

**BUSINESS PLAN**  
**RICE PRODUCTION AND SELLING BUSINESS**

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## 1. EXECUTIVE SUMMARY

*Basic Element Limited (BE)* is a body corporate locally registered in 2009 with a certificate of incorporation number 69997 and owned 100% by Tanzanians. The Company is headquartered on Plot no.418/13 Flur II, Nkuruma Street, P.O.Box 71800, Dar Es Salaam, Tanzania, dealing in Grains Procurement, Storage, Processing, Milling, Trade, and Distribution, also deals in the distribution of Fertilizer, Pesticides, Seeds and all other Agri-inputs.

*BE* owns, among others, state-of-the-art high-tech Wheat and Maize Mills supplied and installed by *Ocrim International Technologies Pty* from Italy. The Mills have, among other facilities, storage facilities provided by four equal Metallic Silos with a total capacity of 20,000Tonnes supplied and installed by *AGI FRAME* of Italy. The Mills have 6 Trucks for the distribution of end Products (Wheat and Maize Flour, Rice, Beans, and Yellow grams) in Dar Es Salaam, Pwani, Lindi, and Mtwara Regions. The Mills are located on Plot no.53 Mikocheni Light Industrial Area, Dar Es Salaam.

*BE* Rice products are *Umoja Premium Rice* (Grade 1 – Sorted, whitened and Polished, Less than 5% broken rice), *Umoja Rice* (Grade 2 – Sorted and Polished, up to 20% broken rice), and *Umoja Broken Rice*. Currently, *BE* sells its products on a whole sell basis to Wholesalers, retailers, and institutional Consumers in Dar es Salaam, Pwani, Lindi, and Mtwara Regions. *BE* also produces *Umoja Animal Feeds* from Maize bran, Soya beans, and Cottonseed cake. *BE* has strategic plans to expand its Milling facilities, Food Product range, and market areas all over the Country and the Eastern and Southern Africa Regions.

Tanzania is the second-largest producer of Rice in Eastern and Southern Africa after Madagascar. In 2017/18, total rice production was 2.2 million Tons, whereas, in 2019/2020, total Rice production rose to 3.5 million tons due to an increase in the area cultivated rather than an increase in yield.

The Company's primary competition comes from small-scale service Millers scattered all over the Country where Paddy is grown. The core function of service Millers is to charge Milling service to Farmers who afterward sell their Rice to Traders who supply Rice to Urban markets such as Kariakoo, Tandale, Tandika, etc.

*BE* intends to promote its products by mainly utilizing push strategy efforts through Guerrilla marketing tactics. The type of sales promotions intended are trade-oriented in the form of credit terms, discount offers, and occasional volume discounts. Consumer-oriented sales promotion will be digital and print media, such as point-of-purchase recipes and couponing (Premiums).

The Company's mission is to earn a position in consumers' minds as a manufacturer of high-quality Food products across the country's food industry. The Company will do this by producing products that have an authentic texture and flavour by using the highest quality raw materials and ingredients. The Company's vision is to be positioned in the Food market throughout the Country, the Eastern and Southern Africa Regions by 2025. The Company envisages being among the top 5 Processors and Exporters of Tanzania Agri-products by 2025.

## 2. TANZANIA POPULATION GROWTH RATE AND OPPORTUNITY

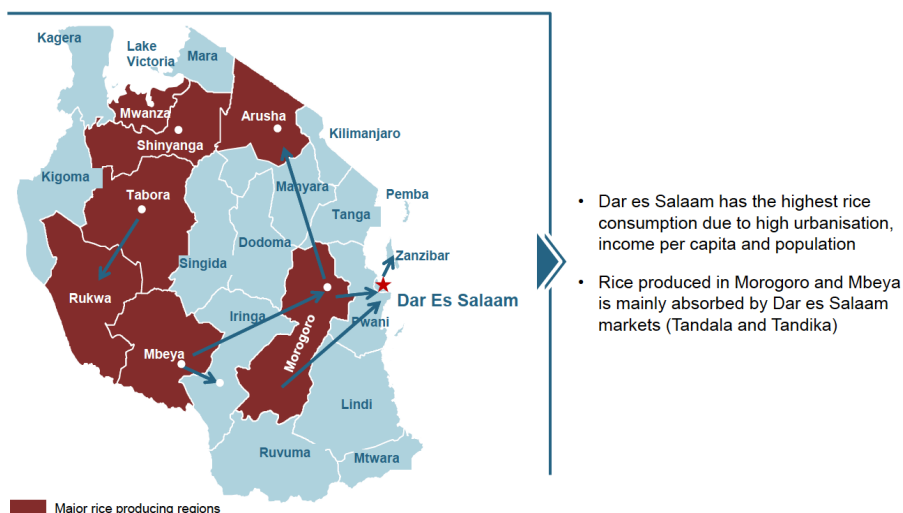
The current Population of people in Tanzania is estimated at 61 Million growing at an average rate of 3% per annum. Due to this growth rate, it is expected that the National demand for maize will continue to grow in the future. Estimates suggest that there might be 150 million Tanzanians by 2050. They will all need to be fed. In addition, with national Gross Domestic Product (GDP) growing at nearly 7 percent per annum, increased national prosperity will stimulate demand for quality food. For maize, this means better quality farm produce, higher quality milling, and better packaging. For livestock production, it means increased demand for yellow maize.

## 3. RICE PRODUCTION IN TANZANIA

Tanzania is the second-largest producer of Rice in Eastern and Southern Africa after Madagascar. In 2017/18, Rice was cultivated on 1.1 million ha. with a total production of 2.2 million tons of milled Rice. About 71, 20, and 9 percent of rice cultivation occurs under rainfed lowland, upland, and irrigated areas, respectively. In 2019/2020, total Rice production rose to 3.5 million Tons due to an increase in the area cultivated rather than an increase in yield.

According to the Ministry of Agriculture, Rice is the second most produced cereal crop in Tanzania. It has over 1.68 million growers, 1.59 million of them being on Mainland Tanzania and 79,736 in Zanzibar. Tabora has the largest planted area in mainland Tanzania, with paddy grown on 248,703 hectares, followed by Morogoro with 221,864 hectares. Shinyanga, Simiyu and Arusha follow. Pemba South leads in Zanzibar with 8,196 hectares planted with paddy, followed by Pemba North with 5,983 hectares and Urban West with 971 hectares. Post forecasts a slight increase in area harvested in 2019/2020 due to GOT initiatives and supports to the Rice subsector.

Domestic flow of rice from key rice producing regions to key consumption markets



Source: BMGF 2012b

## 4. RICE PROCESSING INDUSTRY IN TANZANIA

Processing may be considered to start at the moment the paddy is harvested at its point of production. From this point, there are many pathways paddy can follow before ending up as food (for humans or livestock) or by-products<sup>1</sup>.

Figure 0.1: Process flow of paddy from point of production to consumption



Figure 0.2: Traditional sun drying (left) and hot air drying using rice bran as the heat source (right)



### Storing

Paddy needs to be properly stored to keep it in good condition until it is milled (either for sale or household use). Proper storage reduces losses to weather, moisture, rodents, birds, insects, micro-organisms, and theft. Storing paddy also enables producers to wait and take advantage of the higher prices offered later in the season. Most smallholders store paddy in their own house or a building attached (or very near) to it in less than optimal conditions. An improvement on home storage (if and where there is a nearby facility) is to store paddy under

a WRS, managed by the Warehouse Licensing Board. The advantages of this system are that producers can store paddy until they decide to sell, whilst at the same time using it as collateral with financial institutions for short-term loans in advance of the sale. Organizations such as RUDI have been involved in establishing and developing the WRS system, and some NGOs are assisting in the rehabilitation of older warehouses to meet the required standards (Figure 0.3). Unfortunately, the WRS remains the exception rather than the rule.

There is a critical lack of storage capacity in rural Tanzania. There is a greater need for storage in rural areas because it is economically rational to transport milled Rice (rather than paddy) to urban areas. The lack of rural storage affects not only farmers but small traders and private sector warehouses. Initiatives to redress the problem have focussed on developing farmers' storage capacity. It is not essential, however, that rural farmers should store or own storage facilities. The same advantages of professional storage (inventory credit and delayed sales) could be derived from a professionally managed storage system if there were enough such systems to ensure fair competition. Such a system could be owned by farmers, by independent warehouse operators, by traders, or by a combination of all three groups. The larger operators have their own storage facilities, either permanent or temporary (Figure 0.3).

Figure 0.3: A renovated smallholder warehouse at Ifakara, with TAP Extension Officer Elia Shemto (left) and large-scale storage under plastic tunnels at KPL Mngeta (right). The smallholder renovation was funded by the European Union



## Milling

Milling is the crucial step in the post-harvest process. Paddy is milled to remove the hull and the bran layers (in Tanzania, these are usually removed together). If only the hull is removed, the resultant product is brown Rice. Removing the bran as well as the hull results in white Rice, which may then be polished to produce an edible white kernel ready for cooking or further processing. In larger mills, Rice is usually graded into various qualities (Grade One Supa is the top grade in Tanzania); in smaller mills, grading is unusual. The ratio of Rice to paddy after milling is usually about 65 percent but this varies (both above and below) by 5 percent.

Figure 0.4: Small Mill (Left), Large modern Mill (right)



### Adding value

There are few operations to add value to Rice subsequent to milling. Mills capable of producing graded Rice are usually limited to three or four grades plus '*chenga*'. However, urban retailers may present a bewildering array of grades based on small differences in physical appearance (not apparent to the untutored or even tutored eye), aroma, and origin. Some wholesalers specialize in producing retail packs whose mass varies from 1 kg to 25 kg. This is a basic form of branding but variation in supply, source, the accuracy of grading, and variety mean that there is no guarantee that a 'brand' of August 2012 will be the 'brand' of September 2012. There is minimal local production of more sophisticated products such as rice flour, rice starch or rice cakes or bread.

### Wholesale and retail distribution

Local farmers or traders move paddy from the point of production to a mill. Regional traders gather here to buy milled Rice from the decorticator. Deals may be struck by these traders before milling, with the purchaser then assuming the cost of the operation. If no regional traders are present, local operators store paddy or Rice at the mill until a regional trader appears to conclude a transaction. Storage charges are usually around **TZS 1000** per sack of 100 kg: this is not time-bound, as deals are usually struck within a few days. Some regional traders move Rice from the production area to deficit areas such as Arusha and Moshi. Most movements from the Southern Highlands are to Dar es Salaam. On average, transport costs **TZS 100** per tonne/kilometre from Southern Highlands to Dar es Salaam markets. Moving Rice from farmers to the final consumer involves multiple transactions. The margins required by each party within multiple actor chains substantially increase the final retail price. Long traditional chains, labour intensive production practices and high transport costs diminish Tanzania's competitiveness and encourage imports. The end result is that local Rice is often more expensive than imported Rice.

The large private rice producers are the biggest individual suppliers of Rice to wholesalers in Dar es Salaam but are still small in terms of Tanzania's overall production. As large suppliers, however, they influence others in the value chain. The major rice wholesalers or brokers

operate in Tandika, Tandale and Buguruni (the three main markets in Dar es Salaam). Tandika is probably the biggest market and is where the larger wholesalers are based. It has adequate space for trucks from producing regions to offload. Wholesalers supply both traditional retail and institutional outlets (the latter include schools, the military, etc).

Consumers visiting traditional retailers (whether based on the street or at farmers' markets) usually buy their Rice from informal 100-kg bulk sacks. The Rice is usually loose, and the customer usually buys just a small quantity (sometimes just enough for the day). More affluent consumers with large families may buy pre-packaged quantities of up to 25 kg.

Only a small proportion of food retail in Tanzania takes place through supermarkets. In the largest urban centre, Dar es Salaam, perhaps 10 to 15 percent of retailing takes place through supermarkets. Supermarkets — and especially locally owned 'minimarkets' — are increasing in Dar es Salaam, Arusha and other large urban centres. Supermarkets (like other retail outlets) tend to sell imported Rice (often for just a small market segment) as well as local Rice.

## 5. NATIONAL RICE MARKET SCOPE

Rice is used almost entirely as a human food. On average, about 30 per cent of Rice is consumed by producing households. Almost all the remainder is absorbed into the domestic market, with consumption highest in larger urban areas. Greater Dar es Salaam is the principal end-market for about 60 per cent of consumption, with Mbeya and Morogoro the main sources of supply. Tanzanians generally prefer aromatic Rice, and most consumers purchase loose Rice from traditional street retailers or farmers' markets. Supermarkets selling pre-packed Rice are, as yet, just a small part of the retail food industry. Consumers tend to shift from maize, cassava and sorghum to Rice (for boiling) and wheat (as bakery products) as they become urbanized and incomes rise. In the first decade of the twenty-first century, rice consumption increased from 20.5 kg (in 2001) to 25.4 kg (in 2011) per person per year.

Around 42 per cent of all Rice produced is marketed (a larger portion than any other food crop), but this is largely because of the influence of large-scale growers. Tanzania has not been self-sufficient in Rice for many years, and there were high levels of imports during the first years of the twenty-first century until an import tariff of 75 per cent was imposed in early 2005. Imports were reduced in consequence, and this provided the impetus for a major domestic increase in rice production (imports represented 16.5 per cent of the domestic output in 2001—2004 but dropped to 5.2 per cent in 2005—2011). Paradoxically, whilst Rice was being imported, there were still exports to neighbouring countries — mainly Burundi, Kenya, Rwanda and Uganda. The National annual increase in Rice demand is estimated at 200,000 Metric Tonnes growing mainly due to the Population growth rate (currently 3%).

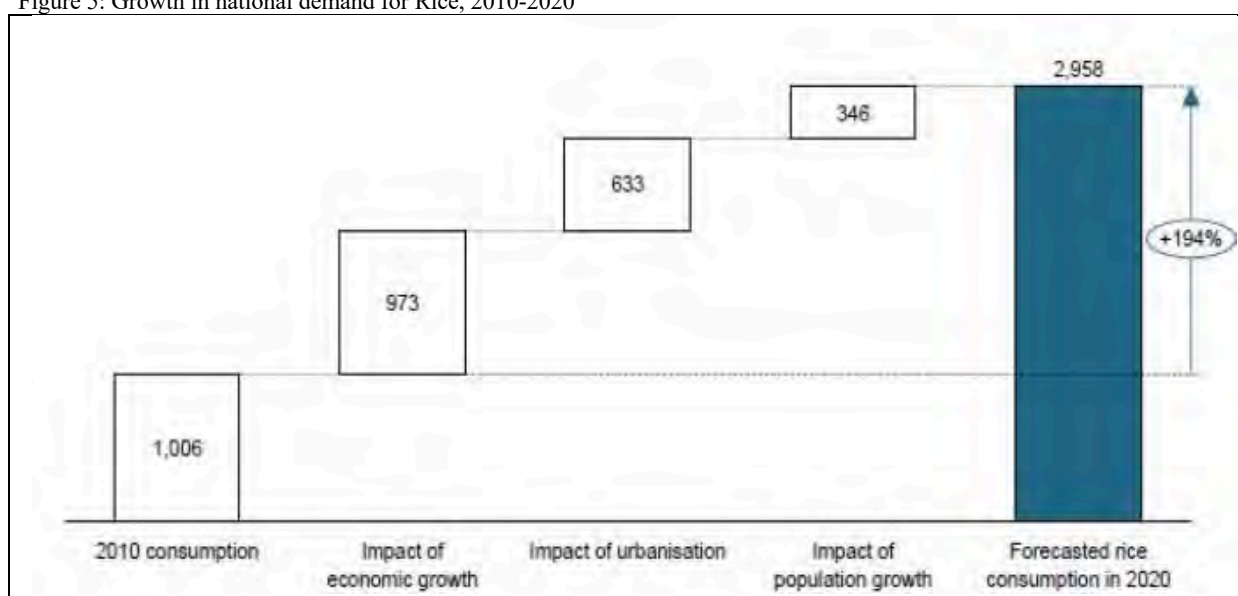
Figure 1: Rice for Sale at typical retail outlets



Table 1: Estimates of Tanzania rice consumption and production, 2001-2011 (tonnes milled Rice)

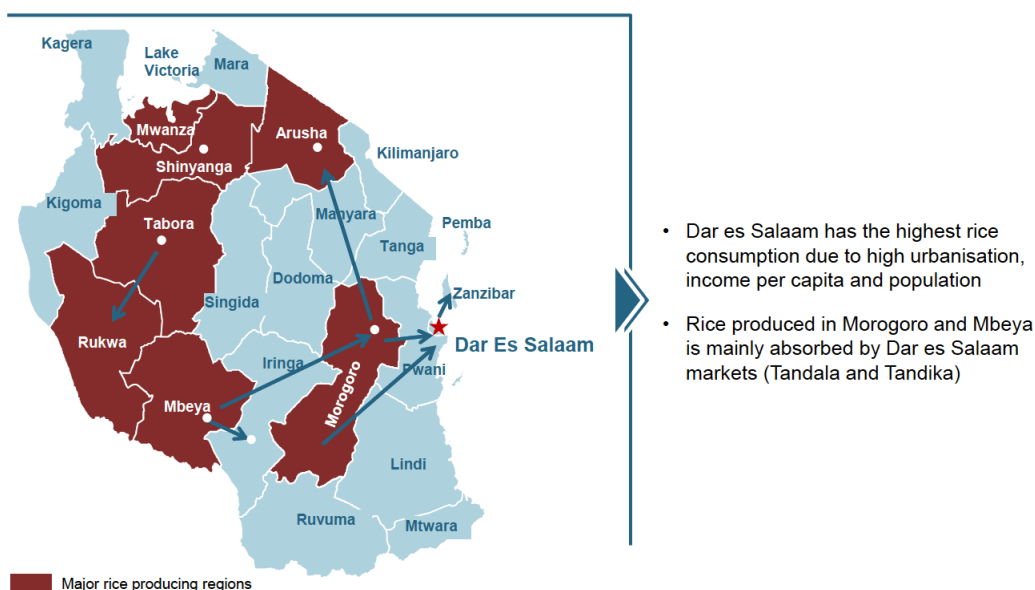
Year	Consumption	Imports	Exports	Seed	Production
2001	824 447	139 053	4 768	34 000	724 162
2002	857 805	76 530	9 055	37 000	826 610
2003	88 197	189 621	11 006	37 000	746 582
2004	924 299	181 986	2 487	42 000	786 800
2005	976 646	67 495	10 618	45 000	964 769
2006	1 033 891	90 480	10 093	43 000	996 504
2007	1 084 885	45 187	20 176	43 000	1 102 874
2008	1 132 699	64 147	34 197	55 882	1 158 631
2009	1 177 027	39 607	48 218	44 483	1 230 121
2010	1 250 465	1 493	62 239	42 503	1 353 714
2011	1 332 078	32 884	76 260	47 782	1 423 236

Figure 5: Growth in national demand for Rice, 2010-2020



Source: BMGF 2012b

Domestic flow of rice from key rice producing regions to key consumption markets



Source: BMGF 2012b

## 6. EXPORT MARKETS

As of 2019, the exports of Rice from Tanzania amounted to **43.8 million US dollars**. The trade has oscillated drastically since 2015. Tanzania's rice production focuses on local consumption, with a small percentage being exported to neighbours countries, like Kenya, Uganda, Rwanda, Burundi, Malawi, Zambia and DRC Congo.

Long-term projections for the East African region are for a substantial and growing deficit in food. The rice deficit is expected to be 2.84 million tonnes in 2020, with a rising trend forecast to continue beyond 2025. However, a critical factor in terms of exports is the rate of rice production growth in Tanzania. Production in the decade from 2001 to 2011 grew at 6.99 per cent per annum but, because of a rapidly growing domestic demand, Tanzania will find it difficult to achieve and sustain an export surplus. If the rice sector were to achieve a 10 per cent annual growth rate, there would be a surplus available for export; a 5 per cent annual growth rate would, conversely, increase trade deficits.

In September 2018, the Government of Kenya banned the importation of Rice from Tanzania due to low standards and packaging. The absence of punitive tariffs by other East Africa Community countries due to reduction in mixing of locally produced Tanzanian Rice with imports from Asia to circumvent the East Africa Community Common External Tariff while re-exporting the Asian Rice was a factor. In addition, attractive prices in some markets in Kenya, Uganda and Rwanda, where the Tanzanian Rice is preferred because of its aroma and high water absorption that makes it swell, also led to the rise in volume traded informally.

Table 2: Estimates of Tanzania milled rice exports (tonnes) to neighbouring countries, 2011

Country	Amount exported (tonnes)			Total exports
	Formal trade		Informal trade	
	Tanzania data	Importing country data		
Uganda	7 743	27 338	2 734	30 072
Rwanda	23 985	24 228	2 423	26 651
Kenya	2 622	10 475	1 048	11 523
Burundi	155	5 877	588	6 465
Democratic Republic of Congo	1 409	1 409	141	1 550
<b>Total</b>	<b>35 914</b>	<b>69 327</b>	<b>6 933</b>	<b>76 260</b>

Source: Stryker and Amin, 2012. Based on data collected by FEWS NET, RATIN and the Eastern Africa Grain Council

## 7. OUR PRODUCTS AND BRAND

BE will produce, market and distribute the following Rice grades in our registered brand of UMOJA.

- *Umoja Premium Rice – Grade 1*

This Rice is Milled, destoned, polished, whitened and graded with less than 5% broken Rice. The price of this Rice is relatively higher than the other grades and is produced specifically for the middle and higher incomes segment.

- Umoja Rice – Grade 2

This Rice is Milled, destoned, polished and graded with up to 20% broken Rice. This type of Rice is the standard Rice for the common people available throughout the Public Markets. It accounts for more than 90% of the Rice we produce.

- Umoja Broken Rice – Grade 3

This is 100% broken Rice sold for specific uses such as “Vitumbua” and Poultry Feeds.



## 8. CERTIFICATION OF OUR PRODUCTS:

The Government of Tanzania is committed to ensuring that the Agri-produces of Tanzania meet both local and international market standards. We at *BE* are also committed to ensuring that the Production of our Products meet international market standards through the use of high-quality processing methods and ISO certified Plant and Machineries. We are committed to complying with food safety and quality standards, ISO quality standards and other standards as per Market requirements. We are familiar with the standards at which the Public Market requires manufacturing plants to operate; hence our strategy is to employ the best technical experts both local and expatriates, who understand the required technologies.

**Modern Laboratory Facility** – BE has a modern Laboratory Facility with High-tech apparatuses to enable procurement of high-quality Paddy/Rice and production of high-quality Rice. This Laboratory is operated by qualified personnel.

## **9. THREATS AND OPPORTUNITIES**

### ***Threat Statements***

- Unfavourable rain patterns which regularly impacts Farmers.
- Poor post-harvest management by Farmers which impacts the quality of Paddy/Rice.

### ***Opportunity Statement***

- Currently, the market is dominated by over 90% by highly disorganized and under-capitalized small scale Millers.
- Growing market arising from the high rate of population growth in the Country.
- Growing export market to the neighbouring Countries arising from adverse weather patterns and high rate of population growth.

## **10. STRENGTHS AND WEAKNESSES**

### ***Strength Statements***

- Our ready established High-Tech Milling Facility with sufficient storage is situated at the centre of Dar es Salaam/Pwani/Lindi and Mtwara market.
- Our differentiated high-quality products.
- Access to sufficient Financial Capital.
- Our knowledge and awareness of the weaknesses and strengths of our primary competitors (small scale Millers).
- Organised and experienced independent sales representative network.

### ***Weakness Statements***

- Product market visibility.
- Limited time to allocate 100% effort by management.
- Limited Consumer awareness.

## 11. KEY ASSUMPTIONS

### *Assumptions for Threat and Opportunity Statements*

- Irrigation farming and high standard Post-harvest Management will be archived through the ongoing Government initiatives to mechanise Agriculture.
- Consumers' demand for quality food will grow as more Population (Consumers) continue to be educated through the ongoing Government Public Education initiatives.
- BE will have to continue with Guerrilla Marketing tactics to stay ahead of the small scale Millers and any other big players' Marketing tactics.
- BE will not lose its focus and communicate the wrong message to its Consumers.

## 12. STRATEGIC PLANS

### Marketing Objectives

#### *Objectives of Marketing Plan*

The Company's objective is to earn a position in consumers' minds as a manufacturer of high-quality Food products across the Food Industry in the Country. The Company will do this by producing products that have an authentic texture and flavour by using the highest quality raw materials and ingredients. The Company's vision is to be positioned in the Food market throughout the Country and the Eastern and Southern Africa Regions by 2025. The Company envisages being among the top 5 Exporters of Tanzania Agri-products by 2025.

### Marketing Strategies

#### *Product Positioning*

The national market volume for Rice in 2020 was estimated at 3.5 Million Metric Tonnes worth TZS 6.3 Trillion at an average price of TZS 1800/Kg of which 60% was Traded Countrywide while Farmers' families consumed 40%. BE intends to promote its products by mainly utilising push strategy efforts through the use of Guerrilla marketing tactics. The type of sales promotions intended are trade oriented in the form of credit terms, discount offers, and occasional volume discounts. Consumer-oriented sales promotion will be digital and print media, such as point of purchase recipes and some couponing (Premiums).

The Company will have to keep enlarging its customer base by maintaining a satisfactory annual growth rate once growth has been stabilized. Other essential factors on focus are Consumer taste/preferences and trends.

## 13. TACTICAL PLAN

### Rice Procurement in Dar es Salaam

#### *Tactical Rice Procurement Objectives*

BE intends to tap and absorb the flow of bulky Rice (also Beans and other Cereal Products) from upcountry to Dar es Salaam traditional markets of Tandika, Tandale and Kariakoo.

Normally, the flow of Rice to the Dar es Salaam market starts with the upcountry Traders who sell their rice to several brokers up to three before it reaches the retailers. Each broker keeps a margin which translates to the price of Rice. The Dar es Salaam markets, Tandika, Tandale and Kariakoo charge storage fees before Rice is sold to retailers, this also translates to the price of Rice. The chain of brokers results to delayed payments to the upcountry Traders, sometimes up to 7 days. Qualitative and quantitative measurements at these markets are poor, e.g use of analogue weighing scales and verification of quality by eyes only. All retailers have to buy Rice from the wholesale markets (Tandika, Tandale, Kariakoo, etc)

BE intends to eliminate all the unfavourable and outdated features of the Dar es Salaam market by timely payments to the upcountry Traders, use of electronic weighing bridge, High-Tech laboratory, distribution of packaged Rice up to the retailers' door steps, etc.

### Product

#### *Tactical Product Objectives*

BE will continue to grow with the original product and brand to ensure market visibility consistency, and Consumer satisfaction. The High-Tech Milling Plant, Packaging, and quality Paddy/Rice combined will help the Company as it thrives to reach its product positioning objectives. To win its market representatives/Vendors/Stores, the Company will have to produce diversified Consumer Food Products such as quality Maize Flour, Wheat Flour, Edible Oil, Bread, Confectioneries, Beans, etc.

### Marketing Channels

#### *Tactical Objectives for Channel Distribution*

The Company will have to continue pushing the Product through the market channels on a wholesale basis utilizing its own fleet of light and heavy Trucks. In order to keep the Product in close proximity of the market, the Company will establish strategic depots across the targeted market area – Dar es Salaam, Pwani, Lindi and Mtwara.

### Physical Distribution

#### *Tactical Objectives for Physical Distribution*

As explained above, the Company will continue positing the Product in the market through physical distribution direct to retailers/stores. This will be archived through the use of our own fleet of light and heavy Trucks. To archive cost-effective distribution and quick market outreach, heavy trucks will deliver products to the strategic depots, whereas light Trucks will pick goods from depots to the retailers/stores on a daily basis.

## Price

### *Tactical Pricing Objectives*

Fully aware of competitors' strengths and weaknesses and Consumer preferences/tastes the Company will position its price relatively below competitors' prices while maintaining higher quality than the competitors' Products. This will be achieved through increased volume, which brings down production costs allowing more funds to be allocated to the promotional margin.

## Advertising

### *Tactical Objectives for Advertising*

As explained above, the Company will continue positioning its Products in the market through both Print and Media platforms. Funds for this purpose will be set aside through the promotional margin explained above. The Company will continue with the steady growth of sales so as the margin allocated to the advertisement can generate the required funds to meet objectives.

## Personal Selling

### *Tactical Objectives for Sales Promotions*

The Company will conduct samplings and produce a point of purchase advertisements, such as busy markets, Stores, Schools, Prisons, Hospitals, Military Camps. The Company will do this by setting up appointments for presentations with promotional gears. The Company will have to begin compiling a list of potential customers that can be screened for accuracy. Once the list has been narrowed down, the Company can start setting appointments on an efficient schedule to not conflict with other Company operations.

## Control

### *Operational Budgets*

- *Price of Rice/Paddy*  
The Company will ensure there is a proportional increase of Paddy/Rice buying price and selling price to ensure the budgeted profit margin is maintained.
- *Quality of Rice/Paddy*  
To ensure the quality of our Product is maintained, the Company will guard on the quality of unprocessed Paddy/Rice to be procured.
- *Extraction rate*  
The Company will guard on the percentage of broken Rice in the Paddy/Rice to be procured not to exceed 20%.
- *Volume of Sales*  
The Company will endeavour to meet and exceed the sales volumes as per the Cash-flow projections.

- *Quality and cost of Packaging materials*  
The Company will guard on the quality and cost of packaging materials to meet sales volumes as per the Cash-flow projections.
- *Accurate weighing of Raw Materials and Finished Products*  
Any discrepancies on the weighing of raw materials will either repel suppliers or cause loss to the Company. Likewise, any discrepancies in the finished products' weight will either repel Customers or cause losses to the Company. Therefore, the Company will ensure accurate weighing systems such as using weighing bridge software and performing multiple weight measurements.
- *Capacity Utilization*  
The Company will ensure maximum utilization of the installed capacity of any productive asset for optimal performance.

#### **14. RISK MANAGEMENT PLAN**

- Collateral Management Arrangement (CMA)
- Stocks Insurance
- Warehouse real-time oversight software
- Electronic Weighing-bridge with real-time oversight software
- Camera surveillance

#### **15. MANAGEMENT**

- Mr. Robert Kisená – Position: Executive Chairman  
Career: Business  
Academic Qualification: - Form 6 (1994)  
- Certificate in Fibre Technology  
(SITRA India – 2006)  
Experience: 26yrs
- Mr. John Samangu – Position: Executive Director  
Career: Business  
Academic Qualification: Degree in Mechanical Engineering  
Experience: 38yrs

- Mr. Alois Qande – Position: Chief Financial Officer

Career: Accountant

Academic & Professional Qualification

- Certified ISO 31000 Risk Management Professional, GIRM-G31000 – 2015
- Certificate in Directorship, IoDT – 2013
- Certified Public Accountant, NBAA – 2013
- ESAMI, Masters in Business Administration – 2012
- Gordon Institute of Business Science (GIBS South Africa), Management Development Program -2010
- University of Dar es Salaam, Bachelor of Commerce, Major; Accounting – 1998

Experience: TBL Group, Position:- Country Finance Lead

-Shared Services Manager

-National Credit Manager

- Simon Kulwa – Position: Chief Operating Officer

Career: Business

Academic Qualification: BA-Human Resource Management

Work Experience: 10yrs

- George Saguda – Position: Chief Strategist

Career: Accountant

Academic Qualification: Bachelor of Accountancy

Work Experience: 10yrs

- Venance Matondo – Position Finance Manager

Career: Accountant

Academic Qualification: Bachelor in Accountancy

Work Experience: 27yrs

- Francis Kamau – Position: Chief Miller/Mill manager

Career: Professional Grain Miller

AQ: Advanced and Operatives Certificate in Flour Milling  
(National Joint Industrial Council of Britain)

: Advanced and Operatives Certificate in Flour Milling (City  
and Guilds of London Institute)

Experience: Head Miller (MeTL)

:Chief Miller (Golden Harvest Mills-Nairobi)

:Head Miller (Bayusuph Grain Miller-Nairobi)

- Bahati Singh – Position: Marketing and Logistics Manager

Career: Professional Marketing and Sales

QA: Diploma in Business Admin (CBE)

Experience: Sales Manager (Bakhresa Foods Products Ltd)

:Head of Activation(Serengeti Breweries Ltd)

:Manager Commercial Planning and Activation-

Beer and Nads (Serengeti Breweries Ltd)

:Manager Sales and Marketing (Bidco Oil and

Soap Ltd)

- Simon Kisena – Position: Coordination

Career: Business

Academic Qualifications: BA-Software Engineering

Experience: 5yrs

## **16. FINANCIAL INFORMATION**

- Cash-Flow Projections - Attached
- Projected Income Statement - Attached
- Balance Sheet - Attached

**Submitted by Simon Group  
Dar Es Salaam**