

# Implementation of Dar Es Salaam Tea Auction Centre

Business Plan | April 2022

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The presentation of this business plan is intended for presentation to Azania Bank Limited and it does not imply an offering of securities.

Upon request, this business plan is to be immediately returned to the management of Bravo Group Limited.

.....  
**Full Name**

.....  
**Signature**

.....  
**Date**

# Data Page

Name of Project:	Implementation of Dar Es Salaam Tea Auction Centre
Address:	Plot No. 10, Kilwa Road, Mivinjeni, Kurasini, Dar es Salaam, Tanzania
Type of Commodity:	Tea
Product/Services:	Brokering, Warehousing, Blending and Packaging
Promoter:	Bravo Group Limited
Auction Organizer:	Tanzania Mercantile Exchange Plc (TMX)
Apex Bodies:	Tea Board of Tanzania Warehouse Receipts Regulatory Board Tea Association of Tanzania Tanzania Small Holder Tea Development Agency Tanzania Private Sector Foundation (TPSF)
Total Funding Requirement:	USD 3,437,520
Promoter's Contribution:	USD 687,504
Bank Loan:	USD 2,750,016
Internal Rate of Return (IRR)	63.03%
Payback Period (Years)	2.8
Key Contact Person:	Angelina Ngalula
Mobile:	0784 783 255
Designation:	Founder and Chairperson
Email:	<a href="mailto:angelina@bravo.co.tz">angelina@bravo.co.tz</a>

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# 1.0

## Executive Summary

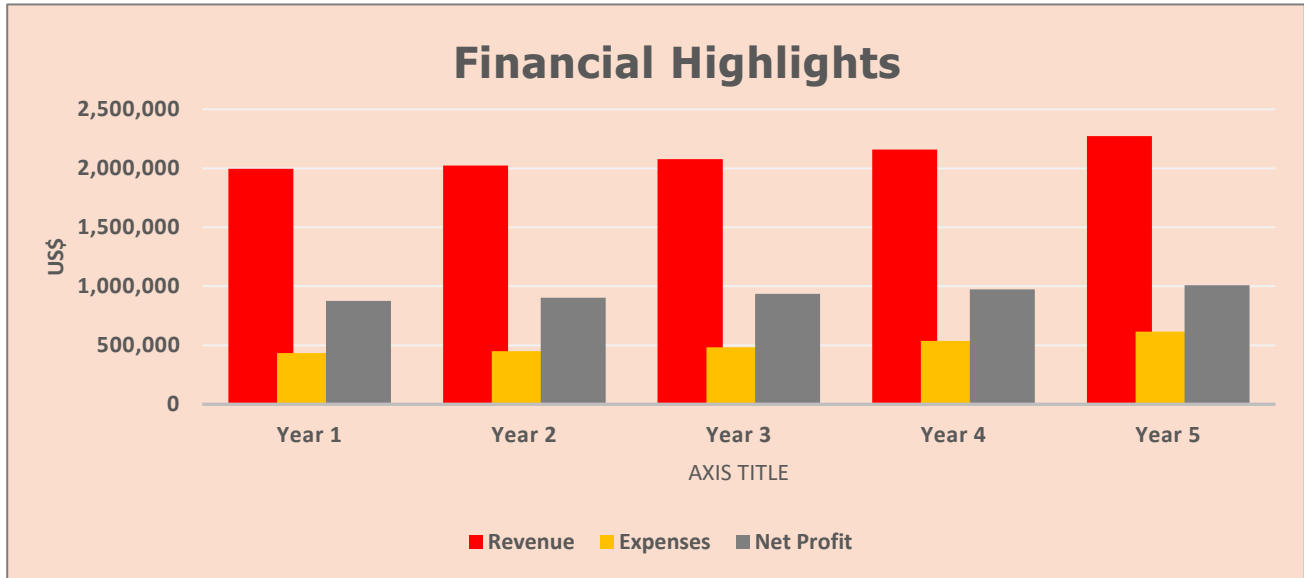


Among the tea producing countries in East Africa, Tanzania ranks third, as per 2020 statistics. The country's production has been rising steadily in the past two decades, from 24,000 MT in 2000 to 40,000 MT in 2020. Tanzania has more than \$27.3 million (about TShs. 63.3 billion) in tea exports potential which is yet to be tapped! Nevertheless, for far too long now, Tanzania has been auctioning its tea for export at the Mombasa Tea Auction in Kenya, which is the only existing tea auction in East Africa. This has meant that East African Countries such as Rwanda, Burundi and even Tanzania have been forced to incur extra transportation costs to get their product to the market.

In such a situation, it is only prudent that we should as much as possible – and as soon as possible – localise our tea trade business. Therefore, it was against the this backdrop that it was necessary for Tanzania to break Kanya's hold on the tea trade in East Africa, which brought together an apex bodies to establish a Dar es Salaam Tea Auction in a move to provide a strategic solution that allows for lower cost and seamlessly coordinated tea trade. For this drive, it was decided by Bravo Group to implement a project by the name 'Dar es

Salaam Tea Auction Centre' (DTAC), whose main objective is to operate an all-inclusive facility that enables tea traders to easily trade, store their goods in state-of-the- art warehouses as well as meet suppliers..

As the financial highlights in the table below indicate, DTAC will reach profitability by year 1 and will have modest profits throughout the the following years.

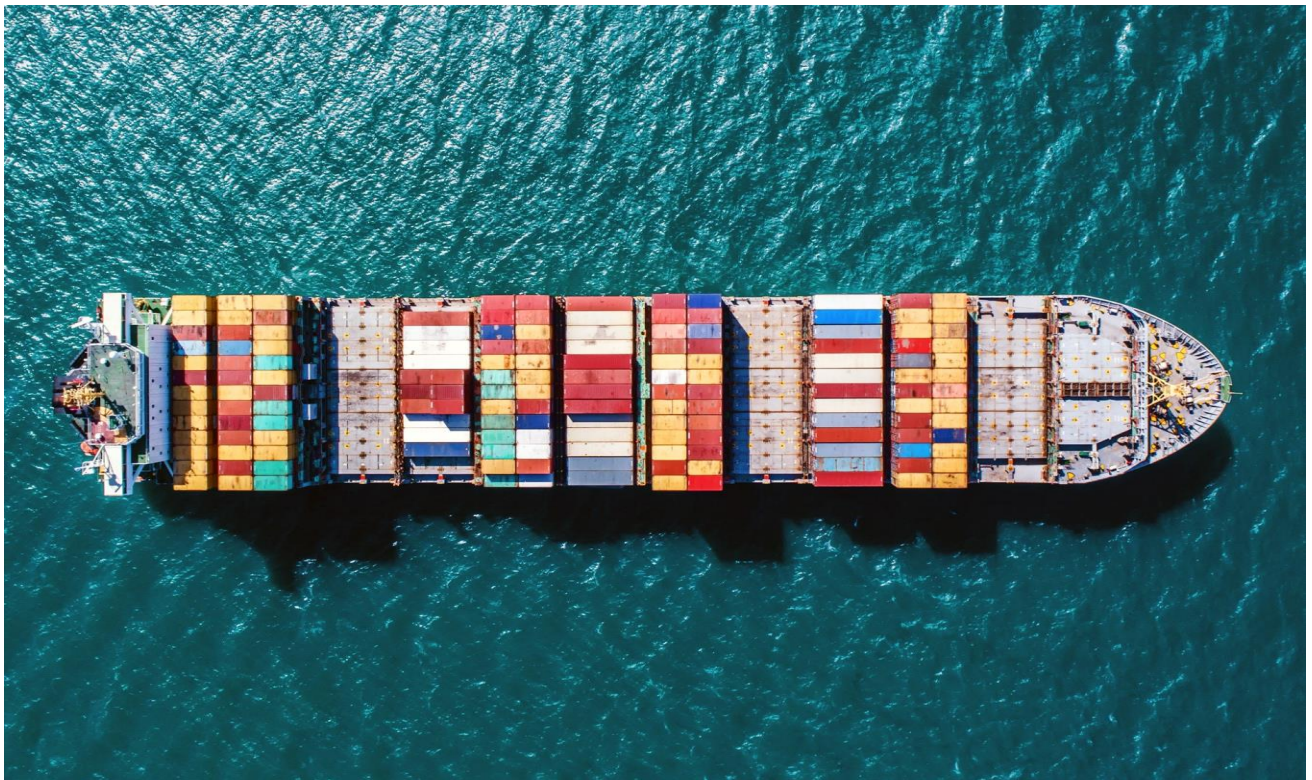


The total investment cost for establishing the Dar es Salaam Tea Auction Centre project is estimated at USD 3.44 million that is financed through debt and equity capital contribution between Azania Bank and Bravo Group at the ratio of 80:20 respectively. Using reference prices for annual auctioned tea volumes, tea brokerage and warehouse handling services for the proposed Dar es Salaam Tea Auction Centre, operating on a period of 5 years, this scale capacity level was found to show that the project has a fair internal rate of return (IRR) of 63.03% based on conservative data analysis. Whereas, the payback period for the investment is 2.8 years, and the project life cycle is 20-30 years.

Overall, the above financial performance indicators show a strong case for the Dar es Salaam Tea Auction Centre project viability and warrants support from Bravo Group together with Apex Bodies implementing the proposed project, in order to deliver innovations in tea trade, bring the expected efficiency, reduce operation costs, and capitalize on the flow of the tea trade passing through the region.

# 2.0

## Company Description



### 2.1 Overview

Bravo Group Limited (previous Bravo Logistics Tanzania Limited) is an integrated third party logistics provider, founded and incorporated in 2005 in Tanzania. The company operates four key business segments of transportation, industrial real estate development, agribusiness and environmental management services. The company's head office is located in Dar es Salaam with representative offices and agents across the country.

## 2.2 Mission

- To shape effective delivery in logistics, invest in the development of sustainable agricultural systems paired with industrial solutions that will build the economy through empowering the very people who stand to benefit from it.

## 2.3 Vision

- To innovate across the selected industries such that they deliver effectively and consistently. We will readily identify solutions that make a difference in people's lives and the African community at large.

## 2.4 Core Services



ROAD/ RAIL FREIGHT TRANSPORTATION



WAREHOUSING



CARGO TERMINALS



CUSTOMS CLEARING

## 2.5 Sectors of Operation



AGRICULTURE



MINING



CONSTRUCTION



FORESTRY



HUMANITARIAN

## 2.6 Memberships

 <p>International Federation of Freight Forwarders Associations</p>	 <p>Tanzania Association of Freight Forwarders</p>
 <p>Tanzania Truck Owners Association</p>	 <p><i>The voice of private sector in Tanzania</i></p> <p>Tanzania Private Sector Foundation</p>

## 2.7 Clients Handled

# 3.0

## About Dar es salaam Tea Auction Centre



### 3.1 The Context

Tanzania, is one of the highest tea producing countries in the East African region where farmers have a capacity to produce 6 to 7 million tonnes of tea per month. However, between 5,000 and 8,000 of the country's tea export is handled through Mombasa Auction. This led both the private sector and the concerned government officials to see the need of establishing a proper integrated tea auction centre in Dar es Salaam.

### 3.2 Establishment of the Integrated Dar es Salaam Tea Auction

The longtime efforts have recently bore a fruitful end where 6 number of apex bodies have signed a Memorandum of Understanding (MOU) to establish a working relationship in order to implement the establishment and operation of an integrated Dar es Salaam Tea Auction. The apex bodies include:

**1. TANZANIA MERCANTILE EXCHANGE PLC (TMX)**

A public company incorporated under the Companies Act and Licensed under the Commodity Exchange Act, 2015 having its registered office at 4th Floor, New LAPF Building, Kijitonyama, Postal Office Box No. 31632, Dar es Salaam, Tanzania.

**2. TEA BOARD OF TANZANIA (TBT)**

A government entity established under the Tea Act [CAP 275 R.E. 2002] and having its office at Tetex House, Pamba Road, Dar es Salaam, Postal Office Box No. 2663, Dar es Salaam, Tanzania.

**3. WAREHOUSE RECEIPTS REGULATORY BOARD (WRRB)**

A Government institution under the Ministry of Industry and Trade established under the Warehouse Receipts Act [CAP 339 R.E. 2016] and having its office at Kilimo 1, 1F Floor, Wing 'A', Veterinary, Dar es Salaam, Tanzania.

**4. TEA ASSOCIATION OF TANZANIA (TAT)**

An association of tea stakeholders in Tanzania established by an Act of Parliament and having its office at 5<sup>th</sup> Floor, Twiga House, Samora Avenue, Postal Office Box No. 2177, Dar es Salaam, Tanzania.

**5. TANZANIA SMALL-HOLDERS TEA DEVELOPMENT AGENCY (TSHTDA)**

A development agency of smallholders in Tanzania established under the Tea Act [CAP 275 R.E. 2002] and having its office at Tetex House, Pamba Road, Dar es Salaam.

**6. TANZANIA PRIVATE SECTOR FOUNDATION (TPSF)**

A foundation for the private sector in Tanzania established under the Companies Act, 2002 and having its office at Plot No. 1288, Mwaya Road, Mwasani Peninsula, Dar es Salaam.

### 3.3 Apex Bodies' Obligations

#### TMX

TMX shall have the following obligations:

1. To facilitate the auctioning of teas by providing an online trading platform;
2. To facilitate clearing and settlement of teas after payments are done after successful auctions;
3. To incorporate improvement on the online trading platform as may be recommended and agreed by the parties;
4. To conduct training to key players on how to use the online trading platform for trading teas; and
5. To maintain of the online trading platform to be available for trading teas.

#### TBT

TBT shall have the following obligations:

1. To promote the Dar es Salaam Tea Auction to stakeholders in the tea industry;
2. To register brokers and producers;
3. To oversee quality control in the tea industry;

#### WRRB

WRRB shall have the following obligations:

1. To license an operator who will carry out warehousing of teas;
2. To inspect warehouses that will be handling teas for auctioning;
3. To provide best practices for operating tea warehouses;

#### TAT

TAT shall have the following obligations:

1. To represent the interests of large-scale tea producers and processors;
2. To promote best practices in production and processing of teas;
3. To provide guidance on global tea trading practices;

## TSHTDA

TSHTDA shall have the following obligations:

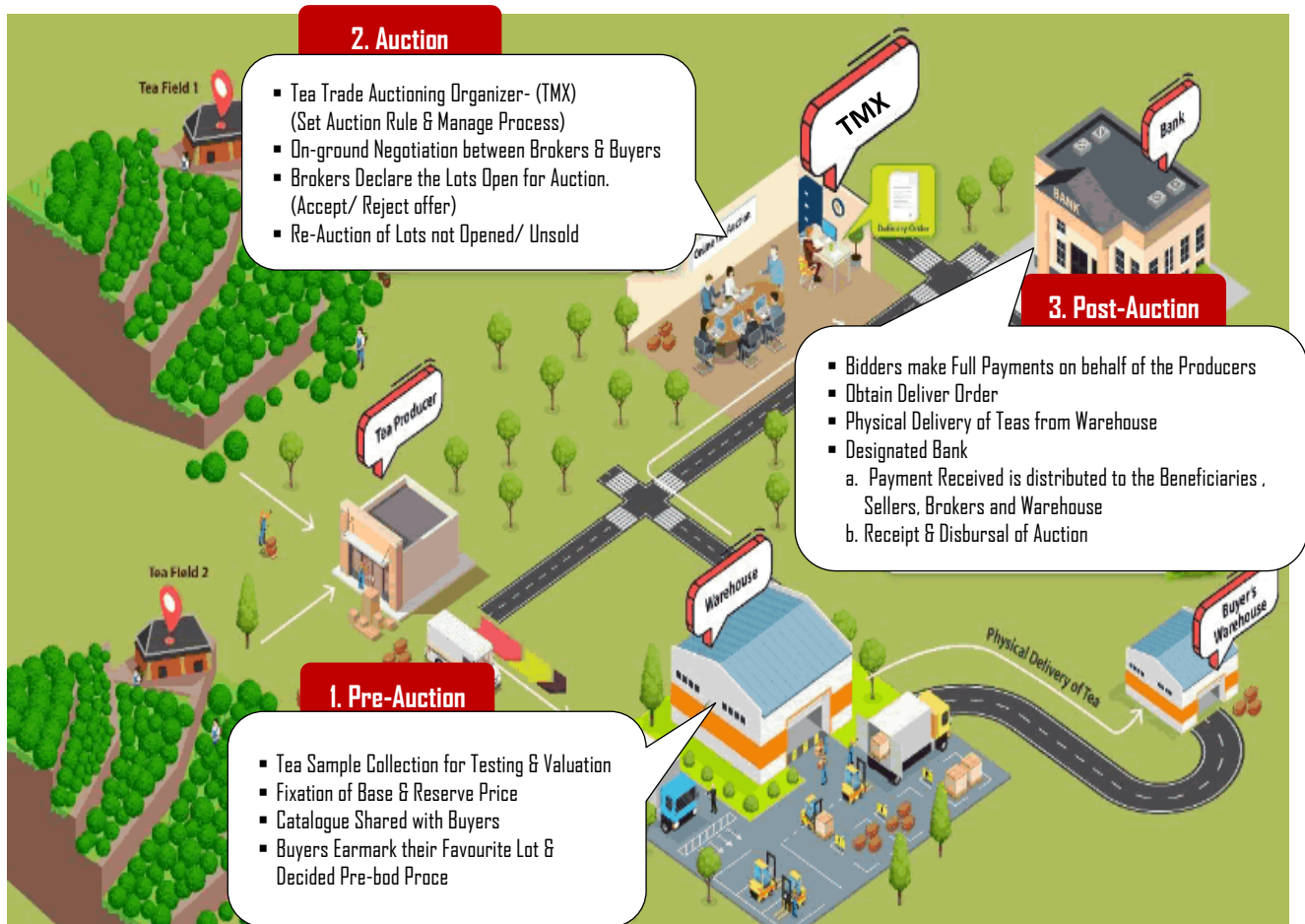
1. To represent the interests of small-holder tea producers;
2. To promote best practices in production and processing of teas;
3. To promote tea auction to small-holder tea producers;

## TPSF

TPSF shall have the following obligations:

1. To provide a forum for discussion with government institutions;
2. To find potential markets for the tea auction;
3. To support establishment and development of the auction through research initiatives;

### 3.4 The Integrated Dar es Salaam Tea Auction System



### 3.5 Benefits of the Integrated Dar es Salaam Tea Auction System

#### 1. Central Data Repository System.

Data mining from the online auctions which will provide TMX and its members, as well as other tea stakeholders in the region and globally with useful data to analyze market trends, analyze market dynamics and respond to demand promptly.

#### 2. Increased Transparency and visibility

Farmers will be provided with accurate information on the prices their teas fetch at the auction. Buyers on the other hand will be able to compare prices and various teas on sale.

#### 3. Ease and convenience of selling teas.

The Integrated Tea Trading System can be accessed from remote locations and therefore authorized buyers can participate in an auction at their comfort. This is a departure from the traditional auction that would require a physical presence at the auction floor in Mombasa.

#### 4. Increased buyer participation

There is an opportunity for more Buyers participation. Participation of the buyers is not restricted by the physical size of the auction floor.

#### 5. Introduction of multi-auction system

With the upcoming initiatives on running parallel auction systems, more volumes will be traded on within the shortest time possible.

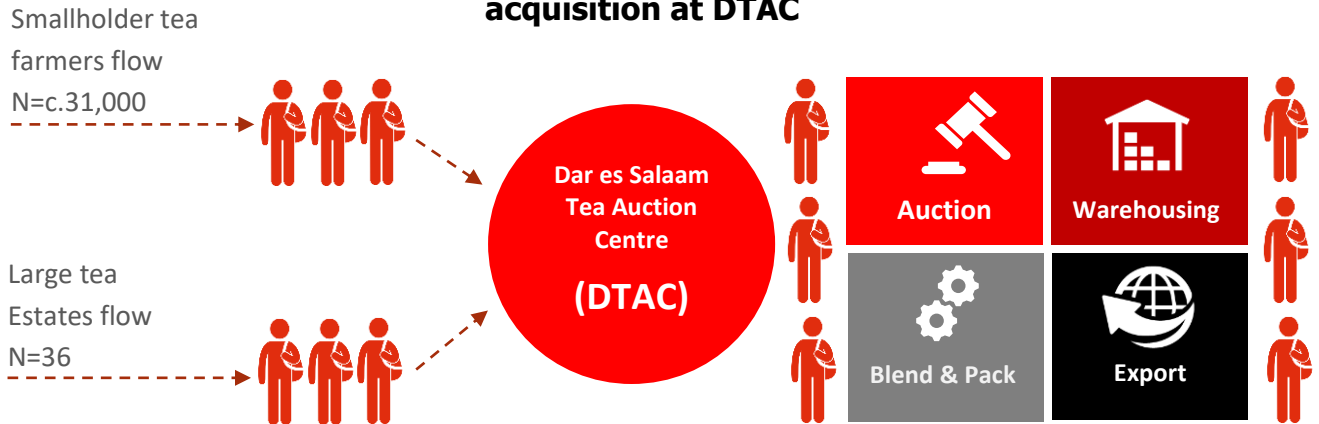
### 3.6 The Proposed Dar es Salaam Tea Auction Centre

Since its inception, Bravo Group Limited, has come to be known as a forerunner in the field of agri-commodities trading, and now keen to invest in the business of transit trade. The aim is to make Tanzania the first largest regional tea exporter because the possibility of increasing production and processing in Tanzania is promising.

Therefore, Bravo Group Limited took the initiative and converted its Kurasini Cargo Terminal into a dedicated facility combining warehousing, belending and packaging under one roof.

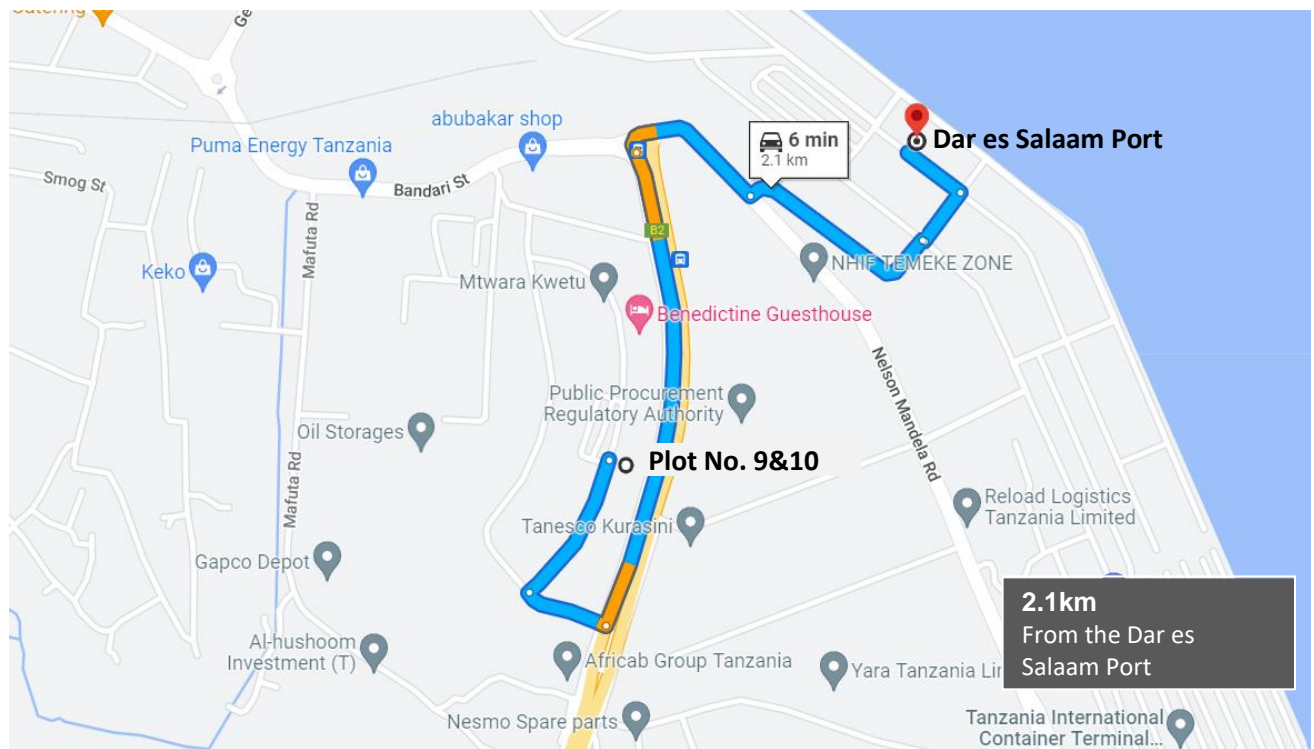
The tea trade under one roof is going to be the number one tool for customer acquisition at Dar es Salaam Tea Auction Centre (DTAC), which will provide comprehensive facilities and convenient solutions for traders who want to maintain a stock for export in the East Africa and adjacent regions.

**The tea trade under one roof is going to be the number one tool for customer acquisition at DTAC**



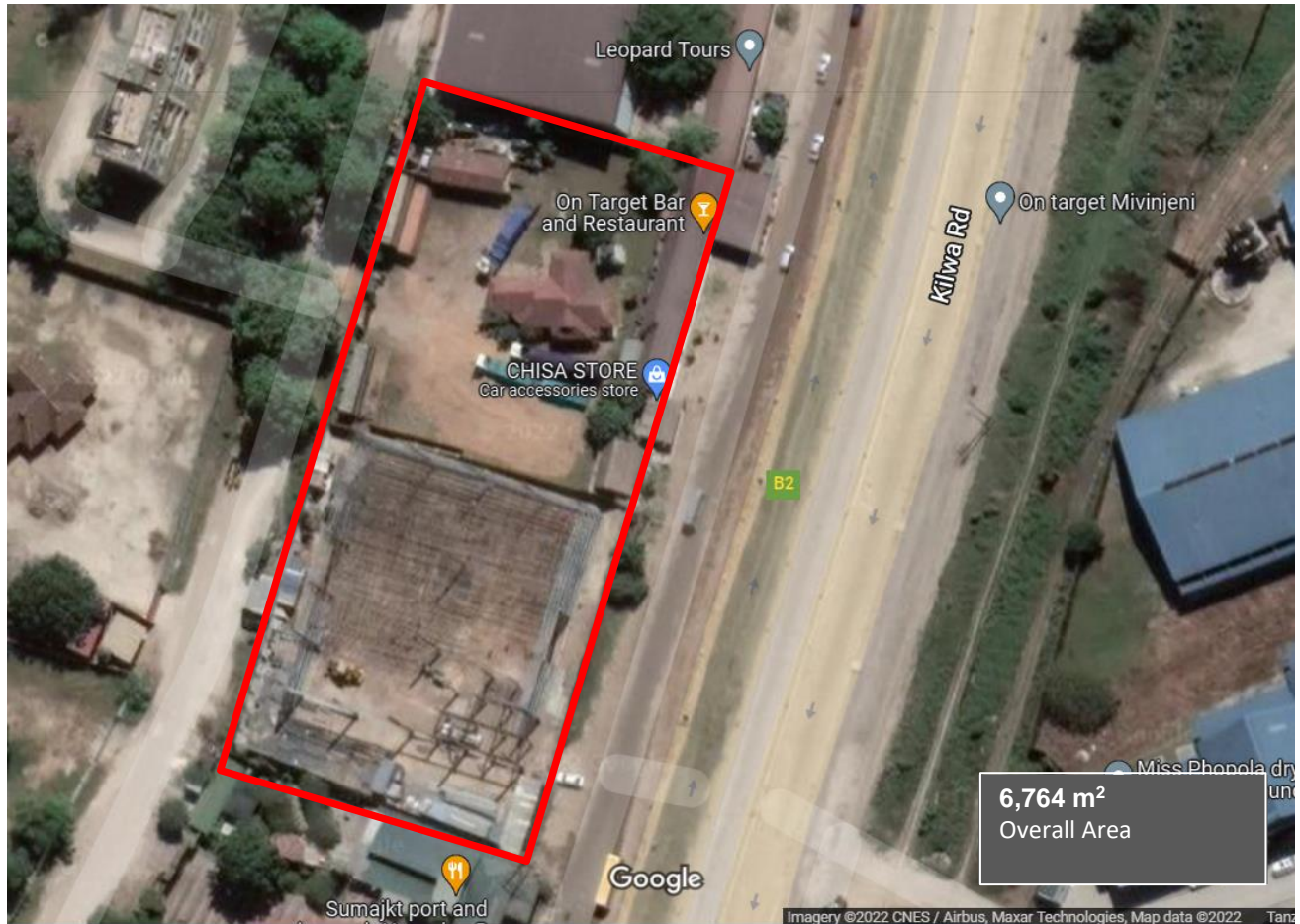
**3.7 Location Map of Dar es Salaam Tea Auction Centre**

Dar es Salaam Tea Auction Centre will be situated at Plot No. 9 and 10, Mivinjeni in Kurasini Area, which is at coordinate -6.83556,39.28553 and about 2.1 kilometers away from the Port of Dar es Salaam via the Kilwa Road in the Dar es Salaam’s CBD.



Source: Data Map © Google

Below is a satellite view of the proposed site at Plot No. 9 and 10, Mivinjeni in Kurasini (highlighted in red rectangle) with main overland transport routes. The earmarked land covers a total area of 6,764 square metres.



Source: Data Map © Google

### 3.8 The Design Scope of Dar es Salaam Tea Auction Centre

The purpose-converted tea warehouse has excellent warehousing infrastructure designed to offer one stop solution for all tea trading requirements, with a total capacity of 2,073 square metres warehousing, 555 square metres office space and 4,691 square metres open yard with capacity of holding 400 TEU's, conveniently located on Kilwa Road and within a distance of 2.1 kilometers from the Port of Dar es salaam with easily accessed good tarmac road.

The Dar es Salaam tea warehouse facility will link the producers of high-quality tea to potential buyers in the country, ensure the quality of tea, provide short/long term tea

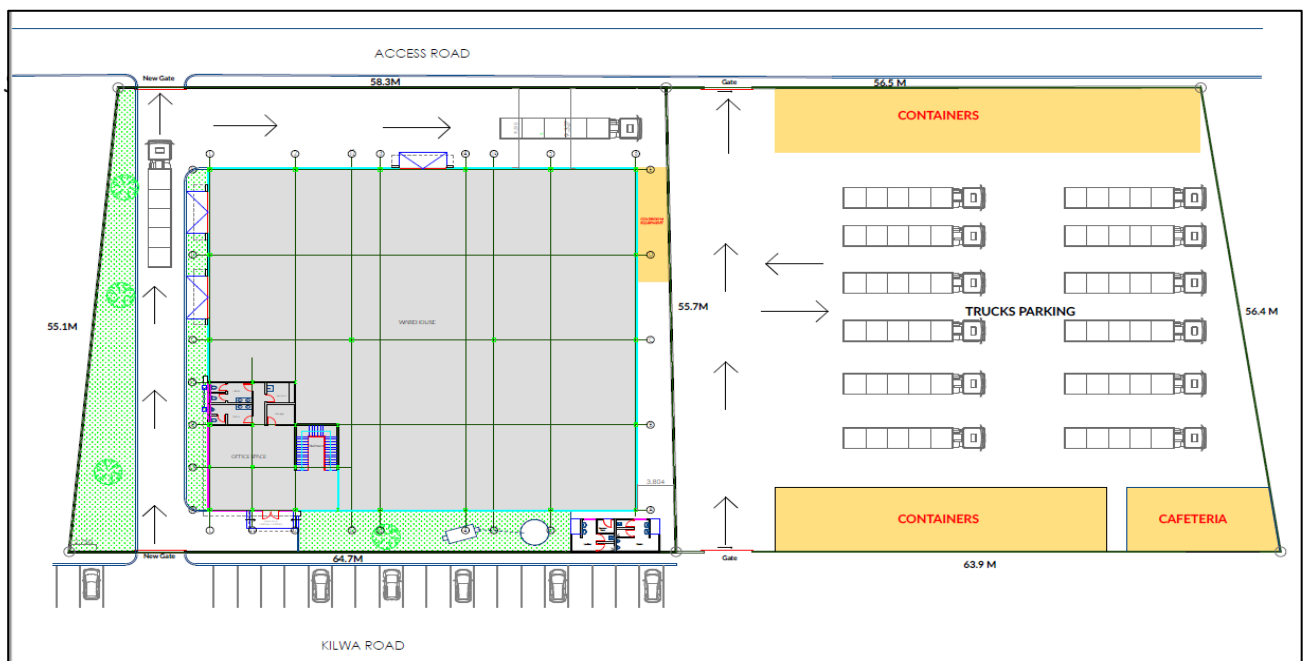
warehouse storage, and allow Tanzania's tea producers to auction their tea without necessarily going through the Mombasa Auction.

### 3D View for Proposed Dar es Tea Auction Centre

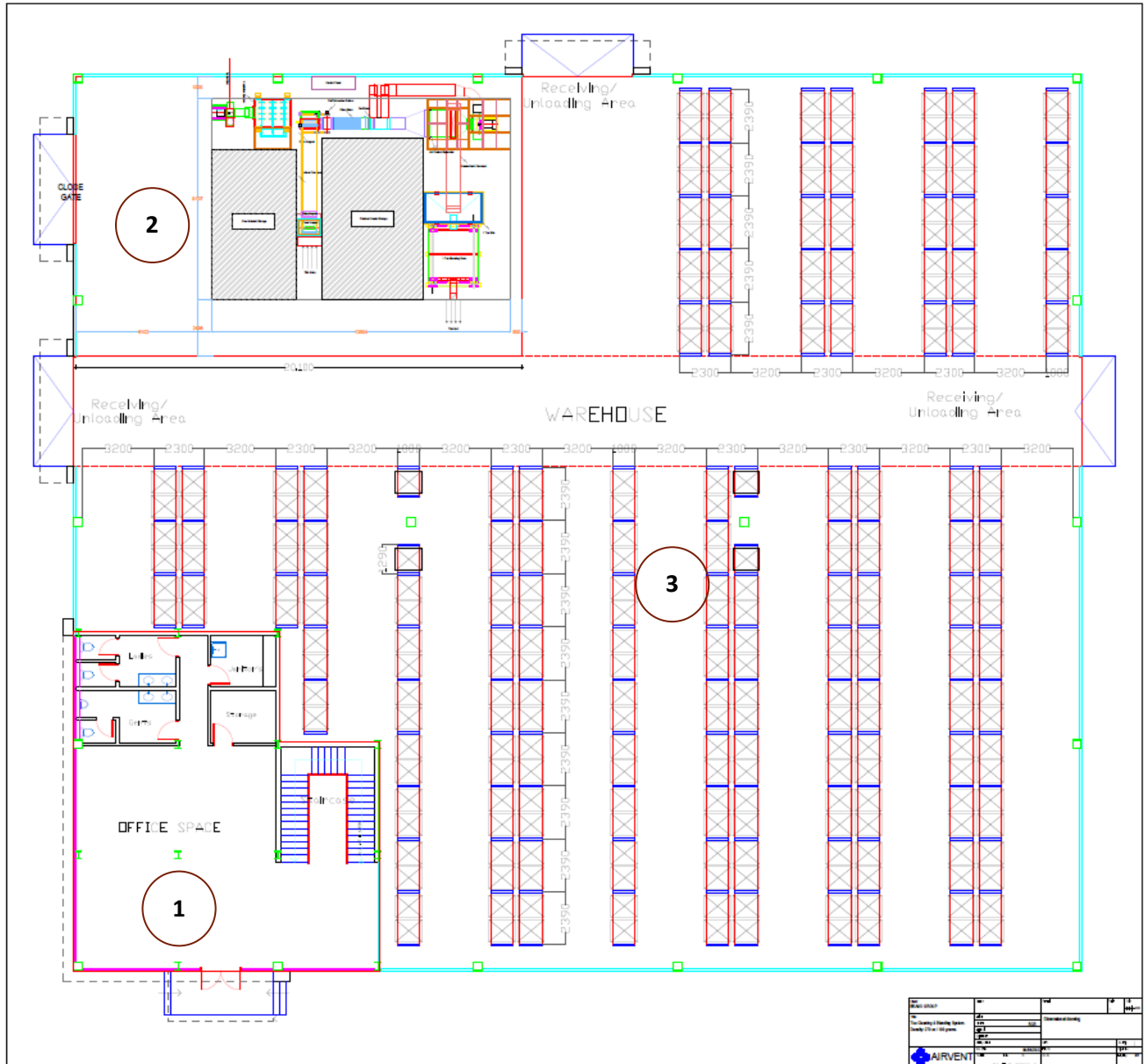


Source: DXE Associates, Dar es Salaam

### Site Layout for Proposed Dar es Salaam Tea Auction Centre



## Warehouse Layout for Blending and Pallet Racking for Dar es Salaam Tea Auction Centre



1. Office Space: 555 Square Metres
2. Tea Cleaning and Blending Machine: 1,000 blending drum for bulk density 250cc/100gm.
3. High Strength, Galvanized Pallet Racking: 1,400 pallet positions: 1,600kg pallet loading capacity.

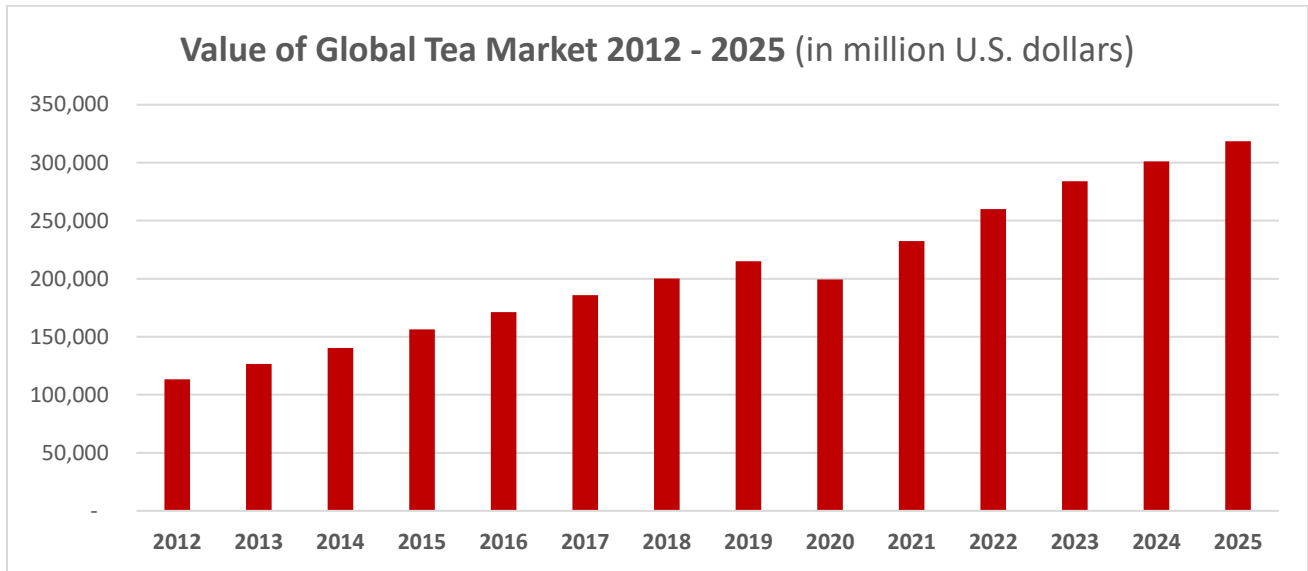
# 4.0

## General Market Information and Analysis



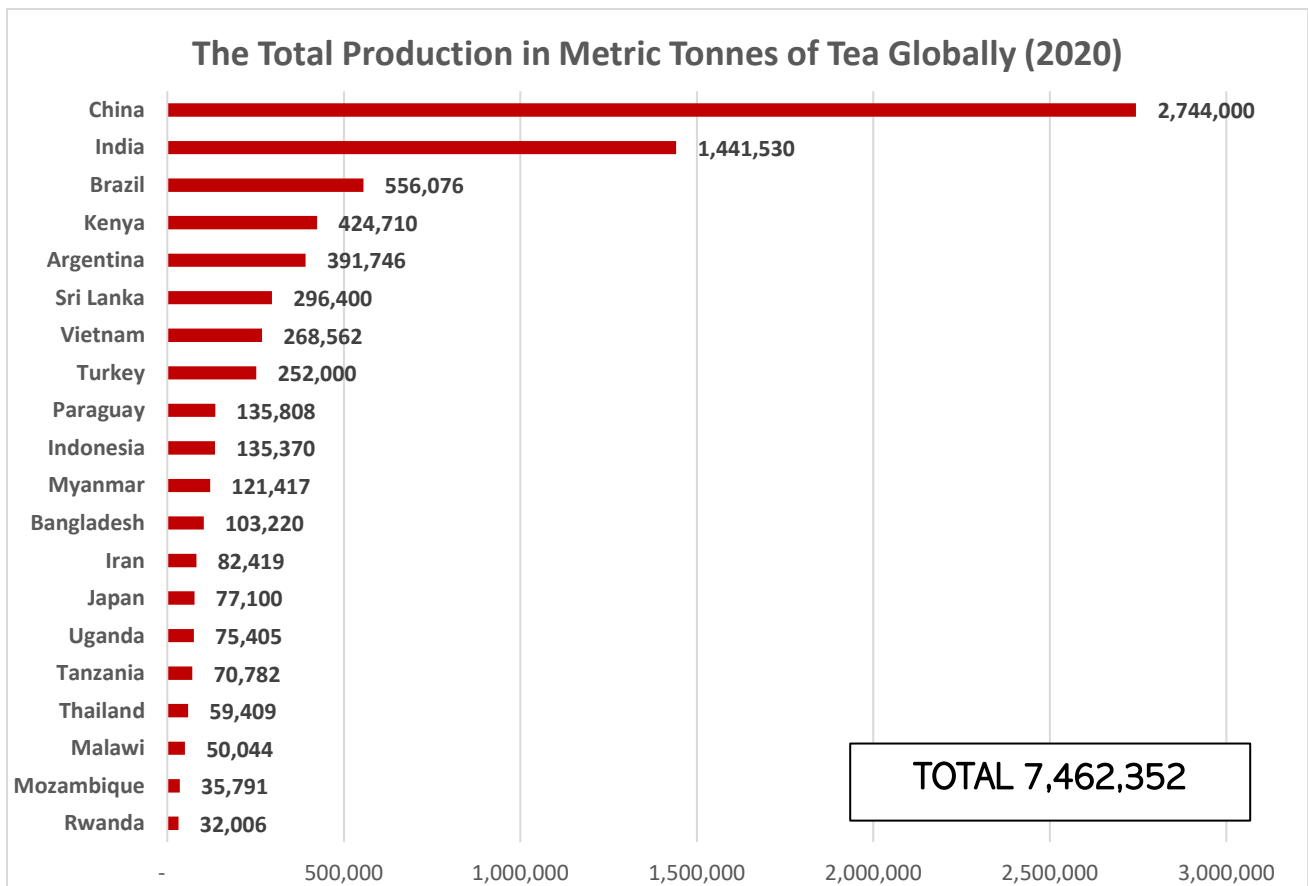
### 4.1 Global Market

The global tea market was valued at nearly 200 billion U.S. dollars in 2020, and is expected to rise to over 318 billion dollars by 2025. Tea has a long history of popularity worldwide. It is thought to have originated in China.



Source: FAO

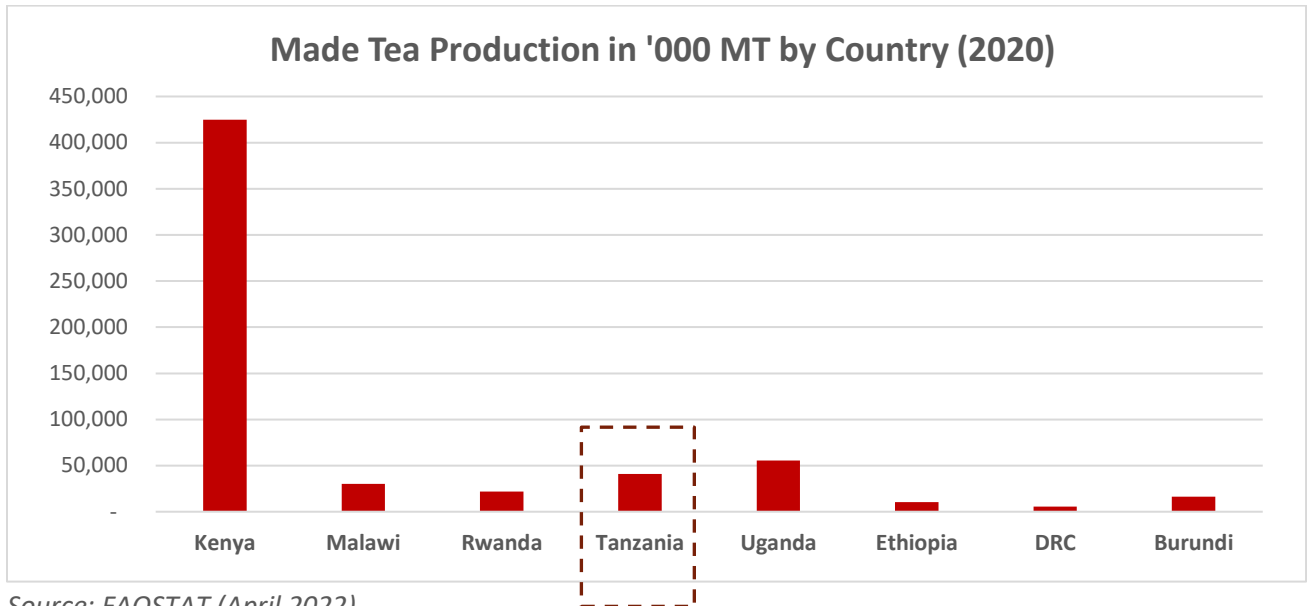
Today, China is still the leader in tea production. The country produced over 2.5 million metric tons of it in 2020. Other large producers are India and Kenya.



Source: FAO

## 4.2 Regional Market

Tanzania has seen slow increase in tea production and yield over the last decade, which means there is room for improvement.



Source: FAOSTAT (April 2022).

Among the tea producing countries in East Africa, Tanzania ranks third, as per 2020 statistics. The country's production has been rising steadily in the past two decades, from 24,000 MT in 2000 to 40,000 MT in 2020.



Source: FAOSTAT (April 2022)

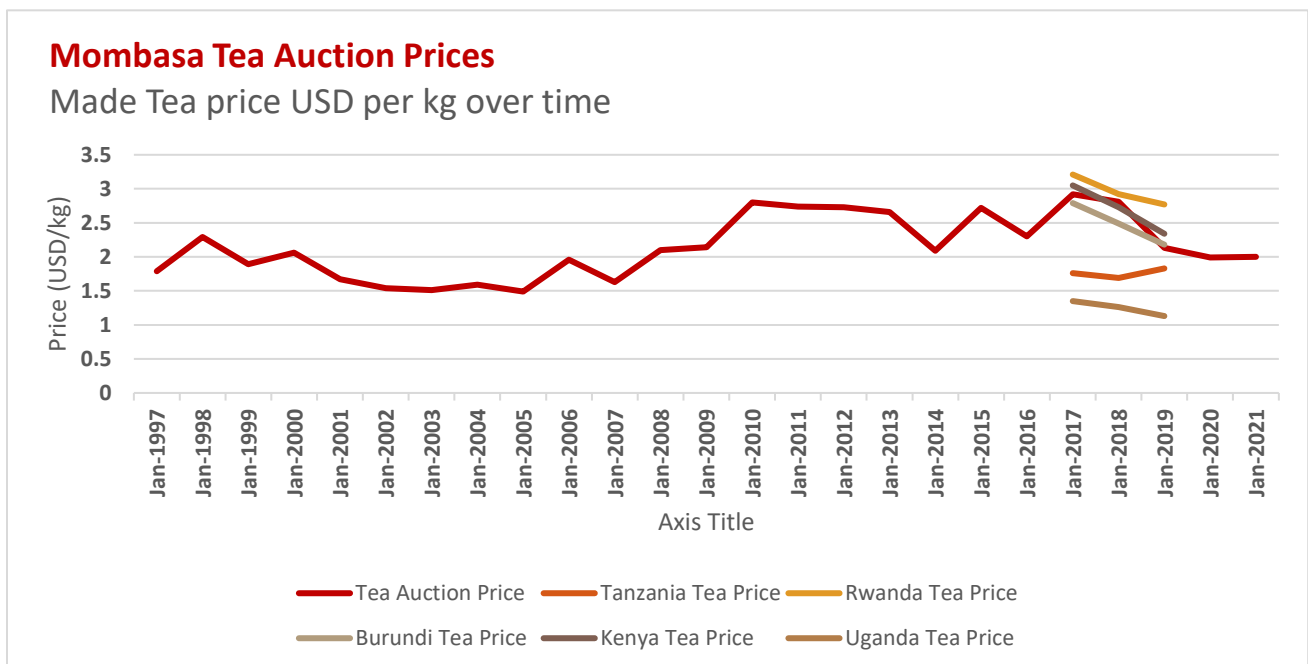
However, the country’s average yields are 40% lower than neighboring Kenya, largely due to the low productivity of smallholder farmers. Low productivity is mainly attributed to relatively lower altitudes compared to tea growing zones in Kenya, poor application of good agricultural practices (GAP), lack of extension services, lack of adequate and affordable inputs, amongst others. Therefore, there are opportunities to increase Tanzania’s tea production.

Tanzania has about 20,000 hectares of tea farmland. However, available farmland cultivated by tea appears to follow a more volatile trend. In general, agricultural land in Tanzania is increasingly coming under pressure due to population pressure, land degradation and climate change. Additionally, the wide range of crops for which farmland often is suitable leads to crops competing for land.

Studies indicate that the most effective solutions for improving productivity and incomes of tea farmers in Tanzania include encouraging participation of younger farmers, prioritizing extension services, expanding access to finance, strengthening tea associations, and improving access to markets that pay fair prices for higher quality tea.

### 4.3 Tea Prices

East Africa has had generally volatile tea prices, with Tanzanian tea capturing the lowest prices due to lower tea quality.



Source: IndexMundi

## Tanzania Made Tea Prices

Most of the East-African tea is auctioned at the Mombasa tea auction, making Kenya the leading tea exporter in the world. More than three quarters of the produce traded comes from the country itself and the rest from its neighboring countries such as Rwanda, Tanzania, Uganda and Burundi.

The historical Mombasa tea auction prices provide a good overview of African tea price fluctuations and demonstrates a highly volatile nature, which impacts the rest of the value chain. Tea quality plays a vital role in determining the final value at auction. Although market forces may affect the general price levels, it is quality which distinguishes the value of tea across different factories irrespective of demand and supply patterns in the market. Therefore, Rwandan tea often tends to capture the highest price of the teas offered due to its high quality. In 2019, Rwandan tea received 2.77USD/kg compared to a mere 1.8 USD/kg for Tanzanian tea.

Due to the relatively low tea prices and the additional cost for Tanzanian tea aggregators to auction their tea in Kenya instead of in Tanzania, hence, the reason why the Tanzanian government has been planning to open Tanzanian own tea auction house in Dar es Salaam.

## Tanzania Green Leaf Tea Prices

Each year the Tea Board of Tanzania (TBT) sets the green leaf tea price, based on an annual average from the Made Tea prices of tea processors, the green-leaf-to-made-tea conversion ratio and exchange rates.

The determined green leaf tea price is the minimum tea price which can be paid to farmers selling their tea to processing factories and it usually constitutes a fair share price ratio of 37% of the tea auction prices. For Kenyan smallholder farmers, this ratio has been improving and is generally around 40-50%.

Typically, tea price to the farmer consists of two parts:

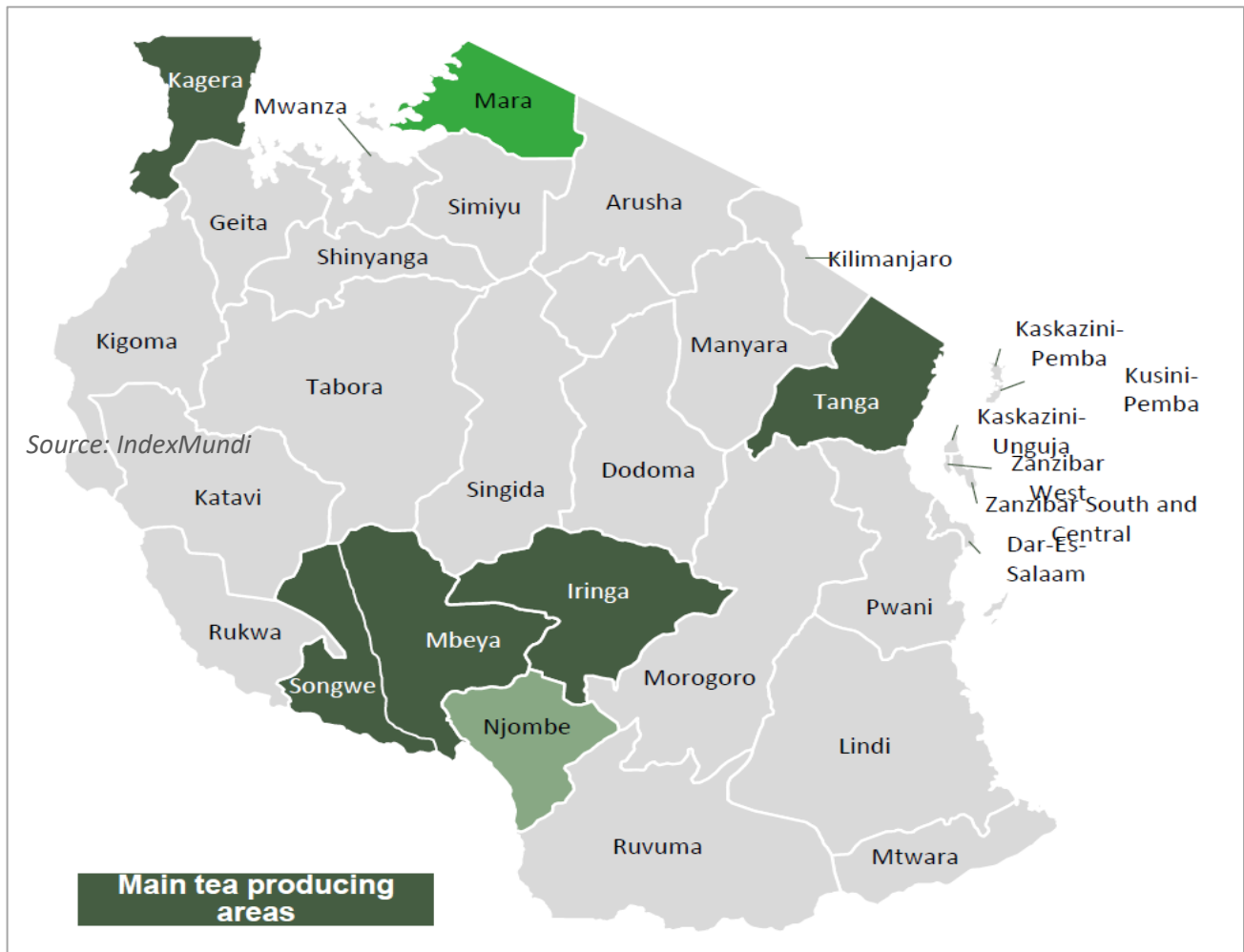
1. first payment is the minimum price set by the Government, based on average prices reported by processing factories; and

2. second payment applies to companies which have sold and received a premium above the minimum price. TBT instructs this payment in order to meet the fair share price ratio of 37%.

The price control by the TBT, unlike in other East African countries, was to force processing factories to pay farmers a fair price. This was necessitated by the very low prices that farmers received from private tea factories. Government envisions to discontinue the price control in the future.

#### 4.4 Farmer Base

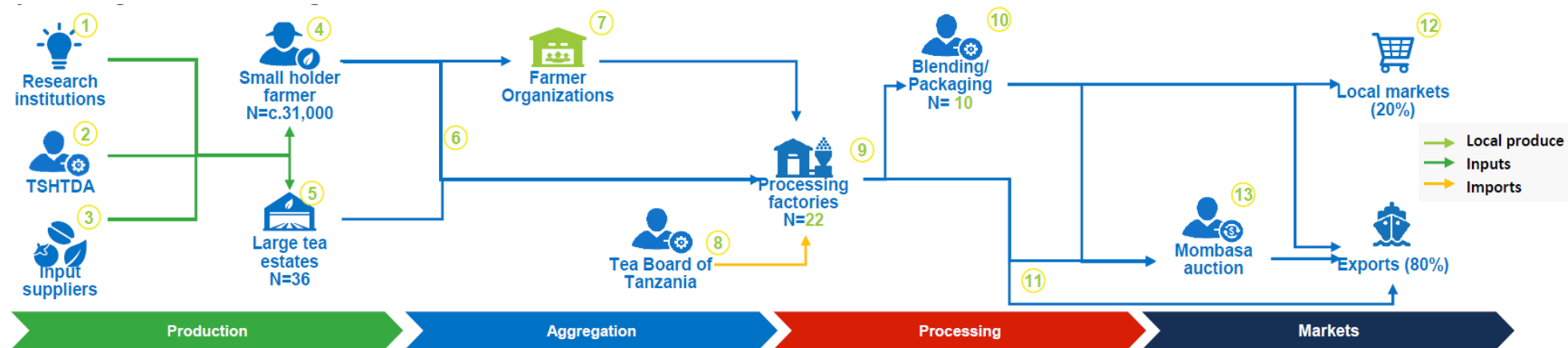
Tanzanian tea farmers are mainly located in the Southern Highlands of Tanzania - Mufindi (Iringa), Njombe and Rungwe (Mbeya) - are the most significant tea-producing-areas with around 30,000 smallholder farmers engaged in tea farming in Tanzania. Smallholders tea farmers only contribute 32% of national production, whereas the private estates produce about 68% of national tea production.



Source: SAGCOT

## 4.5 Farmer Profile

The Tanzania tea value chain is split between high-yielding, vertically integrated estates and low-yielding, low-earning smallholder farmers.



1. Research institutions such as the TRIT and TARI are leading the development and implementation of cloned tea seeds.
2. The Tanzania Smallholder Tea Development Agency (TSHTDA) provides high-quality seeds and extension services to other actors in the value chain such as farmers, farmer organizations and even processing factories.
3. High-quality inputs are often unavailable or unaffordable for the farmers.
4. Tea in Tanzania is cultivated by either smallholders farmers, on plots averaging less than one hectare with lower yields or by large estates.
5. Large tea estates often exceed 1,000 hectares and apply a combination of ingrower and outgrower farmer schemes.
6. Large scale tea estates are in control of their own aggregation while smallholder farmers are mostly members of a farmer organization which manages the aggregation and transport of picked tea leaves to the buyer and processor.
7. Tea farmers are often organized as associations or in non-registered groups for input provision and to improve their access to finance. Some tea growing regions have more well-organized farmer organisations than others.
8. The Tea Board of Tanzania regulates tea prices in the country and sets the minimum price payable by processing factories to smallholder farmers for their green leaf.
9. As picked leaves need to be processed within 6 hours, quick access to tea-processing facilities is key. Therefore, international tea manufacturers have established their own processing plants close to the fields, which has created a vertically integrated value chain.
10. Tanzania still counts relatively few blending factories as tea has historically been seen as an export crop. The increasing local interest in tea is seen as an opportunity in the blending market and a way to increase the focus on quality.
11. A significant amount of Tanzanian green leaf tea is sold outside of the auction through private contracts.
12. Although tea used to be seen as an export crop, the local market demand has increased to 20%.
13. Nearly two thirds of total Tanzanian made tea for export passes through the Mombasa tea auction where market prices are fixed on a weekly basis. Afterwards, it might get repackaged and branded by Kenya so the tea loses the Tanzanian brand. This loss of value and the additional transport cost from Dar es Salaam to Mombasa has lead Tanzania to contemplate launching their own tea auction.

Source: Woldbank (2014)

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## 4.6 Tanzania Tea Factories/ Estates

In Tanzania, smallholders tea farmers own about 14,152 hectares of land under tea production, whereas the private estates over 20,000 hectares of land under tea production.

Region	District	Factory	Large Scale (Ha)	Smallholder (Ha)
S. Highlands	Mufindi	Unilever Tea	3,602	1,560
		Itona	901	
		Kisigo	110	
	Njombe	Kibena Tea	730	3,254
		Dhow Mercantile	200	
		Luponde	742	
		Unilever Tea	394	
	Rungwe	Muvyulu	215	
		WATCO	310	3,237
		Tukuyu Tea Estate	1,185	
Nothern Zone	Kilolo	TSHTDA	188	92
		Korogwe	Arc Mountain	561
	Lushoto	Dindira	443	
		Herkulu	230	1,884
		Balangai	212	
	Muheza	EUTCO	2,022	295
		Marvera	210	
Tanga	Tanga	3,678	2,792	
Lake Zone	Bukoba	Kagera Tea	300	372
	Tarime		3,978	54
<b>Total</b>			<b>20,211</b>	<b>14,152</b>

Source: Tanzania Tea Board

## 4.7 Competitive Landscape

Name of Company	Tea Growing	Tea Processing	Tea Warehousing	Tea Blending	Tea Export
Bravo Group Ltd	✗	✗	✓	✓	✓
Unilever Tea Tanzania Ltd	✓	✓	✗	✗	✓
Bombay Burmah Trading Co	✓	✓	✗	✗	✗
East Usambara Tea Co. Ltd	✓	✓	✗	✗	✗
MeTL Group Ltd	✓	✓	✓	✓	✓
Kagera Tea Company	✓	✓	✗	✗	✗
Mufindi Tea and Coffee Ltd	✓	✓	✗	✗	✗
Mponde Tea Estate Ltd	✓	✓	✗	✗	✗
Wakulima Tea Company	✓	✓	✗	✗	✗
Kisigo Tea Company Ltd	✓	✓	✗	✗	✗
Lupembe Tea Estates Ltd	✓	✓	✗	✗	✗
Amir Hamza Tanzania Ltd	✓	✓	✓	✓	✓
Tropical Treasures Ltd	✓	✓	✓	✓	✓
Tanzania Tea Packers Ltd	✓	✓	✓	✓	✓
Tanzania Afri Tea & Coffee	✓	✓	✗	✗	✗
Bollore Transport & Logistics	✗	✗	✓	✗	✗

## 4.8 SWOT Analysis

The matrix below represents a comparative analysis of four aspects concerning the internal and external factors that affect the Dar es Salaam Tea Auction Centre (DTAC) project's prowess against market competition. The matrix examines the strength, weakness, and opportunity presented to Beavo, as well as potential threats.

<b>S</b> Strengths	<b>W</b> Weaknesses
<ol style="list-style-type: none"> <li>1. The DTAC project promoter is a resourceful investor with over 16 years wealth of experience in starting up of multi-million-dollar logistics business in Tanzania.</li> <li>2. DTAC will develop the state-of-the-art project that will bring local convenience and give it a competitive edge in the tea sector.</li> <li>3. There will be a significant cost advantage due to a having a tea centre in in-country that will auction the tea locally and thus optimize on economies of scale.</li> <li>4. DTAC will have several product lines that will diversify it outputs and risks.</li> </ol>	<ol style="list-style-type: none"> <li>1. The project requires high capital start-up costs.</li> <li>2. Lack of having own tea growing and manufacturing lines.</li> <li>3. There is limited agricultural information on tea in Tanzania from relevant bodies.</li> <li>4. Large competitive market with difficulties in survival.</li> <li>5. Change in the technology.</li> </ol>
<b>O</b> Opportunities	<b>T</b> Threats
<ol style="list-style-type: none"> <li>1. There is a large demand for tea in the World that is not met by the current local suppliers.</li> <li>2. Establish a tea manufacturing plant that will generate subsequent income to the DTAC .</li> <li>3. Develop smallholder tea farmer focus group to increase smallholder tea farmer engagement</li> </ol>	<ol style="list-style-type: none"> <li>1. Operate in volatile smallholder tea farmer communities.</li> <li>2. Changes in government policies may lead to unfavourable working climate.</li> <li>3. There is a likelihood of increase in industry rivals from both local and foreign entrants due to its lucrative nature.</li> </ol>

# 5.0

## Strategy and Implementation Summary



### 5.1 Products

The products that will be offered at the Dar es Salaam Tea Auction Centre will be of black tea. The products will be sourced from various producers in Africa as well as preselected lots from Mombasa Auction. These can be shipped straight line or blended to meet with the clients requirements. Tea will be shipped in bulk, palletized or loose containerized.

Depending on the requirements, the Dar es Salaam Tea Auction Centre will blend the tea and pack in 60 to 70 kg paper sacks or poly woven bags with poly liner. With some destinations Dar es Salaam Tea Auction Centre will also be able to pack into retail packs such as 25g, 500g, 4.5 kg, 20kg.

The following teas will be handled:

	<p><b>BP1</b></p> <p>Broken Pekoe is has the larger particle size. The liquors are a bit light in body but with encouraging flavoring characteristics.</p>
	<p><b>Dust 1</b></p> <p>Dust is Made up of tiny bits of broken leaf often used to brew strong tea quickly and popular for the tea bags. Dust1 is made up of the smallest particles.</p>
	<p><b>Fannings 1</b></p> <p>Fibrous with little trace of black teas</p>
	<p><b>Pekoe Dust</b></p> <p>Made of tiny bits of broken fine leaves often used to brew strong tea</p>
	<p><b>PF1</b></p> <p>Pekoe Fanning 1. It is made up of black grainy particles slightly smaller in size than the BP1 grade.</p>

## 5.2 Services

The services that will be offered at the Dar es Salaam Tea Auction Centre will be one stop solution for all tea packaging needs than what is being offered in the market, and specifically at the Mombasa Auction. The following services will be offered:

### SERVICES

 <p>Tea Testing</p>	 <p>Tea Brokering</p>	 <p>Warehousing</p>
 <p>Tea blending</p>	 <p>Tea Packaging</p>	 <p>Transportation</p>

### 5.3 Pricing

The Dar es Salaam Tea Auction Centre pricing strategy will be competitive to the selected areas of operations. It is important not to undercut the recommended fee because Dar es Salaam Tea Auction Centre wants to establish a reputation for value for money. The warehouse charges for the Dar es Salaam Tea Auction Centre is summarized below and in detail in annexure B:

Sr. No	Service Charge	Rate
1.	Brokerage	<b>1.25%</b> (of auction value)
2.	Rent	<b>US\$ 14.05</b> (per sq.m pm)
3.	Warehouse Handling	<b>US\$ 31.80</b> (per MT)

### 5.4 Sales Revenue Forecast

Based on 100% scale operations capacity, the expected sales revenues generation of the proposed Dar es Salaam Tea Auction Centre are provided in the table below:

Item	Jan	Feb	Mar	Apr	May	Jun	
Volume (MT)	3,000	3,150	3,150	3,150	3,150	3,150	
Price (US\$/MT)	1,500	1,500	1,500	1,500	1,500	1,500	
Value(US\$)	<b>4,500,000</b>	<b>4,725,000</b>	<b>4,725,000</b>	<b>4,725,000</b>	<b>4,725,000</b>	<b>4,725,000</b>	

Item	Jul	Aug	Sept	Oct	Nov	Dec	Total
Volume (MT)	3,150	3,150	3,150	3,150	3,150	3,150	<b>37,650</b>
Price (US\$/MT)	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Value (US\$)	<b>4,725,000</b>	<b>4,725,000</b>	<b>4,725,000</b>	<b>4,725,000</b>	<b>4,725,000</b>	<b>4,725,000</b>	<b>56,475,000</b>

Item	Year 1	Year 2	Year 3	Year 4	Year 5
Cumulative Price Increase	0%	1.32%	2.64%	3.96%	5.28%
<b>Sales Revenues by Source, US\$</b>					
Brokerage Service Charge	705,938	715,256	734,139	763,211	803,508
Rent Service Charge	93,600	94,836	97,339	101,194	106,537
Warehouse Handling Service Charge	1,197,270	1,213,074	1,245,099	1,294,405	1,362,750
<b>Total Revenue</b>	<b>1,996,808</b>	<b>2,023,165</b>	<b>2,076,577</b>	<b>2,158,809</b>	<b>2,272,795</b>

### 5.3 Implementation Plan

The Dar es Salaam Tea Auction Centre is developed in a phase-in approach as shown in the timeline matrix below:

**Timeline**

Phases	Phases I	Phase II
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Project Design, Constuction &amp; Commissioning.</li> <li>• Capital Raise for DTAC.</li> <li>• Application for CFS certification.</li> <li>• Business planning.</li> <li>• Application for ISO 2200:2005 cetification (Food Handling System)</li> <li>• Forge Partnerships with Potential Tea Brokers.</li> <li>• Acquire Blending Machine</li> <li>• Acquire Hight Strength Galvanised Pallet Racking System.</li> <li>• Acquire WMS – SAP add-in</li> <li>• Engage Pakistan Embassy for Market Linkage.</li> <li>• Sign MOU with Apex Bodies for establishment of DTAC</li> <li>• Staffing</li> <li>• Lauch DTAC</li> </ul>	<ul style="list-style-type: none"> <li>• Market Linkage with DMCC.</li> </ul>
<b>No. of Trucks Aquisition</b>	20	-
<b>No. of Handling Equipment Aquisition</b>	5	-
<b>% of Scale Operations Capacity</b>	46.5%	100%
<b>Tea Handling Capacity</b>	17,500	37,650
<b>Investment</b>	<b>US\$ 3,437,520</b>	-

# 6.0

## Organization and Management



### 6.1 Staffing Requirement

Bravo Group will hire a team of employees to operate the Dar es Salaam Tea Auction Centre. The staffing requirement are a function of sales volume. The total staffing requirement for Tea House is as follows:

1. CFS Manager ..... x1 Number
2. CFS Assistant ..... x1 Number
3. Manifest Officer ..... x1 Number
4. Forklift Operators ..... x4 Number

5. Reach Stacker Operators .....	3 Number
6. Operation Clerk – Day .....	1 Number
7. Operation Clerk – Night .....	1 Number
8. Quality Assurance Officer .....	1 number
9. Machine Operator (Tea Blend) .....	2 Number
10. Mechanical Technician .....	1 Number
11. Electrical Technician .....	1 Number

## 6.2 Employee Management

Bravo Group is the sole and exclusive employer of staff required for the running of Dar es Salaam Tea Auction Centre with the sole right to hire, discipline, discharge and establish wages, hours, benefits, employment policies, and other terms and conditions of employment for the employees without consultation with or approval by Tanzania Tea Board.

## 6.3 Personnel Plan

The total bill for pay and fixed allowances for the employees the Dar es Salaam Tea Auction shall be USD. 135,200 per year. The major component of cost includes costs of management and material handling equipment operators who account for over 50% of the total human capital costs. The detailed human capital costs for running the Dar es Salaam Tea Auction are shown on table below.

Category of Employee	Count	Salary Per Month	Annual Salary
		USD	USD
CFS Manager	1	2,000	24,000
CFS Assistant	1	1,500	18,000
Manifest Officer	1	400	4,800
Forklift Operator	4	500	24,000
Reach Stacker Operator	2	700	16,800
Operation Clerk - Day	1	400	4,800
Operation Clerk - Night	1	450	5,400
Quality Assurance Officer	1	600	7,200
Machine Operator (Tea Blend)	2	800	19,200
Mechanical Technician	1	500	6,000
Electrical Technician	1	500	6,000
<b>Total</b>	<b>16</b>	<b>8,850</b>	<b>135,400</b>

# 7.0

## Capital Requirement and Funding



### 7.1 Capex and Working Capital

The total capex and working capital requirement for developing the Dar es Salaam Tea Auction Centre has been identified in the table hereunder:

Sr. No.	Item	Unit	Qty	Unit Cost, USD	Total Cost, USD
1.	Prefabricated Steel Warehouse & Office Facility	Sqm	2,073	385.91	800,000
2.	Open Container Storage Yard	Sqm	4,691	53.29	250,000
3.	Tea Cleaning and Blending Machinery, 500kg per Charge Capacity	Nos	1	255,800	255,800
4.	Brand New HOWO E7G Semi-trailer Trucks	Nos	20	81,493	1,629,855
5.	Forklifts, 3.5 - 7.0 Tons	Nos	4	40,256	161,025
6.	Electronic Weighbridge 100 Tons	Nos	2	46,610	93,220
7.	High Strength, Galvanised Pallet Racking and Storage System	Nos	1	100,000	100,000
8.	Electricity Backup Generator, 25kVa	Nos	1	30,000	30,000
9.	SAP Extended Warehouse Management System	Nos	1	67,620	67,620
10.	Working Capital (for one month)	Lumpsum	1	50,000	50,000
<b>Total Funding Requirement</b>					<b>3,437,520</b>

## 7.2 Sources of Funds

The total funding for development of Dar es Salaam Tea Auction Centre will come from two main sources, notably equity and debt as shown in the table below:

Sr.No.	Item	Amount, USD	Percentage
1.	Equity: Promoter's Contribution	687,504	20%
2.	Debt: Bank Loan	2,750,016	80%
<b>Total Funding</b>		<b>3,437,520</b>	<b>100%</b>
<b>Gearing (debt equity ratio)</b>		<b>4:1</b>	

# 8.0

## Financial Plan and Projections



### 8.1 Assumptions

The assumptions deployed for the analysis in this business plan, intend to mirror the numbers obtained from the secondary study, which enabled gain insights into the feasibility of establishing the Dar es Salaam Tea Auction Centre in Tanzania.

We use the following clustered assumptions in the financial modelling of this business plan:

<b>Sales Revenue Assumptions</b>	<b>Details</b>
Number of Business Days per Month	26
Number of Business Days per Year	312
Brokerage Service Charge	1.25% of Value of Auction
Warehouse Handling Service Charge per MT	US\$ 31.80
Volume of Tea Auctioned per Month	3,150 MT
Rent Service Charge per month	US\$ 7,800
Total Rentable Office Area	555 Sq. Metres
Annual average Price Growth Rate	1.32%

<b>Operating Cost Assumptions</b>	<b>Details</b>
Repair and Maintenance	3% of Total Depreciation
Annual Cumulative OPEX Growth Rate	3.70%
Depreciation Method	Straight Line
Depreciation Rate	5% on Building and Infrastructure
Depreciation Factor	20 Years

<b>Financial Assumptions</b>	<b>Details</b>
Promoter's Equity Contribution	20%
Annual Cumulative Inflation Growth Rate	3.70%
Annual Cumulative Price Growth Rate	1.32%
Price of 1 kWh of Electricity	US\$ 0.102
Annual Cumulative Salaries & Wages Growth Rate	1.32%
Corporate Tax on Products and Services	30%
Exchange Rate (USD to TZS)	2,300

## 8.2 Projected Financial Statements

Unless noted otherwise, the financial projections in this business plan rely on a 'base case' that uses the combination of key assumptions listed at the beginning of this section to derive the following financial statements:

- (a) Projected Income Statement;
- (b) Projected Balance Sheet;
- (c) Projected Cash Flow;

**(a) Projected Income Statement**

	Year 1	Year 2	Year 3	Year 4	Year 5
Cumulative Price Increase		1.32%	2.64%	3.96%	5.28%
Cumulative Inflation Increase		3.70%	7.40%	11.10%	14.80%
<b>Revenues</b>					
Brokerage Service Charge	705,938	715,256	734,139	763,211	803,508
Rent Service Charge	93,600	94,836	97,339	101,194	106,537
Handling Service Charge	1,197,270	1,213,074	1,245,099	1,294,405	1,362,750
<b>Total Income</b>	<b>1,996,808</b>	<b>2,023,165</b>	<b>2,076,577</b>	<b>2,158,809</b>	<b>2,272,795</b>
<b>Expenses</b>					
Administration	30,000	31,110	33,412	37,121	42,615
Land Lease Payment	19,404	20,122	21,611	24,010	27,563
Consumbales and Supplies	100,000	103,700	111,374	123,736	142,049
WMS Upgrade	20,000	20,740	22,275	24,747	28,410
Repair and Maintenance	4,020	4,169	4,477	4,974	5,710
Salaries and Wages	135,400	140,410	150,800	167,539	192,335
Utilities	90,000	93,330	100,236	111,363	127,844
Fuel	25,000	25,925	27,843	30,934	35,512
Contingency	10,000	10,370	11,137	12,374	14,205
<b>Total</b>	<b>433,824</b>	<b>449,875</b>	<b>483,166</b>	<b>536,798</b>	<b>616,244</b>
Depreciation	133,993	138,951	149,233	165,798	190,336
<b>EBIT</b>	<b>1,428,991</b>	<b>1,434,339</b>	<b>1,444,178</b>	<b>1,456,214</b>	<b>1,466,215</b>
Interest	177,420	143,009	106,110	66,543	24,116
<b>Earnings before tax</b>	<b>1,251,570</b>	<b>1,291,330</b>	<b>1,338,068</b>	<b>1,389,671</b>	<b>1,442,098</b>
Tax	375,471	387,399	401,420	416,901	432,630
<b>Net Profit</b>	<b>876,099</b>	<b>903,931</b>	<b>936,648</b>	<b>972,769</b>	<b>1,009,469</b>

**(b) Projected Balance Sheet**

Item	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Current Assets</b>					
Cash	50,000	1,060,092	1,092,882	1,135,881	1,188,567
Preopening expenses	-	-	-	-	-
<b>Total Current Assets</b>	<b>50,000</b>	<b>1,060,092</b>	<b>1,092,882</b>	<b>1,135,881</b>	<b>1,188,567</b>
<b>Fixed Assets</b>					
Land and Buildings	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Machinery and Equipment	379,020	379,020	379,020	379,020	379,020
Motor Vehicle	1,790,880	1,790,880	1,790,880	1,790,880	1,790,880
Fixtures and Fixings	167,620	167,620	167,620	167,620	167,620
...Less Depreciation	-	(133,993)	(138,951)	(149,233)	(165,798)
<b>Total Fixed Assets</b>	<b>3,387,520</b>	<b>3,253,527</b>	<b>3,248,569</b>	<b>3,238,287</b>	<b>3,221,722</b>
<b>TOTAL ASSETS</b>	<b>3,437,520</b>	<b>4,313,619</b>	<b>4,341,451</b>	<b>4,374,168</b>	<b>4,410,289</b>
<b>Debt Financing</b>					
Medium Term Loan	2,750,016	2,750,016	2,750,016	2,750,016	2,750,016
	<b>2,750,016</b>	<b>2,750,016</b>	<b>2,750,016</b>	<b>2,750,016</b>	<b>2,750,016</b>
<b>Equity</b>					
Owner's Capital Contribution	687,504	687,504	687,504	687,504	687,504
Retained Earnings		876,099	903,931	936,648	972,769
<b>Total Equity</b>	<b>687,504</b>	<b>1,563,603</b>	<b>1,591,435</b>	<b>1,624,152</b>	<b>1,660,273</b>
<b>TOTAL LIABILITIES</b>	<b>3,437,520</b>	<b>4,313,619</b>	<b>4,341,451</b>	<b>4,374,168</b>	<b>4,410,289</b>

**(c) Projected Cash Flow**

<b>Sales Revenues</b>		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Cum. Price Increase			1.32%	2.64%	3.96%	5.28%
Cum. Inflation Increase			3.70%	7.40%	11.10%	14.80%
<b>Sales Revenues</b>						
Brokerage Service Charge		705,938	715,256	734,139	763,211	803,508
Rent Service Charge		93,600	94,836	97,339	101,194	106,537
Handling Service Charge		1,197,270	1,213,074	1,245,099	1,294,405	1,362,750
<b>Total Revenues</b>		<b>1,996,808</b>	<b>2,023,165</b>	<b>2,076,577</b>	<b>2,158,809</b>	<b>2,272,795</b>
<b>Expenses</b>						
Administration		30,000	31,110	33,412	37,121	42,615
Land Lease Payment		19,404	20,122	21,611	24,010	27,563
Consumbales and Supplies		100,000	103,700	111,374	123,736	142,049
WMS Upgrade		20,000	20,740	22,275	24,747	28,410
Repair and Maintenance		4,020	4,169	4,477	4,974	5,710
Salaries and Wages		135,400	140,410	150,800	167,539	192,335
Utilities		90,000	93,330	100,236	111,363	127,844
Fuel		25,000	25,925	27,843	30,934	35,512
Contingency		10,000	10,370	11,137	12,374	14,205
<b>Total Expenses</b>		<b>433,824</b>	<b>449,875</b>	<b>483,166</b>	<b>536,798</b>	<b>616,244</b>
<b>EBIT</b>		<b>1,562,984</b>	<b>1,573,290</b>	<b>1,593,411</b>	<b>1,622,012</b>	<b>1,656,551</b>
<b>CAPITAL EXPENDITURE</b>	<b>(3,437,520)</b>	<b>(1,874,537)</b>	<b>(301,247)</b>	<b>1,292,164</b>	<b>2,914,176</b>	<b>4,570,726</b>
<b>NET CASH FLOW</b>	<b>(3,437,520)</b>	<b>(311,553)</b>	<b>1,272,043</b>	<b>1,775,330</b>	<b>4,536,187</b>	<b>6,227,277</b>
<b>CUMULATIVE CASH FLOW</b>	<b>(3,437,520)</b>	<b>(3,749,073)</b>	<b>(2,477,030)</b>	<b>(701,699)</b>	<b>3,834,488</b>	<b>10,061,765</b>
<b>INTERNAL RATE OF RETURN</b>	<b>63.03%</b>					
<b>PAYBACK PERIOD (YEARS)</b>	<b>2.8</b>					

# Annexures

## Dar es Salaam Tea Auction Rules

A. General Principles of Auction Sales		
1.	<b>Primary condition of auction sale</b>	<p>a. All rules made hereunder for conducting the auctions are in accordance with the provisions contained in The Tea (Marketing) Control Order 2003 and shall be amended by Tea Board from time to time.</p> <p>b. Auction Organizer registered by Tea Board shall conduct the auctions on a day to day basis along with other required functions as specified in the Rule or as amended from time to time. In the case of Jorhat auction, the Auction Organiser shall also be responsible for designing, developing, implementation and maintainance of the auction software as well.</p> <p>c. The stakeholders eligible for participating in the Auction process are as under:</p> <ul style="list-style-type: none"> <li>i. Registered manufacturers of Tea Board under the provision of The Tea (Marketing) Control Order,2003.</li> <li>ii. Registered buyers of Tea Board under the provision of The Tea (Marketing) Control Order, 2003.</li> <li>iii. Registered warehouses of Tea Board under the provision of The Tea Warehouse (Licensing) Order 1989. In the case of Dar es Salaam Tea Auction, the auction organiser shall also be responsible for operating a centralised warehouse at designated places as notified for the purpose of receipt and storage of auction teas.</li> </ul>
2.	<b>Origin of teas to be offered</b>	<p>a. Only teas of Tanzania origin shall be permitted to be catalogued.</p> <p>b. The teas from various parts of the region especially from EAC and SADC Region shall be offered for sale in the e-auction platform of Dar es Salaam Tea Auction.</p>
3.	<b>Roles and Responsibilities of various stakeholders</b>	The roles and responsibilities of the various stakeholders of the e-auction system shall be stipulated by the Auction Organizer from time to time and shall be effective only after prior approval of the Tea Board.
4.	<b>All Sales and Purchases to be subject to prescribed Terms and Conditions</b>	<p>a. All sales and purchases of teas in Dar es Salaam Tea Auction centre shall be governed by rules prescribed by Tea Board from time to time.</p> <p>b. Unless otherwise specified, any dispute between stakeholders arising from the sale of teas in e-auctions shall be dealt by the Auction Organizer under the guideline/rules of Tea Board for conducting the auction.</p>
5.	<b>The basis of sales regarding the nature of each tea</b>	The sample distributed before the sale, having been drawn by the Auction Organizer from the lots offered for sale, shall form the basis of the sale as regard the nature and description of the tea, but not the state and condition thereof, unless otherwise provided in the e-auction catalogue. Buyers must take all reasonable steps to satisfy themselves as to the state and condition of the tea before their removal from the warehouse.
6.	<b>Auction Organiser not to be interested in sale/purchase/shipment of tea</b>	The Auction Organiser by virtue of its Agreement executed with Tea Board, shall ensure that the company or its employees, Board members or any participating third parties shall not either directly or indirectly interfere/influence the sale, purchase, shipment, any other activities related to auction of tea, under any circumstances.
7.	<b>Location of e - Auction</b>	All transacting users shall interact with the Dar es Salaam Tea Auction portal from their location of choice. There shall not be manual open cry auction hall in the process.

8.	<b>Independent Settlement Agency</b>	Tea Board shall select settlement banker through proper procedure for online settlement of auction proceeds through the platform.
9.	<b>Buyers' and Sellers' Financing</b>	The Auction Organiser, upon requirement of the stakeholders (buyers and sellers), may arrange for finance through banks and NBFCs. The stakeholders shall have access to funds based on certain eligibility criteria and the entire process shall be routed online through the platform.
10.	<b>Availability of Logistics for Sellers/Buyers</b>	<ol style="list-style-type: none"> <li>Logistics providers shall be empanelled by the Auction Organiser and shall be registered in the Auction platform.</li> <li>The seller/buyer shall upload his logistics requirement on the platform before planning his lifting schedule.</li> <li>The platform shall aggregate the logistics demand and broadcast the information to all logistics providers registered in the platform.</li> <li>The registered logistics providers shall upload the availability of vehicles and the respective rates on the platform for the Sellers/Buyers prior to dispatch of tea from seller's garden to warehouse or warehouse to buyer's destination. The seller/buyer shall have to confirm the logistics provider, through the platform.</li> <li>However, the seller and buyer, if feel so, may choose his own logistics provider outside the portal as per his discretion.</li> <li>Logistics provided on the platform shall be considered as a value-added service provided by the Auction Organiser and shall be charged separately.</li> </ol>
11.	<b>Auction Transaction &amp; Service Level Audit</b>	<ol style="list-style-type: none"> <li>The Auction Organizer shall arrange for an auction transaction audit on a quarterly basis at their own cost and the report shall be submitted to Tea Board.</li> <li>However, Tea Board may conduct requisite audit either internally or through a third party agency, if required.</li> </ol>

### B. Rules Relating to Pre-sale Activities

12.	<b>Receipt of teas at Registered Warehouses and preparation of Online Arrival &amp; Weighment Report (AWR)</b>	<ol style="list-style-type: none"> <li>The teas to be offered for sale in the e-auction shall be stored in warehouses registered with Tea Board (under TWLO, 1989 or as amended from time to time) and shall be maintained, operated by the Auction Organizer on a day to day basis.</li> <li>All teas received for sales at the warehouse from the manufacturing units shall be gross weighed on electronic scale by the warehouse authorities at the time of entry into the warehouse. Wherever the gross weights vary from those marked on the invoices/ packages, the ascertained gross weights shall be recorded in the online AWR with reason thereof. The copy of such AWR shall be available online to the seller.</li> <li>The ascertained gross weights shall form the basis of the published catalogues for online sale/ purchase of tea and the same shall be binding on the sellers and buyers.</li> <li>All teas sent to the warehouse must be for the purpose of auction sale only.</li> <li>The warehouse shall be used as a transient storage point, for teas before and after auctions. It shall not be treated as a point for holding inventory for extended period of time.</li> </ol>
13.	<b>Lot Sizes</b>	The lot sizes for this platform shall be a minimum of 9. There will not be any upper limit on size of the lot, ie, a lot may have 'n' of bags. However, for speciality teas, the minimum lot size is 1 bag. The lots having less than 20 packages shall be considered as small lots and any lot equal to or greater than 20 packages shall be considered as large lots.
14.	<b>Publishing of online Interim Catalogue</b>	<ol style="list-style-type: none"> <li>All teas received at the warehouse and recorded in the online AWR shall be considered for preparing the online interim catalogue for the nearest future sale, subject to the last date of receipt at warehouse, as published in the online sale announcement by the auction organiser.</li> <li>This catalogue shall be made available online to sellers, buyers and Tea Board at least 10 days prior to auction.</li> </ol>
15.	<b>Inspection of tea and drawal of Samples for Trade</b>	<ol style="list-style-type: none"> <li>The agency designated for the purpose by the Auction Organizer and approved by Tea Board shall draw samples from the lots after publishing of interim catalogue. The samples shall be</li> </ol>

	<b>Sample, Tasting etc prescribed Terms and Conditions</b>	<p>drawn as per the provisions specified in TMCO, 2003 and FSSAI Rules, as amended from time to time.</p> <p>b. The quantity of samples to be drawn from the lots shall be a fixed quantity (in kilogram), i.e., the sample quantity shall not vary depending on the actual quantity of each lot. The quantity to be drawn for the purposes mentioned shall be as per <b>Annexure-A</b></p> <p>c. Teas, which upon inspection are found to vary from the details specified in the garden invoice, shall be updated in the system for notifying the seller. The said lot shall not be considered for sale in any future catalogue till such time it is cleared by the designated agency. The subsequent process for rectification by the seller and the associated charges shall be as per <b>Annexure-B</b> (Warehouse charges)</p>
16.	<b>Tasting and Valuation of Tea</b>	<p>a. The teas shall be tasted by the designated taster/agency (appointed by auction organiser with prior approval of Tea Board) in respect of requisite parameters and the results of the same shall be included in the online final catalogue.</p> <p>b. The designated agency shall evaluate the samples and publish the results (Quality Vocabulary) comprising the following heads:</p> <ol style="list-style-type: none"> <li>i. Dry leaf</li> <li>ii. Infusion</li> <li>iii. Liquor</li> </ol> <p>c. Basis the above, the designated agency shall publish an estimated valuation range for the consumption of the seller. This range will comprise lower and upper price limits (LPL and UPL).</p> <p>d. The above estimated valuation shall serve as an indicative assessment of tea to the seller for setting of price parameters prior to the auction.</p>
17.	<b>Eligibility of buyers to receive Free Trade Samples (FTS)</b>	<p>a. The eligibility of the buyer to receive FTS and the quantity thereof shall be fixed by the Auction Organiser considering the buying pattern of the buyer and the same shall be implemented with prior approval of Tea Board as per <b>Annexure-C</b></p> <p>b. The eligibility for receiving FTS shall be reviewed from time to time by the Auction Organiser in consultation with Tea Board.</p>
18.	<b>Packing and Delivery of FTS</b>	<p>a. The responsibility of packing and delivery of FTS rests with the Auction Organiser.</p> <p>b. All the samples to be delivered to buyers shall be packed as per existing industry standards in force.</p>
19.	<b>Preparation of Final Catalogue (Online)</b>	<p>a. The final catalogue shall be published after receipt of tasting reports from the designated agency / taster and subsequent amendment in the lots offered based on the tasting results.</p> <p>b. The catalogues to be uploaded online shall be for CTC Leaf, CTC dust, Orthodox Leaf, Orthodox Dust and Speciality teas.</p> <p>c. The teas for a particular sale shall be catalogued on FIFO basis with respect to online AWR.</p> <p>d. The Auction Organiser may, from time to time, specify the maximum volume of teas which can be offered for sale in a Sale Programme, for different categories of tea. In such case, the seller shall have to abide by this overall cap specified by the Auction Organiser in consultation with Tea Board.</p> <p>e. The volume of tea shall be sold in Kilogram and in United States Dollars only.</p> <p>f. The teas published in the final catalogue cannot be withdrawn under any circumstances.</p>
20.	<b>e-Catalogue Publishing Time</b>	The final e-catalogue publishing time shall be 7 days before the date of auction.
21.	<b>Setting of Price Parameters</b>	<p>a. Start Bid Price (SBP): It is the base price below which the auction system shall reject the bids.</p> <p>b. Reserve Price (RP): It is the price below which the lot shall not be sold.</p> <p>c. Tolerance Reserve Price (TRP): This is an optional parameter to be set by the seller and shall be a price between the SBP and the RP. This price when set, shall allow the lot to be sold even if the RP is not met.</p> <p>d. The seller shall mandatorily set all the price parameters 4 days prior to the auction date.</p> <p>e. RP and TRP shall only be known to the seller and shall not be made available to any other party including buyer under any circumstances. However, SBP shall be visible to all stakeholders as a reference point for starting of bid.</p>

22.	<b>Grading</b>	<ul style="list-style-type: none"> <li>a. The teas to be offered for sale through the e-auction shall be graded as per the directions/ guidelines issued by the Tea Board from time to time <b>(Annexure-D)</b></li> <li>b. The grade of the tea should be marked on the package and shall also be disclosed in the Garden Invoice, AWR and e-Catalogue.</li> <li>c. The designated agency authorised by Tea Board, as a part of inspection of tea, shall verify that the tea has been properly graded.</li> <li>d. In case the designated agency/warehouse operator finds that there is a mismatch of grade between the garden invoice and the package or the same is deviating from Tea Board's guidelines, the matter shall be intimated to the seller through the online system and shall not be catalogued unless the error is rectified.</li> </ul>
23.	<b>Packaging</b>	<ul style="list-style-type: none"> <li>a. Teas offered for sale through the e-auction shall be packed in specific type of packages as per the directions/ guidelines issued by Tea Board from time to time <b>(Annexure-E)</b></li> <li>b. Teas shall be packed in fresh packages only. Use of re-used packages shall not be permitted.</li> </ul>
24.	<b>Damaged teas, Repackaged teas, Salvaged teas</b>	<ul style="list-style-type: none"> <li>a. Damaged teas (partly/ fully Damaged) shall not be catalogued and offered for sale in auction.</li> <li>b. Salvaged teas shall be e-catalogued only after adherence to FSSAI parameters. The charges for such testing shall be borne by the seller.</li> </ul>
25.	<b>Tanzania Bureau of Standards (TBS)</b>	<ul style="list-style-type: none"> <li>a. Sellers shall ensure that the teas offered for sale through the e-auction meet the specifications prescribed under the Tanzania Bureau of Standards (TBS) Rules, as amended from time to time. Copy of the TBS License has to be provided as part of the online registration process.</li> <li>b. In case of any doubt on the conformity of the teas to TBS specifications/ guidelines, the Auction Organiser shall have the liberty to send the teas for chemical analysis, the cost of which shall be borne by the seller.</li> <li>c. Only teas conforming to TBS parameters shall be catalogued and offered for sale.</li> <li>d. The seller shall indemnify the Auction Organizer/ buyer members from any liability arising out of the sale of tea under the Tanzania Bureau of Standards (TBS).</li> <li>e. As per TBS, the seller has to test his teas twice a year. Such TBS test results should be uploaded by the seller in the platform.</li> <li>f. Auction Organiser shall also adopt the system of random testing of samples on a quarterly basis and the results shall be published in the auction portal.</li> </ul>

### C. Rules Relating to Sale Activities

26.	<b>Auction Day</b>	<ul style="list-style-type: none"> <li>a. Auctions shall be conducted on every Monday between 10am to 7pm with a lunch break of one hour in between.</li> <li>b. There may be instances, due to large volume, the auctions may spillover to Tue. In case of public holiday(s) on auction day(s), stakeholders shall be informed through adequate prior notice, on alternate date(s).</li> </ul>
27.	<b>Mode of Auction</b>	<ul style="list-style-type: none"> <li>a. Auctions shall be conducted only on electronic trading platform deployed/ approved by Tea Board.</li> <li>b. In case of a prolonged disruption of the e-auction system, the Auction Organiser shall follow the contingency plan specified by the Tea Board.</li> </ul>
28.	<b>Login Protocols</b>	<ul style="list-style-type: none"> <li>a. The auction platform shall allow registration of multiple users of an organization. Depending upon the approvals provided by the system admin of the organisation single or multiple users can bid on an Auction day. However, the system shall not allow 2 IDs from the same organization to bid in the same lot.</li> <li>b. The auction platform shall also allow the other users from the same organization to login as viewers during the live auction.</li> <li>c. The respective participants shall be responsible for the security of their login details, passwords, personalised statements, etc. All transactions recorded in the e-auction trading platform against an individual login/ID shall be binding on the concerned participant.</li> </ul>

29.	<b>Identify of the bidders</b>	Total anonymity of bidders shall be ensured by the system during live auction. However, the highest bid price at any point of time shall be visible to the buyers during live auction.
30.	<b>Bidding Sessions, opening of lots and activation of lots for knocking down</b>	<ol style="list-style-type: none"> <li>The Auction Organiser shall divide the entire catalogue into finite batches consisting of multiple lots which shall be published in the e-catalogue. These batches shall run on the auction day as per the slots mentioned in the e-catalogue (Sequential bidding).</li> <li>Each batch, consisting of 15 lots, defined in the e-catalogue shall run for a period of 3 minutes. However, extension of bidding time shall be allowed if any valid bid is received at an increment of more than or equal to the minimum bid increment by another 30 seconds from the close time. This extension of time will continue for maximum of 4 cycles of 30 seconds each.</li> <li>Each lot shall be knocked down by the system basis the RP criteria set by the seller (or tolerance RP if set by the seller).</li> <li>Depending upon the price received from individual buyers at the end of the auction, a specific lot may be partially knocked down. In such cases all buyers meeting the RP criteria set by the seller (or tolerance RP if set by the seller) shall be declared as the winning bidders.</li> </ol>
31.	<b>Starting Bid and rate of advancement of Bidding</b>	<ol style="list-style-type: none"> <li>Starting bid for any lot shall be a whole number (without decimal).</li> <li>The rate of advancement of bidding shall not be less than USD 5. For CTC, it will be USD 2.</li> </ol>
32.	<b>Auto Bid Logic</b>	<ol style="list-style-type: none"> <li>In the 'Auto Bid Stage' the bidders are allowed to place 'Auto Bids' only. The system does not reflect any information on the market price/ allocation.</li> <li>Bidder is allowed to revise his /her bid in an upward direction during the 'Auto Bid Stage'.</li> <li>Only the last bid of each bidder in the 'Auto Bid Stage' is considered for the subsequent 'Live Bidding Stage'.</li> <li>The system shall allow the buyers to register their auto bids 3 days prior to the auction date.</li> </ol>
33.	<b>Division of Lots</b>	All lots above 9 bags shall be divisible. The lots divisible can be knocked down at differential price.
34.	<b>Reopening of lots impacted by system error</b>	Lots affected due to system error shall be re-opened for bidding under the same sale programme at the end of the day/sale.
35.	<b>Handling unsold lots</b>	The options available to the seller in respect of unsold Lots shall be: <ol style="list-style-type: none"> <li>Withdrawal of entire/residual unsold lot from the auction system.</li> <li>Reprint in a fresh catalogue with sampling.</li> </ol>
36.	<b>Mistakes in bidding</b>	All entries/ bids made by parties participating in the e-auction shall be binding on the users.

#### D. Rules Relating to Post-sale Activities

37.	<b>Issuance of Tax Notes</b>	<ol style="list-style-type: none"> <li>The auction platform shall generate proforma tax invoices along with consolidated statements for the buyers within 4 hours of sale closure (sale value + GMT).</li> <li>The auction platform shall generate final tax invoices for the buyers immediately after on receipt of payment and subsequent compliance to GMT norms.</li> </ol>
38.	<b>Other Statutory deduction and return filing</b>	<ol style="list-style-type: none"> <li>1% TCS from seller on sale value of tea shall be deducted by Tea Board as e-commerce operator and filing of return shall be done by Tea Board.</li> <li>Apart from the above mentioned statutory deductions, the system will deduct other statutory dues as and when notified by GMT authority or any other related authority.</li> </ol>
39.	<b>Transaction fee to be paid to the auction organiser</b>	1.25% of the total sale value.

40.	<b>Performance Security Deposit</b>	5% of the total sale purchase value.
41.	<b>Buyer's Prompt Date (Maximum days allowed for payment by buyers)</b>	The Buyer's Prompt Date shall be thirteen (13) days after the date of sale.
42.	<b>Seller's Prompt Date</b>	Seller's receipt shall be a 'continuous settlement' with payment being made (by the Settlement Bank) to the seller on receipt of clear funds in the settlement account maximum by the next working day.
43.	<b>Preparation and issuance of Delivery Orders</b>	<ul style="list-style-type: none"> <li>a. Issuance of delivery order shall be online and immediate after receipt of payment from the buyer, provided actual delivery address has been furnished online by the buyers.</li> <li>b. All sale invoices shall be raised on the designated 'Billing Address' of each buyer.</li> <li>c. Requests for issue of Delivery Orders for a part of the lot shall be entertained depending on the shipment location.</li> </ul>
44.	<b>Force Majeure</b>	<ul style="list-style-type: none"> <li>a. Buyer's Prompt date beyond extended period can further be extended by Tea Board in case of natural calamities, emergency situations like: <ul style="list-style-type: none"> <li>› fire, explosion, cyclone, floods; earthquake,</li> <li>› war, revolution, acts of public enemies, blockage or embargo;</li> <li>› any law, order, proclamation, ordinance, demand or requirements of any Government or authority or representative of any such Government including restrictive trade practices or regulations.</li> </ul> </li> <li>b. The buyer in such cases shall make an online request to Tea Board.</li> </ul>
45.	<b>Method of Prompt Payment</b>	<ul style="list-style-type: none"> <li>a. All payments by the buyers shall be made to the Settlement Banker(s) online in accordance with the directives issued by Tea Board and the Auction Organizer from time to time.</li> <li>b. The Settlement Bank shall make payments to the sellers/Auction Organizer through direct intra-bank/ branch fund transfers, fund transfer through NEFT/ RTGS, etc.</li> </ul>
46.	<b>Delivery of Teas</b>	<ul style="list-style-type: none"> <li>a. Delivery of teas to the buyers shall only be made by the warehouse concerned on presentation of valid Delivery Orders relating to specific lots/invoice of tea issued from the auction platform.</li> <li>b. The warehouse shall deliver the tea to the nominated agent of the buyers within one working day after placement of online delivery request.</li> <li>c. Any tea/lot against which Warehouse Receipts have been taken by the seller cannot be withdrawn from the warehouse without clearance of the dues.</li> <li>d. In case the delivery of teas are facilitated by the Auction Organizer through their registered logistics provider, the same shall be done by Auction Organizer after receipt of required information online from the buyer.</li> </ul>
47.	<b>Sellers responsibility towards the Goods</b>	The goods shall be at sellers' risk only for 7 days after completion of buyers' prompt date or until removal by the buyer, whichever is earlier.
48.	<b>Warehouse Charges</b>	<ul style="list-style-type: none"> <li>a. The charges payable to the registered warehouse shall be as per <b>Annexure-B</b></li> <li>b. Warehousing charges for the tea shall be borne by the seller up to seven (07) days after the buyers' prompt date or until removal by the buyer, whichever is earlier.</li> <li>c. Storage of teas by the buyer beyond four weeks (inclusive of free period allotted on account of the seller) from the date of sale shall attract higher charges than the normal.</li> <li>d. The auction platform shall deduct the warehouse charges payable by the seller from the payment made by the concerned buyers before remittance to the sellers.</li> </ul>
49.	<b>Default of Buyer's Prompt</b>	<ul style="list-style-type: none"> <li>a. If the buyer fails to pay for the tea, on the due date for payment, the goods may be resold in the next available auction. Any loss arising from such resale, together with the interest to be calculated at the prevailing rate (prevailing SBI fixed deposit Rate for the current year)</li> </ul>

		<p>from the due date and all charges incurred, shall be paid by the defaulting buyer to the original seller through the system integrator and the defaulting buyer shall not be entitled to any profit which may accrue from such resale. In the event of a profit accruing from such a resale, it shall be paid to the original seller by the Auction Organizer.</p> <ul style="list-style-type: none"> <li>b. A maximum extension of 5 days may be given to the defaulting buyer to make the payment beyond the Prompt date. A total of 4 such extensions shall be given to each buyer in a year.</li> <li>c. In case of a prompt failure by the buyer beyond scheduled period (normal and extended as the case may be) occurs twice in a year, the Auction Organizer shall intimate the same with complete details of the buyer to all other auction centres for blocking of IDs until the payment is cleared by the buyer along with the penalty value.</li> <li>d. A penalty of up to 30% of the knockdown value of the teas shall be paid by the defaulting buyer (if he doesn't make payment within 5 days beyond Prompt date) to the sellers concerned before the buyer is permitted to participate in the subsequent e-auctions across all centres.</li> <li>e. The penalty collected from the buyer shall be given to the aggrieved seller.</li> <li>f. In case, the buyer defaults on payment more than 2 times within a year, his membership as buyer shall be suspended for a period of 6 months or terminated completely by the Auction Organizer depending on the severity/magnitude of the default as per the discretion of the System Integrator and Tea Board.</li> <li>g. Action taken as per sub rule (d), above shall be intimated by the System Integrator to the Tea Board within 48 hours.</li> </ul>
50.	<b>Compensation for non-delivery of teas</b>	<ul style="list-style-type: none"> <li>a. In case of default (by the producer/ warehouse) on account of non-delivery of tea, the concerned buyer shall immediately report the default to the Auction Organizer with a copy to Tea Board.</li> <li>b. Investigations shall be promptly conducted by the Auction Organizer to identify the defaulting party.</li> <li>c. If the seller is identified as the defaulting party, he shall not be permitted to participate in the subsequent e-auctions till he has made the original teas available and has paid the stipulated penalty maximum within 15 days for default.</li> <li>d. A penalty of up to 30% of the knockdown value of the teas shall be paid by the defaulting party to the aggrieved buyer through the Auction Organizer .</li> <li>e. In case a party is found to be a defaulter under this rule on three occasions in a year, the Auction Organizer shall consider taking further strict actions against them including cancellation of membership/ registration and the same is to be intimated to Tea Board within 48 hours and the decision on concerned defaulter shall be taken immediately. Action taken as per sub rule "e" above shall be intimated by the Auction Organizer to the Tea Board within 48 hours.</li> <li>f. In case tea has been catalogued by the Auction Organizer for sale through e-auction without the presence of tea in warehouse (other than Ex-estate e-auction sale):             <ul style="list-style-type: none"> <li>› Investigation shall be promptly conducted by the Auction Organizer to identify the defaulting parties.</li> <li>› If the Auction Organizer is identified as defaulting party, a penalty of up to 30% of the knockdown value of teas shall be paid by him.</li> <li>› If AWR is submitted by the warehouse keepers without presence of tea in warehouse, investigation shall be promptly conducted by the Auction Organizer to identify the defaulting parties.</li> <li>› If the warehouse keeper is identified as defaulting party, a penalty up to 30% of the knockdown value of teas shall be paid by the concerned warehouse keeper.</li> <li>› In case warehouse keeper/Auction Organizer fails to pay compensation and /or penalty, the recognition of warehouse keeper shall be suspended for a period of six months or terminated completely by the Auction Organizer depending on the severity/ magnitude of the default as per the discretion of the Auction Organizer.</li> </ul> </li> </ul>
51.	<b>Right of buyer to inspect tea</b>	<ul style="list-style-type: none"> <li>a. The buyer or his nominated agent shall have the right to examine each chest/ bag/ package bought by him in the auction upon producing the delivery orders to the warehouse keeper and the warehouse keeper shall extend necessary cooperation to buyers in this connection.</li> </ul>

		<p>If a complaint is made by a buyer in this respect, the Tea Board shall call upon the Auction Organiser to furnish an explanation before further action.</p> <p>b. In case the delivery is facilitated by the warehouse through its registered logistics providers, the Auction Organiser should ensure delivery of original sold teas to the buyer.</p>
52.	<b>Claims for shortage in weight on taking delivery</b>	<p>a. The buyer or his representative must be satisfied before taking delivery of teas. Any dispute regarding differences in the weight of material after removal of teas from the warehouse shall not be entertained.</p> <p>b. In case the delivery is facilitated by the Auction Organiser through their registered logistics provider, it is the responsibility of the Auction Organiser to take due care in this regard.</p>
53.	<b>Claims on grounds of difference or inferiority in quality, description, damage, deterioration or defect in packing</b>	<p>a. All claims in this regard shall be resolved through the Claims Sub-Committee constituted for the purpose. <b>(Annexure-F)</b></p> <p>b. Claims on grounds of quality made after removal of the packages from the registered warehouses shall not be entertained unless the Claims Sub Committee is of the opinion that the defects complained of would not have been discoverable despite taking such steps by the buyer or the Auction Organiser (in case delivery is facilitated by them) within the prescribed period after the sale.</p> <p>c. Claims on grounds of quality must be submitted by the buyer within seven (07) days after removal of tea.</p> <p>d. Claims on grounds of quality made after removal of the packages from the registered warehouses shall be referred to the Claims Sub-Committee.</p>

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## Annexure A

### Sample Quantities

The quantity of samples to be drawn from the lots shall be as follows:

Category	For All Lots
CTC Leaf	7 Kg per Lot
CTC/ Orthodox Dust	4 Kg per Lot
Orthodox Leaf	7 Kg per Lot

## Annexure B

### Warehouse Charges

Note:		
1. All rates are per package unless otherwise indicated for Sellers		
2. All rates are per package unless otherwise indicated for Buyers		
Sr. No.	Particulars	Dar es Salaam Tea Auction Rates, USD
A	Receiving into warehouse including unloading, sorting, gross weighment, stacking at location for category inspection by Brokers, opening for sampling and stitching / taping, weighment and re—marking of sample packages, minor repairing, with free charges upto 30 days on Seller's account and excludes cost of materials supplied.	0.00
B	Additional storage charges after first 30 days up to and including prompt date or up to one week after prompt date in case sold tea is not lifted, per week or part of a week payable by Sellers.	4.00
C (i)	Additional charges after one week of prompt date per week or part of a week payable by Buyers, upto 4 weeks.	5.00
C(ii)	Additional charges after completion of (i) above, per week or part of a week payable by Buyers, for next 4 weeks	15.00
C(iii)	Additional charges after completion of (ii) above, per week or part of a week payable by Buyers.	25.00
D	Laying down, restacking, including gross weighment under instructions from Brokers.	0.00
E	Damaged teas special charges for handling.	3.00
F	Actual weighment, weighing tare and re-packing.	5.00
G	Re-packing into chests or bags, weighing tare, gross weighment and marking etc.	7.00
H	Replacing bags (labour only) per bag.	0.00
I	Marking, rectifying irregular marking etc.	3.00
J	Cleaning, weighing and re-packing (per kilogram).	3.00

<b>K</b>	<b>Drawl of samples from bags including machine stitching (on request) / checksample.</b>	<b>3.00</b>
<b>L</b>	<b>Sorting of sub-lots for re—stacking (sellers account).</b>	<b>2.00</b>
<b>M</b>	<b>Stencilling shipping mark / taping charges.</b>	<b>3.00</b>
<b>N</b>	<b>Gunning and marking.</b>	<b>Actuals at current rate</b>
<b>O</b>	<b>Hooping.</b>	<b>Actuals at current rate</b>
<b>P</b>	<b>Materials - chests, bags, panels etc.</b>	<b>Actuals at current rate</b>
<b>Q</b>	<b>Truck hire charges for transporting to / from Rail Head (from Rail Head on Sellers Account and to Rail Head on Buyers Account).</b>	<b>Actuals at current rate</b>
<b>R</b>	<b>Removing from stack and loading into Buyer's transport.</b>	<b>2.50</b>
<b>S</b>	<b>Gross weighthment of packages - applicable only when weighthment certificate with full signature of concerned delivery man is issued to the Buyer.</b>	<b>2.00</b>
<b>T</b>	<b>Drawl of samples for Buyers.</b>	<b>2.50</b>
<b>U</b>	<b>Stencilling &amp; remarking of bags.</b>	<b>2.50</b>

## **Annexure C**

### **Free Trade Samples**

**At the initial stage, all buyers registered in the platform and wishes to participate in a particular sale shall receive Free Trade Samples.**

**The quantity of Free Trade Samples per lot per buyer shall be 25gm. The maximum limit of sample to be withdrawn from a lot shall be as per Annexure-A.**

**However, the eligibility for receiving Free Trade Samples shall be reviewed from time to time by the Auction Organiser in consultation with Tea Board.**

## Annexure D

### Grades of Tea (CTC, Orthodox)

Sr. No.	Name of Grade	Type of Tea (CTC, Orthodox or Both)
1.	BOP	Both
2.	BOP1/ BOP1(O)/ FBOP1	Both
3.	BOPD	Orthodox
4.	BOPF	Both
5.	BOPL	CTC
6.	BOP-S	CTC
7.	BOPSM	CTC
8.	BP	CTC
9.	BP1	CTC
10.	BPS/ BPS(O)/ SBP	Both
11.	BPSM	CTC
12.	CD	CTC
13.	D/Dust	CTC
14.	D1	CTC
15.	FBOP	Orthodox
16.	FBOP(CL)	Orthodox
17.	FD	CTC
18.	FOF	Orthodox
19.	FOP	Orthodox
20.	FP/ TFP	Both
21.	FTGFOP1	Orthodox
22.	FTGFOP1(C	Orthodox
23.	FTGFOP1(S	Orthodox
24.	GBOP	Orthodox
25.	GBOP1	Orthodox
26.	GD	CTC
27.	GFBOP	Orthodox
28.	GFBOP(S)	Orthodox
29.	GFOP	Orthodox
30.	GOF	Orthodox
31.	GTGFOP1	Orthodox
32.	OBPS	Orthodox
33.	OF	Both
34.	OF1	CTC
35.	OP	Orthodox

36.	OP-A	Orthodox
37.	OPAL	Orthodox
38.	PD	CTC
39.	PD1	CTC
40.	PF	CTC
41.	PF1	CTC
42.	RD	CTC
43.	RD1	CTC
44.	SD	Orthodox
45.	SFD/ SFD(SUP)	CTC
46.	SFTGFOP1/ SFTGFOP1	Orthodox
47.	SRD	CTC
48.	STGFOP1(S / STGFOP1S	Orthodox
49.	TFBOP	Orthodox
50.	TGBOP	Orthodox
51.	TGBOP1	Orthodox
52.	TGFOP	Orthodox
53.	TGFOP(S)	Orthodox
54.	TGFOP1	Orthodox
55.	TGOF	Orthodox

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## Annexure E

### Packaging of Tea

#### RECOMMENDED PACKAGING MATERIALS:-

Sack Type	Pack Dimension
D – HDPE Bags	A – 69 * 54 * 26 cm
	B – 69 * 54 * 33 cm
P – Paper Sack	68.5*54*26 cm

## **Annexure F**

### **Claims Sub Committee**

All claims on grounds of difference or inferiority in quality, description, damage, deterioration or defect in packing shall be resolved through the Claims Sub-Committee constituted consisting of:

- 1) One/two elected members of Seller community registered on Dar es Salaam Tea e-marketplace
- 2) One/two elected members of Buyer community registered on Dar es Salaam e-marketplace
- 3) Two members from Bravo Group Limited
- 4) One member from Tea Board Regional office