

# Business Plan for the Establishment of a Climate-Resilient Maize Seed Enterprise in Tanzania

**Project Title:** Establishment of a Climate-Resilient, Non-GMO Maize Seed Multiplication and Development Enterprise in Tanzania.

## 1.0 Executive Summary

**Project Vision:** To become a leading developer, producer, and distributor of high-yielding, non-GMO, drought-resistant maize seed in Tanzania. Our core mission is to enhance national food security, improve the economic resilience of smallholder farmers against climate change, and establish a sustainable, profitable agricultural enterprise with a strong export component.

**Business Model:** The enterprise will follow a phased growth model.

- **Phase 1 (Years 1-2):** We will focus on market entry and capacity building. This involves multiplying existing, proven research seed varieties through a strategic partnership with the Tanzania Agricultural Research Institute (TARI). Concurrently, we will establish a robust outgrower network, develop initial distribution channels, and commence a collaborative research program to develop proprietary, climate-resilient maize varieties.
- **Phase 2 (Years 3-5):** We will transition to full commercial scale, focusing on the production and marketing of our own proprietary, locally-developed maize hybrid varieties, targeting both the domestic Tanzanian market and export to Malawi.

**Market Opportunity:** The project targets the vast Tanzanian maize market, where the crop is a primary staple for nearly 4 million farming households, cultivated on approximately 4 million hectares.<sup>1</sup> A significant yield gap exists, with national averages around 1.6 tons per hectare, far below the potential of 4-5 tons.<sup>1</sup> This presents a substantial opportunity for genetically superior, climate-resilient seed. The demand for drought-tolerant maize varieties (DTMVs) is particularly high, with their adoption projected to generate up to USD 499 million in economic benefits and lift 1.6 million people out of poverty in Tanzania by 2032.<sup>4</sup> A secondary export market will be established in Malawi, leveraging the SADC Harmonised Seed Regulatory System (HSRS) to streamline market entry.<sup>5</sup>

**Competitive Advantage:** Our competitive edge is built on three pillars:

1. **A strategic R&D partnership with TARI**, providing access to public germplasm and scientific expertise to develop elite, locally-adapted seed varieties.<sup>6</sup>
2. **A steadfast commitment to developing exclusively non-GMO varieties**, aligning with Tanzania's cautious regulatory stance and creating a trusted brand identity.<sup>8</sup>
3. **A socially inclusive outgrower model** that ensures a high-quality seed supply while building

local capacity and fostering strong community relationships.

**Financial Highlights:** We are seeking an initial investment of **USD 1,000,000** to finance capital expenditures and working capital for the first two years. Five-year financial projections indicate strong commercial viability, with a positive Net Present Value (NPV) and an Internal Rate of Return (IRR) that exceeds the regional weighted average cost of capital (WACC). The payback period for the initial investment is projected to be in Year 4.

**Socio-Economic Impact:** This enterprise will deliver significant benefits by increasing the income, productivity, and food security of thousands of smallholder farmers. It will also generate skilled employment in rural areas, support a network of rural agro-dealers, and contribute to the national economy through agricultural GDP growth and foreign exchange earnings from regional exports.

## 2.0 Company Overview

Company Name: **POSITIVE INTERNATIONAL LIMITED**

Incorporation Number: **84848**

Incorporation Date: **July 28, 2011**

Email: **mwanza@pil-agro.com**

### 2.1 Company Ownership

The company's issued share capital is Tanzanian Shillings 30,000,000. The issued capital is 30,000,000, divided into 3000 shares with a nominal value of 10,000 Tanzanian Shillings per share

**Table: List of Shareholders**

<i>S</i>	<i>Name</i>	<i>Number of Shares</i>	<i>%</i>
<i>1</i>	<i>KUNAL KAPOOR</i>	<i>10</i>	<i>5%</i>
<i>2</i>	<i>SNOW ASIA LIMITED</i>	<i>190</i>	<i>95%</i>
<i>Total</i>		<i>200</i>	<i>100</i>

### 2.1 Corporate Identity and Mission

The enterprise will be incorporated as a private limited company in Tanzania, in full compliance with the Business Registration and Licensing Authority (BRELA).<sup>10</sup> Following incorporation, we will apply to the Tanzania Investment and Special Economic Zones Authority (TISEZA) for a Certificate of Incentives<sup>10</sup>

- **Mission Statement:** To empower Tanzanian farmers and enhance national food security by

developing, multiplying, and distributing elite, non-GMO, climate-resilient maize seed, fostering sustainable agricultural growth for communities in Tanzania and the SADC region.

- **Core Values:** Innovation, Farmer-Centricity, Integrity, Sustainability, and Collaboration.

## 2.2 Phased Strategic Rollout

Our implementation is structured in two phases to manage risk and build capabilities systematically.

### Phase 1 (Years 1-2): Market Entry and R&D Incubation

- **Seed Multiplication:** We will enter into a technology licensing agreement with TARI to multiply and commercialise existing, officially released drought-tolerant research seed varieties.<sup>11</sup> This allows for immediate market entry with a proven product.
- **Outgrower and Distribution Development:** We will establish a pilot outgrower program and develop an initial distribution network through local agro-dealers to build our brand and generate early revenue.<sup>12</sup>
- **Collaborative Research:** Simultaneously, we will launch a formal R&D partnership with TARI to begin multi-locational trials for our own proprietary, non-GMO, drought-resistant hybrid varieties.<sup>6</sup> This ensures a pipeline of unique products for Phase 2.

### Phase 2 (Years 3-5): Commercial Scaling of Proprietary Varieties

- **Variety Release:** We will manage the process of submitting our new proprietary hybrids to the Tanzania Official Seed Certification Institute (TOSCI) for National Performance Trials and official registration.<sup>12</sup>
- **Scale-Up Production:** The outgrower network will be expanded to meet the production volumes required for a national commercial launch.
- **Commercial Launch and Export:** A comprehensive marketing campaign will launch our branded hybrid seeds in Tanzania. We will then activate our export strategy by registering the varieties in the SADC Seed Variety Catalogue to access the Malawian market through a local distribution partner.<sup>13</sup>

## 2.3 Product Portfolio: Climate-Resilient, Non-GMO Maize Seed

- **Phase 1 Product:** Certified Drought-Tolerant Open-Pollinated Variety (OPV). This initial offering is affordable and allows farmers to save seed for a limited number of seasons, lowering the barrier to adoption and building brand trust.<sup>14</sup>

- **Phase 2 Product:** Proprietary Non-GMO Drought-Tolerant Hybrid Varieties. These flagship products will offer the highest yield potential. The explicit non-GMO positioning is a critical market differentiator, providing regulatory certainty and aligning with market preferences in Tanzania.<sup>8</sup>

## 3.0 Market and Industry Analysis

### 3.1 The Tanzanian Maize Seed Market

Maize is the backbone of Tanzania's food system, cultivated on over 4 million hectares by nearly 4 million smallholder households.<sup>1</sup> The sector is characterized by a profound yield gap, with national averages around 1.6 tons/ha against a potential of 4-5 tons/ha.<sup>1</sup> This gap represents a substantial economic opportunity that can be captured through the adoption of improved, climate-resilient seed. The increasing frequency of drought makes the adoption of DTMTVs an urgent economic and social necessity.<sup>4</sup> This venture is strategically aligned with the national development priorities of the Government of Tanzania, which has identified agriculture as a key sector for investment and growth.<sup>15</sup>

### 3.2 The Malawian Export Opportunity

Malawi presents a valuable and strategic secondary market. The market is highly competitive, shaped significantly by government subsidy programs and strong existing players like Seed Co and Demeter Seed.<sup>16</sup> Our entry strategy will bypass the need for costly direct investment by leveraging the SADC Harmonised Seed Regulatory System (HSRS). A variety released in Tanzania can be registered in the SADC Seed Variety Catalogue, allowing for streamlined market entry into all 16 member states, including Malawi.<sup>19</sup> We will partner with an established Malawian seed distributor to leverage their existing network.<sup>20</sup> While recent trade disputes highlight a political risk, our financial model is built on achieving profitability in the Tanzanian market alone, treating Malawi as a strategic upside.<sup>24</sup>

### 3.3 Competitive Advantage

We will differentiate ourselves through:

1. **Hyper-Local Adaptation:** Our partnership with TARI enables the development of germplasm specifically optimised for Tanzania's unique agro-ecological zones.
2. **Staunchly Non-GMO:** This strategy avoids significant regulatory risks in Tanzania and Malawi and builds a brand founded on natural biodiversity and safety.<sup>27</sup>
3. **Integrated Farmer Support:** Our outgrower model is a comprehensive capacity-building platform, providing training and input financing to ensure the production of seed that meets the highest quality standards.

## 4.0 Operations and Management Plan

### 4.1 Research, Development, and Variety Release

- **TARI Partnership:** A formal Public-Private Partnership (PPP) will be established with TARI, leveraging its germplasm bank and scientific expertise. The company will provide the financial resources for extensive field trials and commercialization. Intellectual property will be managed via a mutually beneficial licensing agreement, with royalties paid to TARI to create a sustainable funding loop for public research.<sup>30</sup>
- **Variety Certification (TOSCI):** All seed will be certified by the Tanzania Official Seed Certification Institute (TOSCI). New varieties will undergo the mandatory National Performance Trials (NPT) and DUS (Distinctness, Uniformity, and Stability) testing, a process that takes a minimum of two to three growing seasons. Every bag of seed sold will bear the official TOSCI certification label.<sup>32</sup>

### 4.2 Seed Production and Outgrower Scheme

A robust outgrower scheme is the core of our production model.

- **Farmer Selection:** Outgrowers will be selected based on criteria including secure land tenure, access to isolated land, and a track record of successful maize cultivation.<sup>33</sup>
- **Training and Support:** A mandatory, hands-on training curriculum will cover all aspects of certified seed production, including Good Agricultural Practices (GAPs), Integrated Pest Management (IPM), and post-harvest handling.<sup>35</sup>
- **Input Financing:** The company will provide an input package (foundation seed, fertilizer) on credit, with the cost deducted from the final payment upon delivery of the harvested seed.<sup>36</sup>
- **Contracts:** All relationships will be formalized through a clear, legally sound contract in both English and Swahili, specifying quality, quantity, pricing, and payment terms.<sup>37</sup>

### 4.3 Infrastructure and Equipment

A central operational hub will be established in a major maize-producing zone like Iringa or Mbeya.

- **Seed Processing Facility:** The facility will be equipped with a modern seed processing line, including pre-cleaners, graders, gravity separators, a seed treater/coater, and an automated bagging system.<sup>39</sup>
- **Warehouse:** A secure, climate-controlled warehouse with an initial capacity of 500-1,000 metric tons will be constructed.
- **Logistics Fleet:** The initial fleet will include one medium-duty truck for transport and a supplementary fleet of pickups and motorcycles for field agronomists.

## 4.4 Management and Human Resources

The company will be led by an experienced management team. Key personnel will include:

- **Head of R&D/Agronomy:** To manage the TARI partnership and oversee all trials and outgrower support.
- **Field Agronomists (4):** To provide direct training and monitoring to the outgrower network.
- **Sales & Marketing Manager:** To develop and execute the go-to-market strategy.
- **Plant Operators (6) and Administrative Staff (2).**

## 5.0 Distribution and Marketing Strategy

### 5.1 Go-to-Market Strategy

A multi-channel approach will ensure accessibility and trust.

- **Primary Channel (Agro-dealer Network):** We will build a strong network of rural agro-dealers, supported with competitive margins, reliable supply, and product training. To overcome working capital constraints, a tiered consignment and credit model will be offered to trusted partners, accelerating market penetration into remote areas.<sup>12</sup>
- **Secondary Channels:** We will partner with Farmer Cooperatives (SACCOs) and pursue sales to institutional buyers like large-scale farms and NGOs.<sup>14</sup>

### 5.2 Marketing and Farmer Engagement

Our strategy will focus on generating farmer demand through education and demonstration.

- **Demonstration Plots:** A network of demonstration plots will be established in every target district to provide tangible proof of performance against local varieties.<sup>13</sup>
- **Farmer Field Days:** These events will be hosted at demo plots to facilitate peer-to-peer learning and build community trust.
- **Branding and Packaging:** Seed will be sold in high-quality, durable bags of various sizes (2kg, 5kg, 10kg). Packaging will feature an authentication system (e.g., scratch-off SMS code) to combat counterfeit seed.<sup>21</sup>

## 6.0 Financial Plan and Projections

### 6.1 Key Financial Assumptions

- **Discount Rate:** A risk-adjusted discount rate of 15.88% will be used for NPV calculations, reflecting the weighted average cost of capital (WACC) for East Africa.
- **Depreciation:** We will utilize the 100% capital allowance for agricultural plant and machinery in the first year of use, as permitted by Tanzanian tax law. This significantly improves early-stage cash flow.<sup>43</sup> Buildings will be depreciated at 5% per year on a straight-line basis.<sup>43</sup>

- **Outgrower Payment:** Outgrowers will be paid a premium of 1.5 times the prevailing market price for commercial grain maize.
- **Corporate Tax Rate:** 30%.<sup>46</sup>

## 6.2 Capital Expenditure and Use of Funds (USD 1,000,000)

Category	Item	Estimated Cost (USD)	
<b>A. Infrastructure</b>	Land Lease & Preparation	\$50,000	
	Warehouse & Office Construction	\$25,000	
<b>B. Machinery &amp; Equipment</b>	Tractor (75HP) with Implements	\$35,000	
	Seed Processing Line (Cleaner, Grader, Treater, Bagger)	\$150,000	
	Laboratory Equipment (Quality Control)	\$40,000	
	Logistics Fleet (1 Truck, 2 Pickups)	\$100,000	
	Office Equipment & IT	\$20,000	
	<b>Subtotal CAPEX</b>		<b>\$420,000</b>
	<b>C. Working Capital &amp; Pre-Operational Expenses</b>	Initial Foundational Seed Stock	\$50,000
Outgrower Input Financing (Year 1 Revolving Fund)		\$150,000	
Staff Salaries & Recruitment (Year 1)		\$180,000	

	Marketing & Demo Plot Establishment (Year 1)	\$50,000
	Licensing, Legal & TIC Registration Fees	\$30,000
	Contingency Fund (~15%)	\$120,000
	<b>Subtotal Working Capital &amp; Pre-Op</b>	<b>\$580,000</b>
	<b>TOTAL USE OF FUNDS</b>	<b>\$1,000,000</b>

**6.3 Five-Year Cash Flow Projection Summary**

(All figures in USD '000)	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total Inflows</b>	250	600	1,350	2,100	3,000
<b>Total Outflows</b>	(795)	(650)	(1,126)	(1,698)	(2,318)
<b>Net Cash Flow</b>	(545)	(50)	224	402	682
<b>Cumulative Cash Flow</b>	(545)	(595)	(371)	31	713

## 6.4 Financial Viability Analysis

- **Break-Even Analysis:** The project is projected to reach its operational break-even point during Year 3.
- **Investment Appraisal:**
  - **Net Present Value (NPV):** The project's NPV over the five-year period is strongly positive, indicating that anticipated returns exceed the cost of capital and will create significant economic value.
  - **Internal Rate of Return (IRR):** The calculated IRR is significantly higher than the 15.88% WACC, demonstrating a highly attractive investment.
  - **Payback Period:** The initial investment of USD 1,000,000 is recovered early in Year 4.

## 7.0 Risk Analysis and Mitigation Strategies

Risk Category	Specific Risk	Mitigation Strategy
<b>Operational</b>	Widespread drought impacting outgrower yields.	Core business model is based on drought-tolerant varieties. Geographic diversification of outgrower clusters to hedge against localized weather events.
	Outgrower side-selling of seed.	Foster loyalty through fair, timely payments and non-financial benefits (training). Enforce clear, legally binding contracts.
<b>Market</b>	Low farmer adoption rate of new varieties.	Intensive grassroots marketing via demonstration plots and field days. Phased rollout with affordable OPVs to build trust before introducing premium hybrids.
	Cross-border trade disruption with Malawi.	Financial model built to achieve profitability based solely on the Tanzanian domestic market. Malawi is treated as a strategic upside, not a core assumption.
<b>Financial</b>	Input cost volatility (fertilizer,	Negotiate bulk discounts on inputs

	fuel).	for the entire outgrower network. Promote Integrated Soil Fertility Management (ISFM) to reduce long-term reliance on synthetic fertilizers.
<b>Regulatory</b>	Delay in TOSCI variety release process.	Maintain a proactive and transparent relationship with TOSCI. Initiate the trial process in Year 1 to build in a buffer for potential delays.

**8.0 Socio-Economic and Environmental Impact**

**8.1 Enhancing Smallholder Livelihoods**

The project will directly improve smallholder livelihoods through guaranteed markets and premium prices for outgrowers, and through higher, more stable yields for farmers who purchase our seed. The adoption of DTMTVs can increase yields by 15-39% and reduce the probability of crop failure by 30%, leading to transformative improvements in household income and food security.<sup>3</sup>

**8.2 Contribution to the National Economy**

The enterprise will be a catalyst for economic activity by creating direct and indirect employment, supporting a downstream network of rural agro-dealers, and generating foreign exchange for Tanzania through seed exports.

**8.3 Environmental Sustainability**

The core mission of disseminating drought-tolerant seed is a direct climate adaptation strategy. Our outgrower training will promote sustainable practices like IPM and ISFM. The strict non-GMO policy supports the preservation of local maize biodiversity and aligns with Tanzania's precautionary approach to agricultural biotechnology, reinforcing our brand as a provider of natural and sustainable solutions.<sup>8</sup>