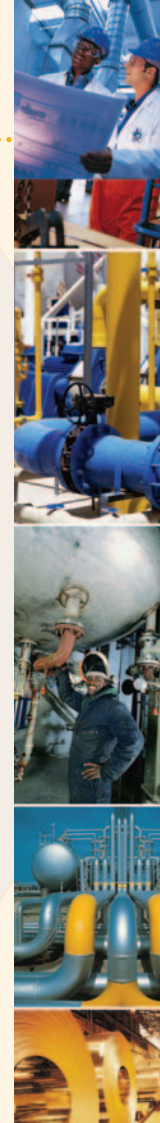


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CHAIRMAN'S REPORT FOR 2004

1.0 Introduction

Fellow Members, my colleagues on the Governing Council and I are completing our term of office. Although there were a few changes in the membership of the Council since we were elected in 2003, most of the members were still in office at the end of the year. I wish to thank them all. I had a very supportive team of colleagues on the Council. I also wish to thank members for their support, enthusiasm, commitment, understanding and the confidence they had in me and my colleagues on the Council. Together, we have tried very hard to guide this ship in the right direction.

While the Council continued to provide policy guidelines and leadership at CTI, the Council's Standing Committees were very active, serving as fertile grounds for generating and formulating positions on various issues pertinent to industrial performance. Standing Committees benefitted from the voluntary services of committed members and non-members who shared their knowledge and expertise to the advantage of the business community at large, for it goes without saying that whatever CTI gains in her lobbying and advocacy, benefits all.



Mr. Arnold B.S. Kilewo
Chairman/Executive
Managing Director
Tanzania Breweries Ltd.

1.1 State of Economy

In 2004, GDP growth rate increased to 6.3 per cent, the highest in East Africa and among the fastest in Sub-Saharan Africa. Inflation was down to about 4.0 percent. During the year ended December 2004, total exports increased by 17.7 percent to US\$ 1,165.9 from US\$ 990.6 during the same period in 2003, following improvements in both traditional and non-traditional exports.

Total imports increased by 18.7 percent to US\$ 2,057.9m compared to the same period in 2003 when total imports were US\$ 1,733.3m. The trade deficit stood at US\$ 892m compared to US\$ 743m in the previous year.

Tax revenue as a percentage of Gross Domestic Product (GDP) grew from 12.8 percent in 2003 to 13.2 percent in 2004.

Manufacturing was the second fastest growing sector after mining. The sector's contribution to GDP was 8.7 percent. The sector was on the move in the right direction but still needs more effort to move beyond that rate.



2.0 Advocacy

CTI is a dynamic institution and quite a lot transpired during the year covered by this report. We performed our advocacy role by engaging the Government on a number of fronts with a view to making our industries more competitive, improving the business climate and lowering the cost of doing business in Tanzania. As is customary, we prepared and submitted various position papers, wrote letters, met and interacted with Ministers and officials in the Government and other institutions. Although we were active in many areas, our main focus was put on the following issues:

2.1 Power

As you would recall, in September 2003 we organized the "Second Open Forum on Tanzania Power Sector" whose objective was to discuss and deliberate on strategies and measures which would lead to the improvement of power supply in terms of availability, consistency and competitive tariffs. The recommendations that emanated from that forum were forwarded to various organs of the Government, including the President's Office: These included the following:

- i. The Government should facilitate private sector investment in the power sector by providing the necessary legal and regulatory framework and incentives,

- iii. In order to reduce power tariffs for industrial users, all consumers should bear the full cost of the electricity they use by abolishing cross-subsidies. The tariff structure needs to be changed so that the more power an establishment uses, the less it pays,
- iii. The Government and TANESCO should continue improving the restructuring measures with a view to improving power reliability at affordable tariffs, preferably reducing the current tariff rates to US cents 4-5. It was unfortunate that a decision was taken towards the end of 2004 to increase power tariffs effective early 2005. That decision was made reluctantly in order to accommodate the drought in that year;
- iv. The Government should diversify sources of power generation by reducing dependency on hydro- power. Coal and natural gas which the country has in abundance, should be used to generate electricity.

Unfortunately, so far only the second recommendation has been implemented, partly by abolishing subsidy to domestic power consumers. We are still pursuing the implementation of the remaining recommendations.



2.2 Taxation

During the current Council's tenure, the tax regime and its effects on business performance were major areas of concern to members. Although the Government had accommodated a good number of our proposals on tax reduction in many areas and even went further by abolishing some nuisance taxes, tax rates are still considered to be high and the tax administration machinery continues to impact negatively on members.

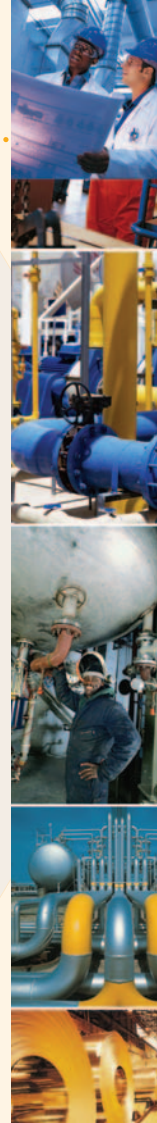
Last year, we continued to engage the government through active participation in the Task Force on Tax Reform as we had done in the previous years. During the year under review, the 2nd Vice Chairman, several members of the Council and staff of the Secretariat worked hard representing the Confederation and articulating members' concerns.

We observed the Confederation's practice of receiving members' submissions and analysing them before submitting them to the Task Force in a coordinated manner. This process gave an opportunity to resolve any conflicting positions and ensured that what went to the Task Force was in the best interest of the whole industry and the general membership.

I would like to commend the Government for accommodating many of our proposals to the Task Force in respect of the Budget for 2004/2005. We hail the government for accepting the following proposals:

- Announcing the beginning of 2005 as the starting date of implementation of EAC CU-CET;
- Zero-rating pharmaceuticals and retaining special relief on inputs of raw material and packaging material;
- Zero-rating fishnets;
- Zero-rating mosquito nets;
- Opening up social security to private sector schemes;
- Amending the Excise Tariff Ordinance by substituting the phrase "Mainland Tanzania" by "United Republic of Tanzania" where it appears in the entire ordinance, in order to apply the same rates in the whole country;
- Enacting new tax stamps regulations for cigarettes under Section 122 of the East African Customs and Excise Management Act rather than using Sales Tax (Tax Stamps) Regulations which had been repealed;
- Reminding local government authorities to adhere to the directive of capping produce cess at 5%;
- Confirming the application of very harsh and stringent penalties against traders and Government officials involved in tax evasion.

Despite the positive results that emerged from last year's budget, there were still some major issues of concern that were not addressed by the Government. A number of recommendations were not taken on board because they were expected to be implemented under the EAC Customs Union that was scheduled to start from 1st January 2005.





Some of our other recommendations were also not accepted, for example:

- Zero import duty on packaging material for yoghurt, butter, cheese and ghee;
- Zero-rating VAT food items;
- Zero-rating VAT on exercise books (HS 4820.20);
- Capping NSSF contribution at Tshs 50,000/;
- Abolition of NSSF deductions for casual labourers;
- Eliminating excise duty on soft drinks, starting gradually with reducing it by 25% that financial year;
- Scrapping 15% excise duty on plastic shopping bags;
- Exempting local cashew nut processors from paying Local Government cess on raw cashews.

Our requests to improve VAT refund, duty drawback administration and adhering to period for refund specified in the relevant law were referred to VAT Refunds study, which was underway as at year-end.

2.3 Destination Inspection System

In June 2004 we organized a seminar on Destination Inspection (DI) which replaced the Pre-Shipment Inspection (PSI) from 1st July 2004. The main objective of the seminar was to inform members and other stakeholders about the envisaged changes in the inspection of imported goods.

Officials from Tanzania Revenue Authority (TRA), TISCAN Limited and COTECNA Inspection SA, facilitated the seminar. Members were informed that with effect from 1st July 2004 goods would be inspected on arrival instead of having them inspected abroad prior to shipment. It was pointed out that DI would use a Computerized Risk Management System (CRMS) in order to determine the levels of intervention categorized as low, medium and high risk. High-risk imports would be physically inspected. It was also stated that an X-Ray Scanner would be introduced to reduce inspection time. Under the new system, raw materials would also be charged an inspection fee of 1.2 percent of the FOB value unlike in the previous system where raw materials were not subjected to inspection.

Although the new system was welcomed, members observed that charging an inspection fee of 1.2 percent on FOB value for raw materials would add unnecessary costs to imported raw materials and push up the cost of production. They called on all concerned parties charged with the implementation of the new system to continue improving capability in order to meet its required aims and targets.

2.4 Small and Medium Enterprises (SMEs)

We were active in lobbying for the development of the SME sector which we view as a catalyst for the economic transformation of the country as SMEs employ a large majority of the people and



as such are an effective avenue for fighting poverty. Our Standing Committee on Small and Medium Enterprises, Women Entrepreneurship and Poverty Alleviation dwelt on the following key issues for the development of SMEs:

- Development of linkages between SMEs and corporates;
- Inadequate service land;
- Non availability of affordable capital;
- Poor quality products and inappropriate technology;
- Lack of knowledge of licensing and export procedures;
- Ensuring that a database of SMEs was developed and posted on CTI's website.

In addition to the above, the Committee conducted a tax education seminar for SMEs that was facilitated by the Tanzania Revenue Authority (TRA). The main objective of the seminar was to bring awareness to SMEs on taxes, tax procedures and other tax-related issues.

2.5 Regional Integration and Trade Arrangements

CTI was fully engaged in the discussions on the SADC Trade Protocol and the final negotiations towards the establishment and implementation of the East African Customs Union Protocol. We made sure that our members' interests were well taken care of. We also participated in meetings organized in respect of WTO and AGOA.

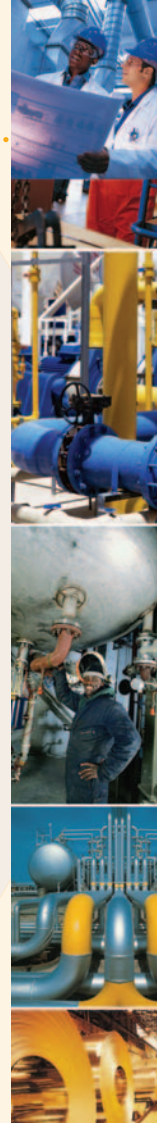
2.5.1 Southern Africa Development Community (SADC)

While the negotiations for the implementation of other instruments in respect of the SADC Trade Protocol check-list continued, the main activity last year was to prepare a work plan for SADC EPA negotiations with the European Union (EU).

In October 2004, we had planned to hold a sensitization seminar in respect of the SADC Trade Protocol. Unfortunately, members' response was extremely poor as only three participants registered for the seminar, forcing its cancellation. It would appear that members do not consider the Protocol to be of concern to them. The SADC Trade Protocol is quite important as there are opportunities in that bloc. That is why we are planning to hold the seminar in 2005.

2.5.2 East African Community (EAC)

We continued to provide technical inputs and participated very actively in the final negotiations of the EAC Customs Union Protocol. We witnessed the signing of that Protocol by the Heads of State of the three partner states: Kenya, Tanzania and Uganda was held in Arusha on 2nd March, 2004. In addition to participating in the negotiation meetings, we also organized a sensitization seminar on EAC-Customs Union (EAC-CU) and Implications of





Tanzania's withdrawal from COMESA. The seminar was held on 29th May 2004 at New Africa Hotel, Dar es Salaam.

During the seminar, members were informed that since Kenya was relatively more advanced than Tanzania and Uganda, the EAC-CU had adopted the Principle of Asymmetry in phasing out internal tariffs. Trade between Tanzania and Uganda would be duty free and imports from Tanzania and Uganda to Kenya would also be duty free. On the other hand, goods from Kenya to Tanzania and Uganda would be categorized. Those in Category A would be for immediate liberalisation and those in Category B would be subject to gradual tariff elimination over a period of 5 years.

Members were also informed that the Rules of Origin adopted by the EAC were product specific, categorizing the various products as being wholly processed within the EAC partner states and value addition, where some of the inputs are imported from outside the partner states.

2.5.3 COMESA

The Standing Committee of Economic Affairs organised a workshop to review Tanzania's withdrawal from COMESA as a result of members' concerns that their businesses were being jeopardized following that decision by the government.

As a result, a detailed study was recommended to critically evaluate reasons for withdrawal, intensity of intra-COMESA integration, costs of multiple membership, non-membership and losses to Tanzania's exporters to the COMESA countries.

Although the Secretariat applied for funding of the study from COMESA, COMESA Secretariat decided to work with the East African Business Council. As at year-end, COMESA Secretariat had identified one of its retired staff to conduct that study.

2.5.4 World Trade Organization (WTO)

During the year under review, we participated in various meetings on WTO. One such meeting involved informing members about the outcomes of the Doha Development Agenda (DDA) negotiations which were taking place in Geneva. Another meeting developed the Terms of Reference for a capacity building project that would enhance Tanzania's participation in multilateral trade negotiations and implementation of the WTO Agreements.

2.5.5 Africa Industrialisation Day (AID)

CTI participated fully in the organisation of the commemorations of Africa Industrialisation Day in collaboration with the Ministry of Industry and Trade and the Dar es Salaam Office of the United Nations Development Organisation (UNIDO).



Apart from organising a two-day exhibition, we also held a Symposium on the theme *“Strengthening Productive Capacity for Poverty Reduction within the Framework of NEPAD”*.

2.6 Networking

During the period covered by this report, we remained in touch with a number of organisations similar to ours for purposes of experience sharing and exchanging information. The following were our networking partners:

- Confederation of Danish Industries (DI)
- Confederation of Indian Industry (CII)
- Kenya Association of Manufacturers (KAM)
- Uganda Manufacturers Association (UMA)
- Association of Ghana Industries (AGI)

We renewed our membership in the Tanzania Private Sector Foundation (TPSF), the East African Business Council (EABC) and the Association of SADC Chambers of Commerce and Industry (ASCCI).

2.7 Strategic Alliances

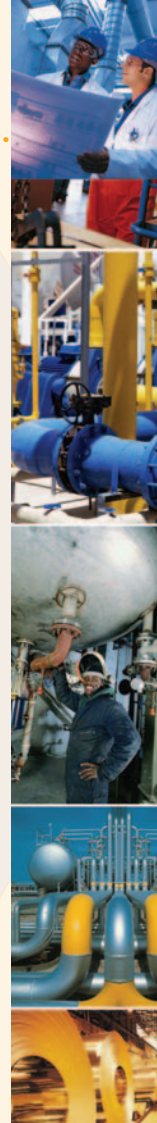
As a lobbying strategy, we continued working closely with other institutions which had similar objectives to ours. To this end, we had consultative meetings with the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), Tanzania Chamber of Minerals and Energy (TCME), and the Dar es

Salaam Merchants Chamber (DMC). We were also in contact with the Tanzania Chamber of Agriculture and Livestock (TCAL), Association of Tanzania Employers (ATE), Board of External Trade (BET) and Tanzania Investment Centre (TIC). We were invited by the Trade Union Congress of Tanzania (TUCTA) to May Day 2004 celebrations.

2.8 Representation

During the year covered by this report, CTI was represented in many committees, boards and other working groups listed below:

- National Working Group on Implementation of SADC Trade Protocol,
- Technical Working Group on Regional Integration Facility Forum,
- National Steering Committee on Mtwara Development Corridor,
- Inter-Institutional Technical Committee on WTO,
- National Working Group on Regional Integration, AGOA and WTO,
- National Technical Committee on Textiles,
- EAC High Level Task Force on the implementation of Article 75 (7) of the Treaty,
- VETA National Board,
- VETA Dar es Salaam Regional Board,
- Users' Committee of the Commercial Court,
- Tanzania Private Sector Foundation Board of Directors





- Tanzania National Business Council,
- East African Business Council Executive Committee,
- Nyumbu Board of Directors,
- Task Force on Tax Reform,
- Integrated Programme on Competitiveness and Sustainability,
- TANESCO Board of Directors,
- Joint Integrated Technical Assistance Programme (JITAP),
- TRA's Stakeholders' Forum,
- Centre for International Business Development Studies (CIBDS),
- Task Force on Labour Law Reforms,
- Advisory Committee of the Labour Exchange Centre,
- Tanzania Bureau of Standards,
- NACTE Board on Business and Management,
- College of Business Education,
- Ministerial Advisory Board of the Chief Government Chemists Agency,
- SIDO Board,
- BEST Programme Steering Committee.

In these fora, we ensured that the interests of the members of CTI were well articulated and promoted.

2.9 Co-operation with Government

We appreciate government's efforts in promoting growth of the private sector, particularly the manufacturing sector in Tanzania. During the year covered by this report, we were supported and worked very closely with

the following Ministries:

- Ministry of Industry and Trade;
- Ministry of Finance;
- Ministry of Foreign Affairs and International Co-operation;
- Ministry of Water and Livestock Development;
- Ministry of Labour, Youth Development and Sports;
- Ministry of Energy and Minerals;
- Ministry of Works;
- Ministry of Communication and Transport;
- Ministry of Agriculture and Food Security;
- Ministry of Home Affairs.

An example of the close cooperation between the private sector and the Government was the intense consultation with the Ministry of Finance and Parliamentary Committee on Finance which led to the enactment of a more favourable Income Tax Act 2004.

We are hopeful that this relationship will continue and deepen in the coming years.

2.10 Visitors

A total of 99 visitors were received at the Confederation during 2004. These included Ambassadors, consultants, researchers, representatives of local and international organizations as well as trade delegations.

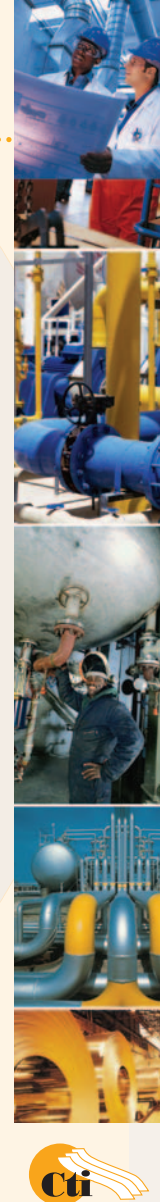
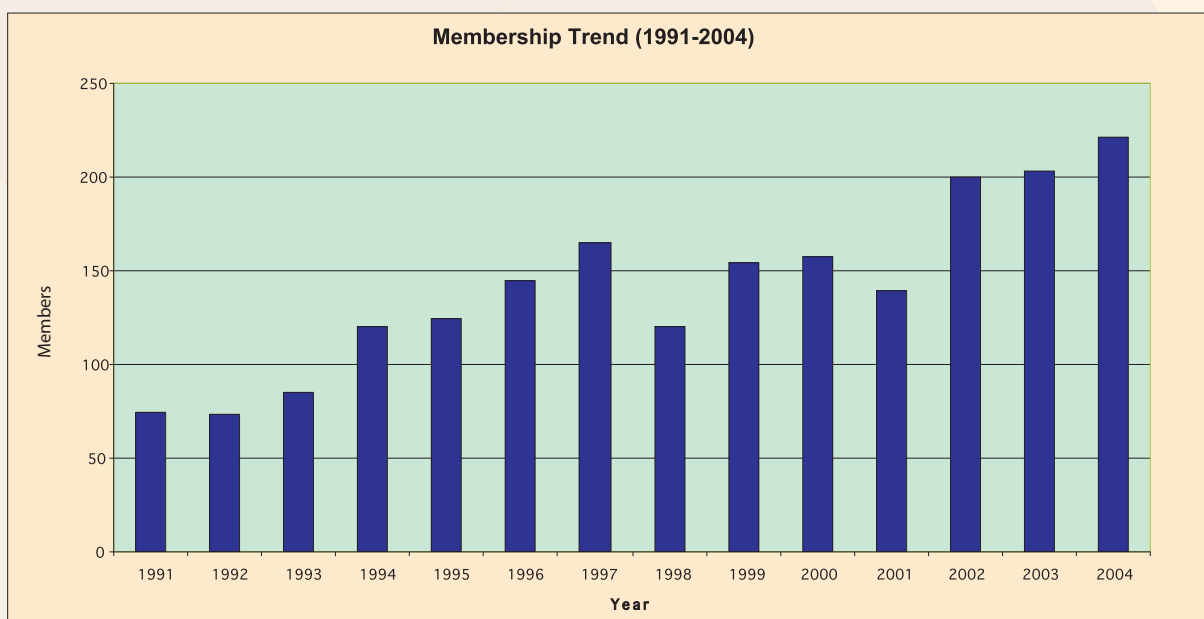
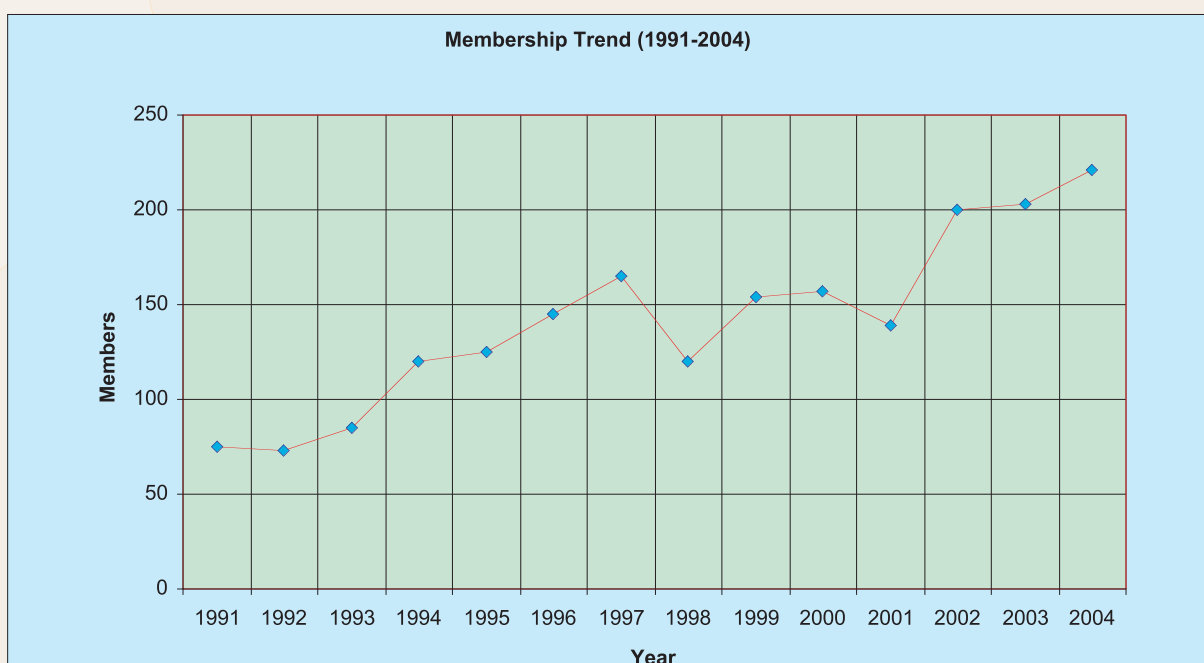
We exchanged views and shared ideas on the business climate and investment opportunities in Tanzania.

Membership

The Confederation is a voluntary organisation, hence its membership is fluid. The paid up membership as at 31st December, 2004 was 221 compared to 203 recorded on 31st December, 2003.

Membership growth over the last 13 years is shown in the graph and bar chart that follow:

Recruitment efforts spearheaded by the Council, Secretariat and other members continued. However, the free rider culture continues unabated among the business community. It is not that those outside the membership do not see the value of our efforts, they certainly do and they benefit but refuse to join. In fact, some have been heard to say, “ CTI will do it” whenever something that affects the business community



needs redressing. It is unfortunate that our business peers see nothing wrong with their free riding.

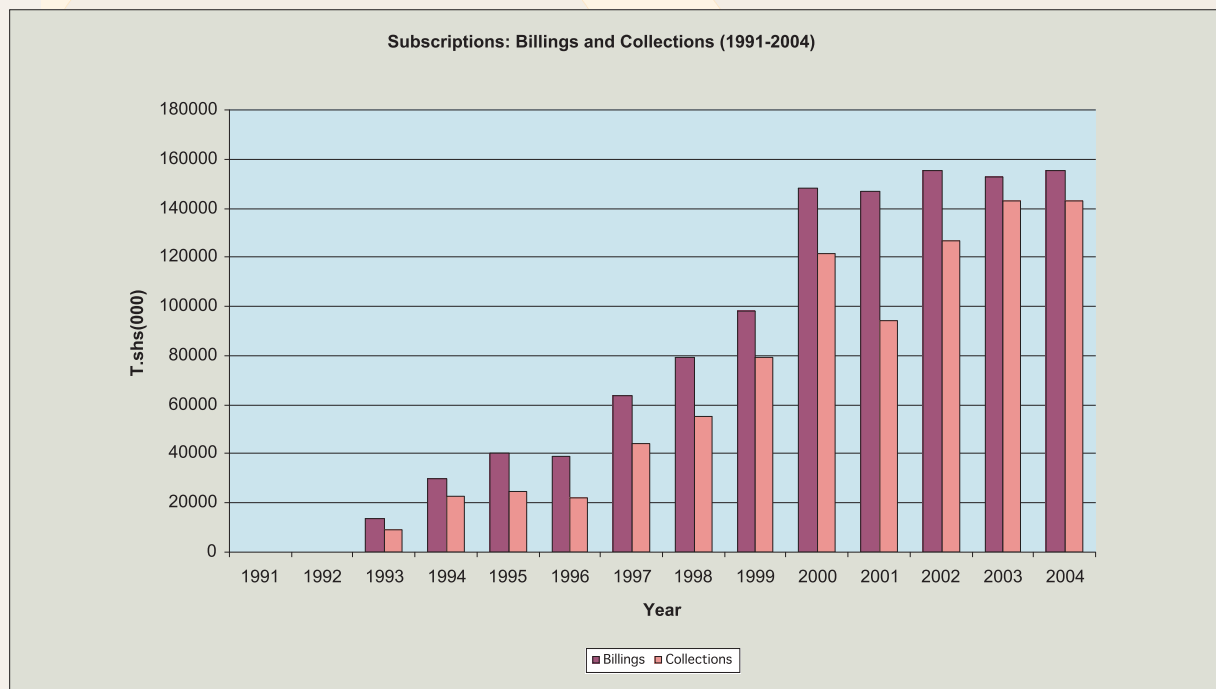
4.0 Finance

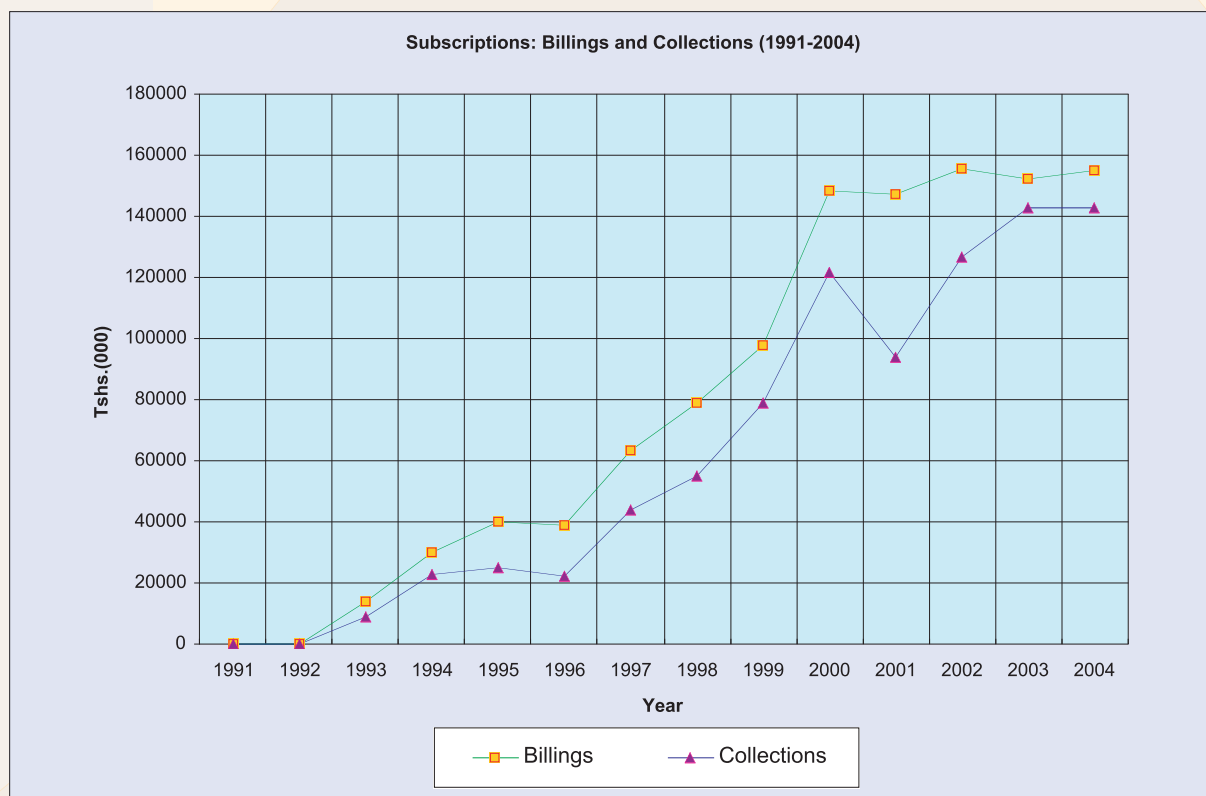
I wish to take this opportunity to commend members who fulfilled their obligations to the Confederation by paying their subscriptions on time and those who paid during the year. I would also like to call upon those who had not paid their dues by the end of the year, to do so to enable us deliver the services that members expect from their Confederation.

During the year covered by this report, we collected TShs. 143,038,000/- in subscriptions compared to TShs. 142,872,319/- in the previous year. We recorded a deficit of TShs 260,830/- compared to a deficit of TShs 47,082,872/- posted in the previous year.

There was still a gap between our subscription billings and collections as indicated in the graph and bar chart below. Bad and doubtful debts were TShs. 12,636,700/- at the end of 2004 compared to TShs. 9,715,000/- in 2003. As mandated by the last Annual General Meeting, the Management Committee solicited and received contributions amounting to TShs. 23,859,000/- from the following members: Aluminium Africa Ltd; Mac Group Ltd; M M Integrated Steel Mills Ltd; Murzah Oil Mills Ltd and Sumaria Group Ltd. Other contributors were Sunflag (T) Ltd; Tanga Cement Co. Ltd; Tanzania Breweries Ltd; Tanzania Pharmaceutical Industries Ltd; Tanzania Portland Cement Co. Ltd and Vic Fish Ltd.

We are extremely grateful for this support. The Secretariat adhered to the directive to cut costs as can be seen in the accounts for the year ended 31st December 2004.





Last year, I reported that the DANIDA's support would come to an end this year and I called for your suggestions on how to improve our financial position. I am pleased to inform you that the Business Development Services Unit is already in place and that it has already started to generate additional income to the tune of TShs 14,000,000/- so far. We appreciate that some of the Unit's costs are being met by DANIDA. However, we are hopeful that by the time DANIDA's support ends the Unit's initial set-up will be able to support itself and generate additional income. I urge you members to make use of the unit's services which include conducting studies and researches, financial intermediation, capacity building, trade promotion activities, Export Help Desk and special assistance to companies. In that regard, may I commend and thank those members that

have demonstrated their commitment to CTI by giving assignments to this fledgling unit.

3.0 Membership Services

Last year, we continued to deliver useful services to the members. Seminars and workshops were held to sensitize members on various issues of their concern as reported earlier.

Members would recall that the last Annual General Meeting was preceded by a Symposium on "Water as an Industrial Input-The Case of Water Supply to the City of Dar es Salaam and Neighbouring Districts".

Recommendations that emerged during the symposium discussions were forwarded to the respective authorities for possible action.





We strived to improve our communication with members with a view to disseminating relevant and timely information through circulars, telephone contacts, e-mails and personal visits. 174 members were visited in Dar es Salaam, Arusha/Moshi, Tanga and Mwanza. Our newsletter which comes out monthly continues to be circulated to all paid up members, our Patron, H.E. President Benjamin W Mkapa, Cabinet Ministers, Government officials, sister institutions in Tanzania and abroad, Embassies, High Commissions and international organisations based in Tanzania and our High Commissions and Embassies abroad. From time to time, we issued Press Statements to express members' views on topical issues of the day. In addition, we released a wall calendar which we distributed to all members and other stakeholders on our mailing list.

Membership certificates continued to be issued to all paid up members. We continued to issue letters of introduction to members travelling abroad and those applying for visas to travel abroad. The library continued to be a useful source of information for members, researchers and students. Press Cuttings continued to be issued to the six subscribers. The Hotline Service was maintained for members to report any issues of concern to them or register comments to the Secretariat.

6.0 Work of the Council

Council meetings were held in March, June, and

October last year. We did not meet in December due to the lack of a quorum. Most members of the Council were outside the country for the holiday season.

There was change in the composition of the Council. Mr. Leon E Hooper retired as Managing Director of Tanga Cement Co Ltd and resigned from the Council.

6.1 Standing Committees

Most of the Standing Committees of the Council were active during the year covered by this report. Their activities are summarized below:

6.1.1 Management

The Management Committee met three times to provide guidance to the Secretariat and address urgent issues that cropped up between Council meetings. The Office Bearers were also in frequent consultations on telephone whenever they were not able to meet.

6.1.2 Economic Affairs

The Committee met once to examine the implications of Tanzania withdrawal from COMESA.

Members of this Committee went to Dodoma to meet the Parliamentary Committee on Natural Resources and Environment to discuss the pressure to ban manufacturing of plastic bags.

6.1.3 Fiscal Policy and Taxation

The Committee which met six times, reviewed the 2004/2005 State Budget and issued a statement on that year's budget. It also coordinated our submissions to the Task Force for Tax Reforms for the year 2004/2005 budget.

We met the Parliamentary Committee on Finance and Economic Affairs in Dodoma. The Committee Chairman, Hon. Njelu Kasaka, (MP), had attended our last Annual Business Dinner and invited the Chairman, Mr. Arnold B S Kilewo, to share with other Parliamentarians on the committee what he had raised in his speech at the Annual Business Dinner. The Chairman highlighted some aspects of his speech.

Towards the end of the year, the Committee started the process of synthesizing and coordinating inputs to the year 2005/2006 Budget.

6.1.4 Membership, Services, Finance and Administration

This Committee met four times to review the accounts, financial position of the Confederation and staff welfare. The Committee also discussed ways of increasing income, reducing expenditure and re-allocation of the Secretariat due to the high rent at NIC offices.

6.1.5 Small Scale Industries, Women Entrepreneurship and Poverty Alleviation

The Committee held four meetings and discussed various strategies for the development of SMEs and identified problems which negatively impacted on SMEs.

The Committee also drew a plan for mainstreaming SMEs in CTI and pursued the problem of serviced land for SMEs.

6.1.6 Textile and Garments

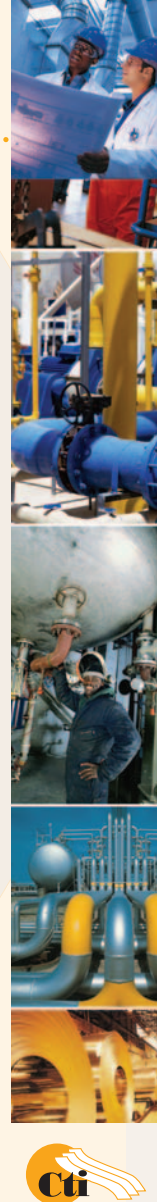
Two meetings of the Committee on Textile and Garments were held during the period covered by this report. The Committee discussed the revival of TEXMAT and the interim study report presented by a consultant, Mr. Ravi T Chande on the revival of the textile industry.

6.2 Outreaches

6.2.1 Arusha/Moshi

This Outreach was the most active amongst the three Outreaches of the Confederation and continued to recruit new members into the Confederation as well as serving existing members in Arusha and Moshi.

The Outreach also represented CTI in various meetings of the organs of EAC and other fora where members' interests were touched.



6.2.2 Mwanza

The Mwanza Outreach held a members' meeting which elected Mr. Christopher M Gachuma Chairman of the Outreach and Mr. Kiran Patel as Vice Chairman. However, the Outreach continued to be inactive. A new approach in the new year will involve tasking the Arusha/Moshi Outreach Officer to service this Outreach as well instead of relying on the leadership to activate the Outreach.

6.2.3 Tanga

Tanga Outreach was also not very active. The Secretariat visited the Outreach and organised a seminar on EAC Customs Union on 2nd December 2004. The seminar was facilitated by Mr. Uledi Mussa, Senior Economist, and Mr. A K Maziku, Assistant Director, Policy and Research in the Ministry of Industry and Trade. Mr. Uledi Mussa presented a paper on Rules of Origin while Mr. Maziku made a presentation on Internal Tariff Elimination and Common External Tariff.

7.0 The Secretariat

The Secretariat worked very closely with the Council, implementing directives and supporting the various Standing Committees. There were no disputes or unusual staff turnover. Two consultants were recruited to man the newly established Business Development Services Unit. The number of technical staff rose to 10 while support staff remained four.

A number of the staff took short courses to improve their skills. The Finance Officer completed studies leading to her being awarded a CPA.

8.0 DANIDA'S Support

After being supported for about seven years under DANIDA's Institutional Support Programme to CTI, the programme is coming to an end in December 2005. The overall budget for Phase III was about TShs. 647,800,000/-

We sincerely appreciate DANIDA's support without which many of our major achievements could not have been realised. We also salute the role played by our technical partners, the Confederation of Danish Industries (DI) in implementing the programme that has been immensely satisfactory and is appreciated.

9.0 Plans for 2005

After outlining what we did last year, it is important that I mention briefly our plans for the year 2005 in areas of advocacy, membership development, service delivery and financial sustainability.

First of all, we must strive to consolidate what we have achieved in the past year and use the successes to build future strategies.

We must continuously improve and strengthen our advocacy role in order to become more proactive and effective. We will ensure that we



are always in touch with Government officials at all levels and other stakeholders so that we know what is being planned before it is implemented. It is easier to influence decisions early, rather than later when they have been made public.

9.1 Power

We are planning to hold a Third Open Forum on Tanzania Power Sector, to review developments since we submitted various proposals to the Government following the First and Second Power Fora held in previous years.

Our major challenge remains to have power projects that are not hydro-dependent and to ensure availability of quality, reliable, consistent and affordable power. It is time that we made use of our natural gas and coal reserves to generate electricity for local use and export the surplus. A tariff of about US cents 4 – 5 remains our target if our industries are to be competitive.

9.2 Budget Proposals for 2005/2006

We wish to assure members that we will continue to be active and participate fully in the pre-budget submissions to the Task Force on Tax Reforms as we have done consistently during the past seven years. Members will be periodically up-dated about the progress of the deliberations.

We will continue to champion the removal of the remaining nuisance taxes imposed by local authorities.

By year-end, we had received members' inputs for the 2005/2006 Budget.

9.3 EAC Customs Union Protocol

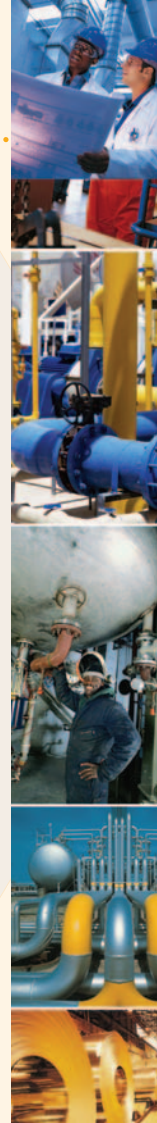
As you are all aware that the East African Customs Union was scheduled to be operational from 1st January 2005. We plan to continue sensitising our members on its impact on their businesses and to take up with relevant organs any problems that may emerge in the implementation of the Customs Union.

9.4 Textile and Garments Sub-Sector

As pointed out earlier in this report, more effort will be directed towards reviving the sub-sector. The starting point should be from the recommendations which have been submitted by the consultant contracted by the respective committee. We need to work towards the revival of the sub-sector by putting in place policy measures and incentives that will encourage local value addition, instead of our continuing exporting bales of cotton as we did at the time of independence.

9.5 Water

This will continue to be an area of concentration as it touches the life of every industry. We will continue to follow up on the recommendations that were made at the symposium which preceded last year's Annual General Meeting with a view to getting some action. The aim is to



find solutions to the problem of availability and consistency of water supply.

9.6 COMESA

Members are still having difficulties in accessing the COMESA market after Tanzania's withdrawal from that market and failure to establish bilateral trade agreements with selected COMESA countries.

We will review the consultant's report and advise the Government on what we consider to be in the best interests of our members and the country.

9.7 Membership Development

The need to have a large membership base in order to rightfully claim our role of representing the entire manufacturing sector cannot be overemphasized. A large membership also determines our financial sustainability. In that regard, I repeat my call for more recruitment efforts and subscription compliance.

With regard to the Outreaches, the Arusha/Moshi Outreach will continue to be strengthened. We are designating the Arusha/Moshi Outreach Officer to also coordinate Mwanza Outreach activities as we cannot afford to have a permanent staff stationed at Mwanza. The other staff of the Secretariat will continue to service Tanga Outreach as reported earlier.

9.8 Newsletter

The colourful monthly Newsletter will continue to be in circulation. It will feature articles on topical issues, market information and business opportunities. The paper has attracted some advertisements from a few members. I am urging members to buy more advertising space to generate additional income to the Confederation and to sustain its publication.

9.9 Development of Fee Based Services

As reported earlier, we have started a small Business Development Services Unit at the Secretariat that we expect will grow and become another source of income for CTI. In its early stage, the Unit is being supported by DANIDA and guided by our partners, the Confederation of Danish Industries (DI). I strongly call upon members to engage the Unit and support your organization.

9.10 Manufacturer of the Year Awards (MAYA)

The Secretariat completed the groundwork to start the Manufacturer of the Year Awards (MAYA). Members were informed of the competition and requested to participate. The winners will be known during our Annual Business Dinner at which the President of the United Republic of Tanzania and our Patron. H E Benjamin W Mkapa has kindly agreed to be the Chief Guest.



9.1.1 Owning Our Own Home

Due to high rent the Confederation is paying and our weak financial position, it is worth bringing the issue of owning our own home before you once again for serious consideration. I reiterate my last year's call that any of you with tips and ideas on how we can progress in this regard should please come forward so that we can work on them.

10.0 Appreciation

Members of the Governing Council will be completing their term in office, having served for two years.

I wish to record my appreciation of the support and commitment of both Vice Chairmen and the members of the Council who gave a lot of their precious time, support, expertise and advice, all aimed at making CTI a better organisation. A number of them made financial contributions that were urgently needed to run the organisation. That is why we were able to accomplish what I have attempted to summarize in this report. I also appreciate the voluntary spirit of members who served on various committees, enriching discussions and generating new ideas.

Some gave financial contribution over and above the subscription they paid. Those contributions enabled us to reduce our deficit from TShs 34m/- that was projected in the budget to about TShs 260,000/-.

Last but not least, I wish, on behalf of the Council and the entire membership, to express appreciation for the sterling work performed by the Executive Director and her staff of the Secretariat. They have coped very well, often times under tremendous pressure as a lot is expected of them. They have made CTI a reputable and well performing organization. I have admired their desire to excel. I have not failed to notice that the Secretariat staff are at work until 7.00 p.m. and many of them are at work during weekends and on holidays. That is the spirit of hard work and commitment. I urge them to continue with the same spirit and face the real challenges ahead. I urge members to continue giving our Secretariat the support and recognition that it deserves and has earned.

I thank you.



Arnold B S Kilewo
CHAIRMAN

31st December, 2004



REPORT OF THE GOVERNING COUNCIL

FOR THE YEAR ENDED 31ST DECEMBER, 2004

1.0 Introduction

The Members of the Governing Council of the Confederation are pleased to present herewith their report and audited financial statements for the year ended 31st December 2004.

2.0 Statement of the Governing Council's Responsibilities in Respect of the Financial Statements

2.1 The Governing Council, on behalf of the Members, is responsible for preparation of financial statements of the Confederation which show a true and fair view in accordance with the Tanzania Financial Accounting Standards (TFAS) issued by the National Board of Accountants and Auditors (NBAA).

2.2 It is also responsible for safeguarding the assets of the Confederation and hence for taking reasonable steps for prevention and detection of fraud and other irregularities. The Council is responsible for maintenance of an adequate system of internal control.

3.0 Membership of the Governing Council

The names of Members who served the Governing Council during the year under review are as follows:

S/No.	Name	Status
1.	Mr. Arnold B. S. Kilewo	- Chairman
2.	Mr. Sharad N Salgar	- 1 st Vice Chairman
3.	Mr. Jayesh G. Shah	- 2 nd Vice Chairman
4.	Mr. Harko Bhagat	- Councillor
5.	Mr. Ashok T. Chande	- Councillor
6.	Mr. Harpreet Duggal	- Councillor
7.	Mr. Leon E. Hooper	- Councillor
8.	Mr. Callington A. Kayuni	- Councillor
9.	Mr. Hussein Ladha	- Councillor

10.	Mr. Mike Laiser	-	Councillor
11.	Mr. Jonathan Lane	-	Councillor
12.	Mr. Ramadhani Madabida	-	Councillor
13.	Mr. Paul Mkanza	-	Councillor
14.	Mr. Yogesh M. Manek	-	Councillor
15.	Mr. Anup Modha	-	Councillor
16.	Mr. Juma V. Mwapachu	-	Councillor
17.	Mr. Gideon Nasari	-	Councillor
18.	Mr. Said Muhammad Said	-	Councillor
19.	Mrs. Khadija Simba	-	Councillor
20.	Mrs. Christine Kilindu	-	Secretary to the Council

4.0 Principal Activities

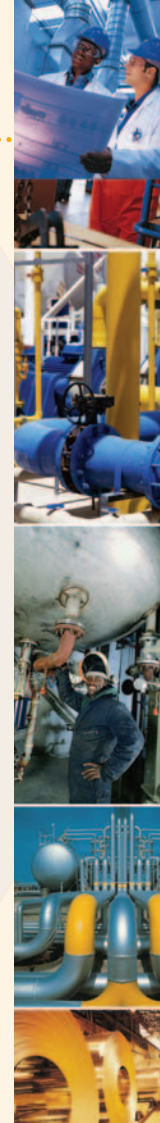
The principal activities of the Confederation are:

- To present the views of members, and cooperate with the government of the day, local authorities and other bodies essential to industry.
- To promote a competitive business environment in Tanzania in which sustained development is possible.
- To act as a prime source of information about manufacturing and associated industries for its members, the Government, potential investors and the media.
- To collect, disseminate and make available statistics and other information on matters concerning or affecting industry.
- To gather and maintain information from the members with regard to matters related to industry for subsequent translation into policies.
- To encourage and promote membership in CTI and to ensure that the organization is adequately financed.

5.0 Financial Position

5.1 Operating Results

During the year under review the Confederation suffered a deficit of Tzs 0.40 million



compared to a deficit of Tzs 47.1 million in the previous year. The results reflect some improvement compared to the previous year. Income excluding DANIDA Grant increased by Tzs 30.1 million while expenditure decreased by Tzs 16.7 million, hence the reduction in deficit by 46.8 million.

As reflected in the accounts much of the increased income was earned from the newly established Business Development Unit and contributions by members. Annual subscriptions, being the Confederation's major source of income, did not increase much as the membership base remained small.

5.2 Liquidity Position

During the year under review the liquidity position slightly improved by Tzs 1.7 million compared to the previous year. Net current liabilities at the year end was Tzs 15.4 million compared to Tzs. 17.1 million in the previous year.

5.3 Net Worth

The Confederation's net worth further decreased by Tzs 0.40 million compared to the previous year as result of the deficit suffered in the year under review.

6.0 Future Development

As stressed last year, to ensure sustainability of the Confederation there is a need to:

Address the problem of free riders through the interaction of sub-sector associations and the Government.

Generate additional source of income apart from subscriptions.

Reduce donor dependency.

Acquire a plot of land to build CTI offices from which revenue could be earned.

7.0 Welfare of Employees

7.1 Relationship Between Management and Employees

There is a systematic procedure of communication with employees on a regular basis, which is done through management and staff meetings.



7.2 Medical Services

During the year under review, the Confederation continued to offer free medical care to all employees and their families within their maximum permitted limit.

7.3 Training Facilities

During the year under review the Confederation continued to offer local training facilities to employees under the DANIDA grant.

7.4 Financial Help

During the year under review, the Confederation continued to offer financial help to employees by granting them loans to meet family emergencies.

8.0 Councillors' Interests

No councilor has interest in the ownership of the Confederation. It is fully owned by its members.

9.0 Employment of Disabled Person

The Confederation is an equal opportunity employer. It gives equal opportunities to all categories of persons, including the disabled for vacancies they are able to fill.

10.0 Auditors

TAC Associates (formerly Tanzania Audit Corporation) were the auditors of the Confederation for the year 2004. They have expressed their willingness to continue being auditors of the Confederation for the year 2005.

BY THE ORDER OF THE COUNCIL



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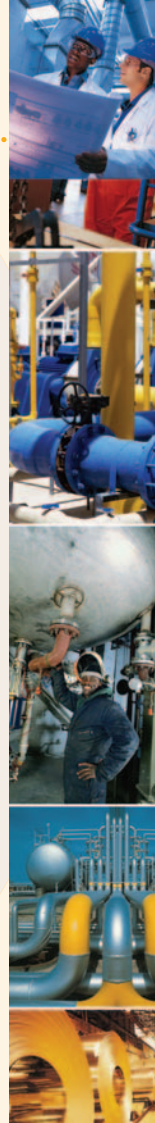
CHAIRMAN



.....

COUNCILLOR

DATE: 5th May 2005



REPORT OF THE AUDITORS

We have audited the accompanying balance sheet of the Confederation of Tanzania Industries for the year ended 31st December, 2004, the related statements of income and cash flows for the year then ended. These financial statements have been prepared on the basis of the accounting policies set out on page 28.

Respective Responsibilities of Councillors and Auditors

The Councilors are responsible for the preparation of financial statements which give a true and fair view of the Confederation's state of affairs and the operating results. Our responsibility is to express an independent opinion based on our audit of the financial statements and report our opinion.

Basis of Opinion

We conducted our audit in accordance with approved Tanzania Auditing Standards issued by the National Board of Accountants and Auditors which are in line with International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit includes examination on test basis, of evidence assessing the accounting principles used and judgements made by management in the preparation of the financial statements as well as evaluating the overall financial statements presentation. We believe that our audit provides a reasonable basis of our opinion.

Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the Confederation of Tanzania Industries as at 31st December, 2004, the results of its operations and the cash flows for the year then ended, in accordance with the Tanzania Financial Accounting Standards and the Companies Ordinance (Cap. 212).

Emphasis of Matter

Without qualifying our opinion above, we draw attention to the following matters: -

Going Concern

As at 31st December, 2004, the Confederation had accumulated deficits of Tzs. 25,929,715 (Tzs 25,528,885 as at 31st December, 2003) which had resulted in the Confederation having a negative net worth of Tzs 13,983,365 and as a result, the Confederation's ability to meet its maturing obligations has been seriously affected. Under the above circumstances the existence of the Confederation as a going concern depends on the injection of substantial funds by its members.

TAC ASSOCIATES

W. S. Sayore

S. F. SAYORE – FCCA
MANAGING PARTNER

DAR ES SALAAM - 27TH APRIL 2005

BALANCE SHEET

AS AT 31ST DECEMBER, 2004

ASSETS EMPLOYED	NOTE	31.12.2004 TZS.	31.12.2003 TZS.
FIXED ASSETS (NET)	2	1,504,397	3,532,687
CURRENT ASSETS			
Debtors	3	7,888,555	10,947,614
Cash and Bank Balances		1,158,714	9,469,795
		9,047,269	20,417,409
LESS: CURRENT LIABILITIES			
Creditors and Accruals	4	24,535,031	37,532,631
NET CURRENT ASSETS/(LIABILITIES)		(15,487,762)	(17,115,222)
TOTAL		(13,983,365)	(13,582,535)
FINANCED BY:			
ACCUMULATED FUND	5	(25,929,715)	(25,528,885)
REVALUATION SURPLUS	6	11,946,350	11,946,350
TOTAL		(13,983,365)	(13,582,535)

NOTES 1 TO 10 FORM PART OF THESE ACCOUNTS



CHAIRMAN



COUNCILLOR

DATE: 5th May 2005



INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31ST DECEMBER, 2004

INCOME	NOTE	2004 TZS.	2003 TZS.
Annual Subscriptions From Members		155,248,000	152,487,319
Membership Registration Fees		2,000,000	1,500,000
Contribution by Members		28,259,400	14,358,889
DANIDA Grant		126,520,075	133,695,592
Sundry Income	7	15,189,102	15,001,166
Subscriptions From Daily Press Cuttings		150,000	1,649,000
Consultancy		<u>14,206,786</u>	<u>0</u>
		341,573,363	318,691,966
EXPENDITURE			
Salaries, Allowances and Related Costs		113,862,247	118,185,464
Printing and Stationery		6,222,684	5,657,998
Traveling and Transport		9,730,738	13,071,261
Postage, Telephones and Telexes		5,038,554	8,242,521
Advertising and Publicity		1,881,568	3,595,397
Medical Expenses		2,809,014	4,026,135
Newspapers, Books and Periodicals		1,199,843	1,526,319
Insurance Premium		842,075	967,978
Stamp Duty		377,520	165,150
Audit Fees		1,920,000	1,920,000
Bank Charges		1,225,201	449,420
Seminars, Conferences and Council Meetings		4,597,750	6,792,661
Office Rent		33,312,930	29,942,076
Electricity		3,341,501	3,147,233
Research and Consultancy		0	1,907,000
Business Relation Expenses		1,044,220	4,033,650
Provision for Bad Debts		12,636,700	9,715,000
Repairs and Maintenance		5,251,880	6,856,890
General Office Expenses		1,501,420	1,899,350
Depreciation	2	1,931,474	3,599,318
Condolence Expenses		0	300,000
Training Expenses		0	64,000
Legal Fees and Expenses		211,200	1,208,528
Annual Subscriptions		1,298,400	3,126,363
Staff Uniforms		28,000	279,000
DANIDA Funded Project Expenditure		126,520,075	133,695,592
Business Development Unit Expenses		4,842,383	0
Fixed Assets Written Off		96,816	300,534
Donation		<u>250,000</u>	<u>1,100,000</u>
		341,974,193	365,774,838
SURPLUS/(DEFICIT) FOR THE YEAR			
TRANSFERRED TO ACCUMULATED FUND		<u>(400,830)</u>	<u>(47,082,872)</u>

NOTES 1 TO 10 FORM PART OF THESE ACCOUNTS



CHAIRMAN



COUNCILLOR

DATE: 5th May 2005

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31ST DECEMBER, 2004


CASH FLOWS FROM OPERATING ACTIVITIES:

	2004 TZS.	2003 TZS.
Surplus/(Deficit) for the Year	(400,830)	(47,082,872)
Adjustments for Items not Involving		
Movement of Cash:		
Depreciation	1,931,474	3,599,318
Fixed Assets written off	96,816	300,534
Gain on Disposal of Fixed Assets	0	(96,816)
	<u>2,028,290</u>	<u>3,803,036</u>
Operating Surplus/(Deficit) Before Working		
Capital Items Changes	1,627,460	(43,279,836)
Working Capital Items Changes:		
(Increase)/Decrease in Debtors	3,059,059	9,292,768
Increase/(Decrease) in Creditors and Accruals	(12,997,600)	31,347,913
Net Changes in Working Capital Items	<u>(9,938,541)</u>	<u>40,640,681</u>
Cash Flows Generated From/(Used in) Operations	(8,311,081)	(2,639,155)


CASH FLOWS FROM/(USED IN) INVESTING ACTIVITIES:

Purchase of Fixed Assets	0	(65,000)
Disposal of Fixed Assets	<u>0</u>	<u>456,000</u>
Net Cash Flows for The Year	(8,311,081)	(2,248,155)
Cash and Cash Equivalents as at 01.01.2004	<u>9,469,795</u>	<u>11,717,950</u>
Cash and Cash Equivalents as at 31.12.2004	<u>1,158,714</u>	<u>9,469,795</u>

NOTES 1 TO 10 FORM PART OF THESE ACCOUNTS


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CHAIRMAN


.....

COUNCILLOR

DATE: 5th May 2005



NOTES TO THE ACCOUNTS

NOTE 1: Principal Accounting Policy

(a) Basis of Accounting

These accounts have been prepared under the historical cost convention. No adjustments have been made to reflect the inflationary factors in the accounts.

(b) Fixed Assets and Depreciation

Fixed assets are stated at cost. Depreciation is calculated on a straight-line basis to write off the assets over their expected useful lives. The annual rates currently used are 20% for office furniture and office partitioning, 25% for office equipment and 33.3% for computers and electronic equipment.

(c) Provision for Bad and Doubtful Debts

Full provision for bad and doubtful debts is made for debts outstanding for more than three months.

(d) Income

Subscriptions income from members is accounted for on accrual basis and contributions are accounted for on cash basis.

(e) Expenditures

Expenditures are accounted for on accrual basis. All prepaid expenses are shown as current assets as at the balance sheet date and all expenditure not paid for as at the balance sheet date are shown as current liabilities.



NOTE 2: Fixed Assets

DESCRIPTION	OFFICE FURNITURE	OFFICE EQUIPMENT	COMPUTERS AND ELECTRONIC EQUIPMENT	TOTAL
	TZS	TZS	TZS	TZS
COST/VALUATION:				
Balance as at 01.01.2004	6,710,902	5,287,950	5,189,496	17,188,348
Additions During the Year	0	0	0	0
Disposals During the Year	(183,000)	(576,200)	0	(759,200)
Balance as at 31.12.2004	6,527,902	4,711,750	5,189,496	16,429,148
DEPRECIATION:				
Accumulated as at 01.01.2004				
	4,264,650	4,203,120	5,187,891	13,655,661
Charge for the Year	1,305,579	624,295	1,600	1,931,474
On Disposals	(134,200)	(528,184)	0	(662,384)
Accumulated Depreciation as at 31.12.2004	5,436,029	4,299,231	5,189,491	14,924,751
Net Book Value as at 31.12.2004	1,091,873	412,519	5	1,504,397
Net Book Value as at 31.12.2003	2,446,252	1,084,830	1,605	3,532,687

NOTE 3: Debtors

	31.12.2004 TZS.	31.12.2003 TZS.
Subscription Debtors	12,210,000	9,615,000
Mwanza Outreach – Imprest	0	1,248,200
Staff Loans	2,056,450	5,899,876
Staff Imprest	13,000	0
CDI/CTI Project	0	5,222,602
Sundry Debtors	4,749,779	670,000
Prepaid Expenses	294,750	1,094,750
Arusha/Moshi Outreach – Imprest	2,000	350
Security Deposit	<u>2,029,073</u>	<u>2,029,073</u>
	21,355,052	25,779,851
Less: Provision for Bad and Doubtful Debts	(13,466,497)	(14,832,237)
TOTAL	<u>7,888,555</u>	<u>10,947,614</u>

NOTE 4: Creditors and Accruals

	31.12.2004 TZS.	31.12.2003 TZS.
Advertisement Payable	0	291,302
Office Rent in Arrears	2,350,597	288,000
Sundry Creditors	3,999,296	9,650,421
Audit Fees Payable	1,920,000	1,800,000
Gratuity Payable	3,700,923	3,064,172
Leave Travel Payable	0	1,393,920
Salaries Payable	4,354,591	8,539,592
Subscriptions Received in Advance	668,000	1,310,000
Advertisement Fees Received in Advance	2,110,000	2,128,000
Withholding Tax Payable	213,691	3,547,294
Accrued Charges	4,858,568	5,409,930
CDI/CTI Project	309,365	0
Collections on Behalf of Members/Institutions	50,000	110,000
TOTAL	24,535,031	37,532,631

NOTE 5: Accumulated Fund

As at 1st January	(25,528,885)	21,553,987
(Deficit)/Surplus for the Year	(400,830)	(47,082,872)
As at 31st December	(25,929,715)	(25,528,885)

NOTE 6: Revaluation Surplus

Revaluation surplus of Tzs 11,946,350 is a net surplus that arose from valuation of the Confederation's fixed assets made in April, 2000 by M/s Tan Valuers and Property Consultants registered property valuers. The basis of valuation adopted was depreciated replacement value. The surplus arising therefrom is not available for distribution by way of cash.

NOTE 7: Sundry Income

	2004 TZS.	2003 TZS.
Documents and Publications	488,300	276,800
Bad Debts Recovery	3,395,000	9,341,500
Advertisement on CTI Newsletter	5,750,000	2,684,000
Other Income	5,555,802	2,370,630
Interest on Fixed Deposit	0	231,420
Gain on Disposal of fixed assets	0	96,816
TOTAL	15,189,102	15,001,166

NOTE 8: Capital Commitments

There were no capital commitments as at 31st December, 2004.

NOTE 9: Contingent Liabilities

There were no contingent liabilities as at the year end.

NOTE 10: Comparative Figures

Previous year's figures have been regrouped whenever considered necessary in order to make them comparable with current year's figures.



THE GOVERNING COUNCIL



Mr. Sharad Salgar

1st Vice Chairman/Managing Director
Aluminium Africa Ltd.



Mr. Arnold B.S. Kilewo

Chairman/Executive Managing Director
Tanzania Breweries Ltd.



Mr. Jayesh G. Shah

2nd Vice Chairman/Managing Director
Sumaria Group Ltd.



Mr. Harko Bhagat

Councillor/Director
Vice Fish Ltd.



Mr. Ashok Chande

Councillor/Managing Director
TASCO



Mr. Harpreet Duggal

Councillor/Group Manager
Sumaria Group Ltd.



Mr. Callington A. Kayuni

Councillor/General Manager
Tanzania Distilleries Ltd.



Mr. Hussein Ladha

Councillor/Managing Director
Raffia Bags Ltd.



Mr. Mike Laizer

Director General
SIDO



Mr. Jonathan Lane

Chairman Tanga Outreach
Managing Director PeePee (T) Ltd.



Mr. Paul Makanza

Councillor/Director of Corporate Affairs
Tanzania Cigarette Co. Ltd.



Mr. Yogesh Manek

Councillor/Chairman
Mac Group Ltd.



Mr. Anup Modha

Chairman Arusha/Moshi Outreach
General Manager Chemi-Cotex



Mr. Juma V. Mwapachu

Immediate Past Chairman
Ambassador to France



Mr. Gideon Nasari

Councillor/Executive Director
Tanzania Portland
Cement Co. Ltd.



Mr. Said Muhammad Said

Councillor/General Manager
S S Bakhresa & Co. Ltd.



Mrs. Khadija Simba

Councillor/Managing Director
Kays Hygiene Products Ltd.



Mrs. Christine Kilindu

Secretary to Council/CEO
CTI

STANDING COMMITTEES

Management

Mr. Arnold B S Kilewo	Chairman
Mr. Sharad N Salgar	Member
Mr. Jayesh G Shah	Member
Mrs. Christine Kilindu	Secretary

Economic Affairs

Mr. Sharad N Salgar	Chairman
Mr. Harpreet Duggal	Member
Mr. Phocas I Lasway	Member
Mr. Paul Makanza	Member
Mr. Yogesh Manek	Member
Mr. Gideon Nasari	Member
Dr. Samuel M Nyantahe	Member
Mr. Sashi Ravada	Member
Mr. Said Muhammad Said	Member
Mr. Amu J Shah	Member
Mr. Hussein Kamote	Secretary

Fiscal Policy & Taxation

Mr. Jayesh G Shah	Chairman
Mr. Ashok T Chande	Member
Mr. Kabir Hyderally	Member
Mr. S G Jayaraman	Member
Mr. Anil Kamdar	Member
Mr. M P Karambaya	Member
Mr. Callington A Kayuni	Member
Mr. Hussein Ladha	Member
Mr. Phocas I Lasway	Member
Mr. Said Muhammad Said	Member
Mr. Kippi Ivor Warioba	Member
Mr. Hussein Kamote	Secretary

Legal and Regulatory Affairs

Mr. Arnold B S Kilewo	Chairman
Mr. Peter C Bakilana	Member
Mr. Mathew Kombe	Member
Mr. Amu J Shah	Member
Dr. Hawa Sinare	Member
Mr. Kippi Ivor Warioba	Member

Mr. Thomas Kimbunga Secretary

Membership, Services, Finance and Administration

Mr. Yogesh M Manek	Chairman
Mr. Hussein Ladha	Member
Mr. Phocas I Lasway	Member
Mr. Ramadhani Madabida	Member
Mr. Gideon Nasari	Member
Dr. Samuel M Nyantahe	Member
Mr. Shiraz P Walji	Member
Mrs. Lillian Manga	Secretary

Small Scale Industries, Women Entrepreneurship and Poverty Eradication

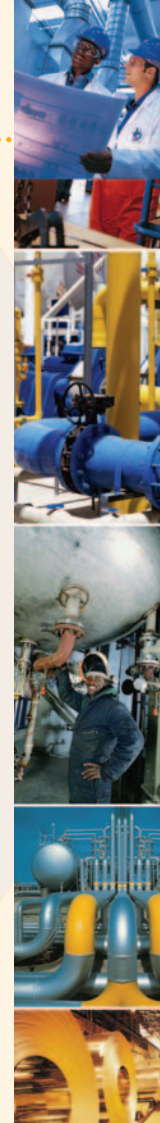
Mr. Mike Laiser	Chairman
Mr. Harpreet Duggal	Member
Mr. Mathew Kombe	Member
Mr. Gideon Nasari	Member
Dr. Samuel M Nyantahe	Member
Mr. Sashi Ravada	Member
Ms Mariam M Wilmore	Member
Mr. Geoffrey Mackanja	Secretary

Textiles and Garments

Mr. Ashok T Chande	Chairman
Mr. Hussein Ladha	Member
Mr. Ajay Shah	Member
Mr. Jayesh G Shah	Member
Mrs. Khadija Simba	Member
MS Neema Mhondo	Secretary

Utilities, Transport and Infrastructure

Mr. Gideon Nasari	Chairman
Mr. Harpreet Duggal	Member
Mr. Linford Mboma	Member
Mr. Deogratius Moyo	Member
Dr. Samuel M Nyantahe	Member
Mrs. Khadija Simba	Member
Mr. Geoffrey Mackanja	Secretary



THE SECRETARIAT



Mrs. Christine Kilindu

Executive Director



Mr. Thomas Kimbunga

Head
Information and
Communication



Mr. Hussein Kamote

Head
Policy Analysis
and Research



Mrs. Lilian Manga

Head
Finance and
Administration



Mr. Deudedit Mushoga

Head
Business Development
Services Unit



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