



REQUEST FOR PROPOSALS

RFP No.	RFP-EAGC-2025-007
Issue date	Wednesday, 22nd October 2025
Title	Request for Proposals from individual consultants to develop a Bankable Business Plan for Acquisition, Consolidation of Rice Milling Operations in Kahama, and Strategic Warehouse Leasing in Shinyanga, Tanzania
Email address for submission of questions	<p>procurement@eagc.org</p> <p>The email address in the synopsis is the sole point of contact at EAGC for any questions.</p>
Email address for submission of proposals	procurement@eagc.org
Deadline for Receipt of Proposals	Friday, 31st October 2025 at 1700hrs East African Time
Anticipated Award Type	<p>Fixed Price Purchase Order.</p> <p>EAGC anticipates awarding contract to the successful bidder for the provision of specific the services or deliverables and is not adjusted if the actual costs are higher or lower than the fixed price amount. Offerors are expected to include all costs, direct and indirect, into their total proposed price.</p>
Basis for Award	An award will be made based on the experience of the consultant to offer similar services. The award will be issued to the responsible and reasonable offeror who provides the best value to EAGC using a combination of technical and cost/price factors.



1. Introduction and Background

Eastern Africa Grain Council (EAGC) is a membership not-for-profit organization founded in 2006 to serve the interests of the grain value chain stakeholders in the Eastern Africa region. The overarching goal of the Council is to contribute to the integration of national and regional grain markets, and by so doing increase market access and incomes for grain value chain stakeholders.

EAGC is providing technical support to NACET Company Tanzania, a local agribusiness entity, to facilitate the acquisition and strategic restructuring of milling operations in Kahama and Shinyanga.

- The **Kahama** facility currently operates a **Corn/Maize mill**. NACET intends to integrate a new **Rice Milling line** at this site.
- The **Shinyanga** facility currently operates a **Rice mill**. NACET plans to **relocate this existing rice milling equipment** to the Kahama site for co-location, and then strategically **lease out the remaining warehouse assets** at the Shinyanga property.

The proposed project involves a complex consolidation and relocation effort, combined with asset monetization through leasing. To successfully secure the necessary financing and loan guarantees from financial institutions, NACET requires a professionally prepared, detailed, and bankable business plan that addresses this specific restructuring model.

EAGC proposes to facilitate the engagement of a qualified EAGC Associate (Consultant) to undertake this critical assignment.

2. Assignment Objective

The primary objective of this consultancy is to develop a comprehensive, robust, and bankable business plan for NACET Company Tanzania's acquisition and strategic consolidation plan. This involves:

1. Assessing the technical feasibility and cost of relocating the existing rice milling line from Shinyanga to be co-located with the corn mill operation in Kahama.
2. Projecting the commercial viability of the Kahama integrated milling facility (Corn and Rice).
3. Developing a commercial strategy and projecting revenue from the leasing of the acquired warehouse facilities in Shinyanga.

The plan must clearly demonstrate the commercial viability and long-term sustainability of this consolidated business model across both sites.



3. Scope of Work

The Consultant shall execute the following tasks, in close collaboration with NACET and EAGC:

3.1. Market and Industry Analysis

- **Industry Overview:** analyze the Tanzanian **rice milling industry**, focusing on key trends, the regulatory environment (e.g., quality standards, export rules), and growth projections in Kahama and Shinyanga.
- **Demand Assessment:** conduct a detailed assessment of local, regional, and national demand for **milled rice products** and high-value rice milling by-products, quantifying potential market size and target segments.
- **Competitive Analysis:** identify and profile major rice milling competitors in the region, assessing their capacity, technology, product quality, pricing, distribution, and market share.
- **Value Proposition:** define NACET's competitive advantage in the rice sector, its primary rice product mix, and proposed pricing strategy.

3.2. Technical and Operational Plan

- **Technical Consolidation & Relocation Feasibility:** conduct a technical assessment focused on:
 - i. **Kahama Site:** Evaluating the physical capacity (space, power, structural integrity) of the existing Corn Mill infrastructure to co-locate and integrate the additional rice milling line.
 - ii. **Shinyanga Site:** Assessing the condition of the existing rice milling equipment for disassembly, transport, and re-assembly/reinstallation at the Kahama facility. The analysis must detail the full scope, cost, and timeline for the relocation and integration project.
- **Supply Chain & Sourcing Strategy:** develop a detailed paddy rice sourcing strategy, focusing on direct procurement from local farmers/cooperatives. Outline logistics for transport, storage, specific quality control measures (e.g., moisture, purity), and inventory management for paddy rice.
- **Logistics and Distribution (Milling):** outline the distribution network for finished milled rice products from the consolidated Kahama facility, including storage, packaging standards, transportation modes, and routes to market.
- **Implementation Timeline:** develop a clear project implementation schedule covering acquisition closure, equipment relocation/co-location installation, testing, and commencement of commercial rice milling operations at Kahama, and preparation for leasing at Shinyanga.



- **Shinyanga Asset Management and Leasing Plan:** develop a strategy for the utilization of the Shinyanga property post-equipment relocation, specifically focusing on the warehouses. This must include:
 - i. Market rate analysis for warehouse leasing in the region.
 - ii. Target tenant identification and marketing strategy.
 - iii. Projection of associated property management costs and timeline to achieve full occupancy.

3.3. Management and Governance Structure

- **Organizational Structure:** propose an optimal organizational structure for the new milling operation, detailing key roles, responsibilities, and required personnel (especially technical expertise in rice milling, conversion project management and sales operations for market penetration and share growth).
- **Governance:** outline the governance framework, including decision-making processes, reporting lines, and risk oversight.

3.4. Financial Projections and Viability

- **Capital Expenditure (CAPEX):** detailed breakdown of all capital investments required, including acquisition costs, equipment relocation/reinstallation and co-location integration costs, civil works, and working capital.
- **Operating Expenditure (OPEX):** develop a detailed 5-year operating budget, including costs of raw materials (paddy rice), labor, utilities, maintenance, and overheads for the integrated Kahama site, as well as property management costs for Shinyanga.
- **Financial Statements:** prepare integrated 5-year projected financial statements (Income Statement, Cash Flow Statement, and Balance Sheet).
- **Financial Analysis:** conduct comprehensive financial analysis, including:
 - Calculation of Key Performance Indicators (KPIs) and profitability ratios.
 - Loan repayment schedule based on proposed financing terms.
 - Calculation of Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period.
 - Sensitivity and Break-Even Analysis (with a focus on paddy rice price volatility, relocation cost overruns, and warehouse occupancy rate/leasing income variability).
 - Critical Assumptions and key success factors for the financial projections.

3.5. Risk Assessment and Mitigation

- **Identify Risks:** identify potential commercial, operational (including technical risks of equipment conversion), financial, and regulatory risks associated with the project.



- **Mitigation:** propose concrete mitigation strategies for each identified risk.

4. Duration

The consultancy is expected to be completed within a maximum of **30 man days** from the date of contract signing and submission of the inception report.

5. Deliverables

The individual consultant is expected to deliver the following:

1. **Inception Report:** a brief document outlining the Consultant's understanding of the TOR, methodology, work plan, and timeline within five (5) working days of contract signing.
2. **Draft Business Plan:** a complete draft of the comprehensive business plan for review and feedback by NACET and EAGC technical team.
3. **Final Bankable Business Plan (Soft and Hard Copy):** the final, professionally formatted document incorporating all feedback, ready for submission to financial institutions. (Must be in Microsoft Word and PDF format).
4. **Financial Model (Excel):** a fully unlocked and detailed financial model containing all assumptions, calculations, and projections, with clear documentation.
5. **Presentation Deck:** a summary PowerPoint presentation (approx. 15-20 slides) for use in financier meetings.

6. Consultant Qualifications and Experience Required

The successful Consultant/EAGC Associate must possess the following:

- A relevant advanced degree (MBA, Finance, Economics, Agribusiness, or related field).
- A minimum of **seven (7) years** of proven experience in developing bankable business plans and financial models for large-scale industrial projects, preferably in the agribusiness or manufacturing sector.
- Demonstrable and specific knowledge of the **Rice value chain, industrial plant conversion projects (especially converting non-rice mills to rice mills)**, and logistics in Eastern Africa, specifically Tanzania.
- Expert-level proficiency in financial modelling and valuation techniques (NPV, IRR, cash flow projections).
- Excellent report writing, presentation, and communication skills in English.

7. Submission of Proposals



Interested individual consultants are required to submit an expression of interest proposal with the following components:

- An introduction of the consultant and copies of relevant licences and testimonials
- Understanding of the assignment and proposed methodology & and process to undertake the assignment.
- Previous experience in providing technical assistance of similar nature
- A quotation of a daily rate for compensation inclusive of professional fees, ground transport and any other relevant cost.

Prepared By: *Kimie Mwangi* Signature: *[Signature]* Date: *24/10/2025*

Checked By: *Faith Mutuku* Signature: *[Signature]* Date: *24/10/2025*

Approved By: *GRACE MUSA* Signature: *[Signature]* Date: *24/10/2025*

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