THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF INDUSTRY AND TRADE

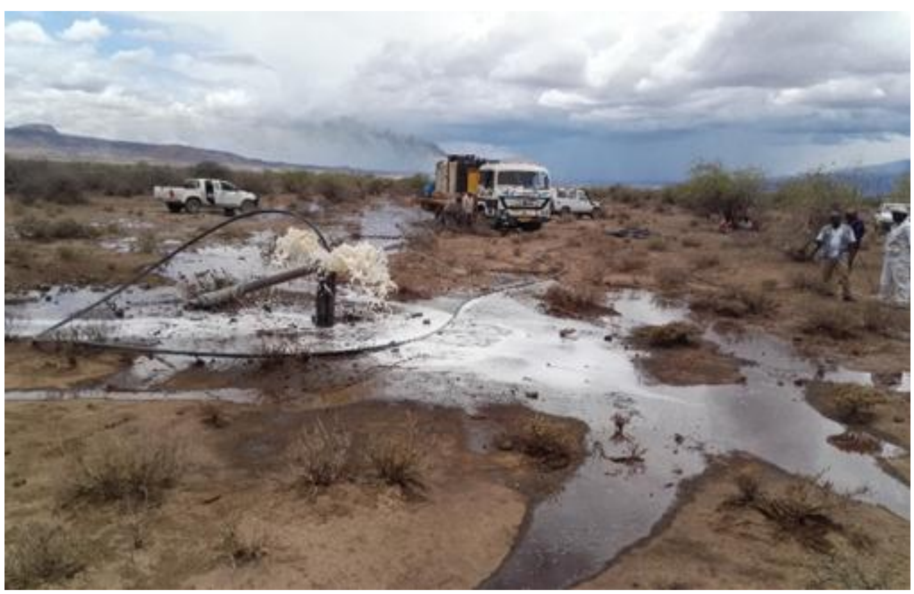
NATIONAL DEVELOPMENT CORPORATION

Proposal Number: TRI 85/2026/2027/1NV/01

FOR

INVITATION FOR PROJECT PROPOSAL

FOR DEVELOPMENT OF THE ENGARUKA SODA ASH PROJECT



August, 2026

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1. BACKGROUND AND PROJECT OVERVIEW

The National Development Corporation (NDC) is the Tanzanian government's primary arm for industrial development. NDC holds the Soda Ash mining concessions for the Engaruka Basin, located in Monduli District, Arusha Region. It is 50 km northeast of Mto wa Mbu Town and 58 km south-east of Lake Natron. The area can be accessed through the Arusha - Karatu Road, then through Mto wa Mbu to Loliondo road. Arusha to Engaruka basin is about 190km.

Appraisal of the Brine Resources conducted during techno-economic study on 153 km^2 area, estimated to be 3,813,320,000 m^3 of brine with 68.30 and 768.80 million tons of sodium bicarbonate and sodium carbonate, respectively. The brine is replenished at a rate of 17,693,640 m^3 per year. Also, the samples were laboratory tested locally and abroad. The result shown that the quality of brine is suitable for production of Soda Ash for all usage as shown in appendix 1. The estimated reserve on 82.08 km^2 licensed area which NDC is looking for Joint Venture partner is 1,601,594,400 m^3.

The Engaruka Soda Ash project is a flagship initiative aimed at leveraging Tanzania's significant natural brine resources. The project seeks to produce high-grade soda ash for both domestic industrial use and export markets. In line with the Government's industrialization agenda and the Vision 2050, NDC intends to develop more than 500,000 Tons Per Annum (TPA) Soda Ash Complex at Engaruka, comprising mining, processing, and supporting infrastructure. The project will serve domestic and regional markets in glass, detergents, chemicals, and water treatment industries.

Accordingly, NDC invites reputable local and international investors, consortia, and industrial developers to submit a Project Proposal for entering into a Joint Venture with NDC for the design, financing, construction, and operation of minimum of 500,000 TPA Soda Ash extraction and processing facility at the Engaruka Basin. Each Investor shall pay a non-refundable application fee amounting to Tanzanian Shilling equivalent to USD 1,000 through a payment control number to be issued by NDC.

The coordinates of the licensed area for the project are shown in table 1 below:

Table 1: The licensed project area's coordinates

Corner	Easting	Northing
1.	179424	9664417
2.	193324	9664417
3.	179471	9657811
4.	193339	9657826

2. PROJECT OBJECTIVES

The Project is intended to achieve the following objectives:

- Establish a commercial-scale brine mining facility at Engaruka Basin and soda ash production facility;
- Create employment opportunities and stimulate local economic development in Tanzania;
- Support downstream domestic industries such as glass, detergents, chemicals, and textiles through secure domestic supply of soda ash.
- Generate foreign exchange through import substitution and export of surplus soda ash and by-products.

3. SCOPE OF THE INVESTMENT PARTNERSHIP

NDC intends to identify a strategic investor to partner with NDC through a Joint Venture arrangement for the implementation of the Project. The successful Investor shall be required to:

i. Undertake a confirmatory study of brine resources using methods such as Electrical Resistivity Tomography (ERT) and Transient Electromagnetics (TEM) or equivalent techniques for reserve quantification;

ii. Develop, finance, construct, commission, operate, and maintain the brine extraction facilities, the soda ash processing plant, and related by-products in partnership with NDC; and

iii. Ensure compliance with all applicable laws including the Mining Act, Cap 123 and the Mining (State Participation) Regulations, 2022 during Project implementation

4. ELIGIBILITY CRITERIA

Invitation for proposal are invited from legally established entities meeting the following minimum requirements:

i. The investor shall be a legally registered company, consortium or other legally recognized business entity with proven experience in mining, chemical processing, or large-scale industrial projects;

ii. The investor shall be financially capable of implementing a multi-million-dollar project (minimum acceptable project-finance or equity capacity may be specified in the detailed Invitation for Proposal document); and

iii. The Investor shall demonstrate a commitment to environmental and social sustainability, including compliance with Tanzanian mining and environmental regulations.

5.0 KEY REQUIREMENTS FOR THE SUCCESSFUL APPLICANT

The successful applicant will be invited for negotiations with the National Development Corporation (NDC). During negotiations, the successful applicant shall be required to:

i. Comply with all applicable laws, including the Mining Act, Cap. 123; the Mining (State Participation) Regulations 2022; and all other governing legal and regulatory frameworks;

ii. Respond to the equity structure for the Joint Venture Company to be proposed by NDC, providing the basis and justification for any counter proposal considering NDC's contribution to the partnership; and

iii. Respond to the proposed Percentage of Gross Sales Revenue to be paid to NDC as a Custodian Fee, providing the basis and justification for any counter proposal.

6. SITE SURVEY AND PRE-PROPOSAL MEETING

6.1 Site Visit:

i. Interested investor are encouraged to visit and assess the project site and its surroundings.

ii. The NDC will organize the site visit to provide interested investors with essential information for proposal preparation.

iii. The site visit is scheduled for 17th August, 2026 at the Engaruka Basin. The interested investors will bear their own costs associated with participation in the site visit.

6.2 Pre-Proposal Meeting:

A pre-proposal meeting will be held on 18th August, 2026 in Arusha, Tanzania, to address proposed investors queries and provide additional information.

7. PROJECT IMPLEMENTATION PERIOD

The successful Investor shall complete the construction and commissioning of the Soda Ash Processing Plant within thirty-six (36) months from the effective date of execution of the Joint Venture Agreement, unless otherwise agreed in writing by the Parties.

8. CLARIFICATION

a. Any Investor requiring clarification regarding this Invitation for Proposal may submit its request in writing to NDC using the contact details provided under Section 15 of this invitation. Enquiries can also be raised during the site visit or pre-proposal meeting.

b. The deadline for clarification requests is 31st August, 2026.

9. EVALUATION SCORES

Evaluation will be the aggregate of weighted technical and financial scores. The proposed investor with the highest score will be recommended for contract negotiation and signing.

10. COMMITMENT FEE

The successful Investor shall, prior to execution of the Joint Venture Agreement, pay to NDC a non-refundable commitment fee equivalent to **United States Dollars Three Hundred Thousand (USD 300,000.00)** in Tanzanian Shillings.

Payment of the commitment fee shall not be construed as creating any contractual relationship until the Joint Venture Agreement has been duly executed by the Parties.

11. SUBMISSION REQUIREMENTS

11.1 Each investor shall submit a complete Project Proposal comprising all documents specified under the Preliminary, Technical and Financial Evaluation Criteria set out in Tables 2 and 3 of this Invitation.

11.2 Failure to submit any mandatory document or information required under the Preliminary Evaluation Criteria shall render the submission non-responsive and it shall not be considered for further evaluation.

11.3 All proposal submitted shall be in the English language.

11.4 Where the investor is a consortium, the submission shall clearly identify the lead consortium member and include documentary evidence establishing the legal relationship among the consortium members.

12. QUALIFICATION CRITERIA

12.1 Preliminary Evaluation

Submission of the documents listed in **Table 2** is mandatory. Failure to submit any of the mandatory documents shall result in the Proposal being declared non-responsive and excluded from further evaluation.

Table 2: Preliminary Evaluation Criteria

APPLICANTS MUST SUBMIT CERTIFIED COPIES OF THE FOLLOWING:
Proof of payment of a non-refundable application fee of Tanzanian Shilling equivalent to USD 1,000.
Certificate of Incorporation or Registration.
Valid business license
Company profile and physical address
Special power of attorney
Information relating to consortium or Joint Venture members, where applicable.
Declaration of any conflict of interest

12.2 Technical and Financial Evaluation

The Technical and Financial Evaluation shall have the following maximum score shown in a table 3 below.

Table 3: Technical and Financial Evaluation Criteria

CRITERIA	MAXIMUM SCORE (%)
Experience in similar projects/assignments	**15**
Demonstrated experience in developing and implementing large-scale industrial projects.	10
Demonstrated experience in soda ash production, mining operations, chemical processing or related industries.	5
Market accessibility	**20**
Indicate potential market including capacity to meet local demand and export of soda ash and by-products.	20
Technical approach and methodology to implement the project	**30**
Submission of confirmatory study plan and methodology	5
Proposed mining and processing technologies to be utilized	20
Project organization chart and staffing schedule required for project implementation	5
Proposed project implementation schedule	**5**
Project detailed implementation plan in line with section 7	5
Planned capital for project implementation	**30**
Submit proposed investment capital breakdown, financing plan, and investment plan of the project to facilitate production of at least 500,000 tons of soda ash and by-products per annum.	15
Submit evidence of financial capacity to implement the project including most recent consecutive three (3) years audited financial statements.	15
TOTAL	**100**

13. SELECTION AND NEXT STEPS

13.1 Evaluation of the submitted Project Proposals and selection of preferred investor shall be guided by the NDC Investment Guidelines and qualification criteria set out in this Invitation for Project Proposal.

13.2 Upon completion of the evaluation process, NDC may select one or more investors for further engagement as provided under section 5 above.

13.3 The Investor achieving the highest overall evaluation score shall not automatically be entitled to enter into a Joint Venture Agreement with NDC. Any appointment shall remain subject to:

i. satisfactory completion of negotiations;

ii. completion of legal, technical, financial and commercial due diligence;

iii. receipt of all necessary statutory and governmental approvals; and

iv. approval by the competent organs of NDC and any other relevant Government authorities.

13.4 Participation in this Invitation for Project Proposal submission shall not create any legal obligation on the part of NDC to enter into any agreement with any Investor until a Joint Venture Agreement has been duly executed by all Parties.

14. CONFIDENTIALITY

NDC Shall treat all proprietary information submitted by Investors as confidential except where disclosure is required by the law.

Each Investor shall likewise treat all information received from NDC in connection with this Invitation as confidential and shall not disclose such information to any third party without the prior written consent of NDC, unless disclosure is required by applicable law.

15. GOVERNING LAW

This Invitation for Project Proposal, the evaluation process and any negotiations arising therefrom, shall be governed by and construed in accordance with the laws of the United Republic of Tanzania,

16. The deadline for submission of Invitation for Proposal shall be 18th September, 2026 at 14:00 hours East Africa Time (EAT).

17. NDC shall not be responsible for any costs incurred by any Investor in preparing or submitting an Invitation for Proposal or participating in any stage of the evaluation or negotiation process.

18. SUBMISSION PROCESS

Interested Investors must submit their Project Proposal in English, through the following email: pmu@ndc.go.tz.

The Managing Director,
National Development Corporation,
Development House, Kivukoni Front/Ohio Street,
P.O. Box 2669, Dar es Salaam,
TANZANIA.

Telephone: +255 22 2112893

Email: info@ndc.go.tz

APPENDIX I

VISIT

https://drive.google.com/drive/folders/1_g0epFCAZEbny82ZPM-CphK4_JFVX8yw?usp=sharing

For to view attachements

LABORATORY TEST REPORT

APPENDIX II

FEASIBILITY STUDY

FORMS

STANDARD POWER OF ATTORNEY

TO ALL IT MAY CONCERN

THAT BY THIS POWER OF ATTORNEY given on the *[insert date, month and year*],

WE the undersigned [*insert name of the company/donor*] of *[insert address of the company/donor*], by virtue of authority conferred to us by the Board Resolution No........... ....of ....day of ....[*insert year*], do hereby ordain nominate and appoint [*insert name of donee*] of [*insert address of the donee*] to be our true lawful Attorney and Agent, with full power and authority, for us and in our names, and for our accounts and benefits, to do any, or all of the following acts, in the execution of tender No. *[insert tender number*] that is to say;

To act for the company and do any other thing or things incidental for [*insert tender Number*] of *[insert description of procurement]* for the [*insert name of the Procuring EntityPE*];

AND provided always that this Power of Attorney will not revoke or in any manner affect any future power of attorney given to any other person or persons for such other power or powers will remain and be of the same force and affect as if this deed has not been executed.

AND we hereby undertake to ratify everything, which our Attorney or any substitute or substitutes or agent or agents appointed by him under this power on his behalf herein before contained will do or purport to do in virtue of this Power of Attorney.

SEALED with the common seal of the said *[[insert name of the company***]** and delivered in the presence of us this *[insert date]* day of *[insert month] [insert year].*

IN WITNESS whereof we have signed this deed on this *[insert date]* day of *[insert month] [insert year]* at *[insert region]* for and on behalf of *[insert name of the company]* ………………………………………

SEALED and **DELIVERED** by the

Common Seal of [*insert name of the donor/coy]*

This *[insert date, month and year*]

....

DONOR

BEFORE ME:

……………………………………………………

COMMISSIONER FOR OATHS

ACKNOWLEDGEMENT

I [*insert name of donee*] doth hereby acknowledge and accept to be Attorney of the said [*insert name of the company/donor*] under the terms and conditions contained in this POWER OF ATTORNEY and I promise to perform and discharge my duties as the lawfully appointed Attorney faithfully and honestly.

SIGNED AND DELIVERED by the said

[*insert name of donee*] Identified to me

by ***[insert name]***

The latter known to me personally

This *[insert date, month and year*],

……………………………………………

DONEE

BEFORE ME

……………………………………………

COMMISSIONER FOR OATHS

Tenderer's JV Members Information Form

[The Tenderer will fill in this Form in accordance with the instructions indicated below. The following table will be filled in for the Tenderer and for each member of a Joint Venture]].

Date: *[insert date (as day, month and year) of Tender Submission*]

Tender No.: *[insert number of Tender]*

Alternative No.: *[insert identification No if this is a Tender for an alternative]*

Page ________ of_ ______ pages

1. Tenderer's Name: *[insert Tenderer's legal name]*
2. Tenderer's JVCA Member's name: *[insert JVCA's Member legal name]*
3. Tenderer's JVCA Member's country of registration: *[insert JVCA's Member country of registration]*
4. Tenderer's JVCA Member's year of registration: *[insert JVCA's Member year of registration]*
5. Tenderer's JVCA Member's legal address in country of registration: *[insert JVCA's Member legal address in country of registration]*
6. Tenderer's JVCA Member's authorized representative information Name: *[insert name of JVCA's Member authorized representative]* Address: *[insert address of JVCA's Member authorized representative]* Telephone/Fax numbers: *[insert telephone/fax numbers of JVCA's Member authorized representative]* Email Address: *[insert email address of JVCA's Member authorized representative]*

7. Attached are copies of original documents of *[check the box(es) of the attached original documents]*

☐ Articles of Incorporation (or equivalent documents of constitution or association), and/or registration documents of the legal entity named above.

☐ In case of a government-owned enterprise or institution, documents establishing legal and financial autonomy, operation in accordance with commercial law, and absence of dependent status.

Included are the organizational chart, a list of Board of Directors.