



# ANNUAL REPORT 2013



Confederation of Tanzanian Industries



## ABOUT THE CONFEDERATION OF TANZANIA INDUSTRIES

The Confederation of Tanzania Industries (CTI) is a Business Membership Organisation that was registered in November 1990 and officially launched in July 1991. It is an independent, self-financed, legally constituted organisation that serves its members by speaking out on their behalf and generally representing their interests. The main aim of CTI is to ensure that there is a conducive legal, financial and socio-economic environment within which the manufacturing and service industries can operate effectively, prosper and contribute to national wealth creation and economic development.

At CTI we put our members first by paying attention and attending to their needs, concerns and challenges. We provide needed value-adding services to enhance the competitiveness and profitability of the manufacturing and service industries, through dedicated efforts and innovative solutions. Our Secretariat is supported by a team of professional and well experienced staff who serve members diligently so as to promote their interests and fulfill their expectations.

### VISION

A leading representative of the manufacturing and service industries in Tanzania.

### MISSION

To advocate for a conducive business environment that will enhance the competitiveness of the manufacturing and service industries in Tanzania.

### VALUES

- Members first
- Reliable and trustworthy
- Dedicated and committed
- Innovative and creative.

### OBJECTIVES

- To present the views of members and co-operate with the Government of the day, local authorities and other bodies essential to Tanzania's industrialisation and support services;
- To promote a competitive and appropriately regulated business environment in Tanzania in which sustained development is possible;
- To collect, disseminate and make available statistics and other information on matters concerning or affecting industry;
- To act as a prime source of information about manufacturing and associated industries for its members, the Government, potential investors, the media and the public;
- To gather and maintain information from members with regard to matters related to the manufacturing and service industries for subsequent translation into policies;
- To encourage and promote membership in CTI and ensure the organisation's sustainability.



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*Chairman of CTI Mr. Felix G N Masha welcoming the guest of honour Mr. Uledi Mussa, Permanent Secretary, Ministry of Industry and Trade to the 21st Annual Greneral Meeting*



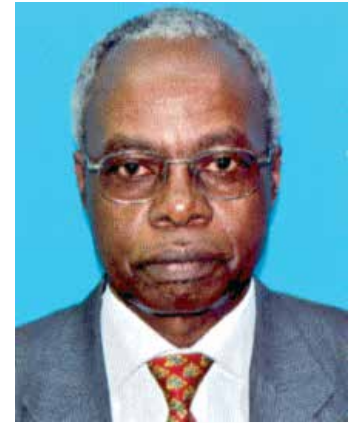
*Patron of CTI H E President Jakaya Mrisho Kikwete addressing members and invited guests during PMAYA 2013*

## CHAIRMAN'S REPORT FOR 2013

### 1.0 INTRODUCTION

Members would recall that in December 2013, during the Annual General Meeting, the new Governing Council of which I am Chairman was elected. My Colleagues on the Governing Council and I have strived to guide the Confederation in the right direction according to the mandate members gave us. We appreciate their confidence in us and continue to count on their support in our endeavours.

With the advantage of new blood and the experiences of the past, the Governing Council continued to provide policy guidelines and leadership at CTI. The Council's Standing Committees were active, serving as rich grounds for generating and formulating positions on various issues pertinent to industrial performance. Standing Committees continued to benefit from voluntary services of committed members who shared their knowledge, experience, resources and expertise to the advantage of fellow members and the business community at large, for it goes without saying that whatever CTI gains in its lobbying and advocacy benefits all.



**Dr. Samuel M. Nyantche**  
Chairman

Fellow members, I also wish to convey my condolences to fellow members who lost relatives and friends and offer words of comfort to members who encountered great losses caused by fire, floods and other disasters. To all of them, I say that in spirit, we were together in those sad moments and we will continue being together in our efforts to build a prosperous future as one family. May God the Almighty give us strength and his blessings.

### 1.1 STATE OF THE ECONOMY

In 2013, Tanzania's Gross Domestic Product grew by 7.0 percent compared to 6.9 percent in 2012. This increase in growth was attributed to stable growth in agricultural, construction and business sectors which constitute a large share of the GDP. Significant growth of micro economic activities in percentage were marked in: Communication 22.8, money 12.2, construction 8.6 and businesses 8.3 percent. Other growth factors include: improvements in the transport and communication infrastructures as well as improvement in industrial performance due to several government efforts to enhance availability of adequate and quality electricity and other energy resources vital for manufacturing. In 2013 the growth rate of the manufacturing sector was 7.7 percent compared to 8.2 percent for 2012. The main challenge that limited the performance of the business sector was the increase in the cost of production and raw materials by 5 percent.

### 1.2 THE EAST AFRICAN COMMUNITY

Within the East African Community, in 2013 Rwanda continued to achieve the highest GDP growth rate of 7.5 per cent; while Tanzania grew at 7.0 per cent and Uganda 5.6 per cent. Kenya and Burundi recorded growth rates of 5.1 per cent and 4.5 per cent, respectively.

The GDP growth rates of the East African economies in 2013 are **highlighted in Table 1.**

**Table 1: GDP Growth Rates of EAC Partner States (%)**

No	Country	2012	2013
1	Rwanda	7.7	7.5
2	Tanzania	6.9	7.0
3	Uganda	5.1	5.6
4	Kenya	4.7	5.1
5	Burundi	4.0	4.5

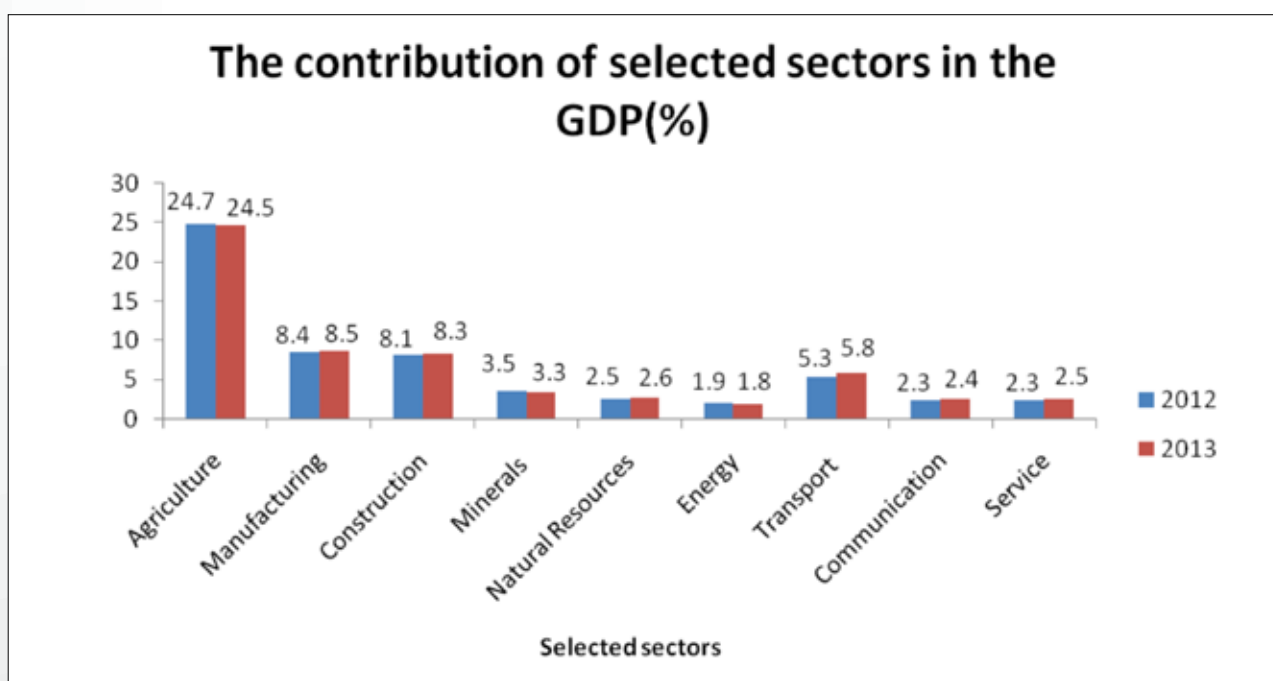
Source: Tanzania Economic Survey 2013, Kenya Economic Survey 2013, CIA World Fact Book: List of countries by real GDP rate, World Bank: GDP Growth (Annual %)

### 1.3 CONTRIBUTION OF THE MANUFACTURING SECTOR TO THE ECONOMY

The contribution of the Tanzania’s manufacturing sector to GDP was 8.5 percent in 2013 compared to 8.4 in 2012. The average growth rate of the manufacturing sector was 7.7 percent in 2013 compared to 8.2 in 2012. The slower growth rate was due to declining production in industries producing colours and paints as well as those producing pesticides using pyrethrum. The manufacturing sector’s contribution to export earnings increased to 20.04 percent in 2013 from 17.61 per cent in 2012.

The number of employees in the manufacturing sector increased by 5 percent from 120,840 in 2012 to 126,882 people in 2013. This is equivalent to 11.025 percent of the formal employment.

The contribution of key selected sectors to GDP is represented in the following Chart:



## 1.4 MANUFACTURING GROWTH RATE IN EAC AND SADC REGIONS

There was slow and/or stagnant growth in manufacturing throughout the East Africa Region in 2013. This was largely due to the application of tight fiscal and monetary measures to curb high inflation levels across the region emanating from the world economic meltdown in 2010. Comparing to other EAC Partner States, manufacturing growth rates have remained relatively strong in Tanzania and Rwanda reaching a remarkable 8.2 and 7.3 percent growth respectively. Uganda and Kenya recorded low manufacturing growth rates of 4.4 percent and 3.1 percent respectively. Manufacturing growth rates were not satisfactory even in some Southern African Development Community (SADC) countries, where their growth has remained stunted.

**Table 2** below shows comparative growth rates of the manufacturing sector in the East African Partner States and selected countries in Southern African Development Community (SADC).

Countries	Manufacturing growth rate 2012 (%)	Manufacturing growth rate 2013 (%)
<b>EAC Countries</b>		
Tanzania	8.2	7.7
Rwanda	7.3	7.5
Kenya	3.4	3.1
Uganda	4.4	4.7
<b>Selected SADC Countries</b>		
Botswana	11	10.8
Malawi	8.0	8.2
Zimbabwe	6.0	5.7
South Africa	3.0	2.2

Source: Tanzania Economic Survey 2012, Kenya Economic Survey 2012, Ministry of Finance, Planning and Economic Development of the Republic of Uganda: Budget Speech 2013/14, CIA World Fact Book 2013: Industrial Production Growth Rate and Index Mundi: Industrial Production Growth Rate 2013.

## 2.0 POLICY ADVOCACY

In response to members' desire for their organisation to focus more on policy advocacy, last year the Confederation continued to work hard in proposing to the Government policies and measures to improve the business climate and lower the cost of doing business in Tanzania. In addition to preparing and submitting position papers on various issues, CTI presented letters, met and interacted with Ministers and other officials in Government ministries, departments and agencies. There were many issues which called for the Government's attention. However, it was decided that focus be on key areas that were of great concern to the membership. These are outlined in the following sections:

### 2.1 POWER

As was the year before, CTI continued to engage the Government and TANESCO to improve the availability and reliability of power. Unreliable and Power outages continued to affect production of industries. Due to this some members continued to use standby generators and, as a result, their production costs increased a great deal as energy from standby generators was at least four times more expensive than electricity from the national grid.

## 2.2 Taxation

The tax regime and its effects on business performance continued to be an area of concern to CTI's members. As reported last year, despite the government's acceptance to reduce taxes in many areas in the past, tax rates continued to be viewed as high. Similarly, the problem of numerous and nuisance taxes that were abolished some years back, were being reimposed by the central government and many local government authorities.

During the year under review, the Confederation participated actively in the Task Force on Tax Reforms. CTI's proposals for the 2013/2014 budget were aimed at increasing government revenue through enhanced economic growth. Specifically, CTI's proposals, if accepted, would have accelerated growth of the manufacturing sector by 10 per cent; enhanced export earnings above 25 per cent; increased industries' capacity utilization to above 50%; safeguarded consumer welfare through maintaining stable prices; enhanced competitiveness of Tanzania manufacturers and moved the manufacturing sector contribution to GDP above 15% as envisioned in Tanzania Development Vision 2025.

I wish to bring to the attention of members that although we submitted many tax proposals for consideration by the Task Force, the outcome was not at all encouraging. The Task Force on Tax Reform took on Board only the following: Reduction of Import Duty on Papers from 25% to 10%; retention of Excise Duty on Non petroleum products at the existing inflation rate and retention of specific Excise Duty regime. While we commend the Government for accepting the few proposals as reported above, we expressed our concerns about the proposals that were not taken on board and carried them forward when submitting proposals for the year 2014/2015 budget.

## 2.3 REGIONAL INTEGRATION AND TRADE AGREEMENTS

During the year covered by this report, CTI was fully engaged in the discussions on unresolved EAC CET issues including the tariff on galvanised wire, HS Code 7217.2000. We participated in a workshop on EAC Tax procedures harmonisation and agreed on a roadmap towards implementation of harmonised tax procedures in the EAC. CTI has also participated in the experts' meeting to prioritise projects for the implementation of EAC Action Plan. Similarly, the Confederation had participated in a verification process of the origin of Coca-Cola concentrates in Swaziland where it was concluded that it met the SADC Trade Protocol Rules of Origin (RoO) and should be imported to Tanzania duty free. We also attended training on Rules of Origin (RoO) organised by the East African Business Council (EABC) in collaboration with the International Trade Centre (ITC) aimed at getting an overview of the Rules of Origin and encouraged private sector's participation in Tripartite Trade Negotiations. We took part in a preparatory meeting on COMESA-EAC-SADC Tripartite Free Trade Area (FTA) to prepare for the sixth meeting of the Trade Negotiation Forum in Zambia. Furthermore, we participated in a SADC Standardisation, Quality Assurance and Metrology (SQAM) awareness raising workshop in Gaborone, Botswana aimed at understanding of standards and quality issues by SADC business community. The workshop also aimed at promoting the implementation of Standards and Quality principles in day to day business practice.

## 3.0 STRATEGIC ALLIANCES

The Confederation continued to cultivate and maintain relationships with other organisations for mutual benefit.



### 3.1 PARTNERSHIPS

As a lobbying strategy, the Confederation continued working closely with other institutions which had similar objectives to CTI's in their respective sectors. To that end, CTI collaborated with the Agriculture Council of Tanzania (ACT), Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), Tanzania Chamber of Minerals and Energy (TCME), Association of Tanzania Employers (ATE) and Tanzania Trade Development Authority (TANTRADE). There was also interaction with Tanzania Investment Centre (TIC), Tanzania Bureau of Standards (TBS), Tourism Confederation of Tanzania (TCT); Tanzania Bankers Association (TBA) and Tanganyika Law Society (TLS) on matters of common interest.

### 3.2 NETWORKING

During the period covered by this report, we shared experiences and exchanged information and expertise with a number of organisations whose objectives are similar to those of CTI. The networking partners included:

- Confederation of Danish Industries (DI);
- Confederation of Indian Industry (CII);
- Kenya Association of Manufacturers (KAM);
- Uganda Manufacturers Association (UMA);
- Association of Ghana Industries (AGI);
- Private Sector Foundation Rwanda (PSFR); and
- Burundi Federal Chamber of Commerce and Industry (CFCIB).

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).

### 3.3 AFRICA INDUSTRIALISATION DAY

During the year under review, CTI participated fully in the organisation of the commemorations of Africa Industrialisation Day in collaboration with the Ministry of Industry and Trade, the Country Office of the United Nations Industrial Development Organisation (UNIDO), TPSF and TCCIA. The celebrations climax on 20<sup>th</sup> November each year.

Apart from organising a three days' exhibition of products and services by its members, the Confederation coordinated the preparation of the symposium paper on the year's theme "***Job Creation and Entrepreneurship: A Means to Accelerate Industrialisation in Africa***" to mark the day.

The key recommendations which emerged from the symposium included:

- The exhibitors should be contacted timely before the exhibition exercise in order for them to make adequate preparation for the event, which includes but not limited to preparing the best items to display.
- The organizers for the event should make timely preparations by contacting the stakeholders to get their inputs, making sufficient and timely advertisements and promotion activities and making the best use of the media.
- The organizers should secure appropriate and most accessible venue for the exercise, a place that is easily accessible and can be visited by many people easily such as Mnazi Mmoja, Mlimani City, and Diamond Jubilee Hall.

### 3.4 REPRESENTATION

During the year covered by this report, the Confederation was represented in a number of committees, task forces, boards and other working groups. These included:

- Africa Technology Policy Studies Network - Tanzania Board
- Africa Industrialisation Day (AID) Organising Committee
- Audit Committee of the Inter-University Council for East Africa
- College of Business Education Governing Body
- Commission for Science and Technology
- Dar es Salaam International Trade Fair (DITF) - Organising Committee
- Dar es Salaam Regional Vocational Training and Service Centre- Advisory Committee
- DAWASA - Board of Directors
- East African Business Council Executive Committee
- EWURA Consumer Consultative Council
- Executive Committee of the Southern Agricultural Growth Corridor of Tanzania (SAGCOT)
- Integrated Programme on Competitiveness and Sustainability
- Inter-Institutional Technical Committee on WTO
- Labour, Economic and Social Council (LESCO)
- National Committee on Duty Remission
- National Committee on Removal of Non-Tariff Barriers
- National Industrial Licensing Board
- National Technical Committee on Textiles
- Science, Technology and Innovation Policy Research (STIPRO)
- SIDO - Board of Directors
- SME Development Policy Steering Committee
- Tanzania National Business Council
- Task Force on Tax Reform
- Task Force on the Restructuring of TPSE.
- Technical Advisory Committee on Sugar Importation
- Think Tank of the Minister for Finance
- TRA's Stakeholders' Forum
- Users' Committee of the Commercial Court
- VETA Zonal Boards

In these fora, the Confederation's representatives ensured that the interests of the members were well articulated, defended and promoted.

### 3.5 CO-OPERATION WITH GOVERNMENT

We acknowledge that the Government has a role in supporting and promoting growth of the private sector, particularly the manufacturing sector in Tanzania. Last year, we cooperated and worked very closely with the following ministries:

- Ministry of Industry and Trade
- Ministry of Energy and Minerals

- Ministry of East African Co-operation
- Ministry of Finance
- Ministry of Labour and Employment
- Ministry of Transport
- Ministry of Agriculture, Food Security and Co-operatives
- Ministry of Home Affairs
- Ministry of Lands, Housing and Human Settlements Development
- Ministry of Livestock Development and Fisheries
- Ministry of Foreign Affairs and International Co-operation
- Ministry of Water
- Ministry of Natural Resources and Tourism.

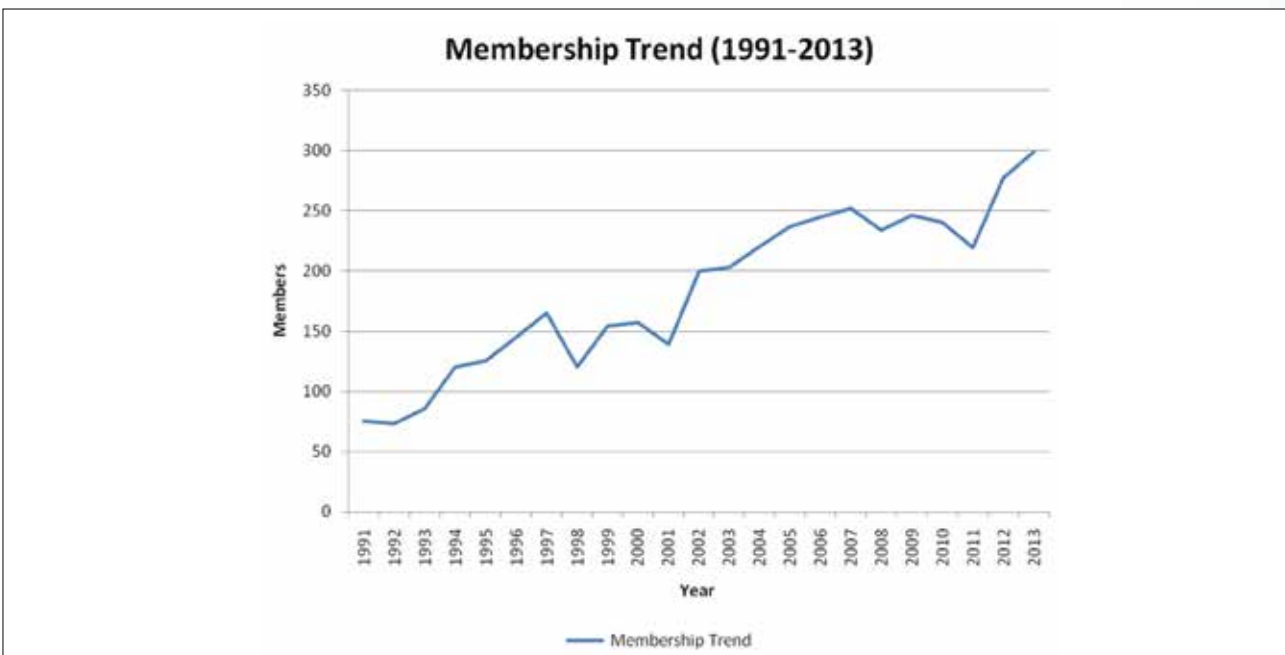
The Confederation also continued to work very closely with the Prime Minister’s Office in respect of the implementation of the Road Map for improving the investment and business environment in Tanzania. It is CTI’s desire that the established relationship will be maintained and strengthened in subsequent years.

### 3.6 VISITORS

A total of 52 visitors were received at the Confederation during 2013 compared to 55 in 2012. These included members of the diplomatic corps, consultants, researchers, students and representatives of local and international organisations as well as business and trade delegations. CTI exchanged views and shared with the visitors ideas on the business climate and investment opportunities in Tanzania.

### 4.0 MEMBERSHIP

As a voluntary Business Membership led organisation, members continued to join while others opted out for various reasons. The paid up membership as at **31<sup>st</sup> December, 2013** was **299** compared to **277** that were on the register as at **31<sup>st</sup> December, 2012**, an increase of **7.9** per cent.



Membership trend over the last 23 years is shown in the graph and bar chart that follow.



I wish to commend all members who renewed their memberships and new ones who joined during the year for their support to the organisation. It should be appreciated that without a sufficient membership base, the Confederation would continue to lack the critical mass for which to lobby and would otherwise be seen as a club for the few.

Members are aware that the financial well-being of the Confederation depends to a very large extent on members' subscriptions. If many members were to be recruited then the Confederation would be guaranteed of more income to offer better services. It is unfortunate that the efforts to recruit more members are regrettably being jeopardised by free-riders. Those outside the CTI membership do see the value of its efforts, but they purposely refuse to join. They see little reason to join the Confederation because they can enjoy its benefits without incurring any costs!

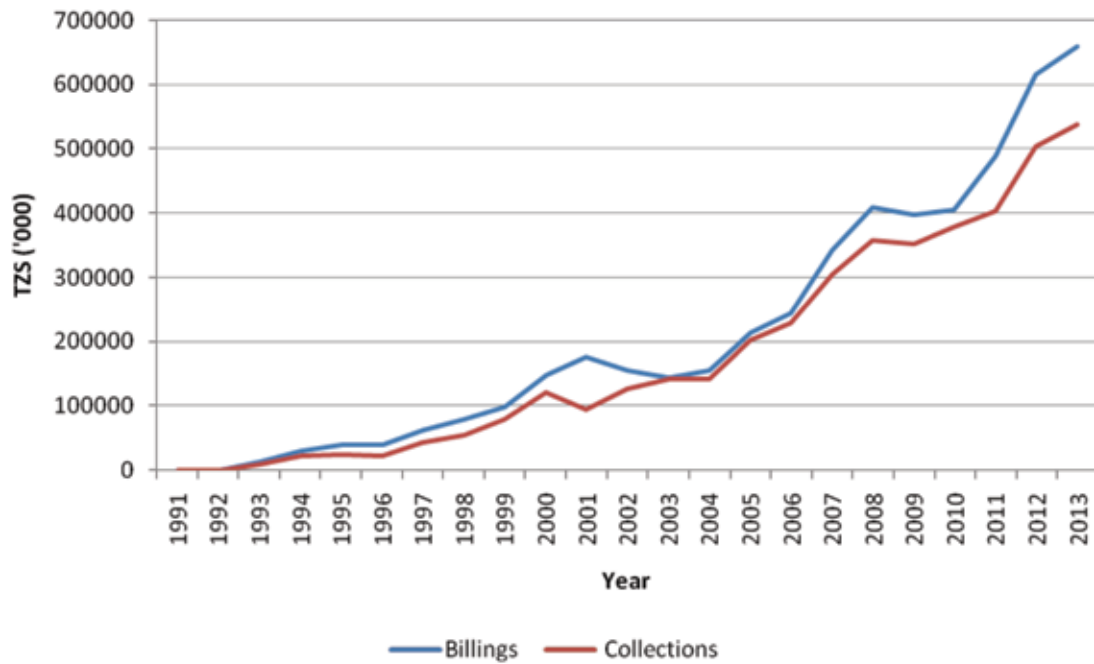
## 5.0 FINANCE

During the period under review, the Confederation continued to record a rise in the membership following vigorous recruitment efforts spearheaded by the Governing Council, its various Standing Committees, Sub-sector Associations and the Secretariat. I wish to commend those members who fulfilled their obligations to the Confederation by paying their subscriptions on time and also those who paid during the year. I wish to remind and urge those among us whose subscriptions were still outstanding by the end of the year, to effect payment in order to enable us deliver the services that members expect from the Confederation.

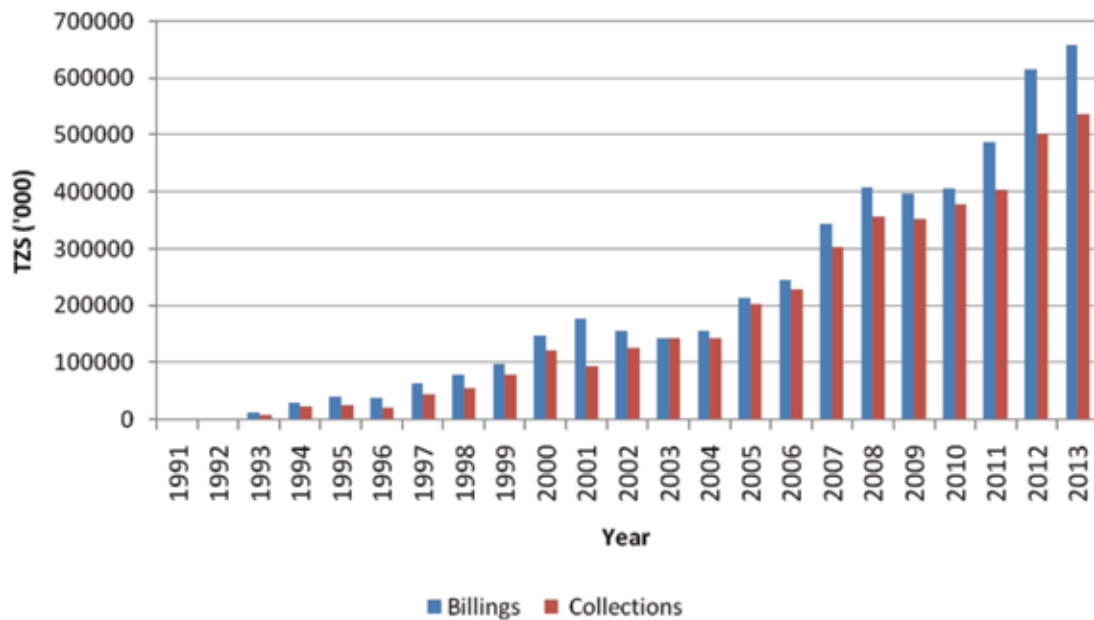
During the year covered by this report, we collected **TZS 538.1 million** in subscriptions compared to **TZS 503.4/- million** in the previous year, an increase of **6.9** per cent. A deficit of **TZS 133.1/- million** was recorded in 2013 compared to a surplus of **TZS 104.5/- million** posted in the previous year.

As in the past, there was still a gap between subscription billings and collections as indicated in the graph and bar chart below. This again, was due to the fact that some members did not pay their subscription dues and others paid less than they should have done. This, unfortunately, has been the trend over the years.

**Subscriptions: Billings and Collections (1991-2013)**



**Subscriptions: Billings and Collections (1991-2013)**



## 6.0 MEMBERSHIP SERVICES

Last year, the Confederation continued to deliver useful services to members. Seminars and workshops to sensitise members on various issues of their concern were held. Also, training programmes on topical issues and tailor-made courses continued to be offered to members and other clients.

A symposium on the *“The Role of Weights and Measures Agency (WMA) in Promoting Industrial Development in Tanzania”* preceded the 21<sup>st</sup> Annual General Meeting that was held in December 2013. The recommendations that emerged during the symposium discussions were forwarded to the respective authorities for appropriate action.

### 6.1 COMMUNICATION AND MEMBERSHIP VISIT

The Confederation’s Secretariat continued to communicate regularly with its members with a view to disseminating relevant and timely information through circulars, telephone contacts, e-mails and personal visits. A total of 195 members and 60 potential members were visited in Dar es Salaam and in the Outreaches of Arusha/Moshi, Tanga and Mwanza. Press Statements were issued from time to time to express members’ views on topical issues of the day. In addition we published wall calendars which carried members’ advertisements and were distributed to all members and other stakeholders on our mailing list.

### 6.2 MEMBERSHIP CERTIFICATES

Membership certificates were issued to all paid up members. Likewise, letters of introduction were availed on request to members travelling abroad and to those applying for visas to travel overseas on business. The library continued to be visited for information by members, researchers and students. Press cuttings were compiled for internal use by the Secretariat as well as by Members who needed to refer to them.

### 6.3 BUSINESS DEVELOPMENT SERVICES

The Business Development Services Unit continued to coordinate the organisation of several training programmes on topical issues that attracted participants from among the membership and other clients. A total of eight (8) training programmes were conducted where members and non-members participated. My plea to members continues to be that in order to sustain this service, they should increase their participation in the training programmes and encourage their peers to support this service.

## 7.0 WORK OF THE COUNCIL

During the year covered by this report, the Governing Council held its meetings and considered the various issues within its mandate and provided direction to the Secretariat.

### 7.1 STANDING COMMITTEES

The Standing Committees of the Governing Council conducted business during the year under review as summarised below:

#### 7.1.1 Management

During the period covered by this report, the Management Committee met at various times. At times, the Office Bearers consulted among themselves to provide direction to the Secretariat and address urgent issues as they arose.

### 7.1.2 Membership, Services, Finance and Administration

This Committee met and reviewed the accounts, financial position of the Confederation and formulation of the Confederation's Budget for 2014. The Committee also looked at membership mobilisation, staff welfare and continued to coordinate the search for a plot to build CTI's home.

### 7.1.3 Small Industries Development

The Committee continued to discuss how best SMEs could be assisted in accessing finance.

### 7.1.4 Infrastructure

This Committee considered the challenges of electricity supply in the country and their effect on industries. The Committee formulated views on how to improve the transportation sector to facilitate faster and efficient movement of goods and services. Congestion at the port of Dar es Salaam was discussed and proposals for improvement were made.

## 7.2 OUTREACHES

During the year under review, all the three Outreaches of Arusha/Moshi, Mwanza and Tanga continued to be active. Their services were appreciated by both members and other stakeholders in their respective regions.

### 7.2.1 Arusha/Moshi

Like in previous years, this Outreach continued to recruit new members from Arusha, Moshi and the neighbouring region of Manyara. The Outreach held meetings with members and also visited them from time to time. Potential members were contacted and urged to join the CTI membership. The Outreach continued to be the CTI representative in various meetings of the organs of EAC and other appropriate *fora* to ensure members' interests were well taken care of.

### 7.2.2 Mwanza

The Outreach attended to members' concerns and made follow ups on matters that members raised. The Confederation was marketed to potential members.

The Outreach Manager participated in the Resource Efficient and Cleaner Production Awards organised by Cleaner Production Centre of Tanzania. The awards aimed to promote, introduce and implement resource efficient and cleaner production technologies in industries and other business enterprises within the Lake Victoria Basin. Similarly, the awards aimed to cut down industrial costs, minimising waste at source and increasing competitiveness.

The Outreach participated in a meeting of Mwanza Regional Business Council where investment opportunities in the region were identified, including cotton: edible oil double refining; animal food production; meat processing and leather industries. The meeting also considered the Modernisation and expansion of Mwanza airport to make it an international airport and to establish Mwanza Community Bank to facilitate business growth in the region.

### 7.2.3 Tanga

This Outreach continued to be active, brought in more new members. The Outreach held members' meetings on 30<sup>th</sup> August 2013 and 29<sup>th</sup> November 2013 and considered issues of multiplicity of regulatory authorities, high fees charged on land rent and preparations of the Investment Forum scheduled for September 2013.

Similarly, the Outreach participated in the inauguration of Tanga-Horohoro road and establishment event on the use of the EFDs in Tanga. The Outreach also discussed issues concerning Tanga City Council, OSHA, high increase in land rent and the 0.2% of CIF value charge imposed by Weights and Measures Agency on imports of raw materials.

## 8.0 THE SECRETARIAT

The Secretariat worked very closely with the Governing Council and the broader membership. It implemented directives of the Governing Council, supported the various Standing Committees and special task forces that met during the year under review. The number of technical staff remained at eleven (11) and support staff at three (3). Two interns continued to work at the Secretariat during the year.

## 9.0 PLANS FOR 2014

After outlining the Confederation's activities for 2013; it is important to mention briefly plans for the year 2014 in areas of Policy Advocacy, Membership Development, Service Delivery and Financial Sustainability.

In the first place, CTI will endeavour to consolidate the achievements that were made last year and use the successes to build future strategies. We must improve and strengthen our advocacy role in order to become more proactive and effective. We will strive to maintain amicable relationships with government officials at different levels and other stakeholders for faster access to information on the government's future plans to ensure that interventions are made early in the policy formulation process rather than later when decisions have already been made. In this regard, we plan to organise several meetings to enhance government understanding and a shared vision on issues of common interest.

### 9.1 POWER

CTI will continue to engage the Government on the implementation of the recommendations that were submitted in respect of the past power *fora*. We will continue to emphasise the implementation of the proposed options for permanent solutions to power load shedding which has serious negative effects on the industrial sector. Similarly, we will reiterate to the Government the importance of using the country's natural gas and coal reserves in generating electricity for local use and export.

The Confederation's plans to create a consortium from among its members interested in investing in the generation of power will continue to be pursued. Likewise the idea of the development of the Stieglers' Gorge and investing in a gas powered electricity infrastructure will be followed up.

### 9.2 BUDGET PROPOSALS FOR 2012/2013

We wish to assure members that after collecting members' proposals for pre-budget submissions, CTI will continue to be active and participate fully in the pre-budget submissions to the Task Force on Tax Reforms as it has done consistently during the past years. Members will be up-dated about the progress of the deliberations.

Proposals that the Government did not take on board in the 2012/13 Budget and even the year before will be resubmitted. The reduction of Skills and Development Levy will again be on top of the list of the proposals because it is a cross cutting issue that continues to make industries uncompetitive and discourages employment creation. Likewise, the rationalisation of Regulatory Agencies and the issue of their cost will be next in priority. CTI will reiterate its urge to the Government to remove the nuisance taxes that continue to be introduced by local authorities and those being reintroduced after their abolishment some years back.



### 9.3 WATER

The problem of availability and consistency of water supply is still persistent and to date no permanent solution has been found despite major rehabilitations which are going on. Members should be rest assured that this will continue to be our area of focus due to the fact that water touches on the life of every industry.

### 9.4 MEMBERSHIP DEVELOPMENT

The need to have a large membership base in order to rightfully claim our role of representing the entire manufacturing sector in the country cannot be overemphasised. A large membership also determines our financial sustainability. In that regard, I challenge each one of us to put more effort in recruiting more members from among our peers and paying our subscriptions in full.

In relation to the Outreaches, they will all continue to be strengthened and supported. I am pleased to report that the Outreach Managers are doing a good job of coordinating activities and events in those Outreaches. Outreach members are being visited regularly and their concerns with respective local authorities are being addressed.

Subject to requisite resource mobilization, we feel the need to next consider establishing Outreaches in the Southern Highlands regions (Iringa/Mbeya) in response to SAGCOT investments; as well as in Mtwara and Lindi Regions in view of the potentialities of the Oil and Gas exploration and extraction activities under way in this area. The Governing Council and the appropriate Standing Committee will evaluate options and determine the timing for actuation of these establishments.

### 9.5 PRESIDENT'S MANUFACTURER OF THE YEAR AWARDS (PMAYA)

The most awaited event by members of CTI, the President's Manufacturer of the Year Awards (PMAYA) was successfully held during the year covered by this report. H E Jakaya Mrisho Kikwete, the President of the United Republic of Tanzania, and the Confederation's Patron, graced the occasion and presented awards to the winners during the Annual Business Dinner which was held on 28<sup>th</sup> March 2014 at Dar es Salaam Serena Hotel.

I take this opportunity to remind fellow members that PMAYA is our CTI's Flagship Event whose objective is to publicise and recognise the important role of the manufacturing sector in Tanzania. Although the competition is open to all paid up members, I still wonder why members shy away from taking part in it. I therefore appeal to all paid up members to participate in the competition to give it the appropriate stature and more dynamism.

### 9.6 OWNING OUR OWN HOME

There has not been much progress in our endeavour to build our own home despite the offer that the Government gave us. As reported last year that after the lack of any positive response from various ministries which were tasked to contribute to progress in this matter, and the Governing Council referring the matter to the Chief Secretary, President's Office, nothing much has been achieved. We are still following up at all possible quarters.

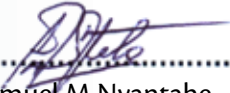
## 10.0 APPRECIATION

Firstly, I would like to record my appreciation to all members of CTI for the support and contributions rendered to the Confederation. Their commitment, support and spirit of volunteering have made my Chairmanship much easier.

Secondly, I would like to commend the two Vice Chairmen and Members of the Governing Council for their support and commitment to the work of leading and guiding the Confederation. I am certain that if they maintain the same spirit, they will continue to drive CTI in the right direction. I also wish to commend all the Standing Committee's Members and their respective Chairpersons for their voluntary spirit, commitment, enriching discussions and generating new ideas for the development of the Confederation.

Lastly, on behalf of the Governing Council and the entire membership, I wish to commend the Executive Director and entire team of staff of the Secretariat for outstanding performance and tireless efforts in continuing to make the Confederation a reputable and well performing organisation, despite many and obvious challenges. They continued to cope very well, often under pressure and difficult conditions. I urge them to maintain their excellence, while aiming higher at the same time.

I thank you all.

A handwritten signature in blue ink, appearing to read 'S. Nyantahe', is written over a horizontal dotted line.

Dr. Samuel M Nyantahe

**CHAIRMAN**

31<sup>st</sup> March, 2014.

CONFEDERATION OF TANZANIA INDUSTRIES (CTI)  
(A COMPANY LIMITED BY GUARANTEE)

## REPORT OF THE GOVERNING COUNCIL FOR THE YEAR

ENDED 31<sup>ST</sup> DECEMBER, 2013

### 1.0 INTRODUCTION

The Governing Council of the Confederation of Tanzania Industries is pleased to present herewith its report and audited financial statements for the year ended 31st December, 2013.

### 2.0 STATEMENT OF THE GOVERNING COUNCIL'S RESPONSIBILITIES IN RESPECT OF FINANCIAL STATEMENTS

The Executive Director on behalf of the Governing Council is required under the Companies' Act (No. 12) of 2002, to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Confederation, as at the end of the financial year and the surplus or deficit of the Confederation for that period.

The Governing Council is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial state of the Confederation and which comply with the Companies' Act (No. 12) of 2002. The Councillors are also responsible for safeguarding the assets of the Confederation and, hence for taking reasonable steps for the prevention and detection of fraud, errors and other irregularities.

The preparation of financial statements in conformity with International Financial Reporting Standards requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities at the date of financial statements and the reported amounts of income and expenses during the reporting period. Although these estimates are based on the Governing Council's best knowledge of current events and conditions, actual results may differ from those estimates.

The Governing Council confirms that suitable policies have been used and applied consistently; reasonable and prudent judgments and estimates have been made in the preparation of the financial statements for the year ended 31<sup>st</sup> December, 2013. The Governing Council also complies with the statutory requirements. The Councilors confirm that the International Financial Reporting Standards (IFRS) have been followed and that the financial statements have been prepared on a going concern basis.

### 3.0 MEMBERSHIP OF THE GOVERNING COUNCIL

The names of Members of the Governing Council who served from 1<sup>st</sup> January, 2013 to 13<sup>th</sup> December, 2013 are as follows:

S/N	Name	Status	Year of Birth	Nationality	Qualification/ Discipline	Appointed
1.	Mr. Felix G.N. Masha	Chairman	1944	Tanzanian	Economist	Re-appointed on 1 <sup>st</sup> October, 2011
2.	Mr. Jayesh G. Shah	1 <sup>st</sup> Vice Chairman	1960	British	Bachelor of Management Science	Appointed on 1 <sup>st</sup> October, 2011
3.	Mr. Pankaj Kumar	2 <sup>nd</sup> Vice Chairman	1957	Indian	Chartered Accountant	Appointed on 1 <sup>st</sup> October, 2011
4.	Mr. Reginald A. Mengi	Immediate Past Chairman	1943	Tanzanian	Chartered Accountant	Re-appointed on 1 <sup>st</sup> October, 2011
5.	Mr. Hussein S. Ally	Councillor	1973	Tanzanian	Bachelor of Science	Re-appointed on 1 <sup>st</sup> October, 2011
6.	Mr. Mike Laiser	Councillor	1949	Tanzanian	Enterprise Development Economist	Re-appointed on 1 <sup>st</sup> October, 2011
7.	Mr. Perfect A. Lyimo	Councillor	1940	Tanzanian	Certified Public Accountant & Chartered Secretary	Re-appointed on 1 <sup>st</sup> October, 2011
8.	Mr. Evarist N. Maembe	Councillor	1949	Tanzanian	Entrepreneur	Appointed on 1 <sup>st</sup> October, 2011
9.	Mr. Paul Makanza	Councillor	1967	Tanzanian	Bachelor of Commerce, MBA	Re-appointed on 1 <sup>st</sup> October, 2011
10.	Mr. Yogesh M. Manek	Councillor	1955	Tanzanian	Bachelor of Arts	Re-appointed on 1 <sup>st</sup> October, 2011
11.	Mr. E. Mmari	Councillor	1955	Tanzanian	High Diploma in Mechanical Engineering	Re-appointed on 1 <sup>st</sup> October, 2011
12.	Mr. Gideon Nasari	Councillor	1950	Tanzanian	Engineer	Re-appointed on 1 <sup>st</sup> October, 2011
13.	Dr. Samuel Nyantahe	Councillor	1947	Tanzanian	University Graduate Mechanical Engineering	Re-appointed on 1 <sup>st</sup> October, 2011
14.	Mr. Shachindra Shetty	Councillor	1964	Indian	B.A D.P Technical MBA (IB)	Re-appointed on 1 <sup>st</sup> October, 2011
15.	Mrs. Khadija Simba	Councillor	1944	Tanzanian	Entrepreneurship Studies	Appointed on 1 <sup>st</sup> October, 2011
16.	Mr. R. Vijayraghavan	Councillor	1949	Indian	Chemical Engineering	Appointed on 1 <sup>st</sup> October, 2011
17.	Mr. Christopher Gachuma	Councillor	1946	Tanzanian	Diploma in selling for profit in business advertising and public relation of sales Management and Marketing	Re-appointed on 1 <sup>st</sup> October, 2011
18.	Mr. Anup Modha	Councillor	1961	Tanzanian	M. A. Economics	Re-appointed on 1 <sup>st</sup> October, 2011
19.	Dr. Azim Fazal	Councillor	1960	British	Dr. MBBS, Bsc	Re-appointed on 1 <sup>st</sup> October, 2011

The names of Members of the Governing Council, who served from 14<sup>th</sup> December, 2013 to date are as follows:

S/N	Name	Status	Year of Birth	Nationality	Qualification/ Discipline	Appointed
1.*	Dr. Samuel Nyantahe	Chairman	1947	Tanzanian	University Graduate Mechanical Engineering	Re-appointed on 14th December, 2013
2.	Mr. Jayesh G. Shah	1 <sup>st</sup> Vice Chairman	1960	British	Bachelor of Management Science	Re-appointed on 14th December, 2013
3.	Mr. Pankaj Kumar	2 <sup>nd</sup> Vice Chairman	1957	Indian	Chartered Accountant	Re-appointed on 14th December, 2013
4.	Mr. Felix G.N. Moshia	Immediate Past Chairman	1944	Tanzanian	Economist	Re-appointed on 14th December, 2013
5.	Mr Stephen F. Kilindo	Councillor	1961	Tanzanian	Bachelor of Law and an Advocate	Appointed 14th December, 2013
6.	Mr. Evarist N. Maembe	Councillor	1949	Tanzanian	Entrepreneur	Re-appointed on 14th December, 2013
7.	Mr. Paul Makanza	Councillor	1967	Tanzanian	Bachelor of Commerce, MBA	Re-appointed on 14th December, 2013
8.	Mr. Yogesh M. Manek	Councillor	1955	Tanzanian	Bachelor of Arts	Re-appointed on 14th December, 2013
9.	Mr David Mgwasa	Councillor	1958	Tanzanian	Management	Appointed 14th December, 2013
10.	Mr. Gideon Nasari	Councillor	1950	Tanzanian	Engineer	Re-appointed on 14th December, 2013
11.	Mrs. Khadija Simba	Councillor	1944	Tanzanian	Entrepreneurship Studies	Re-appointed on 14th December, 2013
12.	Mr.Hussein S. Zavery	Councillor	1990	Tanzanian	Bachelor of Science and business of Management	Appointed on 14th December, 2013
13.	Mr. R. Vijayraghavan	Councillor	1949	Indian	Chemical Engineering	Re-appointed on 14th December, 2013
14.	Mr. Christopher Gachuma	Councillor	1946	Tanzanian	Diploma in selling for profit in business advertising and public relation of sales Management and Marketing	Re-appointed on 14th December, 2013
15.	Mr. Anup Modha	Councillor	1961	Tanzanian	M. A. Economics	Re-appointed on 14th December, 2013
16.	Dr. Azim Fazal	Councillor	1960	British	Dr. MBBS, Bsc	Re-appointed on 14th December, 2013

The Council's Secretary during the year ended 31<sup>st</sup> December, 2013 was Mrs Christine Kilindu.

## 4.0 PRINCIPAL ACTIVITIES

The principal activities of the Confederation are:

- To present the views of members, and cooperate with the government of the United Republic of Tanzania, 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.

## 5.0 FINANCIAL POSITION

### 5.1 OPERATING RESULTS

During the year under review, the Confederation recorded a deficit of TZS 133.1 million compared to a surplus of TZS 104.5 million in the previous year. The deficit is mainly attributable to decreased income and increased expenses. Total revenue decreased by TZS 59.4 million (6.5%), following decreased membership registration fees, contribution by members, sundry income and business development services. Total expenditure increased by TZS 178.2 million (22.14%).

### 5.2 LIQUIDITY POSITION

During the year under review liquidity position declined by TZS 122.5 million compared to the previous year. Net current liabilities amounted to TZS 47.2 million as at the year end compared to net current assets of TZS 75.3 million at the end of the previous year.

### 5.3 NET WORTH

The Confederation's equity was TZS 23.2 million at 31st December, 2013 compared to TZS 130.8 million at the end of the previous year.

## 6.0 FUTURE DEVELOPMENT

The sustainability of the Confederation depends on the accomplishment of the following issues which continued to be addressed during the year under review:

- Win the commitment of free riders so that they join membership of the organization and pay appropriate fees and subscriptions.

- Win the commitment of members so that they all pay the appropriate subscriptions in line with their actual turnovers.
- Generate additional sources of income in addition to subscriptions.
- Acquire a plot of land to construct CTI House from which additional 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 and international training facilities to employees.

### 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 Councillor has interest in the ownership of the Confederation. The Confederation is fully owned by its members.

## 9.0 EMPLOYMENT OF PERSONS WITH DISABILITIES

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

## 10.0 MANAGEMENT

The overall management of the Confederation's activities is vested in a Governing Council while the day to day functions are carried out by an Executive Director.



## 11.0 AUDITORS

TAC Associates were the auditors of the Confederation during the year 2013. They have expressed their willingness to continue being auditors of the Confederation for the year 2014.

### **BY THE ORDER OF THE COUNCIL**

A handwritten signature in purple ink, appearing to read 'D. M. M.', is written over a horizontal dotted line.

Chairman

A handwritten signature in purple ink, appearing to read 'J. M.', is written over a horizontal dotted line.

Councillor

17/12/2014

Date



## INDEPENDENT AUDITORS REPORT

We have audited the accompanying Financial Statements of the Confederation of Tanzania Industries which comprise the Statement of Financial Position for the year ended 31<sup>st</sup> December, 2013, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory notes. We received all the information and explanations which we considered necessary for audit purposes.

### COUNCILLORS' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Councilors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

### AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### OPINION

In our opinion, the financial statements give a true and fair view of the financial position of the Confederation of Tanzania Industries as at 31<sup>st</sup> December, 2013, and of the results of its operations, the changes in equity and the cash flows for the year then ended, in accordance with the International Financial Reporting Standards, and comply with the Companies Act, 2002.

### TAC ASSOCIATES (Certified Public Accountants)



S. F. SAYORE – FCCA  
MANAGING PARTNER  
DAR ES SALAAM

DATE...19 DEC 2014



M. KAVALO  
ENGAGEMENT PARTNER

## STATEMENT OF FINANCIAL POSITION AS AT 31ST DECEMBER, 2013

ASSETS	NOTE	31.12.2013 TZS	31.12.2012 TZS
<b>Non-current Assets</b>			
Property, Plant and Equipment	2	25,858,958	36,421,937
Investment in 17000 NMB Ltd Ordinary Shares	3	<u>44,540,000</u>	<u>19,040,000</u>
		<b>70,398,958</b>	<b>55,461,937</b>
<b>Current Assets</b>			
Receivables	4	110,660,011	94,652,923
Cash and Cash Equivalents		<u>17,640,850</u>	<u>46,828,341</u>
		<b>128,300,861</b>	<b>141,481,264</b>
<b>TOTAL ASSETS</b>		<b><u>198,699,819</u></b>	<b><u>196,943,201</u></b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Accumulated Fund	5	(44,048,716)	93,301,480
Revaluation Surplus	6	<u>67,241,446</u>	<u>37,491,446</u>
		<b>23,192,730</b>	<b>130,792,926</b>
<b>Current Liabilities</b>			
Payables	7	<u>175,507,089</u>	<u>66,150,275</u>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b><u>198,699,819</u></b>	<b><u>196,943,201</u></b>

NOTES 1 TO 14 FORM PART OF THESE FINANCIAL STATEMENTS. AUDITORS REPORT ON PAGE 25

  
Chairman

  
Councillor

Date: 17/12/2014

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR

ENDED 31<sup>ST</sup> DECEMBER, 2013

INCOME	NOTE	2013 TZS	2012 TZS
Annual Subscriptions From Members		659,800,000	615,828,501
Membership Registration Fees		8,200,000	14,400,000
Contribution by Members		4,322,289	496,296
Sundry Income	8	124,083,180	187,229,783
Business Development Services		<u>53,571,600</u>	<u>91,465,000</u>
		<u>849,977,069</u>	<u>909,419,580</u>
<b>EXPENDITURE</b>			
Salaries, Allowances and Related Costs		605,425,457	407,676,948
Administration Expenses	9	345,126,302	369,243,077
Other Staff Costs	10	11,264,550	9,030,800
Financial Costs		1,188,627	1,102,472
Depreciation		<u>20,072,329</u>	<u>17,842,430</u>
		<u>983,077,265</u>	<u>804,895,727</u>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>			
<b>TRANSFERRED TO ACCUMULATED FUND</b>		<u>(133,100,196)</u>	<u>104,523,853</u>

NOTES 1 TO 14 FORM PART OF THESE FINANCIAL STATEMENTS. AUDITORS REPORT ON PAGE 25

  
 .....  
 Chairman

  
 .....  
 Councillor

Date: 17/12/2014

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR

ENDED 31ST DECEMBER, 2013

Particulars	Accumulated Fund TZS	Revaluation Reserve TZS	Total TZS
Balance on 1 <sup>st</sup> January, 2012	(15,472,373)	32,901,446	17,429,073
Adjustment of Gain on NMB shares	4,250,000	-	4,250,000
Surplus for the Year 2012	104,523,853	-	104,523,853
<b>Other Comprehensive Income</b>			
Gain on fair valuation of NMB Share	-	4,590,000	4,590,000
<b>Balance as at 31.12.2012</b>	<b><u>93,301,480</u></b>	<b><u>37,491,446</u></b>	<b><u>130,792,926</u></b>
Balance on 1 <sup>st</sup> January, 2013	93,301,480	37,491,446	130,792,926
Adjustment of Gain on NMB shares	(4,250,000)	4,250,000	-
Surplus/(Deficit) for the Year 2013	(133,100,196)		(133,100,196)
Gain on fair valuation of NMB Share	-	25,500,000	25,500,000
<b>Balance as at 31.12.2013</b>	<b><u>(44,048,716)</u></b>	<b><u>67,241,446</u></b>	<b><u>23,192,730</u></b>

NOTES 1 TO 14 FORM PART OF THESE FINANCIAL STATEMENTS. AUDITORS REPORT ON PAGE 25.

  
Chairman

  
Councillor

Date: 17/12/2014

## STATEMENT OF CASH FLOWS FOR THE YEAR

ENDED 31ST DECEMBER, 2013

CASH FLOWS FROM OPERATING ACTIVITIES:	2013 TZS	2012 TZS
Surplus/(Deficit) for the Year	(133,100,196)	104,523,853
<b>Adjustments for Items not Involving Movement of Cash:</b>		
Depreciation	20,072,329	17,842,430
(Gain on Disposal of Property, Plant and Equipment)	-	(249,790)
	<u>20,072,329</u>	<u>17,592,640</u>
Operating Surplus/(Deficit) Before Working Capital Items Changes	(113,027,867)	122,116,493
<b>Working Capital Items Changes:</b>		
(Increase)/Decrease in Receivables	(16,007,088)	(54,345,959)
Increase/(Decrease) in Payables	109,356,814	(63,207,057)
Net Changes in Working Capital Items	<u>93,349,726</u>	<u>(117,553,016)</u>
<b>Cash Flows Generated From/ (Used in) Operating Activities (A)</b>	<u>(19,678,141)</u>	<u>4,563,477</u>
<b>CASH FLOWS FROM/(USED IN) INVESTING ACTIVITIES</b>		
Purchase of Property and Equipment	(9,509,350)	(2,710,000)
Disposal of Property and Plant	-	1,160,000
<b>Cash Flows Generated From/ (Used In) Investing Activities ( B)</b>	<u>(9,509,350)</u>	<u>(1,550,000)</u>
<b>NET INCREASE /(DECREASE) IN CASH AND CASH EQUIVALENTS (A+B)</b>	<b>(29,187,491)</b>	<b>3,013,477</b>
Cash and Cash Equivalents as at 01.01.2013	<u>46,828,341</u>	<u>43,814,864</u>
<b>Cash and Cash Equivalents as at 31.12.2013</b>	<b><u>17,640,850</u></b>	<b><u>46,828,341</u></b>

NOTES 1 TO 14 FORM PART OF THESE FINANCIAL STATEMENTS. AUDITORS REPORT ON PAGE 25

  
 .....  
 Chairman

  
 .....  
 Councillor

Date: 17/12/2014

## NOTES TO THE FINANCIAL STATEMENTS

### NOTE 1.0: PRINCIPAL ACCOUNTING POLICIES

#### 1.1 ACCOUNTING BASIS

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and the Companies Act, 2002. The financial statements have been prepared under the historical cost convention, modified to include revaluation of property, plant and equipment. No adjustments have been made for inflationary factors affecting the financial statements.

#### 1.2 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are initially recorded at historical cost, which includes expenditure that is directly attributable to the acquisition of the items. They are subsequently stated in the financial statements at cost amounts less subsequent depreciation.

Subsequent costs are included in the assets carrying amounts only when it is probable that the future economic benefit associated with the item can be measured reliably. All other repairs and maintenance costs are charged to the Statement of Comprehensive Income during the financial period in which they are incurred.

##### Depreciation

Depreciation on property, plant and equipment is calculated using the straight-line method to write off the cost of each asset to their residual values over their estimated useful economic lives at the following rates: -

Particulars	Rate per Annum %
Furniture and Fittings	20.0
Computer Equipment and Accessories	33.3
Other Office Equipment	25.0
Motorcycle	25.0

Depreciation is charged on assets from the date when they are ready for use and stop on the date when the asset is derecognised by the Confederation.

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Gains and losses on disposal are determined by comparing the disposal proceeds with the carrying amount and are credited/charged to statement of comprehensive income.

### 1.3 INVESTMENT IN SECURITIES

Investments in securities are initially recognized at fair value with fair value changes measured in the statement of comprehensive income.

### 1.4 PROVISION FOR IMPAIRMENT OF RECEIVABLES

Receivables are recognized initially at fair value and subsequently measured at value less provision for bad and doubtful debts. Specific provision is made in the financial statements against receivables considered to be doubtful of recovery.

### 1.5 FOREIGN CURRENCY TRANSACTIONS

#### (i) Functional and Presentation Currency

The financial statements are presented in Tanzania Shillings, which is the Confederation's functional and presentation currency.

#### (ii) Transactions and Balances

Foreign currency transactions are translated into Tanzanian shillings at the rates of exchange ruling at the dates of the transactions. Monetary assets and liabilities at the year end expressed in foreign currencies are translated into Tanzanian shillings at the rates of exchange ruling at the end of the financial year. The resultant gains/losses on exchange rate translations are dealt with in the statement of comprehensive income.

### 1.6 CASH AND CASH EQUIVALENTS

Cash and cash equivalents are carried in the statement of financial position at face value. For the purpose of statement of cash flows, cash and cash equivalents comprise cash in hand; deposits held on call and fixed deposits.

### 1.7 REVENUE RECOGNITION

Revenue is recognized on accrual basis of accounting. Revenue is recognized only when it is probable that the economic benefits associated with the transaction will flow to the Confederation.

### 1.8 PROVISIONS

Provisions are recognized when the Confederation has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made. When the Confederation expects a provision to be reimbursed for example under insurance contract, the reimbursement is recognized as a separate asset only when the reimbursement is virtually certain.

## 1.9 EMPLOYEES' BENEFITS

### (i) Retirement Benefits

Confederation of Tanzania Industries makes statutory contributions to the National Social Security Fund (NSSF) in favour of its employees. The Confederation's obligation in respect of contributions to NSSF is 10% of the employees' gross emoluments.

Contributions to NSSF are recognized as an expense in the period the employees render the related services.

### (ii) Short Term Benefits

The cost of all short-term employee benefits such as salaries, employees entitlements to leave pay, medical aids, other contributions, etc are recognized during the period in which the employees render the related services.

## NOTE 2: PROPERTY, PLANT AND EQUIPMENT

DESCRIPTION	OFFICE FURNITURE TZS	OFFICE EQUIPMENT TZS	OFFICE MOTOR CYCLE TZS	COMPUTERS AND ELECTRONIC EQUIPMENT TZS	TOTAL TZS
<b>COST/VALUATION:</b>					
Balance as at 01.01.2013	32,251,475	17,029,000	1,900,000	19,773,700	70,954,175
Additions During the Year	1,534,250			7,975,100	9,509,350
<b>Balance as at 31.12.2013</b>	<b>33,785,725</b>	<b>17,029,000</b>	<b>1,900,000</b>	<b>27,748,800</b>	<b>80,463,525</b>
<b>DEPRECIATION:</b>					
Accumulated as at 01.01.2013	12,900,605	8,514,501	376,041	12,741,091	34,532,238
Charge for the Year	6,578,156	4,257,250	475,000	8,761,923	20,072,329
<b>Accumulated Depreciation as at 31.12.2013</b>	<b>19,478,761</b>	<b>12,771,751</b>	<b>851,041</b>	<b>21,503,014</b>	<b>54,604,567</b>
<b>Net Book Value as at 31.12.2013</b>	<b>14,306,964</b>	<b>4,257,249</b>	<b>1,048,959</b>	<b>6,245,786</b>	<b>25,858,958</b>
Net Book Value as at 31.12.2012	19,350,870	8,514,499	1,523,959	7,032,609	36,421,937

## NOTE 3: INVESTMENT IN NMB TZS 44,540,000

The investment is in respect of 17,000 Ordinary Shares acquired by the Confederation in NMB in September, 2008 at TZS 600 per share.

Market value as at 31st December, 2013 was TZS 2,620 (31st December, 2012 TZS 1,120) per share. The financial statements have been adjusted accordingly.



NOTE 4: RECEIVABLES	31.12.2013 TZS	31.12.2012 TZS
Subscriptions Receivable	187,701,667	153,774,875
Staff Loans	4,574,872	3,345,122
Sundry Receivables	16,030,900	31,125,000
Pre-paid Expenses	1,354,499	1,135,903
Arusha/Moshi, Tanga and Mwanza Outreach Imprests	187,000	950
Security Deposit	<u>2,071,073</u>	<u>2,071,073</u>
	211,920,011	191,452,923
<b>Less: Allowance for Impairment of Receivables</b>	<b><u>101,260,000</u></b>	<b><u>96,800,000</u></b>
<b>TOTAL</b>	<b><u>110,660,011</u></b>	<b><u>94,652,923</u></b>

#### NOTE 5: ACCUMULATED FUND

As at 1st January	93,301,480	(15,472,373)
Adjustment of Gain on NMB shares	(4,250,000)	4,250,000
(Deficit)/Surplus for the Year	<u>(133,100,196)</u>	<u>104,523,853</u>
<b>As at 31st December</b>	<b><u>(44,048,716)</u></b>	<b><u>93,301,480</u></b>

#### NOTE 6: REVALUATION SURPLUS 67,241,446

Revaluation surplus of Tzs. 32,901,446 is a net surplus that arose from valuation of the Confederation's property, plant and equipment made in April, 2000 and December 2010 by M/s Tan Valuers and Property Consultants, registered property valuers. The accumulated gain which arose from fair valuation on NMB Ltd Shares was Tzs 34,340,000. The basis of valuation adopted was depreciated replacement value. The surplus arising there from is not available for distribution by way of cash.

NOTE 7: PAYABLES	31.12.2013 TZS	31.12.2012 TZS
Sundry Accounts Payable	35,165,500	35,050,904
Audit Fees Payable	5,452,000	2,832,000
Gratuity Payable	12,467,660	10,221,735
Salaries and Related Costs Payables	5,238,522	-
Accrued Charges	9,488,592	12,719,364
Subscriptions Received in Advance	4,555,000	3,108,333
Outreach Imprest	329,900	-
Withholding Tax Payable	1,212,936	480,696
Parking Fees Payable	287,609	544,511
Current Accounts	336,918	1,192,732
Payment in Lieu of Leave	7,527,410	-
Severance Pay	<u>93,445,042</u>	<u>-</u>
<b>TOTAL</b>	<b><u>175,507,089</u></b>	<b><u>66,150,275</u></b>

NOTE 8: SUNDRY INCOME	2013 TZS	2012 TZS
Documents and Publications	1,311,000	1,890,500
Bad Debts Recovery	15,200,000	27,300,000
Advertisement –CTI Calendar	15,840,000	14,400,000
Dividend from NMB	1,098,200	807,500
Advertisement – Membership Directory	-	9,592,010
Other Income	613,000	3,026,097
Administration of Project	36,528,834	-
President’s Manufacturer of the year Awards (PMAYA)	44,640,000	89,660,000
Annual Dinner	5,881,160	40,238,056
Gain on Exchange Rate Fluctuation	-	65,830
Gain on Disposal	-	249,790
Interest on Fixed Deposit	2,970,986	-
<b>TOTAL</b>	<b>124,083,180</b>	<b>187,229,783</b>

NOTE 9: ADMINISTRATION EXPENSES

Printing and Stationery	24,301,550	39,535,510
Traveling, Transport and Accommodation	23,487,478	18,888,768
Postage, Telephones and Telexes	21,861,900	18,094,942
Advertising and Publicity	5,275,957	7,157,920
Newspapers, Books and Periodicals	3,922,340	5,067,160
Insurance Premium	1,177,403	1,096,046
Audit Fees	4,720,000	3,186,000
Seminars and Conferences	7,047,538	29,412,704
Office Rent	84,585,699	40,474,747
Electricity	7,225,894	6,947,863
Business Relations Expenses	1,685,500	3,339,000
Provision for Impairment of Receivables	58,904,875	59,460,000
Repairs and Maintenance	8,056,400	7,403,100
General Expenses	8,309,433	7,290,870
Legal Fees Expenses	-	-
Annual Subscriptions	3,015,250	4,816,400
Business Development Unit Expenses	33,437,142	53,007,047
Research and Consultancy	47,473,000	64,065,000
Forex Loss	178,943	-
Donations	460,000	-
<b>TOTAL</b>	<b>345,126,302</b>	<b>369,243,077</b>

<b>NOTE 10: OTHER STAFF COSTS</b>	<b>2013 TZS</b>	<b>2012 TZS</b>
Medical Expenses	<b>9,431,550</b>	8,770,800
Staff Uniforms	<b>264,000</b>	260,000
Funeral/Condolence	<b>1,469,000</b>	-
Staff Training	<b>100,000</b>	-
<b>TOTAL</b>	<b><u>11,264,550</u></b>	<b><u>9,030,800</u></b>

**NOTE 11: CAPITAL COMMITMENTS**

There were no capital commitments as at 31<sup>st</sup> December, 2013.

**NOTE 12: CONTINGENT LIABILITIES**

There were no contingent liabilities as at the year end.

**NOTE 13: COMPARATIVE FIGURES**

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

**NOTE 14: RELATED PARTY TRANSACTIONS**

Transactions with related parties during the year 2013 resulted to a total amount of TZS 385 Million being disbursed in favour of key management personnel in terms of, post employment benefits and emoluments. The analysis is as follows:-

	<b>2013 TZS</b>	<b>2012 TZS</b>
Key Management Remuneration	<b>291,406,707</b>	246,686,940
Key Management Post employment Benefits	<b><u>93,445,042</u></b>	-
<b>TOTAL</b>	<b><u>384,851,749</u></b>	<b><u>246,686,940</u></b>

## GOVERNING COUNCIL UPTO 13TH DECEMBER, 2013



**Mr. Jayesh G. Shah**  
1st Vice Chairman  
Managing Director Sumaria Group



**Mr. Felix G N Masha**  
Chairman CTI  
Chairman, National  
Investment Company Ltd



**Mr. Pankaj Kumar**  
2nd Vice Chairman  
Chief Operating Officer  
ALAF Ltd



**Mr. Hussein Sufian Ally**  
Councillor  
Assistant General Manager  
Azam Bakeries Co Ltd



**Mr. Ravi Chande**  
Councillor  
Deceased on  
20th November 2012



**Mr. Harpreet Duggal**  
Councillor  
Left the Country on  
14th May 2012



**Dr. Amin Fazal**  
Chairman Tanga Outreach  
Managing Director  
Sandali Wood Industries Ltd



**Christopher Gachuma**  
Chairman Mwanza Outreach  
Executive Director  
New Mwanza Hotel



**Mr. Mike Laizer**  
Councillor  
Director General  
SIDO



**Mr. Perfect A Lyimo**  
Councillor  
Managing Director  
Perfect Printers Ltd



**Mr. Evarest N. Maembe**  
Councillor  
Managing Director  
Tanzania Meat Products (2002) Ltd.



**Mr. Paul Makanza**  
Councillor  
Director of Corporate Affairs  
Tanzania Cigarette Co. Ltd.



**Mr. Yogesh Manek**  
Councillor  
Chairman Mac Group Ltd.



**Mr. Reginald A Mengi**  
Immediate Past Chairman  
Executive Chairman IPP Ltd



**Mr. Anup Modha**  
Chairman Arusha/Moshi Outreach  
General Manager Chemi & Cotex



**Mr. Gideon Nasari**  
Councillor  
Director General  
National Development  
Corporation



**Dr. Samuel M Nyantaha**  
Councillor  
Executive Director  
Daima Associates Ltd.



**Mrs. Khadija Simba**  
Councillor  
Managing Director  
Kays Hygiene Products Ltd



**Mr. R. Vijayraghvan**  
Councillor  
Chief Executive Officer  
East Coast Oils and Fats Ltd (MeTL)



**Mr. Sachindra Shetty**  
Councillor Co-opted  
General Manager  
TLL Printing & Packaging Ltd



**Mrs. Christine Kilindu**  
Secretary to Council/  
Executive Director  
CTI

## GOVERNING COUNCIL FROM 14TH DECEMBER, 2013



**Mr. Jayesh G. Shah**  
1st Vice-Chairman  
Managing Director Sumaria Group



**Dr. Samuel M. Nyantahe**  
Chairman  
Director, Noble Azania Industries Ltd



**Mr. Pankaj Kumar**  
2nd Vice-Chairman  
Chief Operating Officer  
ALAF Ltd



**Eng. Omari J Bakari**  
Councillor  
Director General,  
SIDO



**Dr. Amin Fazal**  
Chairman Tanga Outreach  
Managing Director  
Sandal Wood Industries Ltd



**Christopher Gachuma**  
Chairman Mwanza Outreach  
Executive Director  
New Mwanza Hotel



**Mr. Stephen F Kilindo**  
Councillor  
Corporate Affairs and Legal Director  
Tanzania Breweries Ltd



**Mr. Evarest N. Maembe**  
Councillor  
Managing Director  
Tanzania Meat Products (2002) Ltd.



**Mr. Paul Makanza**  
Councillor  
Director of Corporate Affairs  
Tanzania Cigarette Co. Ltd



**Mr. Yogesh Maneek**  
Councillor  
Chairman Mac Group Ltd.



**Mr. David Mgwassa**  
Councillor  
Managing Director  
Tanzania Distilleries Ltd



**Mr. Anup Modha**  
Chairman Anusha/Moshi Outreach  
General Manager Chemi & Cotex



**Mr. Felix G N Moshi**  
Immediate Past Chairman  
Chairman  
National Investment Company Ltd



**Mr. R. Vijayraghvan**  
Councillor  
Chief Executive Officer  
East Coast Oils and Fats Ltd (ME TL)



**Mrs. Khadija Simba**  
Councillor  
Managing Director  
Kays Hygiene Products Ltd



**Mr. Godwill Gorge Wanga**  
Councillor  
Director of Research and Planning  
National Development Corporation



**Mr. Hussein S Zavery**  
Councillor  
Director  
Mega Woodcraft Products (T) Ltd



**Mr. Sachindra Shetty**  
Councillor Co-opted  
General Manager  
TLI Printing & Packaging Ltd



**Mrs. Christine Kilindu**  
Secretary to Council  
Executive Director  
CTI

## STANDING COMMITTEES

### Management Committee

<b>Dr. Samuel M Nyantahe</b>	<b>Chairman</b>
Mr. Jayesh G Shah	Member
Mr. Pankaj Kumar	Member

### Enterprise Development

<b>Mrs. Khadija Simba</b>	<b>Kays Hygiene Products Ltd</b>	<b>Chairman</b>
Mr. R Vijay Raghavan	METL	Member
Mr. Evans Mlelwa	Serengeti Breweries Ltd	Member
Mr. Elinisaidie K Msuri	MEKONSULT	Member
Ms. Lulu Saleh Masas	Masasi Food Industries Company Ltd	Member
Mr. Kippi Warioba	ICONCONTACT Co Ltd	Member
Pius Wenga	SIDO	Member
Vijay Raghavan	East Coast Oils Ltd	Member

### Fiscal and Economic Affairs

<b>Mr. Pankaj Kumar</b>	<b>ALAF Ltd</b>	<b>Chairman</b>
Mr. Kiran Babla	Tristar Investments Co. Ltd	Member
Mr. Kumar Krishnan	Kioo Ltd	Member
Erastus Mtui	Coca Cola Kwanza Ltd	Member
Kippi Warioba	ICONCONTACT Co Ltd	Member
Mr. Evans Mlelwa	Serengeti Breweries Ltd	Member
Mr. Paul Makanza	Tanzania Cigarette Co. Ltd	Member
Phocas Lasway	Tanzania Breweries Ltd	Member

### Infrastructure Development

<b>Mr. Jayesh G Shah</b>	<b>Sumaria Group (T) Ltd</b>	<b>Chairman</b>
Mr. Kirowi Suma	Darbrew Ltd	Member
Mr. Shabbir Zavery	Tanzania Brush Products Ltd	Member
Mr. Kumar Krishnan	Kioo Ltd	Member
Mr. Kippi Warioba	ICONCONTACT Co Ltd	Member
Mr. Fabian Mwakatuma	Tanzania Breweries Limited	Member

## STANDING COMMITTEES

### Legal and Regulatory Affairs

Mr. David Mgwassa	Tanzania Distilleries Ltd	Chairman
Mr. Shani Christoms	Said Salim Bakhressa Ltd	Member
Ms. Zakiya Riyaz Ali	METL	Member
Mr. Issa Massare	Tanzania Cigarette Company Ltd	Member
Mr. Huruma Ntahena	Tanzania Breweries Ltd	Member
Ms. Marsha Macatta-Yambi	NESTLE Equatorial African Region Ltd- Tanzania	Member
Mr. Ankush Shah	Sumaria Group (T) Ltd	Member

### Membership, Services, Finance and Administration

Mr. Yogesh M Manek	MAC Group Ltd	Chairman
N E Maembe	Tanzania Meat products (2000) Ltd	Member
Elinisaidie K Msuri	MEKONSULT	Member
Mr. Godwill Gorge Wanga	National Development Corporation	Member
Mr. Shiraz Walji	Dar es Salaam Glass Works Ltd	Member
Mr. Ashok T Chande	21 <sup>st</sup> Century Holdings Ltd	Member

## CTI SECRETARIAT



**Mrs. Christine Kilindu**  
*Executive Director*



**Mr. Thomas Kimbunga**  
*Director - Documentation  
and Information Services*



**Mr. Hussein Kamote**  
*Director - Policy and  
Advocacy*



**Mrs. Lilian Manga**  
*Director - Finance &  
Administration*



**Neema Mhondo**  
*Director - Membership Development  
and Communication*



## CTI SECRETARIAT

Christine Kilindu	-	Executive Director
Hussein Kamote	-	Director of Policy and Advocacy
Thomas Kimbunga	-	Director of Documentation and Information Services
Lillian Manga	-	Director of Finance and Administration
Neema Mhondo	-	Director of Membership Development and Communication
Akida Mnyenyelwa	-	Policy Specialist (Advocacy)
Anna Kimario	-	Finance Officer
Hassan Chamshama	-	Business Development Specialist
Moses Malabeja	-	Outreach Manager, Arusha/Moshi
Abel Kiswaga	-	Outreach Manager, Mwanza
Juma Jonathan	-	Outreach Manager, Tanga
Anna Kiango	-	Personal Secretary
Anitha Gerald	-	Office Secretary
Shukuru said	-	Office Assistant



CONFEDERATION OF TANZANIA INDUSTRIES

## OFFICES

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## AUDITORS

TAC Associates  
P O Box 580  
Dar es Salaam, Tanzania

## BANKERS

NBC Limited, Kichwele Branch  
P O Box 9044  
Dar es Salaam, Tanzania



## CONFEDERATION OF TANZANIA INDUSTRIES (CTI)

### PAID UP MEMBERS AS AT 31.12.2013

SN	COMPANY NAME
1	21st Century Food and Packaging Ltd (MeTL)
2	21st Century Holdings Ltd (MeTL)
3	21st Century Textiles Ltd (MeTL)
4	A - One Products And Bottlers Ltd (MeTL)
5	A - Z Textile Mills Ltd
6	Abasi Exports Limited
7	Absolute Printing Services Ltd
8	Afri Tea & Coffee Blenders (1963) Ltd
9	Africa Bulk Supplies Ltd
10	Africa P.E.T Co.Ltd
11	African Risk and Insurance Service Ltd (ARIS)
12	Afritex Ltd (MeTL)
13	Afro American Industries Ltd
14	ALAF Ltd
15	Alfa Match Industries Ltd
16	Alldean Satellite Networks (T) Ltd
17	Alliance Insurance Corporation Ltd
18	Alliance Life Assurance Ltd
19	Alliance One Tobacco (T) Ltd (Dimon)
20	Alpha Choice Limited
21	Alpha Krust Ltd
22	Al-Ridha Industries Ltd
23	Amboni Plantations Ltd
24	Amson Industries (T) Ltd
25	Ando Roofing Products Ltd
26	Anjari Soda Factory Ltd
27	Aon (Tanzania) Limited
28	Arusha Cement Co. Ltd
29	Asas Dairies Ltd
30	Asher Industries Ltd
31	Auditax International
32	Autozone Limited
33	Azam Bakeries Co Ltd
34	B.S.Ispat Ltd

35	Bakhresa Food Products Ltd
36	Balaji Thermoware (2009) Ltd
37	Banana Investments Ltd
38	Bates National Ltd
39	Bautech Company Ltd
40	Berger Paints (T) Ltd
41	Best Bite Limited
42	Bidco Oils & Soaps Ltd
43	Bin Fijaa Industries Ltd
44	Bonite Bottlers Ltd
45	Bora Industries Ltd
46	Building Centre Establishment Bureau Ltd
47	Business Machines T Ltd
48	C -Tiles Ltd
49	Cello Industries (T) Ltd
50	Centennial Properties Ltd
51	Chang Jiang Investment Ltd
52	Chemi & Cotex Industries Ltd
53	China Railway Jianchang Engineering Co.(T) Ltd
54	Cielmac Ltd
55	City Printers Ltd
56	Coast Millers Limited
57	Coca-Cola Kwanza Ltd
58	Colour Print Tanzania Ltd
59	Colours and Compounds Limited
60	Coral Beach Club
61	Creative Inter Trader Ltd
62	Creative Packaging Ltd
63	CSI Construction (1997) Ltd
64	Curtain & Bedroom Solutions Ltd
65	Dar es salaam Brew Limited
66	Dar es salaam Glass Works Ltd
67	Darsh Industries Ltd
68	Deloitte Consulting Ltd
69	DGP Management Consultants Ltd
70	Diamond Plast Ltd
71	Diamond Shipping Services Ltd
72	DPI Simba Ltd (Sumaria)

73	East African Cables (T) Ltd
74	East Coast Oils and Fats Ltd (MeTL)
75	East Star International (T) Ltd
76	Ecolab East Africa T Ltd
77	Energy & Telecom (T) Ltd
78	Fairy Delights Ltd
79	Falcon Packaging
80	Firelight Safaris Limited
81	Five Star Printers Ltd
82	Forwardair Ltd
83	Furaha Nyanza & Co Ltd
84	G & B Soap Industries Ltd
85	G A K Patel & Company Ltd
86	General Petroleum Ltd
87	Global Leader Enterprises T Ltd
88	Goldstar Paints (T) Limited
89	Green Park Village (T) Ltd
90	Grumeti Reserve Ltd
91	Hantim International Ltd
92	Herocean Enterprises (T) Ltd
93	Himo Tanneries and Planters Ltd
94	Honeyking Ltd
95	Hotel Sea Cliff Limited
96	Humanne Homes (T) Ltd
97	Hydrox Industrial Services Ltd
98	I Contact Co. Ltd
99	Industrial Promotion Services (T) Limited
100	Insignia Ltd
101	Interchick Co Ltd
102	International Dairy Product (T) Ltd
103	IPP Limited
104	Iringa Foods and Beverages Ltd
105	Iringa Foods and Logistics Ltd
106	Iringa Quality Products Ltd
107	Iringa Vegetable Oil & Related Industries Ltd (IVORI Ltd)
108	JAE (Tanzania) Ltd
109	Jaffery Industries Saini Ltd
110	Jamana Printers Ltd

111	Jambo Plastics Ltd
112	Jiemel Industries Ltd
113	Kamal Acetylene Ltd
114	Kamal Steels Ltd
115	Karibu Textile Mills Ltd
116	Karimjee Jivanjee Limited
117	Kays Hygiene Products Limited
118	Keko Pharmaceutical Industries (1997) Limited
119	Kibo Natural Spring Water
120	Kiboko Cold Rolling Mills Limited
121	Kiboko Paints Limited
122	Kiboko Precoated Sheets Limited
123	Kijenge Animal Products Ltd
124	Kilimanjaro Cables (T) Ltd
125	Kioo Limited
126	Kishen Enterprises Ltd
127	Konecct Wires & Cables Limited
128	L J K Holdings Ltd
129	Lake Cement Ltd
130	Lasar Industries Ltd
131	Lee Building Material Co. Ltd
132	Leo Plastic Ltd
133	Lifemate Furniture (T) Co. Ltd
134	LN Future Building Materials Co Ltd
135	Lodhia Gypsum Industries Ltd
136	Lodhia Plastic Industries
137	Lodhia Steel Industries Ltd
138	M.M. Integrated Steel Mills Ltd
139	M.M.Estate Limited
140	M.M.Industries Limited
141	Mac Group Limited
142	Malmo Montageconsult AB (T) Branch
143	Mamco Printers
144	Mamujee Products Limited
145	Mastermind Tobacco (T) Ltd
146	Maweni Limestone Ltd
147	Mbeya Cement Co Ltd
148	Mega Woodcraft Products (T) Ltd

149	Megatrade Investments Ltd
150	Metal Products Limited
151	Metro Plastic Industries Ltd
152	Metro Steel Mills Ltd
153	Metsec (T) Ltd
154	MGT Print Limited
155	Mikoani Traders Ltd
156	Mineral Oil Corporation Ltd
157	Modern Mattress Manufacturing Co Ltd
158	Mohammed Enterprises (T) Ltd (MeTL)
159	Morogoro Plastic Ltd
160	Morogoro Wire Rolling Ltd
161	Motisun Industries Limited
162	Motisun Logistic Services Limited
163	Multi Cable Ltd
164	Multi Coats Ltd
165	Musoma Fish Processors Ltd
166	Mwanza Quality Wines
167	Mwiba Holdings Ltd
168	N.A Holding Co.Ltd
169	Nampak (T) Ltd
170	Nandra Engineering Works Ltd
171	Nas Tyre Services Ltd
172	National Development Corporation
173	Nestle Equatorial African Region Ltd
174	New Africa Hotel (1993) Ltd
175	New Boogaloo Ltd
176	Noble Azania Auto Spares Ltd
177	Noble Azania Industries Ltd
178	Noble Distilleries Ltd
179	Nova Associates
180	Nyakato Steel Mills Ltd
181	Nyanza Bottling Co. Ltd (Sumaria)
182	Nyanza Mines (T) Ltd
183	Nyanza Road Works Ltd
184	OK Plast Limited
185	Olam Tanzania Ltd
186	Omar Packaging Industries Ltd

187	Pan Africa Enterprises Ltd
188	Panafrican Energy (T) Ltd
189	Panasonic Energy Tanzania Co Ltd
190	Perfect Printers Ltd
191	Petrolube (T) Ltd
192	Plasco Limited
193	PNP Industries Limited
194	Polycem Tanzania Limited
195	Polyfoam Ltd
196	Power Foods Industries Ltd
197	Premix Concrete Ltd
198	Prestige Industries Ltd
199	Promasidor (Tanzania) (Pty) Ltd
200	QG Engineering Limited
201	Quality Foam Ltd
202	Quality Plastic Ltd
203	R.D. Roofing & Wire Products Ltd
204	Rainbow Printers
205	Renna Holdings Ltd
206	S+C Ginning Co Ltd (Sumaria)
207	Saba Industries Ltd
208	Said Salim Bakhresa & Co Ltd
209	Salehbhai Glass Industries Ltd
210	Sanitary Appliances & Hardware Ltd
211	Savannah Commodities Tanzania Ltd
212	Sayona Drinks Limited
213	SBC (T) Ltd
214	Sea Cliff Court Limited
215	Security Printers (EA) Ltd
216	Segerea Enterprises Ltd
217	Serengeti Breweries Ltd
218	SGS Tanzania Superintendence Co Ltd
219	Shah Industries Ltd
220	Shelys Phamarceuticals Ltd (Sumaria)
221	SIDO
222	SILAFRICA (T) Ltd (Sumaria)
223	Simba Africa Ltd
224	Simba Paper Converters Ltd



225	Simgas (T) Ltd
226	Sita Steel Rollings Ltd
227	Soap and Allied Industries Ltd
228	Songas Limited
229	Sopa Management Ltd
230	Spedag International (T) Ltd
231	Steel Masters Limited
232	Strategis Insurance T Ltd
233	Sugar Board of Tanzania
234	Sumaria Group (T) Ltd
235	Sunflag (T) Limited
236	Super Meals Ltd
237	Tabisco Enterprises Ltd
238	Takims Holidays Tours & Safaris
239	Tambuzi Ltd
240	Tanbreed Poultry Limited
241	Tanelec Ltd
242	Tanfoam Ltd
243	Tanga Cement Co. Ltd
244	Tanga Fresh Ltd
245	Tanga Pharmaceutical & Plastics Ltd
246	Tanpack Tissues Ltd
247	Tanpesca Limited
248	Tanpile Ltd
249	Tanuk Africa Ltd
250	Tanzania Air Services Ltd
251	Tanzania Breeders and Feeds Mills Ltd
252	Tanzania Breweries Ltd
253	Tanzania Brush Products Ltd
254	Tanzania Cigarette Company Ltd
255	Tanzania Cuttleries Manufacturer Ltd
256	Tanzania Distilleries Limited
257	Tanzania Fish Processors Ltd
258	Tanzania Gypsum Ltd
259	Tanzania Hair Industry Ltd
260	Tanzania Investment Bank
261	Tanzania Meat Products (2002) Ltd
262	Tanzania Packaging Manufactures (1998) Ltd (MeTL)

263	Tanzania Portland Cement Co. Ltd
264	Tanzania Printers Ltd
265	Tanzania Printing Services Ltd
266	Tanzania Road Haulage (1980) Ltd
267	Tanzania Steel Pipes Ltd
268	T-Better Holdings Co. Ltd
269	The Arusha Hotel Ltd
270	The Box Factory Limited
271	The Living Room Ltd
272	TLL Printing & Packaging Ltd
273	TOL Gases Ltd
274	Tonshun Plastic Packaging Colour Pining Co.Ltd
275	Total Tanzania Ltd
276	TPM Mining & Energy Co Ltd
277	Transpaper (T) Ltd
278	Tridea Cosmetics Ltd
279	Tristar Investment Co. Ltd
280	Twiga Chemical Industries (T) Ltd
281	Twiga Paper Products Ltd
282	Union Trust Investment Ltd
283	Unoplast (T) Ltd
284	Urafiki Plastic Bags Co. Ltd
285	Urban and Rural Engineering Services Ltd
286	Vegetable Oil Industries (T) Ltd
287	Vicfish Ltd
288	Victoria Moulders Ltd
289	Victoria Polybags Ltd
290	Villa Plast Ltd
291	Vitafoam (T) Ltd
292	Vitanda Manufacturing Co Ltd
293	Vocational Education and Training Authority (VETA)
294	Wefsun Holdings Co Ltd
295	White Sands Hotel Limited
296	Yamoto Match Industries Limited
297	Yombo Printing
298	Yuasa Battery EA Ltd
299	ZWZ Holdings Company Ltd



*Patron of CTI H E President Jakaya Mrisho Kikwete addressing members and invited guests during PMAYA 2013*



*Winners of PMAYA 2013 in a group photograph with H E President Jakaya Mrisho Kikwete.*



## THE CONFEDERATION OF TANZANIA INDUSTRIES

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