



ROKAR

Business plan for Cashew nuts Factory

AT TANDAHIMBA MTWARA REGION.



Submitted by Rokar Global: October 2025

COMPANY AT GLANCE

Name of the Company	ROKAR GLOBAL LIMITED
Year Established	08 th February 2021
Nature of Ownership	Limited Liability Company
Names of the Directors	1.MURAT KARADENIZ 2.NICETAS FRANCIS MILLINGA
Nature of Business	Cashewnut Business (Trading and Factory).
Industry	Agriculture
Sector	Private
Company`s Head Office	Millenium 1 Tower 6th Floor.
Project Site Location	Tandahimba Mtwara Plot Number 92 block A
Project Development Stage	Company bought the survey land for the project already, Factory will be Categories in two first phase will be start with existing Technology, Phase 2 will be transforming to high advance technology the main purpose is to preserve the culture of how women are operating but by slowly transforming adaption of new technology
Total Project Cost	Phase 1: USD 600,000
Banker	CRDB Bank Plc
Accounting Year	31 st December

Executive Summary.

Establishment

Cashew nuts are among the most valuable agricultural commodities, with strong demand across Africa, Asia, Europe, and America. Tanzania produces significant quantities of raw cashew nuts, yet a large proportion is exported without value addition.

This business plan presents the establishment of a modern Cashew Nut Processing Factory, aimed at producing high-quality cashew kernels and related products for local, regional, and international markets. Tanzania Cashew Nuts market increases gradually every year in the export of kernels (shipments rising dramatically). This shows domestic processing is increasing and reaching external markets. Processing more of the RCN into kernels in Tanzania can yield large gains in revenue, jobs and foreign exchange. The 25% conversion suggests big potential if processing rates increase.

Historical Business operation

Rokar Global have spot a potential opportunity on exporting kernels instead of RCN reduces value loss. The price difference is large, so there is economic and policy incentive to push for more local processing, we as the company aimed to yield this opportunity by engaging in processing.

The project requires a total investment of USD 500,000 fully financed by the company director. The funds will be allocated to construction of the factory, purchase and installation of modern machinery, procurement of raw materials, recruitment and training of workers (with special emphasis on employing over 150 women), marketing, and working capital.

Ongoing and future Business prospect

This project aims to add value locally, increase farmers' incomes, create jobs, and earn foreign exchange through exports. By the fifth year of operations, the factory is projected to process 2,500 metric tons of raw cashew nuts annually, generating revenues exceeding USD 2.2 million with a net profit margin above 20%.

2. Investment Objective

The investment seeks to achieve the following objectives:

Economic Objective

- Establish a cashew nut processing plant with an annual capacity of at least 2,500 MT of raw cashew nuts.
- Generate sustainable revenues and profits through sales of processed cashew kernels in domestic and export markets.
- Achieve a return on investment (ROI) above 25% within the first five years.

Social Objective

- Create direct employment opportunities for 150+ women and 50 + Men in processing, packaging, and administration.
- Empower women economically, especially in rural areas where unemployment is high.
- Support local cashew farmers by providing a stable market and fair prices.

Strategic Objective

- Position the factory as a competitive player in the African cashew processing sector.
- Develop branded cashew products for supermarkets, hotels, airlines, and export distributors.

3. Sector and Product Description

3.1 Sector Overview

The cashew industry is part of the Agro-processing sector, one of the fastest-growing sectors in Africa due to rising demand for processed foods. Tanzania. Major cashew producers, but less than 15% of raw nuts are processed locally.

Tanzania — cashew-nut plantation sector: short 5-year history (2020 → 2025)

Timeline / key developments

2020-2022 -Recovery and Steady Smallholder focus. After a few years of variable production and periodic export-restrictions in the earlier decade, the sector in 2020–2022 focused on rebuilding productivity through farmer outreach and limited processing investment; production volumes were modest compared with the big surge seen later.

2022-2023-Policy and Institution Strengthening. The Cashew nut Board of Tanzania (CBT) continued to refine rules for seasons and auctions, roll out farmer registration and buying-licence systems, and push for better market structures to protect farmers. Official CBT materials and season rules were published and updated.

2023-2024-Investments and Processing Push. Public and private investment plans accelerated, plans for multiple processing factories, new warehouses and industrial clusters were announced to raise local value-addition. The government and private investors also began building medium-scale processors and cold storage/warehousing in Mtwara/Lindi clusters.

2024-2025 -Season bumper harvest, record revenues, subsidies. The 2024/25 season produced a very large crop (reports cite ~528,000 tonnes RCN for the season), with export receipts hitting record levels (TSh 1.52 trillion / roughly US\$560–600M depending on the source). The CBT and government credited input support (sulphur, pesticides) and the auction system for part of the recovery

Numbers & Production (2024/25 season, reported): ~528,260 tonnes raw cashew nuts produced (multiple reporting outlets)

Processing capacity gap: despite increased production, a relatively small share of RCN is processed domestically; many processing plants remain small or intermittently operational — the country is expanding processing but capacity still lags demand.

This project takes advantage of:

- Abundant supply of raw cashew nuts.
- Growing demand for cashew kernels in global markets.
- Supportive government policies encouraging value addition.

3.2 Product Description

The factory will produce:

Cashew Kernels (White Wholes & Broken): Sold in bulk to wholesalers and exporters. The “kernel yield” is typically a fraction of the weight of RCN: many sources use ~ 25% (i.e., 1 ton of RCN → ~0.25 ton of kernels), though actual yield depends on nut size, processing efficiency, quality in the 2024/25 season, out of 528,260 tonnes of RCN produced, about 118,262 tonnes were retained for local processing (i.e. not exported raw).

Roasted Cashews: Flavoured with salt, honey, chili, and other spices. There’s been new investment in processing facilities, including units that presumably can roast, package etc. For example, a new facility in Mtwara region (TANECU) to process 3,500 tons annually as first phase, with a plan to build many more units. The government aim/target is to increase domestic processing of cashews significantly (some reports say from less than 15% up toward 60% of production to be processed locally) by end of 2025. Roasting would typically be part of value-addition in processed products

Packaged Consumer Products: Branded packets for supermarkets and retail shops. Retail snack packs: Small bags (50-100 g etc.) for direct consumption; roasted, flavoured (sea salt etc.). Premium whole kernels and graded kernels in packaged 25 kg or smaller vacuum-sealed or vacuum-bag packaging aimed at wholesalers or high-end retail. Some are for export but could also serve domestic specialty stores. (Several exporters list these in “processed cashew kernels – premium grade, ready to eat” with packaging like 25 kg vacuum sealed bags.)

4. Investment Cost and Source of Funds

The total investment required is USD 500,000, funded 100% from the Company director. No external debt or equity is required for initial set-up, ensuring financial independence and reduced financing risk.

5. Project Expenditure Breakdown

Expenditure Item	Cost (USD)
Land acquisition & development	50,000
Factory construction (buildings)	100,000
Machinery & equipment	180,000
Utilities installation	25,000
Raw material procurement	60,000
Salaries & training (150 women)	40,000
Marketing & branding	15,000
Working capital	20,000
Contingency (5%)	10,000
Total	500,000

6. Source of Supply of Inputs

Local Farmers & Cooperatives: Cashew nuts sourced from farmers in southern Tanzania (Mtwara, Lindi). Cooperative unions (TANECU, MAMCU, AMCOS etc.) have been more actively involved in auctions, negotiating better prices, and using warehouse receipt systems / TMX (commodities exchange) frameworks to improve transparency and price discovery.

Farmer Contracts: Direct agreements with cashew farmer groups to ensure consistent supply and fair pricing. Tanzania has formal laws and regulations that define how contract farming in cashews should be done. Key points:

The **Cashewnut Industry Act, 2009** defines “contract farming” explicitly — an agreement between registered growers/farmers and financiers, buyers or processors. Under that Act, registered farmers may enter into contract farming for facilitating production & marketing. The contract must be in a standard prescribed form approved by the Cashewnut Board of Tanzania (CBT).

The **Cashewnut Industry Regulations, 2010** further detail contract farming in regulation 20-25: e.g. required contract content, registration, dispute settlement, and consequences if contracts are not registered.

Marketing Plan

There is increasing market size for cashew products in Tanzania, including for value-added forms. One market study (Verified Market Research) shows that the Tanzania cashew market (including raw, roasted, butter, etc.) was valued at USD 425.60 million in 2024 and is expected to grow. “shelled (kernels)” forms dominate (~92.5%) of market share for cashew products in 2024 (which suggests roasted and other finished forms are smaller pieces of that) but also that rising investments, better supply chains and quality controls are expected to boost value-added processing.

Market Analysis

Local Market: Rising middle-class demand for packaged nuts in supermarkets. The local market for cashew nuts in Tanzania is mainly driven by urban consumption, where roasted, salted, and packaged cashews are sold in supermarkets, shops, and street markets. Farmers’ cooperatives also supply cashew kernels to local processors for snacks and confectionery. Demand is growing among middle-income consumers who prefer branded, packaged products. However, the bulk of production is still exported, so the domestic market remains relatively small compared to international sales.

Export Market: EU, Middle East – bulk sales of white kernels. Tanzania exports most of its cashew nuts, mainly as raw in-shell nuts, to India and Vietnam for processing. Smaller volumes of processed kernels go to Europe, the Middle East, and the U.S. Export earnings from cashews are among the top foreign exchange sources for the country. Government reforms aim to increase value-added exports by boosting local processing. Demand abroad remains strong due to Tanzania’s reputation for high-quality cashews.

7.2 Distribution Channels

Wholesalers and distributors. Wholesalers and distributors in Tanzania purchase cashew nuts directly from cooperatives and auctions, supplying processors, exporters, and local retailers. They play a key role in aggregating volumes for export and ensuring supply to supermarkets and snack companies.

Supermarkets and retail chains. Supermarkets and retail chains in Tanzania, such as Shoppers, Game, and Village Supermarket, stock packaged cashew products from local processors and brands. They cater mainly to urban middle- and high-income consumers seeking quality, branded cashews

Export partners. Tanzania’s main export partners for cashew nuts are India and Vietnam, which import large volumes of raw in-shell nuts for processing. Smaller export markets include the European Union, Middle East, and the United States for processed kernels

7.3 Promotion Strategy

Branding and attractive packaging. Branding and attractive packaging add value to Tanzanian cashews by differentiating them in both local and export markets. Modern packs use vacuum sealing, resealable pouches, and colourful designs to ensure freshness and appeal. Strong branding emphasizes quality, origin, and health benefits, attracting premium buyers. This approach also boosts competitiveness against international snack brands

Participation in trade fairs and expos. Participation in trade fairs and expos helps Tanzanian cashew producers showcase their products to international buyers and investors. Events like the Dar es Salaam International Trade Fair and global food expos promote visibility. They create opportunities for partnerships, export contracts, and branding. Such platforms also allow learning of global trends and quality standards.

Partnerships with hotels and airlines. Partnerships with hotels and airlines provide a premium market for Tanzanian cashews through snack packs and gourmet dishes. Hotels use cashews in menus, while airlines serve them as in-flight snacks. These partnerships enhance brand visibility and add value. They also position cashews as a high-quality Tanzanian product for international travelers.

8. Implementation Schedule

Activity	Timeline
Land acquisition	Months 1–2
Factory design & construction	Months 2–8
Machinery purchase & install	Months 6–9
Recruitment & training	Months 8–10
Raw material supply contracts	Months 9–10
Pilot production & testing	Month 11
Commercial production	Month 12

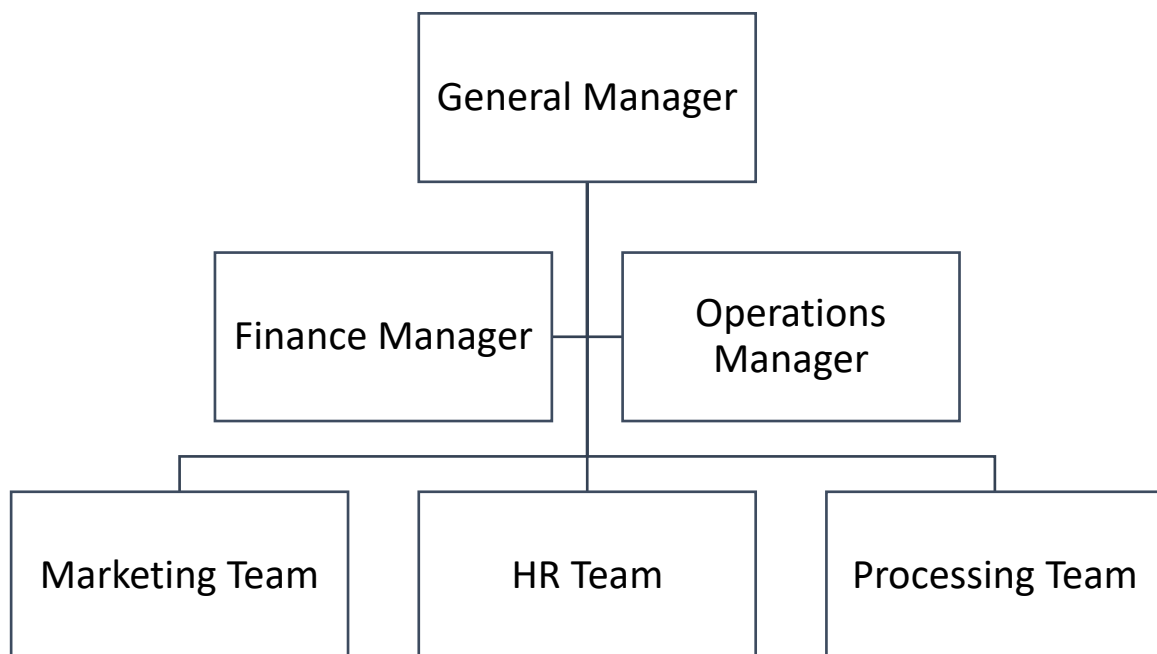
Total implementation period: **12 months**

9. Capacity of the Project

- **Installed Capacity:** 2,500 MT of raw cashew nuts processed annually.
- **Kernel Recovery Rate:** 25–30% yield.
- **Finished Product Output:** 625–750 MT of processed kernels annually.
- **Expansion Potential:** Capacity can be doubled with additional investment after Year 3.

10. Organizational Structure & Management

The factory will employ about **180 people**, of which **150 will be women**.



Staffing Breakdown:

- Management: 5 (General Manager, Finance, Operations, Marketing, HR).
- Supervisors: 10.
- Processing Workers (mostly women): 120.
- Packaging & Quality Control: 30.
- Administration & Support: 15.

Training programs will be provided on food safety, hygiene, and machine operations.

Cashew Nut Processing Flow Chart

1. Raw Cashew Nut (RCN) Procurement & Storage

- Receive raw cashew nuts in shell from farmers/traders.
- Store in dry, ventilated warehouses to avoid spoilage.

2. Roasting / Steaming (Shell Conditioning)

- Nuts are roasted in oil bath or steamed under pressure.
- Purpose: Loosen the shell and make peeling easier.

3. Shelling (Cutting / Breaking)

- Mechanical or manual shelling to remove the outer hard shell.
- Careful handling is required to avoid kernel breakage.

4. Drying (Kernel Conditioning)

- Shelled kernels (with testa/skin) are dried in hot chambers to reduce moisture.
- Purpose: Makes peeling easier and improves shelf life.

5. Peeling (Removal of Testa / Husk)

- The thin brown skin (testa) covering the cashew kernel is removed.
- Done manually or using peeling machines.

6. Grading

- Kernels are sorted by size, color, and quality (e.g., W180, W210, W240, W320, broken pieces).
- Grading is important for market value.

7. Quality Control & Inspection

- Kernels checked for defects, contamination, and broken pieces.

8. Fumigation & Moisture Conditioning

- To protect against insects, fungi, and ensure food safety compliance.

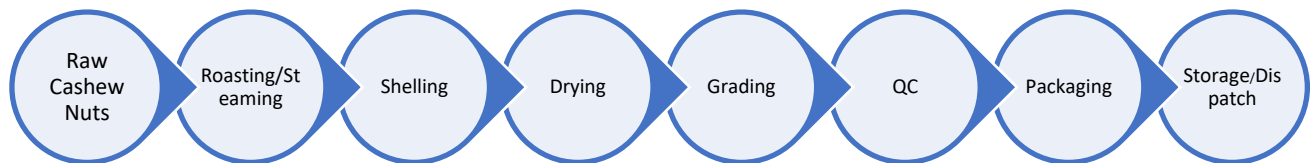
9. Packaging

- Kernels packed in vacuum-sealed tins/pouches or nitrogen-flushed packs.
- Ensures freshness and long shelf life.

10. Storage & Dispatch

- Finished goods stored in cool, dry warehouses.
- Distributed to local or export markets.

Raw Cashew Nuts → Roasting/Steaming → Shelling → Drying → Peeling → Grading → QC → Packaging
→ Storage/Dispatch



11. 11. Financial Projections (5 Years)

11.1 Revenue Projections

Revenue Projections					
"USD"	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	1,200,000	1,800,000	2,400,000	2,760,000	3,000,000
Net Revenue	1,200,000	1,800,000	2,400,000	2,760,000	3,000,000

The reason behind the growth of the projected revenue is supported by the fact that the unlimited demand for cashew nuts taking into the level of massive investment in the operational efficiency of the project to curb all the opportunities as market potentials.

11.2 Personnel Plan Cost Summary

"USD"	Year 1	Year 2	Year 3	Year 4	Year 5		
Net Revenues	1,200,000	1,800,000	2,400,000	2,760,000	3,000,000		
Staff Salaries	Monthly Income						
General Manager	1	2,500	30,000	30,750	31,519	32,307	33,114
Finance Manager	1	2,000	24,000	24,600	25,215	25,845	26,492
Operations Manager	1	2,200	26,400	27,060	27,737	28,430	29,141
Marketing Manager	1	2,000	24,000	24,600	25,215	25,845	26,492
Human Resources Manager	1	1,500	18,000	18,450	18,911	19,384	19,869
Mechanical Staff	10	550	66,000	67,650	69,341	71,075	72,852
Operation Staff	150	200	360,000	369,000	378,225	387,681	397,373
Accountants	5	500	30,000	30,750	31,519	32,307	33,114
ICT Officers	5	550	33,000	33,825	34,671	35,537	36,426
Total Salary			611,400	626,685	642,352	658,411	674,871
Benefits							
Percent (%)			10%	10%	10%	10%	10%
Total benefit costs			61,140	62,669	64,235	65,841	67,487
Total S & M Compensation			672,540	689,354	706,587	724,252	742,358
% of Revenue			56.0%	38.3%	29.4%	26.2%	24.7%

The projected staff costs are in consideration from the investment in the newly expansion phase of the project with experienced staff team which will yield the maximum output in the coming phases of productions

The staff budget is in line with the expected levels of operating income and we are comfortable.

At full capacity, the plant will have 175 staff with different disciplines with vast experiences in the manufacturing, finance and marketing and strategic business experts.

11.3 Direct Cost Summary

"USD"	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	1,200,000	1,800,000	2,400,000	2,760,000	3,000,000
Cost of Revenue					
Purchases	540,000	810,000	1,080,000	1,242,000	1,350,000
Other overhead costs	180,000	189,000	198,450	208,373	218,791
Total Direct Costs at 100% capacity	720,000	999,000	1,278,450	1,450,373	1,568,791
Gross Profit	480,000	801,000	1,121,550	1,309,628	1,431,209
% of Revenue	40.00%	44.50%	46.73%	47.45%	47.71%
Salaries and wages	611,400	626,685	642,352	658,411	674,871
Insurance	10,000	11,000	12,100	13,310	14,641
Utilities	20,500	22,550	24,805	27,286	30,014
Miscellaneous expenses	10,000	11,000	12,100	13,310	14,641
Total Administrative and Operating costs	651,900	671,235	691,357	712,316	734,167
Other Expenses					
Loan repayments	-	-	-	-	-
Depreciation	-	-	-	-	-
Total Cost of Revenues	651,900	671,235	691,357	712,316	734,167
% of Revenue	54.3%	37.3%	28.8%	25.8%	24.5%
Allocation of Cost of Revenue between:					
Variable	720,000	999,000	1,278,450	1,450,373	1,568,791
Fixed	651,900	671,235	691,357	712,316	734,167
Total	1,371,900	1,670,235	1,969,807	2,162,689	2,302,958

The components of direct costs (costs of revenue) are in line with the targeted levels of production revenue, which give us comfort in the generation of strong operating income, which will lead to sustainable profitability. The projected operating income are promising which will be able to cover both short-term and long-term obligations on time immediately.

11.4 Comprehensive Income Summary

"USD"	Year 1	Year 2	Year 3	Year 4	Year 5
NET REVENUES	1,200,000	1,800,000	2,400,000	2,760,000	3,000,000
DIRECT COSTS	720,000	999,000	1,278,450	1,450,373	1,568,791
% of Revenues	60%	56%	53%	53%	52%
EARNINGS FROM OPERATION	480,000	801,000	1,121,550	1,309,628	1,431,209
% of Revenues	40%	45%	47%	47%	48%
ADMINISTRATIVE AND OPERATING COSTS	651,900	671,235	691,357	712,316	734,167
% of Revenues	54%	37%	29%	26%	24%
PROFIT BEFORE TAX	-0	129,765	430,193	597,311	697,042
% of Revenues	0%	0%	0%	0%	0%
TAXES	-0	38,930	129,058	179,193	209,112
NET EARNINGS	-120,330	90,836	301,135	418,118	487,929
% of Revenues	-10%	5%	13%	15%	16%
Cumulative Earnings	-120,330	-29,495	271,641	689,758	1,177,687

The Comprehensive Income analysis of the project is one among the things showing the going concern of this business and likelihood survival in next three decades. The Company's projected numbers are showing consistency in the making profitability. This will be tremendous increasing a year-to-year thus showing business efficiency and prosperity in the coming phases of production.

12. Risk Assessment & Mitigation

- **Raw Material Supply Risk:** Secure contracts with farmers.
- **Market Risk:** Diversify into local, regional, and export markets.
- **Financial Risk:** 100% equity funding reduces loan repayment pressure.
- **Operational Risk:** Train workers, maintain machinery, ensure quality standards.

13. Social & Economic Impact

- **Employment:** 150+ women directly employed.
- **Income Generation:** Farmers earn higher incomes due to value addition.
- **Exports:** Increased foreign exchange earnings.
- **Women Empowerment:** Skills, steady salaries, and economic independence.

14. Conclusion & Recommendations

The Cashew Nut Processing Factory is a **viable and profitable investment** with both strong economic returns and significant social benefits. With a total investment of **USD 500,000**, the project will create jobs, empower women, add value to agricultural products, and tap into both local and international cashew markets.

The promoters are recommended to proceed with implementation, secure farmer partnerships, and prioritize branding to establish a strong presence in the cashew value chain.