is answerable to the ward leaders. At the district, there is a district hospital and at the regional level a regional referral hospital. The tertiary level is usually the zone hospitals and at a national level, there is the national hospital. There are also some specialized hospitals that do not fit directly into this hierarchy and therefore are directly linked to the ministry of health

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

The healthcare sector consists of businesses that provide medical services, manufacture medical equipment or drugs, provide medical insurance, or otherwise facilitate the provision of healthcare to patients.

Economically, healthcare markets are marked by a few distinct factors. Government intervention in healthcare markets and activities is pervasive, in part due to some of these economic factors. Demand for healthcare services is highly price inelastic. Consumers and producers face inherent uncertainties regarding needs, outcomes, and the costs of services. Patients, providers, and other industry players possess widely asymmetric information and principal-agent problems are ubiquitous.

Major barriers to entry exist in the form of professional licensure, regulation, intellectual property protections, specialized expertise, research and development costs, and natural economies of scale. Within the sector, the need for working and investment capital can vary greatly between pharmaceutical companies and large facilities, and those providing insurance and medical supplies. Consumption (or non-consumption) and production of medical services can involve significant externalities, particularly regarding infectious diseases. Transactions costs are high in both the provision of care and the coordination of care.

5:2 IMPORTANCE OF HEALTH SECTOR IN TANZANIA

- **Public health impact:**

A robust healthcare system can significantly reduce preventable deaths from diseases like malaria, HIV/AIDS, and childhood illnesses, leading to increased life expectancy and a healthier population.

- **Economic development:**

A healthy workforce is more productive, contributing to economic growth and poverty reduction.

- **Social development:**

Access to quality healthcare promotes gender equality by improving maternal health and child survival rates.

- **Addressing disparities:**

A well-functioning healthcare system can address inequalities in access to healthcare, ensuring that even marginalized communities receive necessary medical services.

- **Focus on primary healthcare:**

Tanzania prioritizes primary healthcare as an entry point to the system, making preventative care readily available and promoting early detection of diseases.

Challenges facing healthcare in Tanzania:

- **Underfunding:**

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

Insufficient government spending on healthcare leads to shortages of medical personnel, inadequate infrastructure, and limited access to essential medicines.

- **Uneven distribution of healthcare facilities:**

Rural areas often lack access to quality healthcare compared to urban centers.

- **Low health insurance coverage:**

A significant portion of the population lacks health insurance, leading to out-of-pocket expenses that can deter people from seeking medical care.

- **Shortage of skilled healthcare workers:**

A lack of qualified doctors and nurses limits the quality of healthcare services available.

5.3 HEALTH CARE CENTRE IN TANZANIA

Currently there are a many health Care Centre and individuals who are in the health services business and are thriving in this industry, which we are going to be among them.

5.4 PROJECT JUSTIFICATION

The proposed project is under management of **AL ZAYTONA NETWORK LIMITED** is in line with Tanzania Government efforts in attempt to revamp investments in Tanzania. This has also been noted of recent drive of attracting investors in Tanzania in order to maximize her annual earnings from investment and compete effectively with regional competitors. This also has been complemented by following measures

i. The government is making a critical review of all existing laws and regulations, taxation and policies with ultimate aim of improving and creating conducive environment for private sector Investment, tourism sector is inclusive.

ii. In 2007/2008 the Government reviewed the existing Industry and trade Policy, taking into consideration the social economic base and the dynamism of Manufacturing industry in Tanzania.

iii. In depth studies have been carried out in the following area

- SMEs development study
- Trade Integration Strategy, 2009-2013

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

Regarding the initiative undertaken by **AL ZAYTONA NETWORK LIMITED** sponsors, is justified by the following facts.

- The sponsors have a special invested interest in Transportation and they have several years of experience in this industry.

Therefore, the establishment and operation of Transportation facility will boost and at the same time strength, Health sector in Tanzania. The Company is marketing strategy and intention is to have a wide products base which focuses both to Ordinary consumers and Industrial use.

5:5 SOCIAL AND ECONOMIC IMPACT OF THE PROJECT

The proposed project will result into the following social and economic impacts:

- Improve and increase production of through movement of cargo from one place to another easier in Tanzania
- Increased competitiveness among other transporters in Tanzania
- The project will provide employment for more than 50 people
- The Government and other agencies will benefit from various taxes, fees and commissions that will be paid to the Treasury etc. by this Company.

6. OPPORTUNITY DRIVERS

6.1 Increased demand of Transportations in Tanzania and all over the world

Tanzania now is witnessing the tremendous developments of technology advancement. Transportation is among the crucial aspect that is used in many all sectors of investments and in the world, there is a high demand in it so it shall contribute to the internal market of logistics.

6.2 Uniqueness location of the project

AL ZAYTONA NETWORK LIMITED.'s project will be one of the major Transporters in Tanzania. In addition, location of the Project shall be in kinondoni, Tegeta Ward, Kinondoni District in Dar Es Salaam Region. The location of this project provides an opportunity to **AL ZAYTONA NETWORK LIMITED** to capture easily the market around Arusha, Kilimanjaro, Manyara and Singida and other nearby regions.

6.3 Government Policy

The Government of Tanzania has made the policy that intends to improve and promote Logistics Industry. This sector employs many people and it is a key driver towards transforming and developing the national economy.

6.4 Government Incentives package

In 1997, Tanzania Government enacted Investment law that offers and guaranteed reasonable incentives to both local and foreign investors.

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

7. Analysis of Strengths, Weaknesses, Opportunity and Threats

Table below present the analysis of the company's Strengths, Weaknesses, Opportunities and Threats (SWOTS)

Strengths <ul style="list-style-type: none">▪ It has a strong equity financing▪ Strong management and well paid personnel▪ Has a will to expand?▪ Access to reliable high technology	Weaknesses <ul style="list-style-type: none">▪ Not yet emphasize on the marketing
Opportunities <ul style="list-style-type: none">▪ Good government suitable facilitative policy▪ Raising investments real estate sector▪ Government development power supply project in Tanzania	Threats <ul style="list-style-type: none">▪ Unawareness of the new entrants in the Industry in the same location▪ Increment of inflation▪ Presence of fake suppliers of the same products.

The company has prepared for the action plans by doing the following:

1. In future if needs arise the Company may seek more funds from bank to finishing phase of this project.
2. The company will employ expatriates for marketing of its products/services and develop marketing plan.

8. Marketing Information

8.1. Marketing Strategy

8.1.1. Overview

The success of **AL ZAYTONA NETWORK LIMITED** will be achieved by providing high tech products, providing friendly service and employing an aggressive marketing plan to build customer traffic. Today's market requires more than just products and service to make **AL ZAYTONA NETWORK LIMITED** successful. **AL ZAYTONA NETWORK LIMITED** will constantly strive to enthusiastically win more customers by being proactive rather than reactive in our marketing efforts.

Management will endeavour to create and maintain a positive, appealing image for the customers. This image will be consistently portrayed throughout all marketing channels and sales promotions. The following exemplifies some of the tactics we will use to drive more sales.

8.1.2. Customer Database

AL ZAYTONA NETWORK LIMITED will aggressively seek to build a database of Customers. Customers will have an opportunity to be included in the database so they can participate in sales promotions such as birthday or anniversary cards; email notification of upcoming specials; coupons; etc. The database will be gathered and maintained on special software AL ZAYTONA NETWORK LIMITED will gather names in a variety of manners including staff requests; business card drop for free lunch; guests' signup book with promotional signage; menu insert promotion; etc

8.1.3. Advertising

AL ZAYTONA NETWORK LIMITED will adopt an aggressive advertising strategy. Outdoor signage for AL ZAYTONA NETWORK LIMITED will describe outdoor and changeable copy advertisement and elaborate design signage depends upon lease space restrictions; designed within allowable limits to achieve maximum exposure.

AL ZAYTONA NETWORK LIMITED will utilize both traditional non-traditional methods of advertising. Management's viewpoint on advertising is state in your own words, the philosophy AL ZAYTONA NETWORK LIMITED will adopt towards the use of traditional advertising such as radio, newspaper, billboards or television.

**AL ZAYTONA NETWORK LIMITED,
P.O. Box 7206
DAR ES SALAAM, TANZANIA**

8.1.4. Costing and Pricing

The costing and pricing are done by the management of **AL ZAYTONA NETWORK LIMITED**. The costing takes into consideration various aspects depending on the cost, which has already been incurred, inflation factor and Operating costs. The project promoters of the company are in business for long time i.e. they are business-oriented personnel.

8.1.5. Customers

AL ZAYTONA NETWORK LIMITED is targeting to all regions in Tanzania and outside of Tanzania specifically targeting the following customers: Manufacturers.

8.1.6. Products

As it has been explained in preamble chapters, **AL ZAYTONA NETWORK LIMITED** will set project, which will be include in Health Services in Tanzania

8.2 Marketing Plan

The company has both short term and long-term marketing plan:

The short-term marketing plan includes:

- Participating in business show case exhibitions
- Building sustainable long-term relationship with manufacturers who use transportation.
- Training of health Staffs.

Long Term Plans includes:

- Join to the network of Logistics companies to market and exploit more business opportunities
- Investing Market Research and Development

9. Management & Administration

9.1. Management

The management team of **AL ZAYTONA NETWORK LIMITED** planned to be constituted by the following management team: -

9.1.1. Board of Directors

AL ZAYTONA NETWORK LIMITED be managed by the board of Directors, which is the apex body for strategic decision making of the project. Directors of the Company are the ones who having shares in AL ZAYTONA NETWORK LIMITED, The Company that shall manage this project.

9.1.2. General Manager

Immediate after Board of Director the shall be a General Manager who will be responsible to take care of mater pertaining operation and managing daily activities of the project as well as other staff's welfares and report them to the board of directors.

9.1.3. Health Manager

Health Manager will be employed who expected to have an extensive background in the logistics industry. As the transportation, Manager will be directly responsible for all logistics issues regarding transportation of goods.

Under Transportation manager there shall be reasonable number of technical staffs who will be involved in daily duties within this project.

9.1.4. Accountant/cash

An accountant will be employed who expected to have good experience in accounting system as well as he will be responsible in managing cash of **AL ZAYTONA NETWORK LIMITED** but also keeping books of accounts properly.

9.1.5. Management Agreements

Management Agreements will be executed between **AL ZAYTONA NETWORK LIMITED** and other team managers. The purpose of these agreements is to define the expectations of both parties, establish an incentive structure, and define the grounds under which the agreement may be terminated.

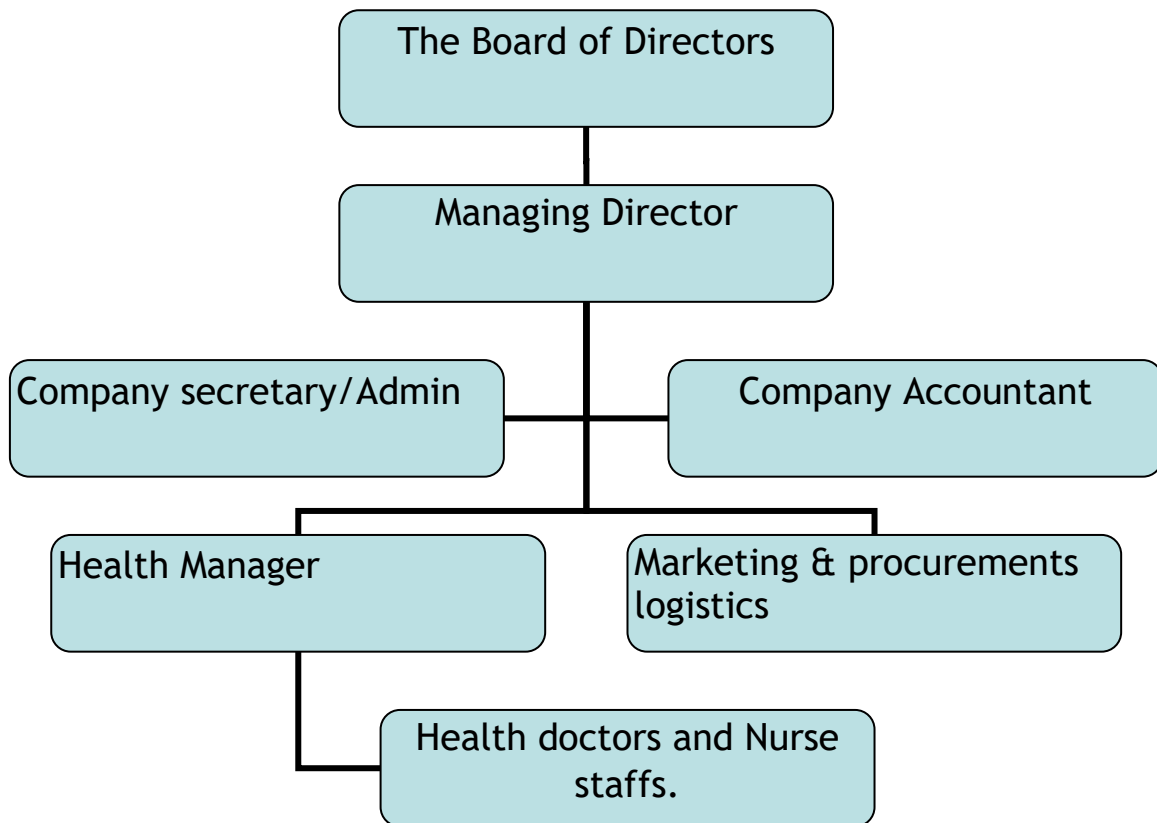
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P.O. Box 7206
DAR ES SALAAM, TANZANIA**

9.1.6. Confidentiality Agreements

AL ZAYTONA NETWORK LIMITED will enforce that all employees sign a confidentiality agreement. Confidentiality agreements with our employees and partners will protect our products, operating systems, policies and procedures. Having a confidentiality agreement in place is essential to protect the company's trade secrets, and show our employees that we take our business seriously.

9.1.7 Organization Structure

The management of **AL ZAYTONA NETWORK LIMITED** is planning to have the following organization structure.



3 Conclusion

- Revenue will be contributed to the Government through various taxes.
- The project will offer continuous direct employment to almost 50 people and create other indirect employment to other people.
- The company looks technically feasible and financially viable. It is therefore recommended that the project be supported.

AL ZAYTONA NETWORK COMPANY LIMITED

CASH FLOWS PROJECTION FOR FIVE YEARS FROM 2024 TO 2029

	Pre-Startup EST	,2025	2026	2027	2028	2029	Total
Cash on Hand (beginning of month)	\$ -	\$ 1,000,000,000	\$ 1,000,000,000	\$ 2,400,000,000	\$ 3,840,000,000	\$ 5,424,000,000	\$ 13,664,000,000
CASH RECEIPTS							
Cash Sales			\$ 1,000,000,000	\$ 1,000,000,000	\$ 1,100,000,000	\$ 1,210,000,000	\$ 4,310,000,000
Collections from CR accounts		\$ -	\$ 400,000,000	\$ 440,000,000	\$ 484,000,000	\$ 532,400,000	\$ 1,856,400,000
Estimated Capital for startup	\$ 500,000,000		\$ -	\$ -	\$ -	\$ -	\$ 500,000,000
Loan	\$ 500,000,000						\$ 500,000,000
TOTAL CASH RECEIPTS	\$1,000,000,000	\$ -	\$ 1,400,000,000	\$ 1,440,000,000	\$ 1,584,000,000	\$ 1,742,400,000	\$ 7,166,400,000
Total Cash Available (before cash out)	\$1,000,000,000	\$ 1,000,000,000	\$ 2,400,000,000	\$ 3,840,000,000	\$ 5,424,000,000	\$ 7,166,400,000	\$ 20,830,400,000

CASH PAID OUT							
Purchases other fixed		\$ -	\$ 7,200,000	\$ 7,920,000	\$ 8,712,000	\$ 9,583,000	\$ 33,415,000
Purchases vehicles		\$ 80,000,000	\$ -	\$ 41,000,000	\$ -	\$ -	\$ 121,000
Gross wages (exact withdrawal)		\$ 15,000,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 255,000
Payroll expenses (taxes,		\$ 4,500,000	\$ 20,400	\$ 20,400	\$ 20,400	\$ 20,400	\$ 86,100
Supplies (office & operation.)		\$ 1,000,000	\$ 1,100	\$ 1,210	\$ 1,331	\$ 1,464	\$ 6,105
Repairs & maintenance		\$ 1,250,000	\$ 5 M1,37	\$ 1,513	\$ 1,664	\$ 1,830	\$ 7,631
Advertising		\$ 150,000	\$ 165	\$ 182	\$ 200	\$ 220	\$ 916
Car, delivery & travel		\$ 1,800,000	\$ 1,980	\$ 2,178	\$ 2,396	\$ 2,635	\$ 10,989
Accounting & legal		\$ 4,500,000	\$ 4,950	\$ 5,445	\$ 5,990	\$ 6,588	\$ 27,473

Rent		\$ 360,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 180,000
Telephone & internet		\$ 120,000	\$ 132	\$ 145	\$ 160	\$ 176	\$ 733
Utilities		\$ 150,000	\$ 165	\$ 182	\$ 200	\$ 220	\$ 916
Insurance		\$ 212,000	\$ 21,412	\$ 21,626	\$ 21,842	\$ 22,061	\$ 108,141
Taxes (real estate, etc.)		\$ 240,000	\$ 240	\$ 240	\$ 240	\$ 240	\$ 1,200
Interest		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Miscellaneous		\$ 200	\$ 220	\$ 242	\$ 266	\$ 293	\$ 1,221
SUBTOTAL	\$ -	\$ 241,110	\$ 230,339	\$ 273,282	\$ 234,400	\$ 236,710	\$ 1,215,840
Loan principal payment		\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 2,431,681
Capital purchase (land)		\$ 100,000					\$ 4,829,946
Capital purchase (excavators)		\$ -	\$ 1,000,000	\$ 100,000	\$ -	\$ -	\$ 9,538,892
Owners' Withdrawal			\$ -	\$ -	\$ 10,000,000	\$ 12,500,000	\$ 18,736,684
TOTAL CASH PAID OUT	\$ -	\$ 1,091,110,000	\$ 1,980,339	\$ 1,123,282	\$ 10,984,400	\$ 13,486,710	\$ 36,753,042
Cash Position (end of month)	\$ 1,000,000,000	\$ (91,110,000)	\$ 419,661,000	\$ 2,716,718,000	\$ (5,560,400)	\$ (6,320,310)	\$ (15,922,642)