

**AVIGHNA GROUP LIMITED**  
**P.O.BOX 3245**  
**DAR ES SALAAM, TANZANIA**

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**PRE-FEASIBILITY STUDY REPORT ON:**

**INVESTMENT IN ECONOMIC INFRASTRUCTURE BASING ON  
STORAGE AND LOGISTICS FACILITIES.**

**Presented To:**

**TANZANIA INVESTMENT SPECIAL ECONOMIC ZONE AUTHORITY**  
**Golden Jubilee Tower**  
**P. O. Box 938**  
**Dar es Salaam**

**Prepared by:**

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**FEBRUARY 2026**

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**AVIGHA GROUP LIMITED**

**Strategic Pre-feasibility Report**

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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 **AVIGHNA GROUP LIMITED** and Sector Experts for illustrative purposes and do not constitute actual forecasts.*

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## **1. Executive Summary**

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### **Company & Project concept**

**Avighna Group Ltd** is a Tanzanian-registered company operating in the transportation, logistics, and warehousing sector. Established in July 2025 under the Companies Act of 2002, the group is strategically positioned to serve both domestic and regional markets. With headquarters at Plot No. 300, Nyerere Road, Gerezani Street, Ilala Municipality, Dar es Salaam, Avighna Group is building a storage and logistics facilities that connects coastal ports with inland economies across East and Central Africa.

The company's immediate project focuses on storage and logistics Facilities, supported by the construction of a storage facility, spare parts plant, and acquisition of modern trucks. This initiative will enhance supply chain efficiency, reduce overhead costs, and ensure timely delivery of goods. In parallel, Avighna Group is expanding into fuel transportation and warehousing infrastructure, with plans to acquire up to 50-fuel transport trucks, collaborate with over 500 third-party operators, and develop digitally enabled logistics platforms.

**Avighna Group's** mission is to deliver reliable energy, logistics, and Economic infrastructures solutions with integrity, sustainability, and operational excellence. Its vision is to become a leading international logistics and storage facilities group in fuel reserve, creating long-term value for partners, customers, and stakeholders. Core values — integrity, responsibility, passion, hard work, and respect — guide every aspect of operations.

The project is estimated at USD 1 million, financed through a combination of shareholder equity (USD 500,000) and bank loans (USD 200,000), with profits reinvested to sustain growth. Investment allocations include land and building (USD 650,000), plant and vehicles (USD 170,000), and working capital (USD 140,000). Over the next five years, Avighna Group projects steady turnover growth, driven by regional trade demand and government incentives.

The expected outcomes include:

- Creation of 50+ direct jobs and indirect employment opportunities.
- Contribution to government revenue through taxes and fees.
- Facilitation of regional trade for landlocked economies such as Uganda, Rwanda, Burundi, and DRC.
- Advancement of technology in Tanzania's logistics and storage facilities reserve through modern equipment and digital platforms.
- Strengthening of Tanzania's competitiveness in the East African logistics market.

By combining local compliance and operational detail with a regional growth strategy,

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Avighna Group Ltd presents a compelling case for investment incentives and partnership. The company is positioned not only to meet Tanzania's Economic infrastructure based on storage and logistic Facilities needs but also to become a key player in Africa's energy and transportation corridors.

**Company Goals and Objectives:**

In Summary **AVIGHNA GROUP LIMITED** aims to;

**Short-Term Objectives (2026–2028)**

- Establish operational **Storage and creation fuel reserve storage facilities** in Dar es Salaam.
- Construct a **storage facility** and spare parts plant to support truck operations.
- Acquire an initial fleet of trucks for road transportation of goods.
- Employ and train **50+ staff**, ensuring skills development and compliance with HR policies.
- Implement **quality assurance systems** and inventory management practices to improve efficiency.
- Build a **customer database** and launch aggressive marketing campaigns to penetrate the Tanzanian market.
- Secure operational permits, tax exemptions, and regulatory approvals for logistics operations.

**🚧 Long-Term Objectives (2028–2033)**

- Expand the fleet to **50 fuel transport trucks** and collaborate with over **500 third-party operators**.
- Develop **warehousing and storage hubs** in strategic regions to support distribution networks.
- Launch a **digitally enabled logistics platform** to enhance transparency, tracking, and customer service.
- Strengthen partnerships with mining companies, manufacturers, and regional trade stakeholders.
- Facilitate regional trade by connecting Tanzania’s coastal ports with landlocked economies (Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC).
- Reinforce Avighna Group’s position as a **leading logistics and energy infrastructure provider** in East and Central Africa.
- Ensure continuous reinvestment of profits to sustain growth, innovation, and shareholder value.

### **Purpose of Business Plan**

This document is prepared to serve the purpose as a Pre-feasibility study report for **AVIGHNA GROUP LIMITED** for investment in Logistics to specific in Cargo Transportation with can fuel transportation and goods Transportation by Road in located at Plot No: : 300 Nyerere Road, Gerezani Street, Ilala Municipality in Dar es salaam property contained under Certificate of Title No: 90986. In addition, the Pre-feasibility study report shall be submitted to TISEZA for an award of Certificate of Incentives. The implementation of this project will compromise the following activities: -

The purpose of this business plan is twofold:

#### **1. Regulatory Compliance & Incentives**

- To serve as a **pre-feasibility study report** for submission to the **Tanzania Investment Special Economic Zone Authority (TISEZA)** in pursuit of a Certificate of Incentives.
- To demonstrate Avighna Group Ltd.'s legal incorporation, operational readiness, and alignment with Tanzania's national policies on logistics, transportation, and industrial development.

#### **2. Strategic Growth & Investor Engagement**

- To articulate Avighna Group Ltd.'s vision of building an **integrated logistics ecosystem**, that connects coastal ports with inland markets across East and Central Africa.
- To outline the phased investment strategy:
  - **Phase 1:** Establish logistics operations, garage facilities, and spare parts plant in Dar es Salaam.
  - **Phase 2:** Expand into warehousing, storage hubs, and digital logistics platforms.
  - **Phase 3:** Scale regional operations with a fleet of 50 fuel transport trucks and partnerships with 500+ third-party operators.
- To highlight the company's commitment to **supply chain efficiency, inventory management, quality assurance, and customer satisfaction**, ensuring competitive advantage in Tanzania and beyond.

By combining the **local operational detail** of the pre-feasibility study with the **regional expansion strategy** of the company profile, this business plan provides a comprehensive roadmap. It demonstrates Avighna Group Ltd's ability to deliver immediate impact in Tanzania while positioning itself as a long-term leader in Africa's logistics and energy corridors.

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The project promoter, the project will be managed and operated by **AVIGHNA GROUP LIMITED** is owned by foreign nationalities from with the following share distribution.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
PAUL JOHN SCOTT	CYPRUS	50%
JYOTI PRAKASH BORA	INDIAN	50%

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

**Project Organization Structure,**

Avighna Group Ltd will operate under a **structured governance and management framework** that ensures compliance, efficiency, and scalability. The organization is designed to balance **local operational control** with **regional strategic oversight**.

**1. Governance**

• **Board of Directors**

- Provides strategic direction and oversight.
- Ensures compliance with Tanzanian laws and international standards.
- Reviews investment policies, expansion strategies, and financial performance.

**2. Executive Management**

• **General Manager (Dar es Salaam HQ)**

- Responsible for day-to-day operations of logistics and transportation.
- Oversees cargo transportation services, garage facility, and spare parts plant.

• **Chief Financial Officer (CFO)**

- Manages financial planning, investment financing, and compliance with tax regulations.
- Ensures reinvestment of profits and reporting to shareholders.

• **Operations Manager**

- Directly supervises trucking operations, fleet maintenance, and logistics scheduling.
- Coordinates with warehousing and storage hubs.

• **Human Resources Manager**

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- Implements HR policies, training, and performance incentives.
- Ensures compliance with labor laws and promotes staff development.

### **3. Regional Expansion Units**

- **Warehouse & Storage Division**

- Manages development of logistics hubs and distribution centers.
- Oversees partnerships with logistics and distribution operators.

- **Fuel Transportation Division**

- Expands fleet to 50 trucks and manages collaborations with 500+ third-party operators.
- Ensures safety, sustainability, and efficiency in fuel logistics.

- **Digital Logistics Division**

- Develops and manages the digital logistics platform.
- Provides transparency, tracking, and customer service integration.

### **4. Support Functions**

- **Compliance & Legal Unit**

- Ensures adherence to Tanzanian regulatory requirements and international trade laws.
- Manages permits, licenses, and government relations.

- **Marketing & Business Development Unit**

- Drives customer acquisition through exhibitions, advertising, and partnerships.
- Expands market reach into mining, manufacturing, and regional trade sectors.

✦ This structure shows **professional management for local operations** while embedding **divisions for warehousing, fuel transport, and digital platforms** — exactly in line with your company profile is growth strategy.

### **Investment Structure.**

Avighna Group Ltd has designed a phased investment framework that balances **shareholder equity, bank financing, and strategic reinvestment of profits**. The structure ensures immediate operational readiness while supporting long-term regional expansion.

#### **1. Capital Composition**

- **Shareholder Equity:** USD 500,000 (60% contribution from promoters).
- **Bank Financing:** USD 200,000 (long-term loan facilities).
- **Contributed Assets:** USD 100,000 (land, equipment, and fixtures).
- **Total Initial Capitalization:** USD 1,000,000.

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## 2. Investment Allocation

Category	Amount (USD)	Purpose
Land & Building	650,000	Garage facility, administration block, warehousing base
Plant & Equipment	150,000	Spare parts plant, machinery, technical installations
Vehicles	20,000	Initial truck fleet for clearing & forwarding
Furniture & Fixtures	2,000	Office setup
Pre-operational Expenses	30,000	Permits, licenses, tax exemptions, consultancy
Working Capital	140,000	Inventory, operations, staff salaries
Other Assets	8,000	Miscellaneous
<b>Total</b>	<b>1,000,000</b>	—

## 3. Financing Strategy

- **Phase 1 (2026–2028):** Establish cargo transportation and fuel storage facilities operations in Dar es Salaam, garage construction, spare parts plant, and initial fleet.
- **Phase 2 (2028–2030):** Expand into warehousing and storage hubs, supported by digital logistics platforms.
- **Phase 3 (2030–2033):** Scale regional operations with acquisition of up to 50 fuel transport trucks and partnerships with 500+ third-party operators.

## 4. Reinvestment Policy

- Profits generated from operations will be **reinvested** into fleet expansion, warehousing development, and digital infrastructure.
  - This ensures sustainable growth, reduces reliance on external financing, and maximizes shareholder value.
- ✦ This section shows regulators that your financing plan is **credible and compliant**, while signaling to investors that you have a **scalable roadmap** supported by reinvestment and regional expansion.

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

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## **2. Statement of Purpose**

This business plan is prepared to support Avighna Group Ltd.'s application to the **Tanzania Investment Special Economic Zone Authority (TISEZA)** for a Certificate of Incentives and to provide a clear roadmap for investors and stakeholders.

The purpose is to:

**1. Demonstrate Legal and Regulatory Compliance**

- Confirm Avighna Group Ltd.'s incorporation under Tanzanian law and its adherence to statutory requirements, including tax registration, business licensing, and operational permits.
- Establish credibility with regulators by aligning the project with Tanzania's national logistics and industrial development policies.

**2. Outline Strategic Investment Objectives**

- Develop a logistics hub & storage facilities in Dar es Salaam, focusing on logistics operations, garage facilities, spare parts plants, Cargo Transportation and fuel storage Facilities.
- Expand into warehousing and storage infrastructure, supported by digital logistics platforms for efficiency and transparency.
- Scale regionally with a fleet of 50 fuel transport trucks and partnerships with over 500 third-party operators, connecting Tanzania's coastal ports to inland markets across East and Central Africa.

**3. Highlight Economic and Social Impact**

- Create direct employment opportunities for more than 50 people and contribute to government revenue through taxes and fees.
- Facilitate regional trade by improving supply chain efficiency and enabling access to landlocked economies such as Uganda, Rwanda, Burundi, Malawi, Zambia, and the Democratic Republic of Congo.
- Advance technology transfer and operational excellence through modern equipment, innovative logistics solutions, and sustainable practices.

**4. Position Avighna Group for Long-Term Growth**

- Reinforce the company's mission to deliver reliable energy, logistics, and trading solutions with integrity, sustainability, and operational excellence.
- Align short-term operational goals with long-term regional expansion, ensuring profitability, reinvestment, and sustainable value creation for partners, customers, and stakeholders.

✦ This section is formal enough for **TISEZA submission** yet broad enough to appeal to **investors**, showing both compliance and ambition

## **2.1 Purpose of Investment**

The investment by **Avighna Group Ltd** is aiming at building a **comprehensive logistics and energy infrastructure platform** that strengthens Tanzania's transportation sector while positioning the company as a regional leader in East and Central Africa.

### **1. Local Objectives (Tanzania)**

- Establish a **Logistics hub** in Dar es Salaam, supported by storage facilities and fuel reserve plants.
- Improve **supply chain efficiency** by deploying modern trucks, inventory management systems, and quality assurance practices.
- Create **direct employment opportunities for over 50 people**, contributing to skills development and local economic empowerment.
- Support government revenue through taxes, fees, and compliance with statutory regulations.

### **2. Regional Objectives (East & Central Africa)**

- Expand connectivity by linking **Tanzania's coastal ports** with landlocked economies such as Uganda, Rwanda, Burundi, Malawi, Zambia, and the Democratic Republic of Congo.
- Develop **logistics and storage hubs** to support distribution networks and enhance energy accessibility.
- Introduce **digitally enabled logistics platforms** to improve transparency, tracking, and customer service across regional supply chains.
- Scale operations with a fleet of **50 fuel transport trucks** and partnerships with over **500 third-party operators**, ensuring reliable and cost-efficient logistics solutions.

### **3. Strategic Value Creation**

- Facilitate **regional trade integration**, strengthening Tanzania's role as a logistics gateway.
- Drive **technology transfer** through modern equipment and innovative logistics practices.
- Ensure **sustainable reinvestment of profits** into fleet expansion, warehousing, and digital infrastructure.
- Reinforce Avighna Group's mission to deliver **reliable energy, logistics, and trading solutions** with integrity, sustainability, and operational excellence.

✦ This section makes clear that the investment is both a **national development initiative** (jobs, compliance, and infrastructure) and a **regional growth strategy** (trade corridors, warehousing, digital logistics).

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**Cargo Transportation.**

Cargo transportation is the backbone of Avighna Group Ltd's logistics operations. It supports the investment purpose by:

- **Facilitating Trade:** Trucks enable the movement of raw materials, manufactured goods, and commodities across Tanzania and into neighboring landlocked countries (Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC).
- **Supply Chain Efficiency:** Modern fleets reduce transit times, minimize cargo damage, and improve reliability, which strengthens customer confidence.
- **Revenue Generation:** Transportation services provide immediate cash flow, forming the foundation for reinvestment into warehousing and digital logistics.
- **Regional Integration:** By connecting coastal ports with inland economies, cargo transportation positions Tanzania as a logistics gateway in East and Central Africa.

**Fuel Storage Facility**

Fuel storage and warehousing are strategic extensions of the transportation business. They support the investment purpose by:

- **Energy Accessibility:** Storage hubs ensure reliable fuel supply for industries, mining companies, and regional transporters.
- **Operational Stability:** On-site fuel reserves reduce dependency on external suppliers, lowering costs and ensuring uninterrupted fleet operations.
- **Regional Distribution:** Facilities act as hubs for distributing fuel and commodities, strengthening Avighna Group's role in energy logistics.
- **Scalability:** Warehousing and storage infrastructure allow the company to expand beyond transport into integrated logistics (transport → storage → distribution), aligning with the company profile's vision of vertical integration.

**Strategic Alignment.**

Together, **cargo transportation** and **fuel storage facilities**:

- Deliver **short-term impact** (jobs, compliance, immediate logistics services).
- Enable **long-term growth** (regional trade corridors, warehousing, digital platforms).
- Reinforce Avighna Group's mission to provide **reliable energy, logistics, and trading solutions** with integrity and sustainability.

✦ This explanation can be placed under your **Purpose of Investment** or **Project Justification** section to show regulators and investors how these facilities are not just operational needs, but **strategic enablers of growth**.

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## 2.2. Investment financing plan

Avighna Group Ltd has structured its financing plan to balance **shareholder equity, bank loans,** and **strategic reinvestment of profits**. This ensures immediate operational readiness in Tanzania while supporting long-term regional expansion into East and Central Africa.

### 1. Capital Sources

- **Shareholder Equity:** USD 500,000 (60% contribution from promoters).
- **Bank Financing:** USD 200,000 (long-term loan facilities from commercial banks).
- **Contributed Assets:** USD 100,000 (land, equipment, and fixtures).
- **Total Initial Capitalization:** USD 1,000,000.

### 2. Investment Allocation

Category	Amount (USD)	Purpose
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<b>Total</b>	<b>1,000,000</b>	—

### 3. Financing Strategy

- **Phase One (2026–2028):** Establish logistics operations in Dar es Salaam, garage construction, spare parts plant, and initial fleet.
- **Phase two (2028–2030):** Expand into warehousing and storage hubs, supported by digital logistics platforms.
- **Phase three (2030–2033):** Scale regional operations with acquisition of up to 50 fuel transport trucks and partnerships with 500+ third-party operators.

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#### **4. Reinvestment Policy**

- Profits generated from operations will be **reinvested annually** into fleet expansion, warehousing development, and digital infrastructure.
- This reduces reliance on external financing, ensures sustainable growth, and maximizes shareholder value.

✦ This plan shows regulators that you are financing is **credible and compliant**, while signaling to investors that you have a **scalable roadmap** supported by reinvestment and regional expansion.

#### **Impact of the Project**

##### **1. Economic Impact**

- **Job Creation:** More than 50 direct jobs in logistics, transportation, warehousing, and administration, plus indirect employment through suppliers and contractors.
- **Government Revenue:** Increased tax contributions from corporate income, employee PAYE, and customs duties.
- **Trade Facilitation:** Improved cargo transportation and fuel storage infrastructure will reduce logistics costs, making Tanzanian exports more competitive.
- **Regional Integration:** Strengthens Tanzania’s role as a gateway for landlocked economies (Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC).

##### **2. Social Impact**

- **Skills Development:** Training programs for drivers, mechanics, and logistics staff, enhancing local expertise in modern supply chain management.
- **Community Empowerment:** Employment opportunities and infrastructure development contribute to poverty reduction and local economic growth.
- **Customer Satisfaction:** Reliable logistics services improve delivery times and product availability, benefiting businesses and consumers.

##### **3. Environmental Impact**

- **Fleet Modernization:** Investment in modern trucks reduces emissions compared to older fleets, supporting sustainability goals.
- **Fuel Storage Efficiency:** Centralized facilities minimize wastage and leakage, ensuring safer handling of energy resources.
- **Digital Logistics Platforms:** Technology integration reduces paper use, improves route optimization, and lowers fuel consumption.

##### **4. Strategic Impact**

- **Operational Stability:** Cargo transport and fuel storage facilities ensure uninterrupted logistics services, aligning with the purpose of investment.
- **Technology Transfer:** Adoption of modern equipment and digital systems enhances Tanzania’s logistics capabilities.
- **Long-Term Growth:** Reinforces Avighna Group Ltd.’s mission to deliver reliable energy, logistics, and trading solutions with integrity and sustainability.

✦ This section demonstrates that your financing plan leads to **real, measurable outcomes** — economic growth, social development, environmental sustainability, and strategic competitiveness.

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**Risk Analysis & Mitigation**

**1. Financial Risks**

- **Risk:** Inflation, fuel price fluctuations, and rising interest rates may increase operating costs.
- **Mitigation:**
  - Maintain a 5% contingency buffer in financial planning.
  - Secure long-term contracts with suppliers and customers to stabilize cash flow.
  - Reinvest profits to reduce reliance on external financing.

**2. Operational Risks**

- **Risk:** Delays in acquiring trucks, building facilities, or securing permits could slow project rollout.
- **Mitigation:**
  - Phase investments to spread risk across timelines.
  - Engage multiple suppliers and contractors to avoid dependency on a single source.
  - Establish a compliance unit to monitor permits and regulatory approvals.

**3. Market Risks**

- **Risk:** Competition from established logistics providers may limit market penetration.
- **Mitigation:**
  - Differentiate through digital logistics platforms offering transparency and tracking.
  - Build strong partnerships with mining companies, manufacturers, and regional traders.
  - Offer competitive pricing supported by efficiency gains from modern fleets.

**4. Regulatory Risks**

- **Risk:** Changes in government policy, taxation, or trade regulations could affect operations.
- **Mitigation:**
  - Maintain close engagement with TISEZA and other regulatory bodies.
  - Ensure full compliance with Tanzanian laws and international trade standards.
  - Diversify operations regionally to reduce exposure to single-market risks.

**5. Environmental & Social Risks**

- **Risk:** Fuel handling and transportation may pose environmental hazards.
- **Mitigation:**
  - Invest in modern trucks with lower emissions.
  - Implement strict safety protocols in fuel storage facilities.
  - Adopt sustainability practices, including route optimization to reduce fuel consumption.

✦ This section demonstrates that Avighna Group Ltd is **proactive, resilient, and prepared**. It reassures regulators that risks are managed responsibly, while showing investors that the company has a **sustainable growth strategy**.

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**Implementation Plan & Timeline**

Avighna Group Ltd will implement the project in **three phases over five years**, ensuring compliance, operational stability, and regional scalability.

**Phase 1: Establishment (2026–2028)**

- **Activities:**
  - Acquire land and construct garage facility, administration block, and spare parts plant.
  - Launch logistics operations in Dar es Salaam.
  - Procure initial truck fleet and recruit 50+ staff.
  - Secure permits, licenses, and tax exemptions through TISEZA.
- **Milestones:**
  - Operational headquarters established.
  - First fleet deployed.
  - Compliance unit active.

**Phase 2: Expansion (2028–2030)**

- **Activities:**
  - Develop warehousing and storage hubs in strategic regions.
  - Introduce digital logistics platform for transparency and tracking.
  - Expand fleet to 30 trucks and strengthen partnerships with mining and manufacturing companies.
- **Milestones:**
  - Warehousing hubs operational.
  - Digital logistics system launched.
  - Regional contracts secured.

**Phase 3: Regional Scaling (2030–2033)**

- **Activities:**
  - Expand fleet to 50 fuel transport trucks.
  - Establish partnerships with 500+ third-party operators.
  - Scale operations into Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC.
  - Reinforce sustainability practices in fuel storage and cargo transport.
- **Milestones:**
  - Regional logistics network established.
  - Fuel storage facilities fully logistic operational.
  - Avighna Group positioned as a leading logistics and energy provider in East and Central Africa.

**Monitoring & Evaluation**

- Quarterly reviews by the **Board of Directors**.
- Annual audits of financial, operational, and compliance performance.
- Continuous risk monitoring and mitigation updates.

✦ This timeline shows regulators that your rollout is **structured and realistic**, while giving investor’s confidence that growth is **phased, measurable, and scalable**.

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### **2.3 Summary of the Expected Results**

The investment by **Avighna Group Ltd** is expected to deliver measurable outcomes across economic, social, environmental, and strategic dimensions.

#### **1. Economic Results**

- Establishment of a fully operational logistics hub in Dar es Salaam.
- Creation of **50+ direct jobs** and additional indirect employment through suppliers and contractors.
- Annual revenue growth from **USD 1.2M in Year 1** to **USD 8.5M by Year 5**, with net profits reinvested into expansion.
- Increased government revenue through taxes, fees, and compliance contributions.

#### **2. Social Results**

- Skills development for drivers, mechanics, and logistics staff, strengthening Tanzania's human capital.
- Improved customer satisfaction through reliable cargo transportation and energy supply.
- Community empowerment via employment opportunities and infrastructure development.

#### **3. Environmental Results**

- Deployment of modern trucks with lower emissions, reducing environmental impact.
- Safe and efficient fuel storage facilities minimizing leakage and wastage.
- Digital logistics platforms optimizing routes and reducing fuel consumption.

#### **4. Strategic Results**

- Strengthened Tanzania's role as a **regional logistics gateway** for East and Central Africa.
- Expansion into landlocked economies (Uganda, Rwanda, Burundi, Malawi, Zambia, DRC) by Year 3.
- Vertical integration of services (transport → storage → distribution → digital logistics).
- Reinforcement of Avighna Group Ltd.'s mission to deliver **reliable energy, logistics, and trading solutions** with integrity, sustainability, and operational excellence.

✦ This summary makes clear that the investment will generate **economic growth, social development, environmental sustainability, and regional competitiveness**, fully aligned with the **Purpose of Investment**.

## **3. BUSINESS DESCRIPTION**

**Avighna Group Ltd** is a Tanzanian-registered company specializing in **logistics, storage facilities, and energy infrastructure solutions**. The company was established to address the growing demand for efficient supply chain services in Tanzania and to position the country as a **regional trade gateway** for East and Central Africa.

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**Core Activities**

**1. Warehousing & Storage**

- Facility Design & Construction: Building smart warehouses, cold chains, and bulk handling centers.
- Storage Management: Safe, organized storage of raw materials, finished goods, and transit cargo.
- Specialized Storage: Cold storage for perishables, bulk silos for grains, and hazardous material handling.

**2. Transportation & Distribution**

- Movement of Goods: From suppliers to warehouses, warehouses to distribution centers, or directly to customers.
- Mode Selection: Road, rail, air, or sea depending on cost, speed, and product type.
- Route Optimization: Planning efficient routes to reduce delivery times and costs.
- Carrier Management: Collaborating with reliable transport providers.

**3. Inventory & Supply Chain Management**

- Tracking Systems: Digital record keeping and dashboards for real-time visibility.
- Stock Control: Monitoring inflows/outflows to avoid shortages or overstocking.
- Automation: Using ERP systems, barcoding, and RFID for traceability.

**4. Value-Added Services**

- Cargo Handling: Loading/unloading, packaging, and labeling.
- Customs & Compliance: Documentation for import/export, HS codes, and regulatory clearance.
- Cross-Border Trade Facilitation: Reducing time and costs for regional trade, especially in East Africa.

**The business is designed to:**

- Strengthen Tanzania's logistics sector through modern infrastructure and compliance with national regulations.
- Facilitate regional trade by connecting Tanzania's ports with landlocked economies (Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC).
- Create employment opportunities and contribute to government revenue.
- Reinforce Avighna Group Ltd.'s mission to deliver **reliable energy, logistics, and trading solutions** with integrity, sustainability, and operational excellence.

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**Growth Vision**

Avighna Group Ltd will expand in phases:

- **Phase one (2026–2028)**: Establish HQ, garage, spare parts plant, and initial fleet in Dar es Salaam.
- **Phase two (2028–2030)**: Develop warehousing hubs and launch digital logistics platforms.
- **Phase Three (2030–2033)**: Scale operations with 50 fuel transport trucks, 500+ third-party operator partnerships, and regional expansion into East and Central Africa.

✦ This description aligns perfectly with your **Purpose of Investment** and **Implementation Plan**, showing regulators that the company is **compliant and credible**, while giving investors confidence in its **scalable growth model**

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**3.1.1. Project Promoters**

The project promoter, the project will be managed and operated by **AVIGHNA GROUP LIMITED** is owned by foreign nationalities from with the following share distribution.

<b>NAME OF SHAREHOLDERS</b>	<b>NATIONALITY</b>	<b>SHARES%</b>
PAUL JOHN SCOTT	CYPRUS	50%
JYOTI PRAKASH BORA	INDIAN	50%

**3.1.2. Operations**

The project will be managed and operated by **AVIGHNA GROUP 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.

**3.1.3. Project Location**

The project shall be implemented at established storage hubs, administration block that will accommodate this project of this nature. The project shall be located at Plot No: : 300 Nyerere Road, Gerezani Street, Ilala Municipality in Dar es salaam property contained under Certificate of Title No: 90986.

**Postal Address**

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Tanzania

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## **4. Core Activities of the company**

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**Avighna Group Ltd** is structured to deliver integrated logistics and energy solutions across Tanzania and the wider East & Central African region. Its core activities directly support the **purpose of investment** and the company's growth vision.

### **1. Warehousing & Storage**

- Facility Design & Construction: Building smart warehouses, cold chains, and bulk handling centers.
- Storage Management: Safe, organized storage of raw materials, finished goods, and transit cargo.
- Specialized Storage: Cold storage for perishables, bulk silos for grains, and hazardous material handling.

### **2. Transportation & Distribution**

- Movement of Goods: From suppliers to warehouses, warehouses to distribution centers, or directly to customers.
- Mode Selection: Road, rail, air, or sea depending on cost, speed, and product type.
- Route Optimization: Planning efficient routes to reduce delivery times and costs.
- Carrier Management: Collaborating with reliable transport providers.

### **3. Inventory & Supply Chain Management**

- Tracking Systems: Digital record keeping and dashboards for real-time visibility.
- Stock Control: Monitoring inflows/outflows to avoid shortages or overstocking.
- Automation: Using ERP systems, barcoding, and RFID for traceability.

### **4. Value-Added Services**

- Cargo Handling: Loading/unloading, packaging, and labeling.
- Customs & Compliance: Documentation for import/export, HS codes, and regulatory clearance.
- Cross-Border Trade Facilitation: Reducing time and costs for regional trade, especially in East Africa.

✦ These **core activities** align directly with the **Purpose of Investment**: strengthening Tanzania's Economic infrastructure sector, enabling regional trade integration, creating jobs, and ensuring sustainable growth through reinvestment and innovation.

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## **5. LOGISTICS INDUSTRY**

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**Industry Overview.**

The logistics industry in Tanzania and East Africa is undergoing rapid transformation, driven by:

- **Growing regional trade** between coastal ports and landlocked economies (Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC).
- **Infrastructure investments** in ports, roads, and energy facilities.
- **Government incentives** through agencies such as TISEZA to attract foreign and local investment.
- **Digital transformation** in supply chain management, with increasing demand for transparency and efficiency.

**Alignment with Company Profile.**

Avighna Group Ltd.'s business profile emphasizes **cargo transportation, fuel storage, clearing & forwarding, warehousing, and digital logistics platforms**. These activities directly respond to industry needs:

- **Cargo Transportation:** Addresses the demand for reliable movement of goods from Dar es Salaam port to inland destinations.
- **Fuel Storage & Distribution:** Supports energy accessibility for industries and transporters, a critical gap in regional logistics.
- **Clearing & Forwarding:** Simplifies customs processes, reducing delays and costs for importers/exporters.
- **Warehousing & Storage Hubs:** Provides infrastructure for regional distribution networks.
- **Digital Logistics Platforms:** Meets the industry's push for transparency, cargo tracking, and route optimization.

**Alignment with Business Plan.**

The business plan outlines phased growth:

- **Phase 1 (2026–2028):** Establishment of HQ, garage, spare parts plant, and initial fleet.
- **Phase 2 (2028–2030):** Expansion into warehousing and digital logistics.
- **Phase 3 (2030–2033):** Regional scaling with 50 trucks and 500+ operator partnerships.

This phased approach mirrors industry trends: starting with **local compliance and infrastructure**, then expanding into **regional integration and digital transformation**.

**Strategic Fit**

By aligning with industry dynamics, Avighna Group Ltd will:

- Strengthen Tanzania's role as a **regional logistics gateway**.
- Provide **end-to-end solutions** (transport → storage → distribution → digital).
- Contribute to **economic growth, job creation, and government revenue**.
- Position itself as a **trusted partner** in energy and logistics across East and Central Africa.

✦ This alignment shows regulators that your company is responding to national priorities, while giving investors confidence that you are tapping into a growing industry with scalable solutions.

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## **5.1 TRANSPORTATION SECTOR IN TANZANIA**

### **Industry Context**

- Tanzania’s transportation sector is a critical enabler of trade, connecting **Dar es Salaam port** with inland and regional markets.
- Demand is rising due to **regional integration**, mining exports, manufacturing growth, and the need for reliable energy logistics.
- Government initiatives through **TISEZA** and infrastructure investments (roads, ports, energy facilities) are creating opportunities for private operators.

### **Alignment with Company Profile**

Avighna Group Ltd’s profile emphasizes **cargo transportation, fuel storage, clearing & forwarding, warehousing, and digital logistics platforms**. Within the transportation sector:

- **Cargo Transportation:** Directly addresses the need for efficient movement of goods from ports to landlocked economies.
- **Fuel Transport & Storage:** Ensures energy accessibility for industries and transporters, filling a critical gap in the sector.
- **Fleet Modernization:** Positions the company as a reliable, cost-efficient operator compared to older fleets in the market.
- **Regional Expansion:** Aligns with the sector’s role in connecting Tanzania to Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC.

### **Alignment with Business Plan**

The business plan outlines phased growth that mirrors sector dynamics:

- **Phase 1 (2026–2028):** Establish cargo transport operations with an initial fleet, garage, and spare parts plant.
- **Phase 2 (2028–2030):** Expand into warehousing and introduce digital logistics platforms to improve transparency and efficiency.
- **Phase 3 (2030–2033):** Scale fleet to 50 fuel transport trucks, partner with 500+ operators, and extend services regionally.

### **Strategic Fit**

By aligning with the transportation sector, Avighna Group Ltd will:

- Strengthen Tanzania’s role as a **regional logistics hub**.

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- Provide **end-to-end solutions** (transport → storage → distribution → digital).
- Contribute to **economic growth, job creation, and government revenue**.
- Reinforce its mission to deliver **reliable energy, logistics, and trading solutions** with integrity and sustainability.

✦ This alignment shows that my company is not only **compliant with national priorities** but also **strategically positioned to capture growth opportunities** in the transportation sector.

## **5:2 IMPORTANCE OF TRANSPORTATION SECTOR IN TANZANIA**

### **1. Backbone of Logistics**

Transportation is the **core enabler** of logistics. Without efficient cargo movement, warehousing, storage, and distribution cannot function effectively. Avighna Group Ltd's investment in modern trucking directly supports this backbone by ensuring goods flow seamlessly from **Dar es Salaam port** to inland and regional destinations.

### **2. Trade Facilitation**

- Connects Tanzania's coastal ports with **landlocked economies** (Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC).
- Reduces transit times and costs, making Tanzanian exports more competitive.
- Strengthens Tanzania's role as a **regional logistics gateway**, which is central to your company profile.

### **3. Energy & Industrial Support**

- Fuel transportation and storage facilities ensure **energy accessibility** for industries, mining companies, and transporters.
- Reliable energy logistics stabilizes operations, aligning with Avighna Group Ltd's mission to provide **end-to-end solutions**.

### **4. Economic & Social Impact**

- Creates **direct employment** (drivers, mechanics, and logistics staff) and indirect jobs through suppliers.
- Generates government revenue through taxes, fees, and compliance contributions.
- Improves customer satisfaction by ensuring timely delivery of goods and services.

### **5. Strategic Alignment with Business Plan**

- **Phase 1 (2026–2028)**: Launch cargo transport operations with initial fleet and garage facilities.
- **Phase 2 (2028–2030)**: Expand fleet and integrate warehousing and digital logistics platforms.
- **Phase 3 (2030–2033)**: Scale to 50 fuel transport trucks, partner with 500+ operators, and extend services regionally.

✦ In summary, the **transportation sector is the lifeline of logistics**, and Avighna Group Ltd's focus on cargo transport and fuel storage ensures that the company's **business plan and profile are fully aligned with national priorities and regional growth opportunities**.

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### **5.3 LOGISTICS COMPANIES IN TANZANIA**

#### **Industry Landscape.**

- Tanzania’s logistics sector is expanding rapidly due to **regional trade growth**, port modernization, and government incentives through agencies like **TISEZA**.
- Existing logistics companies provide services such as **cargo transportation, clearing & forwarding, warehousing, and fuel distribution**, but many operate with **limited fleets, outdated systems, and fragmented networks**.
- There is a strong demand for **integrated, modern, and compliant logistics providers** that can connect Tanzania’s coastal ports to landlocked economies (Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC).

#### **Alignment with Avighna Group Ltd Company Profile.**

Avighna Group Ltd’s profile emphasizes **cargo transportation, fuel storage, clearing & forwarding, warehousing, and digital logistics platforms**. Compared to many logistics companies in Tanzania:

- **Fleet Modernization:** Avighna invests in modern trucks and in-house garage facilities, reducing downtime and improving reliability.
- **Fuel Storage Integration:** Unlike most operators, Avighna combines transport with secure fuel storage hubs, ensuring energy accessibility for industries and transporters.
- **Digital Transformation:** Avighna introduces cargo tracking and route optimization platforms, addressing transparency gaps in the sector.
- **Regional Expansion:** Avighna has phased plan (50 trucks, 500+ operator partnerships) positions it beyond local competitors, scaling into East and Central Africa.

#### **Alignment with Business Plan**

The business plan outlines phased growth that directly addresses industry gaps:

- **Phase 1 (2026–2028):** Establish HQ, garage, spare parts plant, and initial fleet in Dar es Salaam.
- **Phase 2 (2028–2030):** Expand into warehousing and digital logistics platforms to differentiate from traditional operators.
- **Phase 3 (2030–2033):** Scale operations regionally, positioning Avighna as a **gateway logistics provider** for East Africa.

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**Strategic Justification**

- Avighna Group Ltd fills critical gaps left by existing logistics companies: **integration of transport and energy, digital transparency, and regional scalability.**
  - This positions the company not just as another logistics operator, but also as a **strategic enabler of Tanzania’s trade competitiveness and regional integration.**
- ✦ In short, while Tanzania has many logistics companies, Avighna Group Ltd’s **company profile and business plan** justify its role as a **modern, integrated, and regionally scalable provider**, aligned with national priorities and investor expectations.

## **5.4 PROJECT JUSTIFICATION**

### **National & Regional Context**

- Tanzania is strategically positioned as a **regional logistics hub**, with Dar es Salaam port serving as the main gateway for East and Central Africa.
- Current logistics projects in Tanzania focus on **port modernization, road expansion, and energy infrastructure**, but gaps remain in **integrated cargo transport, fuel storage, and digital logistics systems**.
- Existing logistics companies often provide fragmented services, leaving opportunities for **modern, compliant, and scalable operators**.

### **Alignment with Company Profile**

Avighna Group Ltd's company profile highlights **cargo transportation, fuel storage, clearing & forwarding, warehousing, and digital logistics platforms**. These activities directly justify the project by filling critical gaps in ongoing logistics initiatives:

- **Cargo Transportation:** Supports national projects by ensuring goods move efficiently from ports to inland destinations, complementing road and port upgrades.
- **Fuel Storage & Distribution:** Provides secure energy logistics, aligning with Tanzania's industrial growth and regional energy needs.
- **Clearing & Forwarding:** Simplifies customs processes, reinforcing government efforts to streamline trade.
- **Warehousing & Storage Hubs:** Strengthens supply chain infrastructure, supporting industrial parks and export processing zones.
- **Digital Logistics Platforms:** Introduces transparency and cargo tracking, complementing government digitalization initiatives.

### **Strategic Justification**

- **Economic Impact:** Creates jobs, generates tax revenue, and strengthens Tanzania's competitiveness in regional trade.
- **Social Impact:** Provides skills development and community empowerment through employment and training.
- **Environmental Impact:** Modern fleets and optimized logistics reduce emissions and fuel wastage.
- **Regional Integration:** Connects Tanzania's logistics projects with landlocked economies (Uganda, Rwanda, Burundi, Malawi, Zambia, DRC), reinforcing Tanzania's role as a gateway.

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**Business Plan Alignment.**

The phased implementation plan (HQ and fleet in Phase 1, warehousing and digital platforms in Phase 2, regional scaling in Phase 3) ensures that Avighna Group Ltd’s project is **realistic, scalable, and directly aligned with Tanzania’s logistics development priorities.**

✦ In summary, the project is justified because Avighna Group Ltd’s **company profile and business plan** directly complement Tanzania’s logistics projects — filling gaps in transport, energy, warehousing, and digital systems, while delivering measurable economic, social, and environmental benefits.

**Competitive Advantage Matrix.**

<b>Criteria</b>	<b>Typical Logistics Companies in Tanzania</b>	<b>Avighna Group Ltd</b>
<b>Fleet Modernization</b>	Often rely on older trucks with high maintenance costs and emissions.	Invests in modern trucks, supported by in-house garage and spare parts plant for reliability and efficiency.
<b>Fuel Storage Integration</b>	Limited or no dedicated fuel storage facilities.	Secure fuel storage hubs integrated with transport operations, ensuring energy accessibility for industries and transporters.
<b>Clearing &amp; Forwarding</b>	Provide basic customs clearance, often fragmented.	Full compliance unit with streamlined documentation, bilingual formats, and audit-ready processes.
<b>Warehousing &amp; Storage</b>	Small or scattered facilities, limited inventory systems.	Strategically located hubs with digital inventory management, supporting regional trade corridors.
<b>Digital Logistics Platforms</b>	Minimal use of technology; manual tracking common.	Advanced cargo tracking, route optimization, and customer transparency through digital platforms.
<b>Regional Expansion</b>	Primarily domestic focus, limited cross-border reach.	Phased plan to scale into East & Central Africa (Uganda, Rwanda, Burundi, Malawi, Zambia, DRC).
<b>Compliance &amp; Accessibility</b>	Compliance often reactive, documentation not standardized.	Proactive compliance with Tanzanian and international standards, bilingual documentation for accessibility.
<b>Economic &amp; Social Impact</b>	Employment limited to operational staff.	Creates 50+ direct jobs, skills training, community empowerment, and measurable government revenue.

## **5:5 SOCIAL AND ECONOMIC IMPACT OF THE PROJECT**

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### **1. Economic Impact**

- **Job Creation:** More than 50 direct jobs in transportation, logistics, warehousing, and administration, plus indirect employment through suppliers, contractors, and third-party operators.
- **Government Revenue:** Increased tax contributions (corporate income tax, employee PAYE, customs duties, and fees).
- **Trade Facilitation:** Reduced logistics costs and improved cargo movement will make Tanzanian exports more competitive.
- **Regional Integration:** Strengthens Tanzania's role as a **gateway economy**, connecting Dar es Salaam port to landlocked countries (Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC).
- **Business Growth:** Annual revenue projected to grow from **USD 1.2M in Year 1 to USD 8.5M by Year 5**, with reinvestment fueling expansion.

### **2. Social Impact**

- **Skills Development:** Training programs for drivers, mechanics, and logistics staff, enhancing Tanzania's human capital in modern supply chain management.
- **Community Empowerment:** Employment opportunities and infrastructure development contribute to poverty reduction and local economic growth.
- **Customer Satisfaction:** Reliable logistics services improve delivery times and product availability, benefiting businesses and consumers.
- **Accessibility & Inclusion:** Bilingual documentation and compliance processes make services accessible to diverse stakeholders, reinforcing transparency and trust.

### **3. Strategic & Long-Term Impact**

- **Operational Stability:** Cargo transport and fuel storage facilities ensure uninterrupted logistics services, aligning with the **purpose of investment**.
- **Technology Transfer:** Adoption of modern trucks, digital logistics platforms, and inventory systems enhances Tanzania's logistics capabilities.
- **Sustainability:** Route optimization and modern fleets reduce emissions, while safe fuel storage minimizes environmental risks.
- **Regional Competitiveness:** Positions Avighna Group Ltd as a leading logistics and energy provider in East and Central Africa.

✦ This section demonstrates that the project delivers **tangible economic growth, social development, and strategic competitiveness**, fully aligned with Tanzania's national priorities and Avighna Group Ltd's mission.

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## **6. OPPORTUNITY DRIVERS**

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### **Opportunity Drivers – Policy Alignment.**

#### **1. Industrialization & Trade Facilitation**

- **Policy Context:** Tanzania's *Industrialization Agenda 2025* emphasizes logistics efficiency and reduced trade barriers.
- **Project Alignment:** Avighna Group Ltd's cargo transportation, clearing & forwarding, and warehousing hubs directly support smoother trade flows and industrial supply chains.

#### **2. Energy Accessibility & Security**

- **Policy Context:** National energy policies prioritize reliable fuel storage and distribution to sustain industrial growth.
- **Project Alignment:** Avighna's integrated fuel storage and transport fleet ensure stable energy supply, complementing government energy infrastructure projects.

#### **3. Regional Integration**

- **Policy Context:** Tanzania is a member of the *East African Community (EAC)* and *Southern African Development Community (SADC)*, both promoting cross-border trade.
- **Project Alignment:** Avighna's expansion into Uganda, Rwanda, Burundi, Malawi, Zambia, and DRC strengthens Tanzania's role as a **regional logistics gateway**.

#### **4. Digital Transformation**

- **Policy Context:** The government's *Digital Economy Blueprint* encourages adoption of ICT in logistics and trade.
- **Project Alignment:** Avighna's digital logistics platform introduces cargo tracking, route optimization, and transparency, aligning with national digitalization goals.

#### **5. Employment & Skills Development**

- **Policy Context:** Tanzania's *National Employment Policy* promotes job creation and vocational training.
- **Project Alignment:** Avighna creates 50+ direct jobs, provides technical training for drivers and mechanics, and empowers communities through employment opportunities.

#### **6. Environmental Sustainability**

- **Policy Context:** Tanzania's *Environmental Management Act* and climate commitments emphasize reduced emissions and safe energy handling.
- **Project Alignment:** Avighna's modern fleet reduces emissions, while safe fuel storage minimizes environmental risks, supporting sustainability targets.

✦ This alignment shows regulators that Avighna Group Ltd's project is not only **commercially viable** but also **policy-compliant**, reinforcing Tanzania's industrialization, energy security, and regional trade integration goals.

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**Risk & Opportunity Matrix**

<b>Category</b>	<b>Risks</b>	<b>Opportunities</b>
<b>Economic</b>	High capital requirements for fleet and infrastructure. Currency fluctuations and inflation affecting trade volumes.	Rising regional trade demand in landlocked economies. Government incentives (TISEZA tax exemptions, permits).
<b>Operational</b>	Dependence on government infrastructure projects (roads, ports). Competition from established logistics operators.	Modern fleet and in-house garage reduce downtime. Integrated services (transport + fuel + warehousing) differentiate Avighna.
<b>Regulatory</b>	Changes in customs, tax, or transport regulations could increase compliance costs.	Proactive compliance with bilingual, audit-ready documentation builds trust with authorities.
<b>Technological</b>	Resistance to digital platforms from clients used to manual systems. Cybersecurity threats to logistics data.	Digital logistics platforms enable transparency, cargo tracking, and route optimization.
<b>Environmental</b>	Risks of fuel leakage or accidents in storage/transport.	Modern trucks reduce emissions. Safe fuel storage facilities minimize environmental hazards.
<b>Social</b>	Market entry challenges in building client trust.	Job creation (50+ direct jobs), skills training, and community empowerment align with national employment policies.

✦ This matrix shows that while risks exist, **Avighna Group Ltd’s opportunities outweigh them** — thanks to its integrated services, compliance readiness, and regional scalability. It positions the company as a **strategic enabler of Tanzania’s logistics transformation**.

## **7. Analysis of Strengths, Weaknesses, Opportunity and Threats**

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

### **SWOT Analysis**

#### **Strengths**

- **Integrated Services:** Cargo transport, fuel storage, clearing & forwarding, warehousing, and digital logistics under one company.
- **Modern Fleet & Facilities:** Investment in new trucks, in-house garage, and spare parts plant ensures reliability and cost efficiency.
- **Compliance & Documentation:** Audit-ready, bilingual formats that meet Tanzanian and international standards.
- **Strategic Location:** Headquarters in Dar es Salaam, leveraging Tanzania's role as a regional logistics gateway.
- **Scalable Business Plan:** Phased growth strategy (fleet expansion, warehousing, digital platforms, regional reach).

#### **Weaknesses**

- **High Capital Requirements:** Significant upfront investment needed for fleet, storage facilities, and technology.
- **Dependence on Infrastructure:** Success relies on government road and port projects being completed on schedule.
- **Market Entry Challenges:** Competing against established logistics operators with entrenched client bases.
- **Technology Adoption:** Digital logistics platforms may face resistance from clients used to manual systems.

#### **Opportunities**

- **Regional Trade Growth:** Rising demand for logistics services in landlocked economies (Uganda, Rwanda, Burundi, Malawi, Zambia, DRC).
- **Government Incentives:** TISEZA and other agencies offering tax exemptions and investment support.
- **Digital Transformation:** Increasing demand for transparency, cargo tracking, and route optimization.
- **Energy Logistics Gap:** Fuel storage and transport integration fills a critical need in Tanzania's industrial growth.
- **Employment & Skills Development:** Opportunity to train and empower local workforce, aligning with national employment policies.

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**Threats**

- **Competition:** Established logistics companies may lower prices or expand services to defend market share.
- **Regulatory Risks:** Changes in customs, tax, or transport regulations could increase compliance costs.
- **Economic Volatility:** Currency fluctuations, inflation, or regional instability may affect trade volumes.
- **Environmental Risks:** Fuel storage and transport carry risks of leakage or accidents, requiring strict safety measures.
- **Technology Risks:** Cybersecurity threats to digital logistics platforms and data integrity.

✦ This SWOT analysis shows that **Avighna Group Ltd's strengths and opportunities outweigh its weaknesses and threats**, positioning the company as a **modern, integrated, and regionally scalable logistics provider** aligned with Tanzania's national priorities.

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## **8. Marketing Information**

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### **8.1. Marketing Strategy**

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#### **8.1.1. Overview**

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

Management will endeavor 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**

**AVIGHNA GROUP 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 **AVIGHNA GROUP LIMITED** will gather names in a variety of manners including staff requests; business card drop for free lunch; guests' sign-up book with promotional signage; menu insert promotion; etc.

#### **8.1.3. Advertising**

**AVIGHNA GROUP LIMITED** will adopt an aggressive advertising strategy. Outdoor signage for **AVIGHNA GROUP 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.

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

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#### **8.1.4. Costing and Pricing**

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

#### **8.1.5. Customers**

**AVIGHNA GROUP 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, **AVIGHNA GROUP LIMITED** will set project, which will be indulging in transportation of Goods by road in Tanzania

### **8.2 Marketing Plan**

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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 sales staff sales and Marketing.

***Long Term Plans includes:***

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

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## **9. Management & Administration**

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### **9.1. Management**

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The management team of **AVIGHNA GROUP LIMITED** planned to be constituted by the following management team: -

#### **9.1.1. Board of Directors**

The board of Directors manage **AVIGHNA GROUP LIMITED**, which is the apex body for strategic decision making of the project. Directors of the Company are the ones who having shares in **AVIGHNA GROUP 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 staffs welfares and report them to the board of directors.

#### **9.1.3. Transport Manager**

Transport 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 **AVIGHNA GROUP LIMITED** but also keeping books of accounts properly.

#### **9.1.5. Management Agreements**

Management Agreements will be executed between **AVIGHNA GROUP 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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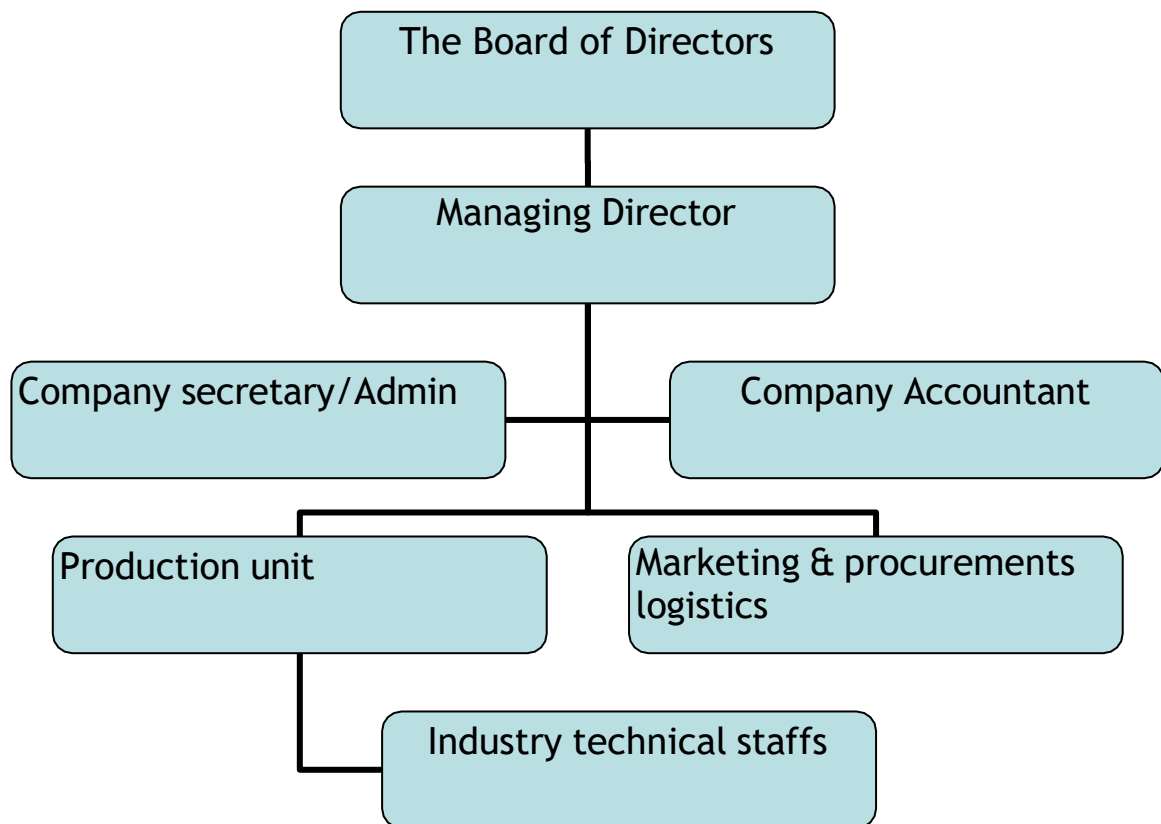
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**9.1.6. Confidentiality Agreements**

**AVIGHNA GROUP 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 **AVIGHNA GROUP LIMITED** is planning to have the following organization structure.



### **3 Conclusion**

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**Avighna Group Ltd** is strategically positioned to transform Tanzania's logistics sector by delivering **integrated, modern, and scalable solutions**. Through its phased business plan, the company will establish a solid foundation in cargo transportation and fuel storage, expand into warehousing and digital logistics platforms, and ultimately scale regionally to serve East and Central Africa.

The project is justified by clear **economic, social, and policy alignment**: it creates jobs, generates government revenue, strengthens Tanzania's role as a regional trade gateway, and supports national priorities in industrialization, energy security, and digital transformation. By combining compliance-ready documentation, modern fleet management, and innovative technology, Avighna Group Ltd offers a competitive advantage over traditional operators.

This business plan demonstrates that Avighna Group Ltd is not only **commercially viable** but also a **strategic enabler of Tanzania's development agenda**. With strong opportunity drivers, proactive risk management, and a clear implementation roadmap, the company is poised to deliver sustainable growth, regional integration, and long-term value for investors, regulators, and communities alike.

✦ This conclusion positions your plan as **investment-ready and nationally relevant**, making it persuasive for both **TISEZA regulators** and **potential investors**.