



RICE COUNCIL OF TANZANIA

2025-2029
STRATEGIC PLAN

A Blueprint for Transformation and Growth



MAY 2025

Prepared by:
CRITICAL CONSULTANCY SERVICES



FACILITATED, PREPARED & SUBMITTED BY:

Signature: _____

Date: _____

Dr. Benson Momanyi

Lead Consultant

Critical Consultancy Service Limited

Nairobi, Kenya

SUBMITTED TO / RECEIVED BY:

Name: _____

Date: _____

Signature: _____

MESSAGE FROM THE EXECUTIVE DIRECTOR



It is my pleasure to present this statement as we continue to advance the mission and vision of The Rice Council of Tanzania. I am proud of the achievement we have made in aligning our operations within the Rice Value Chain, and I am looking forward to RCT securing long-term growth for sustainability and increased value for all our RVC members, and to contribute to the growth of the economy of our nation Tanzania. RCT exists to foster growth of an inclusive, resilient, competitive and sustainable rice sector in Tanzania.

In 2023 Rice Value Chain actors unveiled the Rice Council of Tanzania, as a result of the challenges that were threatening the existence of the sector and food security of the nation as a whole. Upon institutionalization, the first strategic plan was formulated to lead the sector for a period of five years between 2015-2019. Following implementation, some of the five strategic objectives therein were realized, while the others recorded minimal impact.

The Strategic Plan 2025-2029 has been developed based on lessons learned from the implementation of the previous strategic plan. It embodies our commitment to establish an environment in which Rice Value Chain actors both members and non-members are accorded the opportunity to contribute to the development of the Rice Value Chain mission through improved regulatory and appropriate policies. It is envisioned that in so doing, the lives and livelihoods of over 2million farming households, 55,000 Traders, 150,000 millers and other service providers in the country will be positively impacted, and there will be improved food security in the country, the EAC and SADC regions and beyond.

This plan also serves the secondary role of strengthening RCT as an institution, enabling it to coordinate the sectors various initiatives and projects. It will provide a clear and comprehensive guideline towards increasing production and productivity and reducing the cost of production. RCT will seek both financial and technical support to equip our RVC actors and to foster knowledge management through initiating partnership with Government and development partners. Increasing RCT membership is critical for increasing direct beneficiaries and advocates as well as offering a means for sustainability of the organization through District Rice Value Chain platforms.

We recognize that there is still much ground to cover to create the vibrant rice sector envisioned by RCT. This Strategic Plan highlights RCTs Strategic Direction over the next (5) five years, in its effort to implement integrated, transformational initiatives which will put the Council and the rice sector as a whole, on a growth trajectory for greater impact and sustainability. The plan presents an ambitious desire for transformation and growth which requires a drastic paradigm shift from the status quo.

We take pride in the measurable progress achieved thus far through the dedicated efforts of RCT members, Government and Development partners and management, Board and The Council. The implementation of this new Strategic Plan anticipates new levels of creative and entrepreneurial thinking, collaboration, partnerships, resource mobilization and a change in the organization culture towards

achieving the vision and mission of the RCT. Going forward, we shall continue to invest in technology, improve internal processes, and foster a culture of innovation. Most importantly, we remain committed to transparency, accountability, and inclusive decision-making.

I wish to express my sincere gratitude to all stakeholders for their participation in the formulation of this strategic plan 2025-2029. I commit to guide the RCT, the Management team, RVC actors and all other stakeholders to seamlessly and successfully execute the implementation of this plan. I would like to assure all our stakeholders that the Board of Directors will provide the requisite oversight, governance, leadership and policy direction based on feedback from periodic Monitoring and Evaluation reports to ensure efficient and effective implementation of the Strategic Plan. We believe that this plan will yield improved efficiency and quality of service delivery to members, and also address equity in accessing the relevant facilities. To learn more about accomplishments to date, please visit the RCT website.

We look forward to collectively advancing the goals of RCT.

Thank you all

Geofrey Rwiza,
Executive Director

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LIST OF ACRONYMS

ACT	Agricultural Council of Tanzania
AI	Artificial Intelligence
ANSAF	Agricultural Non State Actors Forum
ASDP	Agricultural Sector Development Program
ASDS	Agricultural Sector Development Strategy
ASEAN	Association of Southeast Asian Nations
BoD	Board of Directors
BRELA	Business Registrations and Licensing Agency
BSC	Balanced Score Card
CET	Common External Tariff
COMESA	Common Market for Eastern and Southern Africa
COPRA	Cereals and Other Produce Regulatory Board
CRDB	A Bank in Tanzania
CTI	Confederation of Tanzania Industries
EAAPP	Eastern African Agricultural Productivity Programme
EAC	East African Community
EAGC	Eastern Africa Grain Council
ED	Executive Director
EPAS	Economic Partnership Agreements
FAO	Food and Agriculture Organization
GAP	Good Agricultural Practices
GMP	Good Manufacturing Practices
HACCP	Hazard Analysis Critical Control Points
HODs	Heads of Department
HR	Human Resource
ICT	Information Communication Technology
IRRI	International Rice Research Institute
KATC	Kilimanjaro Agricultural Training Centre

LGAs	Local Government Authorities
M&E	Monitoring and Evaluation
MAFAP	Monitoring African Food and Agriculture Policies
MATI	Ministry of Agriculture Training Institute
MDAs	Ministries, Departments, and Agencies
MKUKUTA	Mpango wa Kukuza Uchumi na Kuondoa Umaskini Tanzania
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOUs	Memorandums of Understanding
NAFTA	North American Free Trade Agreement
NBS	National Bureau of Statistics
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NMB	A Tanzanian Bank
NSGRP	National Strategy for Growth and Reduction of Poverty
OCAP	Organizational Capacity Assessment Program
PAG	Policy Analysis Group
RCT	Rice Council of Tanzania
ROI	Return on Investment
RVC	Rice Value Chain
SACAs	Savings and Credit Associations
SACCOS	Saving and Credit Cooperative Society
SADC	Southern African Development Community
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SIDO	Small Industries Development Organization
SIT	Strategy Implementation Team
SMART	Short, Measurable, Achievable, Realistic and Time bound
SMEs	Small and Medium-sized Enterprises
SO	Strategic Objective

SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities & Threats (<i>challenges</i>)
TAHA	Tanzania Horticultural Association
TANTRADE	Tanzania Trade Development Authority
TARI	Tanzania Agriculture Research Institute
TARIPA	Tanzanian Rice Partnership
TBS	Tanzania Bureau of Standards
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TDV2025	Tanzania Development Vision 2025
TOR	Terms of Reference
TOSCI	Tanzania Official Seed Certification Institute
TPSF	Tanzania Private Sector Foundation
TZS/ Tshs	Tanzania Shillings
WFP	World Food Programme
WTO	World Trade Organization

The future belongs to those who prepare for it today Developing a comprehensive Strategic Plan and diligently executing it, is part of the preparation. Note: “Strategy without execution is useless while execution without a strategy is aimless”.

Dr. Benson Momanyi

EXECUTIVE SUMMARY

Background

Rice is the second most important food grain after maize, and is produced in 64 Districts. It is widely consumed and the industry directly influences livelihoods of over two million people in Tanzania. Rice paddy cultivation, value addition, and trade contribute immensely to Tanzania's food and nutrition security, socio-economic development, and to the country's foreign exchange earnings and balance of trade. According to the Ministry of Agriculture, maize and rice yields in 2022/2023 was 8,010,949 tons and 2,332,188 tons respectively.

Tanzania produces a wide variety of rice, diverse in appearance, taste, texture, and aroma, depending on the region and agro-climatic conditions where it is grown. The major paddy growing regions include Morogoro (546,620 tons), Mbeya (199,865 tons), Geita (194,908 tons), Katavi (194,429 tons), Tabora (151,729 tons), Mwanza (151,283 tons), Shinyanga (148,920 tons), Ruvuma (118,933 tons), Kigoma (105,816 tons) and Songwe (92,851).

The average annual production of paddy from 2012 to 2022 was 3,379,588.9 tons, and 2,332,188 tons in 2022/23. Statistics show that the average national yield trend of paddy has increased steadily over the past seven years - from 2.3 tons/ha in 2012 to 2.9 tons/ha in 2022 (FAOSTAT, 2024).

The Rice industry in Tanzania presents several opportunities including: potential increase in national demand with a 3% projection in population growth; expansion in paddy acreage emerging in the four Growth Corridors; expanding markets from local, regional and international food processing companies, institutional and international food buyers, tourism industry, and producers of animal, livestock, fish, and other feed and specialty products like rice oil, snacks, and fortified milled rice products.

Nevertheless, the industry faces many challenges including: Low efficiencies, productivity, profitability due to low price margins with significant seasonal variance; Low access to and use of technology; sub-optimal policy, regulatory and investment environments; Inadequate access to low cost credit and innovative financial and insurance products and services; Low partnerships, collaborative and synergy levels among entities in the Rice Value Chain (RVC); Information irregularity and data gap, which sometimes attract speculators and opportunists who take advantage of limited information between the respective actors in the RVC; sub-optimal upgrading and construction of Technical and Physical infrastructure which adversely affects the supply chain processes and costs; as well as Low rice market development, and enforcement of regional agreements such as East African Community Common External Tariffs and related trade barriers.

In 2011, the rice stakeholders in their quest to address the aforementioned challenges, established a partnership framework, the Tanzanian Rice Partnership (TARIPA), to promote commercial initiatives and scale-up core Rice Value Chain activities, including domestic and export rice market development.

In June, 2014, TARIPA revolutionized into a formal, all stakeholder inclusive, industry wide organization. Rice Council of Tanzania (RCT) was established as an apex body to represent private

sector stakeholders (*all farmers; processors; traders; input suppliers; service providers; financiers, researchers and consumer organizations*), along the Rice Value Chain. In 2019, RCT's status changed from a Company Limited by guarantee under BRELA to an NGO as per Government requirements for all non-profit making organizations. It has Policy, Procedure Operation and Financial Manuals in place, a bank account and conducts annual audits.

RCT is governed by a Board of Directors which conducts quarterly Board meetings and Annual General Meetings for its members.

Our **Core Purpose** is: *'We exist to foster growth of an inclusive, resilient, competitive and sustainable rice sector in Tanzania.'*

Our **Mission** is: *'To advocate for and support the Rice Value Chain actors in Tanzania through the facilitation of an enabling business environment for sustainable rice production and trade.'*

Our **Vision** is: *'To be the unifying hub and advocates of interests of all Rice Value Chain actors in Tanzania.'*

We are guided by professional **Core Values**: *Reliability, Integrity, Customer focus and Excellence*

Our **Motto** is: *'Mchele kwa Lishe, Kipato, Ajira na Viwanda.'* (Rice for Health, Wealth and Employment)"

This Strategic Plan was developed through an engaging consultative process, guided by a seasoned strategy formulation Consultant, and involving the Board of Directors, Management staff and key Stakeholders. It will serve as a blue print to guide the Rice Council of Tanzania for the period 2025-2029. This five-year plan will empower RCT to play a more effective consultative, co-ordinating, and supportive role to the stakeholders in the rice industry. It is also expected to enhance better partnerships and collaborations among the actors in the value chain and advance the interests of the rice industry towards the growth of a sustainable and competitive rice sector. The Strategic Plan incorporates goals that are to be achieved within the set period, having taken into consideration the lessons learnt from the previous Strategic Plan.

Strategic Plan Development Process

The following approach was adopted in the formulation of this Strategic Plan:

- i. Briefing on the Strategic Planning process and deliberating with RCT Management and Board of Directors on the Terms of Reference (TOR), and harmonizing expectations
- ii. Familiarization with RCT's operation procedures.
- iii. Studying relevant internal RCT documents, national policies, initiatives, and research publications related to rice industry development;
- iv. Conducting primary and secondary data collection by way of desk research, interviews and visits.

- v. Reviewing the previous Strategic Plan 2015-2019, to capture the lessons learnt during its implementation, which will inform the formulation of the new Strategic Plan 2025-2029
- vi. Facilitating a retreat involving the Board, Management staff and key stakeholders to brainstorm on the needs and expectations of actors in the Rice Value Chain
- vii. Conceptualizing a transformed RCT that will be responsive to the emerging opportunities and challenges in the Rice Industry.
- viii. Conducting an environmental scan and setting the strategic direction for RCT, as well as reviewing the Core Purpose, Vision, Mission, Core Values, Motto, Strategic Objectives, Governance, Leadership and Management structure, and determining the implementation plan with budgeted priority activities.
- ix. Reviewing the RCT Risk profile and recommending effective and efficient management and mitigation approaches.
- x. Incorporating the stakeholder recommendations and other vital information gathered during the situational analysis in compiling the final version of the Strategic Plan
- xi. Presenting the Final draft of the Strategic Plan to the Board of Directors and Management for validation and approval
- xii. Monitoring the progress of Strategic Plan implementation process on a quarterly basis.

The Rice Council of Tanzania Management Team held a Strategic Planning workshop at Kingsway Hotel, Morogoro from the 9th to 15th November, 2024, where they drew up SMART Strategic Objectives, Strategies and Activities to be implemented over the 2025-2029 period. The RCT stakeholders joined the management staff and the consultant for a two-day validation workshop on 13th to 14th November, 2024. The validation and approval workshop for this Strategic Plan was held at Seashells Millennium Hotel Dar es Salaam on 12th December 2024.

The Situational Analysis

An environmental scan of RCT was conducted using four models namely: Strength, Weakness, Opportunities and Threats (SWOT) analysis, Political, Economic, Social, Technological, Legal and Environmental (PESTLE) analysis, and Stakeholders Analysis Competitor analysis. The findings of this analysis are captured in **Table 2 & 3**, and the Stakeholder Analysis in **Annex 1**. Similarly, during the study, critical issues and recommendations that RCT need to put into consideration are set out in the last section of this executive summary.

Strategic Objectives, Strategies and Activities

The overall goal of this Strategic Plan is to strengthen the capacity and capabilities of RCT, enabling it to navigate the rice industry towards increased productivity, production, processing and trade of quality rice for attractive returns to benefit all actors in the Rice Value Chain. The goal is envisaged to be achieved through the following SMART Strategic Objectives:

Strategic Objective 1: *To advocate for five major conducive, equitable and gender sensitive policies in agro-inputs, trade, investment, fiscal and environment (at least one policy lobbied per annum), to support the growth of the rice industry in Tanzania and the East African Community by 31st December, 2029*

Strategic Objective 2: *To improve RCT's Board, and Management staff competence in governance and leadership through capacity building, creation of conducive working conditions, staffing, coaching, and the formulation and implementation of a Succession Plan by 31st December, 2029*

Strategic Objective 3: *To increase RCT membership by 80% from the current 11 platforms to 50 platforms by 31/12/2029 through on-boarding 10 platforms, 10 large scale farmers, 20 large scale processors/millers, 10 traders and 10 Service Providers per annum.*

Strategic Objective 4: *To increase the resource levels of RCT by on-boarding nine new sources of income (3 new donors, 4 partners and 2 income generating projects by 31st December 2029, to ensure sustainability and smooth implementation of the aforementioned Strategic Objectives. (Income generating through membership subscription by 2025, inclusion in Government budget allocation by 2025/2026 financial year, one new Donor by 2027, one new Partner by 2028/2029)*

Strategic Objective 5: *To facilitate the increase of rice production and competitiveness by 5% per annum to 25% by December 2029, and rice processing through capacity building of 50 rice Value Chain Associations per year to make a total of 250 by December 2029.*

Strategic Objective 6: *To lead the coordination, dissemination of information and data management of the rice sector on production, prices, farmers database, rice markets and trade by setting up a state-of-the-art ICT platform by 31st December 2025.*

Strategic Objective 7: *To enter into strategic Alliances and Partnerships and sign five MOUs (one per annum) with Government, Boards, Cereals Associations and other rice sector supporting agencies, within and outside Tanzania, for appropriate joint activities to support the various Actors in the Rice Value Chain*

Strategies and Activities have been formulated under each Strategic Objective, and will be implemented by RCT to facilitate the achievement of the Strategic Objectives articulated above as presented in the Implementation Matrix. **Annex II**

Cost Implication

The total finances required for the comprehensive implementation of Strategic Plan 2025-2029 amounts to **TZS, 27,212.40 million**. This amount is calculated based on the exchange rate: TZS 2,377=US\$1. The detailed costs for each activity are presented in **Table 8**.

Recommendations

The following recommendations are informed by the Situational Analysis and the review of the previous Strategic Plan 2015-2019:

1. **Effective Participation in Policy formulation:** Effectively participate and contribute towards the formulation, review and implementation of sound policy and regulatory frameworks in collaboration with the other relevant Government agencies and stakeholders, in line with the current and future aspirations of the rice industry.
2. **Best practices in Governance, Leadership and Management:** Embrace and adopt modern governance, management and administrative approaches in the discharge of its mandate.
3. **RCT Internal Capacity:** Improve the competency, skills, commitment, and performance levels of the RCT staff, through improved office space, working environment, equipment and tools, technical backstopping, training and development.
4. **Human Resources:** Recruit additional staff to bring in missing skills that will strengthen RCT Manpower and adequately compensate and motivate them.
5. **ICT Infrastructure:** Procure and install state-of-the-art ICT infrastructure to facilitate the formation of an effective and efficient call and digital information hub for communication to the stakeholders and positioning of RCT in the Rice Industry
6. **Return On Investment (ROI):** Effectively support the Rice Industry stakeholders to achieve their production, processing, trade and competitiveness for maximum returns on their investment.
7. **Professional and Business Practices by Actors in RVC:** Train and enhance the capacity of the various actors in the Rice Value Chain (RVC) in embracing professional business and professional practices to increase the production volumes, quality and value of rice and related diversified products, thus contributing to food security objectives of the nation.
8. **Marketing and Promotion of the Strategic Plan 2025-2029:** Aggressively market and promote the Strategic Plan 2025-2029 to attract stakeholder ownership, contribution, and participation in the implementation process by launching it in the presence of key stakeholders, strategic partners and potential financiers.
9. **Development and Submission of Quality Financial Proposals:** Develop and submit quality concept notes and proposals to processors, millers, potential funders, and partners to get resources for implementing the Strategic Plan.
10. **Diligent and comprehensive execution of the Strategic Plan 2025-2029:** Diligently and comprehensively execute the Strategic Plan 2025-2029 in collaboration with external Stakeholders and Partners, taking into consideration agricultural and other cross-sectoral policies, strategies, programs, interventions, and respective regional and international agreements.

11. **Strategic Partnerships and Alliances:** Strengthen the current and bring on board new partnerships, strategic alliances, collaborative arrangements and networks to enhance operational performance and effectiveness of RCT to achieve its strategic objectives.
12. **Development of Key Strategies:** Develop and implement funds mobilization, communication, partnership and Rice Gender strategies.
13. **Development of technical and business plan:** Develop a technical and business plan for the services to be provided by RCT.
14. **Monitoring and Evaluation Framework:** Implement a Monitoring and Evaluation framework with an in-built performance management appraisal system, to facilitate close monitoring of outputs, trends, change and impact of the RCT activities.

The diligent implementation of the Strategic Plan 2025-2029 with focus to these critical issues will enable RCT to respond appropriately to stakeholder, partner, and society needs and expectations for a sustainable rice industry.

1.0 INTRODUCTION

1.1 Background

1.1.1 Overview of the Rice Industry in Tanzania

For several decades, paddy has been one of the key crops that contribute immensely to Tanzania's food and nutrition security, socio-economic development, and to the country's foreign exchange earnings and balance of trade.

Tanzania produces various varieties of rice and some are diverse in appearance, taste, texture, and aroma, depending on the region and agro-climatic conditions. It is produced in 64 Districts, and is widely consumed in Tanzania, directly influencing the livelihoods of over two million people. Paddy's production ranks second after maize in terms of grains. According to the Ministry of Agriculture, maize and rice yields in 2022/2023 was 8,010,949 tons and 2,332,188 tons respectively.

The major paddy growing regions include Morogoro (546,620 tons), Mbeya (199,865 tons), Geita (194,908 tons), Katavi (194,429 tons), Tabora (151,729 tons), Mwanza (151,283 tons), Shinyanga (148,920 tons), Ruvuma (118,933 tons), Kigoma (105,816 tons) and Songwe (92,851). About 32% of the nation's rice production comes from Morogoro and Mbeya. The average annual production of paddy from 2012 to 2022 was 3,379,588.9 tons, and 2,332,188 tons in 2022/23. Statistics show that the average national yield trend of paddy has increased steadily over the past seven years - from 2.3 tons/ha in 2012 to 2.9 tons/ha in 2022 (FAOSTAT, 2024).

Figure 1 presents the trend of paddy production from 2005/06 to 2012/13 at the national level. It indicates a general increase from 1,238,560 tons in 2005/06 to 2,650,120 tons in 2009/10. It shows there was a decline to 1,800,550 tons in 2011/12, and then an increase to 2,194,750 tons in 2012/13. The average yield increased from 1.95tons/ha in 2005/06 to 2.36 tons/ha in 2013/14 (MAFC, 2015). The decline in the period 2009/10 to 2011/12 could be attributed to changes in the quantities and intensity of precipitation observed in the main rice growing regions in that period¹. The average annual production was 714,000 tons in the period 1989/1990 to 1999/2000 (results from the National Sample Census in Agriculture of 1994/95 show that the paddy production was 622,600 tons).

A comparison of these data with leading neighbouring and international paddy producing countries indicate that the yield, profitability per hectare, and revenue streams could be significantly improved. For example, the average yield in Bangladesh is about 4 tons per hectare, and in Brazil is 5 tons/ha (FAOSTAT, 2014). Therefore, there is ample room for increasing the paddy productivity and quantities

¹Bamwenda G.R. 2011. *Policy Prescriptions for Potential Future Droughts and Food Insecurity in Tanzania*, PACN Congress on Agricultural Productivity, Water and Waste, United Nations Conference Centre, Addis Ababa, Ethiopia, 26 - 27 November 2011; Bamwenda G.R, Mashindano O., and Hangi M. 2013. *Promoting Agriculture-Climate Change Trade Linkages for East African Community*, CUTS International.

in Tanzania as at 2022 Rice production in Tanzania stood at 2.9 million tons with a production of 2.86 Tons/ha - see **Table 1**.

Country	Quantity (in Million Tons)	Average Productivity, Tons/Ha
China	210.1	7.1
India	196.3	4.2
Indonesia	54.8	5.2
Bangladesh	57.2	4.9
Vietnam	42.7	6
Thailand	34.3	2.9
Myanmar	24.7	3.6
Philippines	19.8	4.1
Pakistan	11	3.7
Brazil	10.8	6.6
Tanzania	2.9	2.86

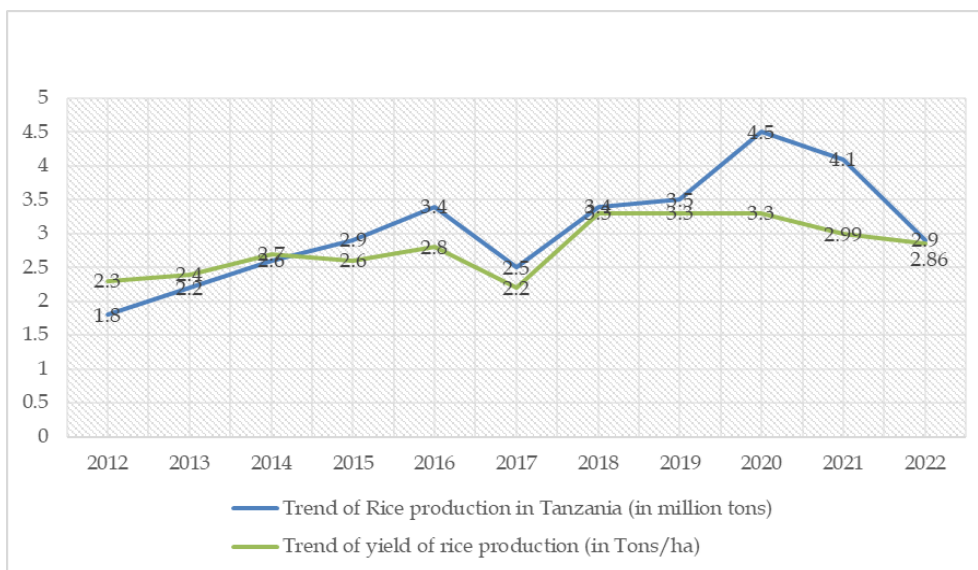
Table 1: Paddy Production by County in 2022

Source: Food and Agriculture Organization (FAO, 2024)

The increase in production noted in **Figure 1** may be attributed to a number of factors including: farmers organizations and business enterprises seeing a better value proposition in rice cultivation; improved access to affordable resources/finance for investment; improved mechanization and expansion of rice acreage; subsidized cost of implements for the farmers, availability of fertilizer and seeds through the Government's voucher scheme; increased investments by medium to large scale producers; and reforms /review of the policy and business environment (e.g. Private Public Partnership Policy 2010, National Irrigation Policy, 2010, National Agricultural Policy 2013, National Rice Development Strategy 2009, National Biotechnology Policy 2010, Draft National Environmental Policy 2015), and ongoing formulation of requisite institutional framework and legal framework for implementation,(e.g. Irrigation Commission Act, 2014, Cereals and Other Produce Act of 2009 that creates a new regulatory authority, the Cereal and Other Produce Regulatory Authority, etc).

Others factors that have led to an increase in production include: raising the agronomic and agribusiness capacity and technical capabilities of small entities in the Rice Value Chain to cultivate and add value to rice in a commercial manner; efforts to formalize, strengthen and effectively coordinate the Rice Value Chain's institutional framework and processes; increasing private and collective warehouse based marketing schemes; and attempts by the Government and other stakeholders to improve the physical and technical infrastructure in the rice sub-sector through increased investments, e.g., in research, development and dissemination of innovations and technologies, rehabilitation and construction of irrigation systems, delivery of electricity for value addition, land and water management (land use planning and rights issues), warehousing, and environmental management for sustainability purposes. In addition, the opening up of EAC, South

Sudan, Somalia, SADC, COMESA and other regional markets, and enhanced trade facilitation processes have seen improved demand for Tanzania's rice.



Source: Food and Agriculture Organization (FAO, 2024)

Figure 1: National Production of Paddy Trend 2012 - 2022

Rice production systems in Tanzania are dominated by lowland, rainfed rice which constitutes a large segment of the production system. Others are upcoming lowland irrigated rice and upland rainfed rice. Paddy is produced by both large estates and smallholders (around 90% of Tanzania's rice production). These farmers produce rice for home consumption and surplus for sale directly to traders or indirectly through a miller or Cooperative Society.

The sizes of rice farms range from 0.5 to 3 ha, with an average farm size of 1.3 ha (MAFC, 2015). Farmers grow a number of traditional varieties, which have long maturity. The yield is affected by irregular rainfall patterns and occurrence of pests that contribute to the yield decline. Small holder farmers spend an average of 200 man-days/ha on farms. Most of them dry their produce using sun energy and store some of their produce in their houses (100-300 kg), and some outside their houses, which sometimes results in losses due to destruction and contamination by pests and fungus.

Women constitute a sizable part (in some districts main part²) of paddy production labour force (planting, weeding, harvesting, threshing, transportation, milling and packing). It may be among the leading sub-sectors that can offer large opportunity for women to be involved in and contribute

²Bamwenda G.R., Nzuki M., Mashindano, O., Hassan K. A., Mkai H., and Kizoka L.R., (2014). ***The Assessment Study to Identify Institutional, Legal, Financial, Agricultural, Environmental, Natural Resources, and Gender Challenges Constraining Development in Nine Districts in Tanzania***, URT POPC, UNDP, and UNEP.

economically to the income of the household through production and trading in various Districts such as Mbarali, Mbeya Rural, Kyela, Ileje, and Nyasa and other emerging districts across the country.

Upstream Processes

A proportion of paddy from harvests is kept for home consumption and the remaining sold to local agents, traders and middlemen. They in turn transport and sell the rice to local markets, local millers or to district and regional centres where bigger millers operate (*note that the breakage is between 20-30%, instead of below 10%, causing substantial loss in quality and quantity*).

Some contract farming takes place in rice farming-trade continuum although there is sometimes forward selling of green paddy from farms to farmers who produce high quality aromatic rice. From the districts/regions, rice is hauled by road or railway to large urban areas, primarily Mbeya, Shinyanga, Mwanza, Makambako, Morogoro, Arusha, Moshi, Zanzibar, and Dar es Salaam, which are the principal markets in the country. In Dar es Salaam, which is the main market, distribution and sale of rice is conducted by a network of brokers, wholesalers, middlemen, and retailers in formal and informal markets in Manzese, Tandika, Kariakoo, and Mbagala among others. They who ensure that the product gets to the final consumer through local shops, and retail markets found in various areas of Dar es Salaam.

Price

The prices for the paddy vary according to the season, region and the relation the farmer has with the buyer/broker, and distance/transportation and handling costs. For a bag of paddy with a minimum weight of 90 kg, the farmer gets between TZS 30,000 to 70,000, depending on the time in the season, quality, bargaining and market dynamics. Sometimes the price may remain the same for varying weight, e.g. in the case of *Lumbesa*, (*heaped bags of paddy*) at the disadvantage of the producer. Most of the small farmers cannot get better off season prices so they sell their paddy at the peak of the season due to lack of adequate storage facilities, to cover credit costs and debts, and for pressing cash needs.

The bulk price of rice is normally between USD 1,000 to 1300 per ton, depending on the region and season. The price reaches a maximum at around March when rice depletes and many households including producers turn to source their rice from the market. Thereafter prices start to go down as new harvests begin to enter the market (MIT, 2015). The price of a 90kg bag of milled rice costs between TZS 110,000 and 135,000³. The retail price varies from TZS 1500 to 2200/kg. Therefore, it is vital that the Government, RCT and stakeholders deploy market instruments to balance trade-offs, such as reducing the high costs associated with domestic transport and marketing, increasing storage capacity, as well as promoting exports of quality or organic local rice to lucrative markets.

³In the process of low tech milling the paddy about 30 percent of the weight is reduced and waved out in husks. Thus, a 90 kg of paddy leaves between 60-65 kg of milled rice.

Consumption

Rice is primarily cooked with water and oil or coconut milk and accompanied with beans, meat or fish. The rice bran is used for feeding cattle, pigs and local poultry breed, while husks are used as a source of energy for cooking, for curing bricks, bedding and recently it is compressed and used as firewood.

In Dar es Salaam, there are also a number of medium and large exporters and importers of rice. Imported rice is negligible relative to the total import of other commodities, and is charged an import duty of 75%. However, when the government realizes that there is scarcity of rice, import duty is waved, e.g., 62,139 tons of duty-free rice was imported in 2013 to enable consumer to obtain rice from the market at affordable prices - from Pakistan (88%), Vietnam (5.2%), India (3.03%), Singapore (2.42%), and USA (1.12%). Other minor sources of imported rice are United Arab Emirates, China, Great Britain, South Africa, and Oman. The main export destinations of Tanzania Mainland rice are Zanzibar, Kenya, Uganda, South Sudan, Zambia, Comoro Island, Congo, Rwanda, Burundi, and Malawi.

In a recent study by Monitoring African Food and Agriculture Policies (MAFAP), the August 2013 Country Report shows that during the period 2005-2009, Tanzania was a net importer of rice and producers received prices that were higher than those prevailing in international markets. It also revealed that there was protection that was not only due to the import tariff, but also due to high costs at the port of Dar-es-Salaam. However, levels of protection decreased as the country eventually became a net exporter of rice in 2010. However, the issue of fair prices is the main concern for producers. At a stakeholder meeting organized by Oxfam, on March 20-21, 2015 in Kahama, most of the rice stakeholders advocated and demanded better prices for rice.

The national demand for rice is expected to increase substantially over the coming decades as population grows and becomes relatively affluent, and as more people migrate to urban centres. The forecasted rice consumption is expected to increase from the current approximately 1 million tons to about 3 million tons in 2030, when the population will be between 65 and 70 million (AIRF, 2014).

The future niche markets which may afford opportunities for access by Tanzania rice include: Local, Regional and International food processing companies; Institutional and International food buyers; Humanitarian organizations such as World Food Programme (WFP); Food security agencies; Tourism industry; Producers of animal, livestock, fish, and other feed and Special products processors, e.g., semi-cooked microwavable foods, rice oil, snacks, fortified milled grain products, among others.

Employment

Paddy offers employment to between 1.5 to 2million people country wide. People work in the fields, milling, as transporters, wholesalers, middlemen of paddy and rice, and support services like research, input supply and extension services (MAFC, 2015). More specifically in rural areas, rice offers most of the employment in farm preparation, transplanting, weeding, bird scaring, on farm and postharvest pest management, harvesting, dehulling/threshing, transportation, storage management, distribution, and trading. Therefore, there are considerable opportunities and

transactions involved in the Rice Value Chain, making rice one of the valuable crops for stimulating enterprising and economic activity in various Districts.

With improving technologies and methods (e.g. use of machineries (trans planters, rottery-weeders, harvesters); improved varieties of seeds e.g. SARO5, Nerica 1,2,4,7 and WAB-450 that are early maturing, (50-60 days, and giving about 3.5 ton/ha); and dissemination and uptake of low water (*adoption of System Rice Intensification*); agrochemicals (*herbicides*); drought resilient varieties; and other related input factors, rice has become the most valuable food and cash crop that impacts many lives and households in the country.

Over the next four to five decades, rice farming will continue to play an important role in employment and wealth creation, food security and transformation of economic livelihoods. Currently, the use of rice husks as a source of fuel (*firewood*) and other energy sources is still low. However, in the pursuit for environmental conservation, the technology for producing firewood from rice husks will be developed, leading to employment opportunities for youths, and reducing the number of trees being cut down for charcoal and firewood.

Research, Development and Extension

The Government of Tanzania continues to invest in research and development in rice breeding (*high yield, tolerance to abiotic and biotic stress, and high-water efficiency*), and management of pests and diseases in its Agricultural Research Institutes - TARI KATRIN, TARI Dakawa, TARI Ukirigulu, TARI Ilonga, TARI Uyole, and SUA Morogoro. Two varieties of rice seeds released in May 2012 by TARI KATRIN 'Komboka,' and 'Tai' are drought and disease resistant, and early maturing.

Additionally, the Government is supporting training institutions like KATC Moshi, Mkindo Training Centre Morogoro, and MATI Ilonga, to train extension officers and farmers in paddy production, management practices and post-harvest technologies, and processing. The Agricultural Seed Agency is mandated with paddy seed production and sale of seed to companies and individual farmers, while TOSCI is mandate with paddy seed testing. In addition, there other private companies dealing with seeds trade.

Stakeholder Forums

Rice Council of Tanzania (RCT) is the apex body for the rice industry in Tanzania. Additionally, there are several formal and informal District forums that provide opportunity for interaction and building of partnerships. Among these include Kilombero, Magu, Sengerema, Kwimba, Kahama, Bukombe, and Kyela platforms, etc⁴. They play a key role in advocating for farmers and groups to get a fair return, and also ensure that rice production and development activities are carried out appropriately and sustainably.

⁴MAFC. 2011. Eastern African Agricultural Productivity Programme (EAAPP), List of Potential Rice Stakeholders and their Roles.

Other Key Local and International Institutions Dealing with Rice Industry's Issues

In Tanzania, other local and international institutions that deal with the rice industry issues include: COPRA, TIC, Agricultural Sector Lead Ministries, ASLM⁵, Ministry of Finance and Planning, LGAs, President's Office Planning Commission, NFRA, Cereals and other Produce Board, National Network of Farmer Groups (MVIWATA), Associations and Cooperatives, Financial Institutions, SACCOS, Savings and Internal Lending Communities (SILCs), Fertilizers and Agrochemical Suppliers, Inputs and Machineries Suppliers, Agricultural Seed Agency (ASA), NBS, TBS, RUBADA, KATC, SAGCOT, ACT, TCIIA, FAO, IFAD, UNDP, TANRICE, IRRI, JICA, KOICA, African Rice, IITA, Aga Khan Foundation (AKF), Irish Aid, DFID, RUDI, TOAM, OXFARM, TANCERT, World Bank, and NMB, among others.

1.2 Major Issues Facing Tanzania's rice industry

- i) Low price, high annual variance in price, low return due to low productivity, which makes it difficult for the small-scale farmers to realize benefits;
- ii) Falling labour and land productivity due to use of poor technologies; and low fertilizer application due to cost and attitude;
- iii) Unreliable and inconsistent rainfall patterns and periodic droughts;
- iv) Low tech mills which affect the quality of rice produced (*a substantial part is broken*) and inadequate grading (*most of the rice sold is not graded and is often mixed with different varieties and imported rice*);
- v) Imbalance in power and unfairness in sharing of benefits between the grower and the buyer;
- vi) Inadequate knowledge and skills on better agronomic practices and post-harvest management.
- vii) Poor water irrigation management; limited use of implements, machinery (*tractors, power tillers, combined harvesters, planters, loaders and trucks*), and high investment costs for modern storage facilities
- viii) Few rice farmer organizations with low management and institutional capacity;
- ix) Limited access to low-cost credit;
- x) Inadequate marketing and market information on prices, quality, demand and supply, and logistics.
- xi) Inadequate use of protective gear during farm operations, and processing (*milling and packaging*), which is hazardous to human health.

⁵ The current ASLMs include four ministries: The Ministry of Agriculture, Food Security and Cooperatives (MAFC); Ministry of Livestock and Fisheries Development (MLFD); Ministry of Industry and Trade (MIT); as well as the Prime Minister's Office – Regional Administration and Local Government (PMO-RALG).

1.3 Establishment of Tanzania Rice Partnership (TARIPA) and the Evolution of RCT.

The Tanzanian Rice Partnership (TARIPA) was established in 2011, immediately after the launch of SAGCOT, as a first step in developing the national Rice Value Chain. Initially, TARIPA focused on developing the 'Kilombero Rice Cluster' followed by the 'Dakawa and Mbarali Clusters' in Mvomero District. Partner meetings were conducted, and in May 2011, TARIPA was presented at the World Economic Forum in Cape Town as the first cluster development under Southern Agricultural Growth Corridor of Tanzania (SAGCOT). TARIPA's key role was:

- i. To develop a partnership framework to respond to Rice Value Chain constraints and opportunities in a coordinated manner;
- ii. To build markets and small-scale farmer capacity in rice production, in order to improve national food security, expand domestic production, improve competitiveness and increase value addition;
- iii. To scale-up core value chain activities to catalyze significant small-scale and large-scale farmer and agribusiness development in the rice sub-sector;
- iv. To support commercial initiatives by building on ongoing plans and activities, to scale up production, drive down costs and in so doing create a competitive value chain;
- v. To attract new partners to the overall rice development plan, and develop a critical mass of partners within the rice cluster.

TARIPA initially worked with Tanzania Agriculture Partnership (TAP), and the FAO Southern Highlands Food Systems (FAO SHFS), on a study of the rice sub-sector in Kilombero. In August 2011, TARIPA partners discussed value chain constraints in order to lay out a road map for investments needed to develop the cluster. The result was the 'Kilombero Rice Commodity Investment Plan', also known as the 'Kilombero Rice CIP', whose main objective was *'to increase income to the actors in the (rice) value chain so that poverty is reduced'* through five unique Investment Packages: (a) Marketing, (b) Production, (c) Processing, (d) Partnership, and (e) Infrastructure and Environment.

TARIPA's initial function was to lend support to the concept of Rice Cluster Development under the SAGCOT initiative. It was initially 'housed' within the USAID/FTF NAFKA project, with the idea of later transitioning to the SAGCOT centre. Throughout the year 2012 and the first quarter of 2013, TARIPA was successful in providing information, linkages and coordination within the rice sector. Under the NAFKA 'umbrella', TARIPA's approach was:

- i. *Information clearing house* - used as a place where actors received and exchanged information;
- ii. *Partnership incubation* - a place where partnerships were formed and encouraged;
- iii. *Informal gatherings* which were conducted as needed among actors;
- iv. *Loosely organized* with no formal structure to guide involved actors;
- v. *Cluster approach focus* through development of clusters e.g. Kilombero cluster;

- vi. *A Platform* used by actors to raise concerns and needs as well as get connected to others

On March 31, 2014, key stakeholders within the Tanzanian rice industry met and agreed on the formation of the Rice Council of Tanzania. The importance of private sector involvement and commitment was strongly emphasized to ensure ownership and legitimacy. Recognizing the achievements of TARIPA, it was nevertheless decided to drop the concept of a loose partnership (TARIPA) in order to avoid confusion of roles, functions and legitimacy. The Rice Council of Tanzania is now a legal entity, registered on June 16, 2014 under the Companies Act of 2002, giving it recognition and legitimacy within the rice industry and the Government of Tanzania.

In October 2024, the RCT Board resolved to develop a new Strategic Plan for Rice Council of Tanzania, and also review the Council's Core Purpose, Vision and Mission to guide its strategic direction for the Strategic Plan period 2025-2029.

The formulation of this Strategic Plan intends to enable RCT play an effective consultative, coordinating, and supportive role to the rice industry stakeholders. It is envisioned that following its implementation, RCT will be able to deliver stakeholder focused services to ensure the industry can cope with changing needs and demands, emerging business trends, changing market dynamics, local and global competitive forces. It will also be able to guarantee better collaboration among value chain actors and advance the interests of the rice industry towards a competitive and sustainable rice sector.

1.4 Strategic Plan Development Process

The following approach was adopted in the formulation of this Strategic Plan:

- i. Briefing on the Strategic Planning process and deliberating with RCT Management and Board of Directors on the Terms of Reference (TOR), and harmonizing expectations
- ii. Familiarization with RCT's operation procedures.
- iii. Studying relevant internal RCT documents, national policies, initiatives, and research publications related to rice industry development;
- iv. Conducting primary and secondary data collection by way of desk research, interviews and visits.
- v. Reviewing the previous Strategic Plan 2015-2019, to capture the lessons learnt during its implementation, which will inform the formulation of the new Strategic Plan 2025-2029
- vi. Facilitating a retreat involving the Board, Management staff and key stakeholders to brainstorm on the needs and expectations of actors in the Rice Value Chain
- vii. Conceptualizing a transformed RCT that will be responsive to the emerging opportunities and challenges in the Rice Industry.
- viii. Conducting an environmental scan and setting the strategic direction for RCT, as well as reviewing the Core Purpose, Vision, Mission, Core Values, Motto, Strategic Objectives,

Governance, Leadership and Management structure, and determining the implementation plan with budgeted priority activities.

- ix. Reviewing the RCT Risk profile and recommending effective and efficient management and mitigation approaches.
- x. Incorporating the stakeholder recommendations and other vital information gathered during the situational analysis in compiling the final version of the Strategic Plan
- xi. Presenting the Final draft of the Strategic Plan to the Board of Directors and Management for validation and approval
- xii. Monitoring the progress of Strategic Plan implementation process on a quarterly basis.

1.5 Organization of the Report

This Strategic Plan is organized into seven chapters:

Chapter One provides a brief overview of the rice industry in Tanzania, touching on the upstream processes; price, consumption, employment, research, development and extension, stakeholder forums. It also touches on the issues facing the industry; the background of RCT in general; and the Strategic Plan development process

Chapter Two contains a detailed analysis of the environment within which RCT operates in the context of: Policy, Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis; Political, Economic, Social, Technological, Legal and Environmental, (PESTLE) Analysis, Stakeholder Analysis. It also highlights the critical issues RCT needs to address in the 2025-2029 Strategic Plan

Chapter Three. highlights the institutional focus, clearly stating its Core Purpose, Mission, Vision, Core Values, Motto, and Motto.

Chapter Four highlights the overall Goal of the Strategic Plan, Strategic Objectives, Strategies and Activities to be undertaken; expected outputs and outcomes.

Chapter Five presents the Strategic Implementation and coordination Framework with a clear matrix indicating the strategic Objectives; resources required; the Governance and leadership of RCT; Organizational Structure; physical resources development and management; Funding and Financial Sustainability, Monitoring and Evaluation, the Balance Score Card performance Management System, and Key Assumptions critical for implementation; the Monitoring Framework; the Evaluation Framework, and Contents of the M&E Report.

Chapter Six highlights the key recommendations given following the situational analysis and reviews of the 2015-2019 Strategic Plan;

Chapter Seven contains attachments of relevant documents mentioned within the document including Stakeholder Analysis, Implementation Plan and the Stakeholder Workshop Participants.

2.0 SITUATIONAL ANALYSIS

2.1 Policy Environment Scan

Policies play a crucial role in any business or organization. Internal policies dictate how internal systems will operate, addressing matters concerning quality, safety, customer service, and employee performance. Externally, national, sectoral, regional and international policies, strategies and initiatives, establish structures within which organizations must operate as pertains to trade, taxation and regulations.

The realization of the Strategic Objectives set out in this Strategic Plan, and the success of RCT will be greatly influenced by the policies highlighted below.

2.1.1 National Strategy for Growth and Reduction of Poverty, (NSGRP) – MKUKUTA II

The NSGRP keeps the aspirations of TDV2025 in focus for shared growth, high quality livelihoods, peace, stability and unity, good governance, high quality education and international competitiveness. The thrust of the NSGRP is the following areas: Promoting and increasing utilization of modern farming technologies; Enhancing agro-processing; Promoting food storage technologies; Promoting environmentally friendly farming technologies; Scaling up investments towards modernizing small, medium and large scale agriculture for increased productivity and profitability; Promoting off-farm activities including small and medium size enterprises with particular emphasis on agro-processing; Enhancing skills, apprenticeship and entrepreneurship training especially for the SMEs; and Increasing access to rural micro-financial services to farmers, especially the youth and women.

In relation to the rice industry, the NGRSP II targets: **(i)** Increasing crop production to improve food security; **(ii)** Maintenance of a strategic grain reserve of at least four months' supply; **(iii)** Developing and promoting crop varieties adaptable to climate change; **(iv)** Capacity building in farming systems; and **(v)** Strengthening early warning and natural disaster response capacity. Efforts will be made to address these issues in this SP.

2.1.2 National Agricultural Policy (2013)

This policy envisages an agricultural sector that is modernized, commercial, highly productive and profitable, and utilizes natural resources in a sustainable manner. Its framework and the draft Agricultural Sector Development Strategy, ASDS-II 2013/14-2020/21 aim to create an enabling environment for improved productivity and profitability as the basis for poverty reduction through: **(i)** Strengthening the institutional frameworks; **(ii)** Creating a favourable climate for commercial activities; **(iii)** Clarifying public and private sector roles in improving support services; **(iv)** Developing input and output markets; **(v)** Mainstreaming planning for agricultural development in other sectors; **(vi)** Provision of smart targeted subsidies and strengthening of delivery services to enhance productivity and production levels; and **(vii)** Training, reallocation and employment of skilled extension staff.

2.1.3 National Rice Development Strategy (NRDS)

This strategy aims at transforming the existing subsistence-dominated rice sub-sector progressively into a commercially profitable and viable production system, hence doubling rice production by 2029. This will be achieved through:

- i. Improving rice production by ensuring better farmer access to improved varieties, seed systems crop management practices, post-harvest technologies, and enhanced fertilizer marketing and distribution.
- ii. Introducing and adopting labour saving technologies to improve timeliness and efficiency of farm operations, and enhancing support for integrated soil fertility management to improve productivity of paddy in irrigation schemes.
- iii. Access to and maintenance of agricultural machinery and equipment.
- iv. Irrigation and investment in water control technologies.
- v. Ensuring access to finance credit.
- vi. Promotion of public private sector partnership in rice production, processing and marketing.
- vii. Strengthening the capacity of public and private institutions responsible for research, extension and training in rice technology development and dissemination.
- viii. Enhancing agro-processing and value addition.
- ix. Strengthening collaboration and linkages between national, regional and international institutions involved in rice research and development.
- x. Construction of warehouses for storage of paddy before milling.

2.1.4 National Irrigation Act 2013

This Act was passed to give Tanzania's agriculture sector a new lease of life following the shifting weather patterns (unreliable and unevenly distributed rains).

2.1.5 Food and Nutrition Policy 1992

This Policy aims at addressing food security, protein and energy malnutrition, nutritional anaemia, and Vitamin A and Iodine deficiency disorders, by significantly improving on and increasing food crop production, harvesting, processing, preparation and preservation; as well as food availability, distribution, consumption, quality and number of meals.

RCT and the Rice Industry could contribute to this policy by enabling increased access to rice as an affordable and nutritious food grain (below TZS 1500/kg, Bamwenda et. al. 2014).

2.1.6 National Rice Development Strategy

As a component of the ASDP 2013 and TDV2025, the National Rice Development Strategy progressively envisages to transform the existing subsistence dominated rice sub-sector

progressively into a commercially, profitable and viable production system by utilizing new technologies and viable natural resources and manpower in an overall sustainable manner.

2.1.7 Kilimo Kwanza

Kilimo Kwanza and growth corridors are initiatives birthed between the private sector and Government through the Tanzania National Business Council among other internal and external stakeholders. Kilimo Kwanza aims to transform Tanzania's agriculture into a modern commercial sector. It emphasizes application science, technology and human resources to support agricultural transformation under its Pillar VIII, while Pillar IV emphasizes paradigm shift to strategic agricultural production. It proposes that the agricultural industry should enhance productivity and profitability through application of sound inputs, modern and cost-effective mechanization and technological solutions, and by strengthening the implementation of the value chain approach, to bring about the green revolution in Tanzania.

2.1.8 Sustainable Industrial Development Policy (SIDP)

The SIDP, 1996-2020 (URT 1999) and its operationalization by the 'Integrated Industrial Development Strategy' (IIDS) 2025 (URT 2009), recognizes that sustainable industrial development depends on the existence and performance of domestic investors. The policy further states: "that the government takes deliberate measures to promote indigenous entrepreneurial base through orientation of the education policy and strategy to emphasize technical education and training including strengthening of vocational training and entrepreneurship". It is clear from the foregoing that the success of the policy, to a large extent, will be reflected by the development and expansion of SMEs which are a main focus under the current SP.

2.1.9 SME Development Policy (2003)

The SME Development Policy aims at increasing the contribution of Small and Medium Enterprises (SMEs) to the Gross National Product and export earnings as it recognizes that the SME sector has the potential in creating jobs and contributing towards economic growth. SMEs currently contribute 35% to the GDP and 20 % of the total labour force. This SP envisions strengthening rural and urban SMEs through requisite enterprise development, knowledge, skills, and provision of complete sets of technologies that can harness the viability and performance of SMEs.

2.1.10 National Micro Finance Policy (2000)

The policy was established as a basis for the development of a micro-finance system that will serve low-income households, smallholder farmers, and Small and Micro Enterprises. Financing opportunities availed through implementation of this policy are going to be utilized under the SP in various ways, including the use of hire purchase by RCT's stakeholders of expertise and technologies organized through micro-financing institutions.

2.1.11 The National Environmental Policy (NEP, 1997)

Environment is heavily affected by activities, operations and outputs of enterprises working in the agricultural lead sectors. RCT will endeavour to develop, implement and promote environment-

friendly business and enterprise development models, operations, practices, and technologies that have high eco-efficiencies. This will ensure appropriate, enhanced environmental management for the welfare of organizations and their long-term sustainability, as well as sound preparations for the green economic growth under the Sustainable Development Goals.

2.1.12 National Research and Development Policy (2010)

The objective of this policy is to provide researched, evidence-based advice to the public and the private sector, policy and decision makers, and development partners, in addressing present and future national agricultural and socio-economic challenges and opportunities.

As part of its effort to transition from a low to a middle-income economy, starting in the 2013/2014 Financial Year, Tanzania, with support from Development Partners, is adopting a *Big Results Now (BRN)* Initiative, based on a development model that has seen Malaysia's Performance Management and Delivery succeed. This comprehensive system of development implementation, described as a "fast-track, people-centered growth 'marathon'" focuses on six priority areas articulated in the Tanzania National Development Vision 2025: *Education, Agriculture, Energy and Natural Gas, Water, Transportation, and Mobilization of Resources*. It is anticipated that the BRN will eliminate the "culture of business as usual", and needless confidentiality amongst officers serving the public, which has in the past hobbled efforts to move Tanzania forward. It focuses on performance planning and management, comprehensive cross sectoral monitoring and evaluation, and active engagement by participating entities, to learn about development plans, and provide input that will be considered. Of paramount importance are Transparency, and efficiency, the guiding concepts which will likely lead to the reduction of corruption.

RCT's Constitution and current activities are well aligned to BRN concepts and implementation plans. This as an opportunity for RCT to devise and implement BRN related programs and projects and mobilize the requisite resources from the Government and other participating stakeholders.

Regional and International Policies and Programs.

2.1.13 Comprehensive Africa Agriculture Development Programme (CAADP)

Despite being predominantly private sector owned, RCT fits well within the African Union's (AU's) CAADP framework, which recognizes agriculture as central to the attainment of Millennium goals, and the alleviation of poverty and hunger.

Agricultural and rural and urban enterprise development involve the participation of regional and international initiatives for the purpose of effectiveness, collaboration, exchanges, sharing of expertise and resources, tapping knowhow, finances, and technology experiences from different places. This SP will align RCT's mission and objectives to selected regional and international programs/organizations such as NEPAD's Comprehensive African Agricultural Development Program (CAADP benchmarks agricultural growth 6 per cent), SADC – CCARDESA, Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), EAC and Rural and Urban Enterprise organizations, supporting financiers and foundations.

The main focus of cooperation will be on strengthening organizational and management of enterprises to enhance performance and returns; human resource development; financing RCT's programs and activities; better access to improved agricultural technologies, knowledge and financial services; improved extension services through provision of working facilities such as transport, training of extension staff and farmers; skills in monitoring, evaluation and reporting. Other include: facilitation of associations and cooperatives in prioritizing, planning, implementation, coordination and harmonization of investments; use of innovative approaches such as Good agricultural Practices, Client Oriented Research and Development Approaches, Farmer Field Schools; development of marketing infrastructure and systems such as the warehouse receipt system; promotion of public and private investment; and promoting diversification of farming systems to non-farm activities.

The above policies, strategies and initiatives are an integral part of ongoing macro-economic and structural reforms that will have tremendous impact on agricultural, industrial, and economic development, alongside income generation, jobs and wealth creation.

2.2 Internal and External Environment Scan

The internal and external environmental scans are an in-depth analysis of the current situation in RCT, to predict potential future situations, and to analyze bridges and barriers that may influence the RCT's performance. The scan was conducted by using SWOT, PESTLE and Stakeholder analysis tools. The findings have been analysed and are presented in the ensuing tables:

2.2.1 SWOT (Internal) Analysis

The overall aim of this analysis is to leverage on the strengths and to minimize the weaknesses in order to achieve the Vision and Mission of the organization.

ANALYSIS	FINDINGS
Strengths	1. RCT is a private sector development organization which is continually demonstrating a focus towards the development of the rice industry, in line with its Constitution and key national policy documents such as the National Rice Development Strategy II, and Agricultural Sector Development Strategy II.
	2. RCT's Constitution is in place, although it may need to be updated to reflect the current and future realities.
	3. There is goodwill and willingness by members and stakeholders including Government and Donors, to support the development of institutional capacity and specific activities conducted by RCT
	4. RCT is a membership organization of RVC actors with Nationwide coverage, hence strategically positioned to lobby and advocate for relevant policies, and disseminate accurate data on the rice sector
	5. RCT has a lean management structure and a governing Board of Directors;
	6. RCT has unqualified Audited Reports which give a positive image to donors and funders, thus enhancing the possibility to mobilize more funding.
	7. Presence of District RVC platforms gives RCT the ability to reach out to all actors at District levels.
	8. RCT is legally registered and compliant on key statutory requirements, hence authority to discharge its mandate
	9. RCT operations and activities are professionally guided by various internal policies and procedures manuals such as the Financial Management System Policy, and Human Resource Policy among others.
	10. RCT has a 10-year track record, hence experienced and knowledgeable in understanding the needs and challenges of RVC actors and the rice sector in general
Weaknesses	1. Inadequate institutional capacity to effectively and efficiently serve members and other stakeholders
	2. Limited funds to carry out RCT activities.
	3. Inadequate staffing to effectively and efficiently implement RCT's 2025-2029 Strategic Plan;

ANALYSIS	FINDINGS
	4. Lack of permanent office premises, inadequate working tools and lack of company transportation.
	5. Limited direct financial and material support from members.
	6. Heavy reliance on development partners for operational and working funds;
	7. Inability to generate surplus funds for upgrading and modernizing RCT facilities and working tools as there are no established sources of income generation;
	8. Inadequate institutional governance.
	9. RCT's value proposition and unique selling proposition not clearly understood by some stakeholders;
	10. Lack of ICT software and capacity to gather, process and disseminate reliable, timely and accurate data and information on production volumes, storage capacity, stocks, and paddy prices.
	11. Weak rice producer organizations, e.g. irrigation organizations, co-operative societies, saving and credit organizations, producers, and value adding and trade associations,
	12. Inadequate staff remuneration and motivation package, leading to low morale, commitment, productivity, and innovation.
	13. Few partners, donors and networks, thus insufficient resources to deliver RCT mandates.
	14. Low visibility and insufficient knowledge of RCT activities by the public, leading to slow registration and recruitment of new members, and limited donor recognition.
Opportunities	1. Existing potential for rice production, investments and expansion in value addition and trade activities.
	2. Continued Government and development partner support to undertake research, subsidies on fertilizers, construction of irrigation schemes, and improved environment for investing in rice production;
	3. Expanding domestic, regional, and international agricultural rice markets
	4. Existing and potential partnerships and collaborative arrangements.
	5. Existing and emerging local, regional, and international policy implementation activities and initiatives that are intended to contribute to the Rice Value Chain and sub-sector growth, e.g. MKUKUTA III, Five Year Development Plan II, Agricultural

ANALYSIS	FINDINGS
	Policy (2013), Big Results Now, National Climate Change Strategy 2014, NEPAD-CAADP, Tanzania Agriculture and Food Security Investment Plan (TAFSIP), private sector and PPP investments, and draft Sustainable Development Goals.
	6. Existing and growing local and international markets of safe, quality and specialty rice products;
	7. Opportunities emerging in the Growth Corridors e.g. Tanga/Mwambani Corridor, Central Development Corridor, Uhuru/Tazara Corridor, and Mtwara Development Corridor, SAGCOT, and other agricultural and industrial development initiatives.
	8. Great need to advocate and lobby for an environment that is conducive for rice business
	9. There is massive untapped potential in Tanzania's rice sector growth, thus enough room for RCT interventions to support rice sector growth.
	10. Election campaign environment has provided RCT the opportunity to meet with the leadership, and in turn present and get solutions to some of the challenges facing RVC actors in the rice sector.
	11. The launch and operation of Cereals and Other Produce Regulatory Board (COPRA) has presented an ideal platform for strengthened and streamlined dialogue with RCT on rice sector issues.
	12. The understanding and ownership of the RCT mandate and activities by members presents an opportunity for greater support.
Threats	1. Donor fatigue and declining partner funding
	2. Dependence on one donor and a limited resource base threatens RCT's ability to effectively discharge its mandate
	3. Information asymmetry and data gap.
	4. Weak advocacy: most rice and agricultural stakeholders are not aware of the RCT existence.
	5. Low competitiveness between the rice industry and its stakeholders.
	6. Frequently changing policy and regulatory environments (donors, government and partners) as well as focus
	7. Inability by rice farmers to access affordable farming inputs, cost-effective tools, practices, and technologies.

Table 2: SWOT Analysis Findings

2.2.2 PESTLE (External) Analysis

The PESTLE analysis identifies **external factors** (Political, Economic, Social, Technological, Legal, and Environmental) that may influence the organization's performance favourably (*opportunities*) if it takes advantage of them, or unfavourably (*threats*), whose impact should be minimized or avoided at all cost. The findings of this analysis are captured in the table below.

ENVIRONMENT	FINDINGS
Political	<ul style="list-style-type: none"> i. Election campaigns hampering and delaying implementation of RCT activities. ii. Frequent changing of office bearers in senior positions by the government. hence interrupted continuity. iii. EAC Member states not observing the CET agreements hence reduced cross border rice trade and export.
Economic	<ul style="list-style-type: none"> i. Limited access to credit for Rice Value Chain actors. ii. Local Government Crop Cess and Levies lead to double taxation, negatively affecting farmers farm gate prices. iii. Low uptake of improved technologies by RVC actors.
Socio-Cultural	<ul style="list-style-type: none"> i. The concept of traditional practices dominates the sector. ii. Slow progress in attaining the development goals of the rice sector due to low production. iii. Slow adoption of modern technology affecting quality, quantity and competitiveness in the market.
Technological	<ul style="list-style-type: none"> i. Rapid change in technology compels RCT to adopt state-of-the-art technology to serve its members.
Legal	<ul style="list-style-type: none"> i. Government requirement for RCT to transition from Company by guarantee to NGO status has brought confusion and misunderstanding among the Board, public and members.
Environmental	<ul style="list-style-type: none"> i. The climate change effects of torrential rainfall and the resultant floods has led to reduced field activities. ii. Non-availability of RVC actors to attend RCT capacity building activities during agricultural season.

Table 3: PESTLE Analysis Findings

2.3 Stakeholder Analysis

The analysis of RCT's high interest stakeholders and key players was conducted to identify the opportunities they offer, as well as their challenges, needs and expectations. It also sought to capture lessons learnt by RCT as a result of their past interaction with the stakeholders, and how they can apply the knowledge gained to meet and possibly exceed their expectations in the Strategic Plan period, 2025-2029. The findings are elaborated in **Annex I**

2.4 Critical issues

Based on RCT's background and findings from the policy, internal and external environmental scans, the following critical issues were identified and need to be considered as a priority by RCT in the Strategic Plan 2025-2029 period. There is need to:

1. Effectively contribute to the formulation, review, and implementation of sound policy and regulatory frameworks, and improvement of the rice business and trade environment. This should be in line with the current and future Rice Industry's aspirations and needs including facilitation and support of rice production, value addition, trade, and lowering of impediments and disruptive elements in the RVC.
2. Enable RCT to adopt modern governance and management styles, administrative and organizational approaches, and coordination capabilities to facilitate an increase in efficiency, performance, and profitability levels of the Rice Industry on a sustainable basis.
3. Improve the competency, skills, commitment, and performance levels of the RCT staff, through improvement of the working environment, equipment's and tools, technical backstopping, training and development, and by continually adjusting the remuneration package and incentives to market levels.
4. Recruit additional staff to fill the missing skills, and strengthen RCT manpower
5. Strengthen RCT to become the main information and service provider, and support its agricultural, industrial, and trade stakeholders. This will strategically position the Rice Industry and enhance national and international prominence of RCT.
6. Effectively support the Rice Industry stakeholders to achieve their production, processing, trade and competitiveness goals through improved communication, trust, coherence, partnerships, private-public sector dialogue, and sharing of lessons and resources, giving access to appropriate, technical, financial, marketing, trade, business, infrastructural information and services.
7. Enhance the capacity of Rice Value Chain (RVC) entities and hence improve business and professional practices to increase production volumes, quality, and value of rice among other related diversified products. This will enable them achieve their income and food security objectives.

8. Enhance skills and efficiency levels of RVC entities through training and sensitization, technologies, on-farm and post-harvest management techniques, processing, and marketing. This will help them address matters concerning productivity, marketing, and competitiveness as well as the emerging risks.
9. Mobilize resources to enable comprehensive execution of the Strategic Plan
10. Strengthen the current partnerships, collaborative arrangements and networks, and bring on board new ones to enhance operational performance and effectiveness, thus enabling RCT to achieve its strategic objectives.
11. Partner and work closely with all the other relevant stakeholders to ensure sustainable and green growth of the rice industry in Tanzania. This will be achieved by taking into consideration and mainstreaming social, economic, and environmental issues such as climate change adaption and mitigation.
12. Identify and address gender issues and concerns in major rice growing Districts, which are affecting the entrepreneurial spirit and business performance of disadvantaged groups such as women heads of households, youth and poor rice farmers)

The careful implementation of this Strategic Plan will enable RCT to respond to the aforesaid selected critical issues, and hence meet the needs and expectations of stakeholders, partners, and the society at large.

3.0 INSTITUTIONAL REVIEW

This section presents the mandate of the Rice Council of Tanzania, which will guide RCT's strategic direction for the Strategic Plan period 2025-2029. The Core Purpose, Vision, Mission and Core Values clarify the organization's target clientele, products, services, its envisaged goal and what it would like to be known for at the end of the plan period.

3.1 Core Purpose

The Core Purpose stipulates the main business of the RCT - why it exists: *'We exist to foster growth of an inclusive, resilient, competitive and sustainable rice sector in Tanzania'*

3.2 Vision

A vision specifies what an organization wants to be in future, and motivates all those associated with it including employees and stakeholders: *'To be the unifying hub and advocates of interests of all Rice Value Chain actors in Tanzania'*

3.3 Mission

The Mission articulates the products, services and customers: *'To advocate for and support the Rice Value Chain actors in Tanzania through the facilitation of an enabling business environment for sustainable rice production and trade.'*

3.4 Core Values

Values clarify how an organization goes about doing its business. They give an indication of what constitutes good principles of corporate governance, and form the basis of developing a corporate culture and image: **RICE**

CORE VALUE	DESCRIPTION
R Reliability	We act with speed and urgency to meet and exceed the expectations our stakeholders' in the Rice Sector. We are self-driven and proactive in ensuring that our promises are delivered on time.
I Integrity	<p>We endeavour to do the right things in the right way always through honesty and transparency, and by adhering to the highest standards of ethical values and principles. We respect and serve all with equity and fairness, express sincere appreciation and positively influence those around us. We act with decorum and exhibit decency in appearance, language and behavior when dealing with our stakeholders.</p> <p>We are accountable at all levels and take responsibility for our decisions and actions</p>

CORE VALUE	DESCRIPTION
<p>C</p> <p>Customer Focused</p>	<p>We always endeavour to find new and better ways to deliver our mandate and optimize results by working smarter. We are open minded to take calculated risks, learn and grow. We learn from our failures and our successes. We support the development and application of specialized knowledge and innovations for the good of the Rice Sector and our Stakeholders.</p>
<p>E</p> <p>Excellence</p>	<p>We take pride in producing high-quality and delivering exceptional services to all stakeholders and actors in the Rice Value Chain. We personally and collectively commit to continuous improvement in discharging our mandate and delivery of excellent services. We assume and take responsibility to conserve and maintain a clean and safe work area environment.</p>

Table 4: RCT Core Values

3.5 Motto

The Motto captures the RCT's philosophy, culture, norms and values *'Mchele kwa Lishe, Kipato, Ajira na Viwanda'* (Rice for Health, Wealth and Employment)"

4.0 STRATEGIC FOCUS

4.1 Introduction

This section highlights the Goal, Strategic Objectives, Strategies and related Activities RCT will have to pursue in order to ultimately realize its mission and vision during the strategic period 2025-2029.

4.2 Goal, Strategic Objectives, Strategies and Activities

4.2.1 Goal

The overall goal of this Strategic Plan is to strengthen the capacity and capabilities of the RCT to support the rice industry, hence enhance productivity, production, processing and trade of quality rice, for attractive returns to benefit all actors in the Rice Value Chain.

4.2.2 Strategic Objectives

The above goal is envisaged to be achieved through the realization of the **Strategic Objectives** indicated below, which give a clear indication of “what” is to be achieved and ‘the quantity to be achieved’ by RCT within the Strategic Plan period:

STRATEGIC OBJECTIVES
<p>Strategic Objective 1: To advocate for five major conducive, equitable and gender sensitive policies in agro-inputs, trade, investment, fiscal and environment (<i>at least one policy lobbied by annum</i>), to support the growth of the rice industry in Tanzania and the East African Community by 31st December, 2029</p>
<p>Strategic Objective 2: To improve RCT’s Board, and Management staff competence in governance and leadership through capacity building, creation of conducive working conditions, staffing, coaching, and the formulation and implementation of a Succession Plan by 31st December, 2029.</p>
<p>Strategic Objective 3: To increase RCT membership by 80% from the current 11 platforms to 50 platforms by 31/12/2029 through on boarding 10 platforms, 10 large scale farmers, 20 large scale, processors/millers, 10 traders and 10 Service providers per annum</p>
<p>Strategic Objective 4: To increase RCT resource levels by on boarding 9 sources of income (3 new donor, 4 partner and 2 income generating projects) by 31st December 2029, to ensure smooth implementation and sustainability of these Strategic Objectives (income generating through Membership Subscription by 2025, inclusion in Government budget allocation by 2025/2026 financial year, one new Donor by 2027, one new partner by 2028/2029)</p>

STRATEGIC OBJECTIVES

Strategic Objective 5: To facilitate the increase of rice production and competitiveness by 5% per annum to 25% by December 2029, and rice processing through capacity building of 50 Rice Value Chain associations per year to make a total of 250 RVC's by December 2029

Strategic Objective 6: To lead the coordination and dissemination of information, and improve on rice sector data management in terms of production, prices, farmers database, rice markets and trade by setting up a state-of-the-art ICT platform by 31st June, 2025

Strategic Objective 7: To forge and enter into strategic alliances and partnerships, and sign five MOUs (*at least one per annum*) with Government, Boards, Cereals Associations and other rice sector supporting organizations, within and outside Tanzania, for appropriate joint activities to support the various actors in the Rice Value Chain

Table 5: Strategic Objectives

4.2.3 Strategies

In order to achieve the Strategic Objectives, specific and appropriate actionable **Strategies** have been considered and are clarified in the table below;

Strategic Objective (SO) 1: *To advocate for five major conducive, equitable and gender sensitive policies in agro-inputs, trade, investment, fiscal and environment (at least one policy lobbied by annum), to support the growth of the rice industry in Tanzania and the East African Community by 31st December, 2029*

Strategies

1. Build coalitions with like-minded stakeholders to enhance lobbying and advocacy
2. Organize and conduct five conferences to advocate and lobby for policies in agro-inputs, trade, investment, Finance and environment to strengthen the Rice Sector
3. Conduct research and undertake surveys on various policies, legislation, regulations and other initiatives impacting negatively on the rice industry, and disseminate the findings to appropriate stakeholders, including policy brief notes to the Government for remedial action.
4. Convene policy dialogues and briefing meetings with relevant government decision makers and stakeholders to deliberate on and get solutions to the developments, opportunities, and challenges facing the rice industry.
5. Advise and liaise with the relevant Government's MDAs, Agencies, LGAs, Parastatals, and other public entities informed on issues or events that concern or are expected to impact on the rice industry and related stakeholders now or in the future for necessary action.

Strategic Objective (SO) 2: *To improve RCT's Board, and Management staff competence in governance and leadership through capacity building, staffing, coaching, and the formulation and implementation of a Succession Plan by 31st December, 2029 and creation of conducive working conditions.*

Strategies

- i. Implement the actions that were identified and proposed through the Organizational Capacity Assessment Program (OCAP)
- ii. Recruit the technical and operational Staff to bring in the missing skills and provide conducive working environment
- iii. Conduct a Board of Director's capacity building, training and development needs assessment
- iv. Conduct a staff capacity building, training and development needs assessment
- v. Carry out an RCT internal capacity and infrastructure needs assessment
- vi. Establish ICT infrastructure and information management to facilitate communication efficiency.
- vii. Approach selected development partners and other stakeholders to mobilize and galvanize support for institutional capacity building (initial recruitment of the required and maintenance of core staff, working equipment's and tools, development of a communication strategy, business plan for technical and business support services, development of District level platforms, and installation of the state-of-the-art ICT platform for database and Information Management).

Strategic Objective (SO) 3: *To increase RCT membership by 80% from the current 11 platforms to 50 platforms by 31/12/2029 (on board 10 platforms per annum), 10 large scale farmers, 20 large scale processors/millers, 10 traders and 10 Service providers*

Strategies

- i. Establish gender sensitive rice stakeholder platforms comprising small, large-scale farmers, processors, millers and service providers in all major rice producing districts, and strengthen the current ones
- ii. Enhance awareness, sharing of information and collaboration among RVC actors, by developing and implementing an effective communication strategy for recruitment and on boarding of members.

Strategic Objective (SO) 4: *To increase RCT resource levels by on boarding 9 sources of income (3 new donor, 4 partner and 2 income generating projects) by 31st December 2029, to ensure smooth implementation and sustainability of these Strategic Objectives. (income generating through Membership Subscription by 2025, inclusion in Govt budget allocation by 2025/2026 financial year, one new Donor by 2027, one new partner by 2028/2029)*

Strategies

- i. Establish rice stakeholder platforms of small, large-scale farmers
- ii. Establish a well-designed and attractive mechanism for membership subscription and fees
- iii. Fundraise 25% of the SP budget by Dec. 2026 to enable smooth implementation
- iv. Mobilize resources from relevant Government agencies and goodwill partners for rice industry development programs/ projects, including PPP.
- v. Advocate and lobby for RCT to be included in the Government Budget Allocation in the financial year 2025
- vi. Establish subsidiary business company(ies) under RCT for income generation.

Strategic Objective (SO) 5: *To facilitate the increase of rice production and competitiveness by 5% per annum to 25% by December 2029, and rice processing through capacity building of 50 Rice Value Chain associations per year, to make a total of 250 RVC's by December 2029*

Strategies

- i. Facilitate and support the Rice Industry entities to increase productivity, production and profitability through improved access to affordable rice farming inputs.
- ii. Catalyze the RVC to adopt and use innovative, cost-effective post-harvest technologies, including adequate and quality warehousing.
- iii. Promote the production of high-quality rice using Good Agricultural Practices (GAP) and Good Manufacturing Practices (GMP) in line with national, and international production, value addition, and marketing standards and safety requirements.
- iv. Promote market-oriented produce and demanded rice products and their trade

Strategic Objective (SO) 6: *To lead the coordination and dissemination of information, and improve on rice sector data management in terms of production, prices, farmers database, rice markets and trade by setting up a state-of-the-art ICT platform by 31st June, 2025*

Strategies

- i. Establish a comprehensive digital data centre for collecting and disseminating the relevant information and data required by all stakeholders and actors in the Rice Value Chain through member platforms.
- ii. Enter into partnership with government bodies and business enterprises, continually collect, systemize, update and disseminate information and data on the rice industry through member and stakeholder platforms
- iii. Subscribe to selected international virtual rice journals and libraries, to access international research findings on rice to enrich our local information resource

Strategic Objective (SO) 7: *To forge and enter into strategic alliances and partnerships, and sign five MOUs (at least one per annum) with Government, Boards, Cereals Associations and other rice sector supporting organizations, within and outside Tanzania, for appropriate joint activities to support the various actors in the Rice Value Chain*

Strategies

- i. Participate in important events, conferences, and shows e.g. Saba Saba and Nane Nane, and East African Community, SADC, COMESA, NEPAD, and European Community, NAFTA, and ASEAN to learn and apply the knowledge gained
- ii. Enter into smart strategic partnerships and alliances and sign MOUs with Government, private sector entities, international councils, institutions and organizations involved in research and development of the rice sector, for joint lobbying and sharing of lessons and experiences, and dissemination of information to the stakeholders

Table 6: Strategic Objectives and Strategies

4.2.4 Strategies and Priority Activities to be undertaken to achieve the Strategic Objectives

In order to activate the Strategies, relevant **Activities** have been planned under each strategy and are outlined in the table below;

STRATEGIC OBJECTIVES, STRATEGIES AND PRIORITY ACTIVITIES	
STRATEGIC OBJECTIVE 1:	
To advocate for five major conducive, equitable and gender sensitive policies in agro-inputs, trade, investment, fiscal and environment (at least one policy lobbied by annum), to support the growth of the rice industry in Tanzania and the East African Community by 31st December, 2029	
Strategy 1: <i>Build coalitions with like-minded stakeholders to enhance lobbying and advocacy</i>	
i.	Identify and categorize like-minded partners in various sector
ii.	Prepare and sign MOU's with the identified partners
Strategy 2: <i>Organize and conduct five conferences to advocate and lobby for policies in agro-inputs, trade, investment, Fiscal and environment to strengthen the Rice Sector</i>	
i.	Form high level rice sector stakeholders committee to work with RCT Management staff and Board to annually organize and conduct the five conferences
ii.	Develop the TOR for the committee covering the fundraising and logistical details
iii.	Publicly Inaugurate and publicize the committee membership and provide them with the necessary resources to work
iv.	Document and disseminate the outputs and outcomes of each conference
Strategy 3: <i>Conduct research and undertake surveys on various policies, legislation, regulations and other initiatives impacting negatively on the rice industry, and disseminate the findings to appropriate stakeholders, including policy brief notes to the Government for remedial action</i>	
i.	Analyze the various policies, legislation, regulations and other initiatives impacting negatively on the rice industry and disseminate to appropriate stakeholders and prepare policy brief notes to the Government for action
ii.	Document and share feedback from Government for the knowledge of the stakeholders and implement the necessary parts
Strategy 4: <i>Convene policy dialogues and briefing meetings with relevant government decision makers and stakeholders to deliberate on and get solutions to the developments, opportunities, and challenges facing the rice industry.</i>	
i.	Using the standing committee organizing strategy 1 above convene, the policy dialogue and annual Rice Conference

STRATEGIC OBJECTIVES, STRATEGIES AND PRIORITY ACTIVITIES

- ii. Document and disseminate the outputs and outcomes of each conference

Strategy 5: *Advise and liaise with the relevant Government's MDAs, Agencies, LGAs, Parastatals, and other public entities informed on issues or events that concern or are expected to impact on the rice industry and related stakeholders now or in the future for necessary action*

- i. Map out the relevant Government's MDAs, Agencies, LGAs, Parastatals, and other public entities and prepare a comprehensive data base of their mandates and contacts of decision makers
- ii. Prepare a comprehensive brief of issues on rice relating to their institutions and itinerary

STRATEGIC OBJECTIVE 2:

To improve RCT's Board, and Management staff competence in governance and leadership through capacity building, creation of conducive working conditions, staffing, coaching, and the formulation and implementation of a Succession Plan by 31st December, 2029

Strategy 1: *Implement the actions that were identified and proposed during the Organizational Capacity Assessment Program (OCAP)*

- i. Validate and consolidate the OCAP findings and the emerging needs from this Strategic Plan 2025-2029
- ii. Align the consolidated needs from the OCAP in the implementation matrix of this Strategic Plan 2025-2029
- iii. Departmental Heads (HODs) to prepare respective workplans for implementation

Strategy 2: *Recruit the technical and operational Staff to bring in the missing skills and provide conducive working environment*

- i. Recruit a Program Officer Partnerships and Advocacy; Policy Advisor/Analyst; Fund Mobilization and Business Development Officer; Accountant; Administration and Human Resources Officer Procurement and logistics officer; ICT Expert, Membership Officer, Receptionist and Administrative Assistant to ED, Clerk and Driver;
- ii. Develop and operationalize a Policy for Internship and Volunteer Program
- iii. Conduct Training Needs Assessment and prepare a training calendar for three trainings per staff, per a year in areas relevant to their job specifications
- iv. Procure a Human Resource Management System and train on HR how to use it effectively, to align it to all RCT systems and operations.
- v. Put in place a Staff Performance Management Appraisal System.

Strategy 3: *Governance and Leadership - Conduct a Board of Directors (BOD) capacity building, training and development needs assessment*

STRATEGIC OBJECTIVES, STRATEGIES AND PRIORITY ACTIVITIES

- i. Carry out a capacity building training and development assessment for BOD and prepare a comprehensive report to guide their capacity building programme
- ii. Prepare the Board of Directors Governance and Leadership Charter and train the BOD on the same
- iii. Train the Board and Management in Leadership and Good Governance of a stakeholder led commodity-based Council;
- iv. Organize for a capacity building and learning study visit to one of the thriving rice growing countries
- v. Procure the E-Board programme and associated gadgets and train the board on the same for application in virtual meetings

Strategy 4: Conduct a staff capacity building, training and development needs assessment

- i. Carry out a capacity building training and development assessment for staff and prepare a comprehensive report to guide their capacity building programme
- ii. Prepare a comprehensive Human Resources Policy and Procedures Manual with a motivation and incentive package for staff
- iii. Procure equipment's and tools for the staff to improve their working capacity
- iv. Prepare detailed training and capacity development proposals to five different donors to fund the plan and provide the required working equipment's and tools

Strategy 5: Carry out an RCT internal capacity and infrastructure needs assessment

- i. Prepare an internal RCT capacity development plan with a comprehensive list of all the equipment's, tools and infrastructure needed including the associated costs of procurement and installation
- ii. Prepare a detailed proposal to a donor or strategic partner to support the RCT internal capacity and infrastructure development plan.
- iii. Procure appropriate software and manuals to enhance organizational and operational performance;
- vi. Procure an ICT Infrastructure and Information Management System to facilitate efficient communication
- vii. Facilitate and adequately pay for the BOD and staff meetings
- viii. Put in place a Monitoring and Evaluation System to facilitate the annual review of this Strategic Plan, capturing the progress achieved and causes for variations and remedial actions to be taken
- ix. Install a Management Information System (MIS) to facilitate real-time report preparation and submission

STRATEGIC OBJECTIVE 3:

To increase RCT membership by 80% from the current 11 platforms to 50 platforms by 31/12/2029 through on boarding 10 platforms, 10 large scale farmers, 20 large scale, processors/millers, 10 traders and 10 Service providers per annum

STRATEGIC OBJECTIVES, STRATEGIES AND PRIORITY ACTIVITIES

Strategy 1: *Establish gender sensitive rice stakeholder platforms comprising small, large-scale farmers, processors, millers and service providers in all major rice producing districts, and strengthen the current ones*

- i. Identify current and potential major rice growing areas to be impacted by RCT, strengthen the current and establish new stakeholder platforms
- ii. Train and support the members of the current and newly established stakeholder platforms to function optimally
- iii. Convene RVC actors to elect representatives for the different chain nodes and gather information on the needs of the platforms
- iv. Develop information needs of the platforms.
- v. Upgrade the current website and integrate it with androids of RVC actors, from farm to end user, and launch it
- vi. Train the members on how to access the websites for the information which they may need.

Strategy 2: *Enhance awareness, sharing of information and collaboration among RVC actors by developing and implementing an effective communication strategy for recruitment and on boarding of members.*

- i. Develop and implement a partnership strategy (Local Radio and TV stations, Project implementing partners at local level)
- ii. In collaboration with government bodies and business enterprises, continually collect, systemize, update and disseminate information on the Rice Industry through the member platforms
- iii. Establish a high-level team/committee of highly skilled and knowledgeable cross-sectoral experts to conduct quarterly rice forecasts and advise the stakeholders accordingly.
- iv. Organize an Annual General Meeting for members and share with them the key crosscutting issues in the rice sector and the response and actions required from their end.

STRATEGIC OBJECTIVE 4:

To increase RCT resource levels by on boarding 9 sources of income (*3 new donor, 4 partner and 2 income generating projects*) by 31st December 2029, to ensure smooth implementation and sustainability of these Strategic Objectives. (*income generating through Membership Subscription by 2025, inclusion in Govt budget allocation by 2025/2026 financial year, one new Donor by 2027, one new partner by 2028/2029*)

Strategy 1: *Establish a well-designed and attractive mechanism for membership subscription and fees*

- i. Develop and implement a partnership strategy
- ii. Identify the number/types of membership fees to be charged, and set the rates for membership subscriptions and fees based on membership categories and sizes.
- iii. Learn lessons from other Councils and organizations, e.g., TAHA, EAGC and others on how to inspire members to regularly and consistently remit the membership subscriptions fees

STRATEGIC OBJECTIVES, STRATEGIES AND PRIORITY ACTIVITIES	
iv.	Seek membership approval on the types and rates of membership subscriptions and fees to increase ownership
Strategy 2: <i>Fundraise 25% of the SP budget by Dec. 2026 to enable smooth implementation</i>	
i.	Invite influential stakeholders and potential funders to the launch the Strategic Plan, and challenge them to take up and finance some of the key activities
Strategy 3: <i>Mobilize resources from relevant Government agencies and goodwill partners for rice industry development programs/projects, including PPP.</i>	
i.	Sign MOUs with Government agencies and other actors who have the potential to fund the development of the rice sector, by undertaking some activities to address the industry challenges.
ii.	Develop, submit, and follow up the signed MOUs for effective implementation
Strategy 4: <i>Advocate and lobby for RCT to be included in the Government Budget Allocation in the financial year 2025</i>	
i.	Seek appointment with the Minister for Agriculture and Food Security to formally present the RCT Strategic Plan 2025-2029, and petition for RCT to be included in the Government Budget allocation in the financial year 2026/2027
ii.	Develop a Business Case and submit it to the Minister of Agriculture based on his guidance from (i) above, to increase the possibility of the inclusion of RCT in the Government Budget allocation
Strategy 5: <i>Establish subsidiary business company(ies) under RCT for income generation.</i>	
i.	Prepare a business case for presentation to the BOD, seeking their approval for the registration of the company
ii.	Engage legal services in the preparation of Memorandum and Articles of Association for registration
iii.	Prepare a business plan to facilitate its registration and ultimate operation.
STRATEGIC OBJECTIVE 5:	
To facilitate the increase of rice production and competitiveness by 5% per annum to 25% by December 2029, and rice processing through capacity building of 50 Rice Value Chain associations per year, to make a total of 250 RVC's by December 2029	
Strategy 1: <i>Facilitate and support the Rice Industry entities to increase productivity, production and profitability through improved access to affordable rice farming inputs.</i>	
i.	Enhance and support market-oriented rice variety development by research institutions
ii.	Link rice producers to agro input suppliers for improved seeds, fertilizers, pesticides and herbicides

STRATEGIC OBJECTIVES, STRATEGIES AND PRIORITY ACTIVITIES

- iii. Link rice producers to agro-mechanization suppliers (tractor, planter, combine harvester and rotary weeder).
- iv. Promote sustainable rice production practices
- v. Advocate for expansion of irrigated area land levelling, and allocation of land for seed multiplication in the irrigation schemes
- vi. Facilitate the development of strong SMEs in the Rice Value Chain
- vii. Consult, lobby and advocate for the allocation of adequate resources and investment in technical and physical infrastructure development in major rice growing Districts.
- viii. Organize two training sessions annually on sustainable production processes (GAP, GMP), in collaboration with stakeholders, to build the capacity of small to medium farmers, value adding entities, and traders.
- ix. Identify potential areas that have weak access to extension services and organize Mass Approach to Training (MAiT).
- x. Facilitate accessibility to finance for RVC actors by the financial Institutions

Strategy 2: *Catalyze the RVC to adopt and use innovative, cost-effective post-harvest technologies, including adequate and quality warehousing.*

- i. Map out the location and condition status of existing post harvest technologies
- ii. Identify post technology manufacturers and suppliers, and link them with rice producers to reduce post-harvest losses.
- iii. Promote construction and upgrading of quality storage facilities and equipment.
- iv. Promote research for fortification of rice, and use of fortified paddy varieties to enhance the nutrition value of rice.

Strategy 3: *Promote the production of high-quality rice using Good Agricultural and Processing/Manufacturing Practices in line with national, and international production, value addition, and marketing standards and safety requirements.*

- i. Promote the adaptation and application of the rice standards to the rice stakeholders through workshops, meetings, and fairs.
- ii. Promote contract farming between the farmers and market outlets.
- iii. Promote the establishment of private, rice specific extension service.

STRATEGIC OBJECTIVES, STRATEGIES AND PRIORITY ACTIVITIES

Strategy 4: Promote market-oriented produce and demanded rice products and their trade

- i. Promote grading, quality packaging materials and branding
- ii. Promote significant value addition to rice: Shift gradually from production and trade of bulk raw rice, to diversified, value-added, high-quality rice and allied products and by-products.
- iii. Conduct regular monitoring of market performance to identify potential unproductive and disruptive market dynamics and other sensitive internal and external (regional and international) policy and regulatory practices, e.g. tariffs; taxes; standards, quality and safety requirements;
- iv. Advocate for equity and equality in distribution and sharing of income, incentives and benefits along the Rice Value Chain.
- v. Facilitate the design and development of a structured rice market system.

STRATEGIC OBJECTIVE 6:

To lead the coordination and dissemination of information, and improve on rice sector data management in terms of production, prices, farmers database, rice markets and trade by setting up a state-of-the-art ICT platform by 31st June, 2025

Strategy 1: Establish a comprehensive digital data centre for collecting and disseminating the relevant information and data required by all stakeholders and actors in the Rice Value Chain through member platforms.

- i. Procure a state-of-the-art ICT platform to enable the setting up of a comprehensive digital data centre for collecting, processing, managing and disseminating relevant information and statistics to the stakeholders through their respective member platforms
- ii. Sign an MOU with ARIFA AFRICA RESEARCH INSTITUTE FOR AI to support the development and management of RCT's database.
- iii. Hire a specialized ICT expert to launch the digital data centre
- iv. Train leaders and representatives of member platforms from the regions on how to access information. They will be trained to train their members
- v. Train the Management staff and Board of Directors to effectively use the digital data centre
- vi. Organize an official launch in the presence of key stakeholders, members platform representatives and main media houses for maximum publicity.
- vii. Set up a virtual library for use by stakeholders and researchers in the rice Industry.

Strategy 2: Enter into partnership with government bodies and business enterprises, to continually collect, systemize, update and disseminate information and data on the rice industry through member and stakeholder platforms

- i. Sign MoU's with government bodies and business enterprises on the sharing and transmission of information and data to the digital data centre.

STRATEGIC OBJECTIVES, STRATEGIES AND PRIORITY ACTIVITIES	
ii. Make regular follow-up with respective institutions and document feedback on progress.	
<p>Strategy 3: <i>Subscribe to selected international virtual rice journals and libraries, to access international research findings on rice to enrich our local information resource</i></p> <ul style="list-style-type: none"> i. Enrol RCT to key respected International Virtual Rice Journals and Libraries for access to international research findings to enrich our National Virtual Library. ii. Configure the subscribed accounts to the RCT Virtual National Library for information synthesis, and processing for dissemination 	
<p>STRATEGIC OBJECTIVE 7</p> <p>To forge and enter into strategic alliances and partnerships, and sign five MOUs (at least one per annum) with Government, Boards, Cereals Associations and other rice sector supporting organizations, within and outside Tanzania, for appropriate joint activities to support the various actors in the Rice Value Chain.</p>	
<p>Strategy 1: <i>Participate in important events, conferences, and shows e.g., Saba Saba and Nane Nane, and East African Community SADC, COMESA, NEPAD, and European Community NAFTA, and ASEAN to learn and apply the knowledge gained</i></p> <ul style="list-style-type: none"> i. Map out and prepare a comprehensive list of key events, conferences and shows which must be attended by RCT representatives ii. Prepare a detailed projected budget of the related costs iii. Prepare detailed financial proposal and seek for sponsors iv. Prepare for relevant position papers to be presented in such conferences and enrol in advance for presentation slots 	
<p>Strategy 2: <i>Enter into smart strategic partnerships and alliances and sign MOUs with Government, private sector entities, international councils, institutions and organizations involved in research and development of the rice sector, for joint lobbying, sharing of lessons and experiences, and dissemination of information to the stakeholders,</i></p> <ul style="list-style-type: none"> i. Map out and prepare a comprehensive list of key strategic partners and Government Agencies to sign MOUs with, and seek audience for dialogue meetings to discuss the content of the MOUs ii. Prepare concept notes and case positions relevant to each potential strategic partner iii. Seek Board approval and endorsement. iv. Organize for media publicity in the MOU signing events for RCT visibility and market positioning 	

Table 7: Strategic Objectives, Strategies and Priority Activities

4.3 Expected Outputs and Outcomes

The successful implementation of these strategies and the related activities will enable the RCT to:

- i. Bring together and organize a critical mass of relevant stakeholders and resources to design, plan, and implement programs and activities that are of value to the rice industry's sustainable development and growth;
- ii. Achieve improved productivity in rice production and contribute to income generation, food security, poverty alleviation and environmental sustainability;
- iii. Strategically position RCT activities and interventions within and outside the country;
- iv. Harness the synergy and comprehensive information within the RVC to offer advice on improvement of regulatory and business environment; technology development, adoption and implementation of innovations for economies of scale in the rice sector.
- v. Build synergy and tap into opportunities provided by institutions and organizations with knowledge, experience, mandates and resources that complement those of RCT;
- vi. Promote and contribute to positive policy, regulatory and business environment changes at different scales (local and global), to transform livelihoods and landscapes in rice growing areas.
- vii. Facilitate the long-term sustainability of the rice industry by leveraging innovations in water and land management, raw materials and energy efficient value addition processes, and infrastructural development, for increased uptake by farmers, processors, traders, policy makers and the private sector through knowledge/technology-to-action frameworks
- viii. Attain a meaningful division of labour and equitable sharing of benefits among different players in the RVC continuum.
- ix. Achieve information irregularity and data gap reduction, by continually collecting, updating and disseminating information and data on the Rice Industry in Tanzania, to equip RVC actors with information on market needs and requirements thus enhancing their bargaining power for fair and equitable value of their rice.
- x. Harmonize and facilitate inputs and factors of production of low-cost finance, improved seeds, quality fertilizers, improved methods of rice farming, irrigation and water management, adaption of modern technologies, farm implements, research and extension services, warehousing infrastructure, and marketing through actors in the RVC.
- xi. Achieve gender mainstreaming and increase women and youth employment and income generating opportunities. Women and youth are an important segment of the population, which holds the greatest leverage for future rice industry development.

5.0 IMPLEMENTATION MANAGEMENT

5.1 The Implementation Matrix

An implementation matrix for the period 2025-2029 has been prepared and is presented in **Annex II**. It reflects the proposals of the RCT management and staff, its Board of Directors and stakeholders, as well as the consultant's findings set out in situation analysis. The following sections follow the steps in the logical framework highlighting the key results and related activities. The logical framework is set out as Output, Objectively Verifiable Indicators, Activity, Milestone, Timeframe, and related Inputs.

Cost implication

The cost for implementing the RCT 2025-2029 Strategic Plan amounts to TZS, **27,212.40** million as is presented in **Table 8**, below.

NO.	OBJECTIVE	COST, MILLION TZS
1	Strategic Objective 1: To advocate for five major conducive, equitable and gender sensitive policies in agro-inputs, trade, investment, fiscal and environment (at least one policy lobbied by annum), to support the growth of the rice industry in Tanzania and the East African Community by 31st December, 2029	4,663.4
2	Strategic Objective 2: To improve RCT's Board, and Management staff competence in governance and leadership through capacity building, creation of conducive working conditions, staffing, coaching, and the formulation and implementation of a Succession Plan by 31st December, 2029	4,704
3	Strategic Objective 3: To increase RCT membership by 80% from the current 11 platforms to 50 platforms by 31/12/2029 through on boarding 10 platforms, 10 large scale farmers, 20 large scale, processors/millers, 10 traders and 10 Service providers per annum	256
4	Strategic Objective 4: To increase resource levels of RCT by on boarding 9 sources of income (3 new donor, 4 partner and 2 income generating projects by 31st December 2029, to ensure sustainability and smooth implementation of these Strategic Objectives. (income generating through membership subscription by 2025, inclusion in Govt budget allocation by 2025/2026 financial year, one new Donor by 2027, one new partner by 2028/2029)	165
5	Strategic Objective 5: To facilitate the increase of rice production and competitiveness by 5% per annum to 25% by December 2029, and rice processing through capacity building of 50 Rice Value Chain associations per year to make a total of 250 by December 2029	14,835
6	Strategic Objective 6: To lead the coordination and dissemination of information, and improve on rice sector data management in terms of	1,869

NO.	OBJECTIVE	COST, MILLION TZS
	production, prices, farmers database, rice markets and trade by setting up a state-of-the-art ICT platform by 31st June, 2025	
7	Strategic Objective 7: To forge and enter into strategic alliances and partnerships, and sign five MOUs (at least one per annum) with Government, Boards, Cereals Associations and other rice sector supporting organizations, within and outside Tanzania, for appropriate joint activities to support the various actors in the Rice Value Chain	720
Total		27,212.40

Table 8: Cost Implication for Implementing the Strategic Plan

5.2 Governance and Leadership of RCT

RCT is a membership organization composed of Rice Farmers, processors, millers, exporters and service providers and other actors in the Rice Value Chain. Good governance and effective leadership are therefore essential for overseeing its operations. The RCT is governed by a seven-member Board of Directors, and the management team comprises a lean core team of eight staff headed by the Executive Director (ED), whose key responsibility is to supervise and monitor the implementation of RCT's Strategic Plan, to ensure the realization of the Strategic Objectives therein.

The other technical staff include Manager *Programs and Business Development*, Policy Advisor/Analyst, Fund Mobilization and Business Development Officer, *Accountant*; Administration and Human Resources Officer, Procurement and Logistics, *Receptionist and Administrative Assistant* to ED, and a Clerk/Driver. Other functions such as *Legal, Audit, and Monitoring and Evaluation*, are outsourced when the need arises. The management has projected to recruit an ICT expert to manage the ICT department. The Governance and Management Structure illustrating how the Governance, Leadership and Management is illustrated in **Figure 2**.

During the stakeholder workshop, recommendations concerning the RCT management, and members of the Board of Directors, were presented as follows:

- i. Elect an inclusive Board of Directors with experienced individuals who can add value to RCT leadership by helping make key decisions, help in stakeholder relations/network development and resources mobilization, and ensure that RCT management is implementing sound corporate governance. To this effect, there is need to:
 - a)** Define the needs and skills set needed; **b)** Establish criteria for selecting the Directors; **c)** Put together a role description and set clear expectations of the role; **d)** Recruit the Directors **e)** Create committees, e.g. Finance and Audit Committee; and **f)** Introduce the Board to RCT's business and operations.
- ii. The Board will conduct oversight (*administrative, operational, financial, performance, and sustainability controls*), and act as independent advisors to RCT management and the rice

industry. This includes formally or informally consulting with businesses, Government, Rice Value Chain entities, research and training institutions, non-state actors, and other persons for the advancement of the rice industry. The BoD will also help identify critical issues, challenges and opportunities existing in the rice industry and propose solutions.

- iii. RCT is still in the infancy stage (barely one year old). For this reason, the Board should comprise of highly committed and passionate individuals, who are willing to sacrifice their time, effort, and resources to tirelessly push RCT agenda to the next level, and zealously pursue the achievement of RCT's objectives, mission, and vision. In the first phase of this SP cycle, the Board should step up its responsibility to jump start the implementation, and continually monitor RCT's progress from every angle (*with both a bird's eye view and an ant's view*).
- iv. Nine candidates with one or more of the following expertise, experience or representation will be eligible: Large Scale Farmer/ Processors Large/ Trader Large, Farmers Small Scale; Processors Medium/Small; Financial Institution; Trader Small/Medium; Input Supplier Large Companies/Small-Medium; NGO rep; Research, Training Institutions, and Extension; and Services providers (supply chain entities, warehousing, etc). Other expertise may be invited to the Board meeting when need arises, e.g. trade, lawyer, agro-economist, market linkages, and capacity building services.

A Governance Manual (*including terms of reference*) will be developed and continually updated to guide the functioning of the Board, and ensure it meets the recruitment policy, it efficiently and effectively manages its affairs, is accountable and operates within its mandate, and appraise its performance to ensure its mandate is being fulfilled.

- v. The Board will meet 4-5 times a year, every 2-4 months or more frequently as the need arises, and in no event fewer than twice a year. An orientation program will be administered to the staff and Board on RCT operational plans, good governance and accountability principles.

5.3 Organizational Structure

A functional organization structure is essential for the efficient, effective and eventual successful implementation of the Strategic Plan, 2025-2029. The new organization structure is presented in **Figure 2**, is designed to support the strategic priorities, and allow seamless operations and activities, to ensure maximum cost-effective utilization of RCT's resources henceforth. The structure will be continually updated following the recruitment of additional staff, as RCT grows and its financial resource base improves.

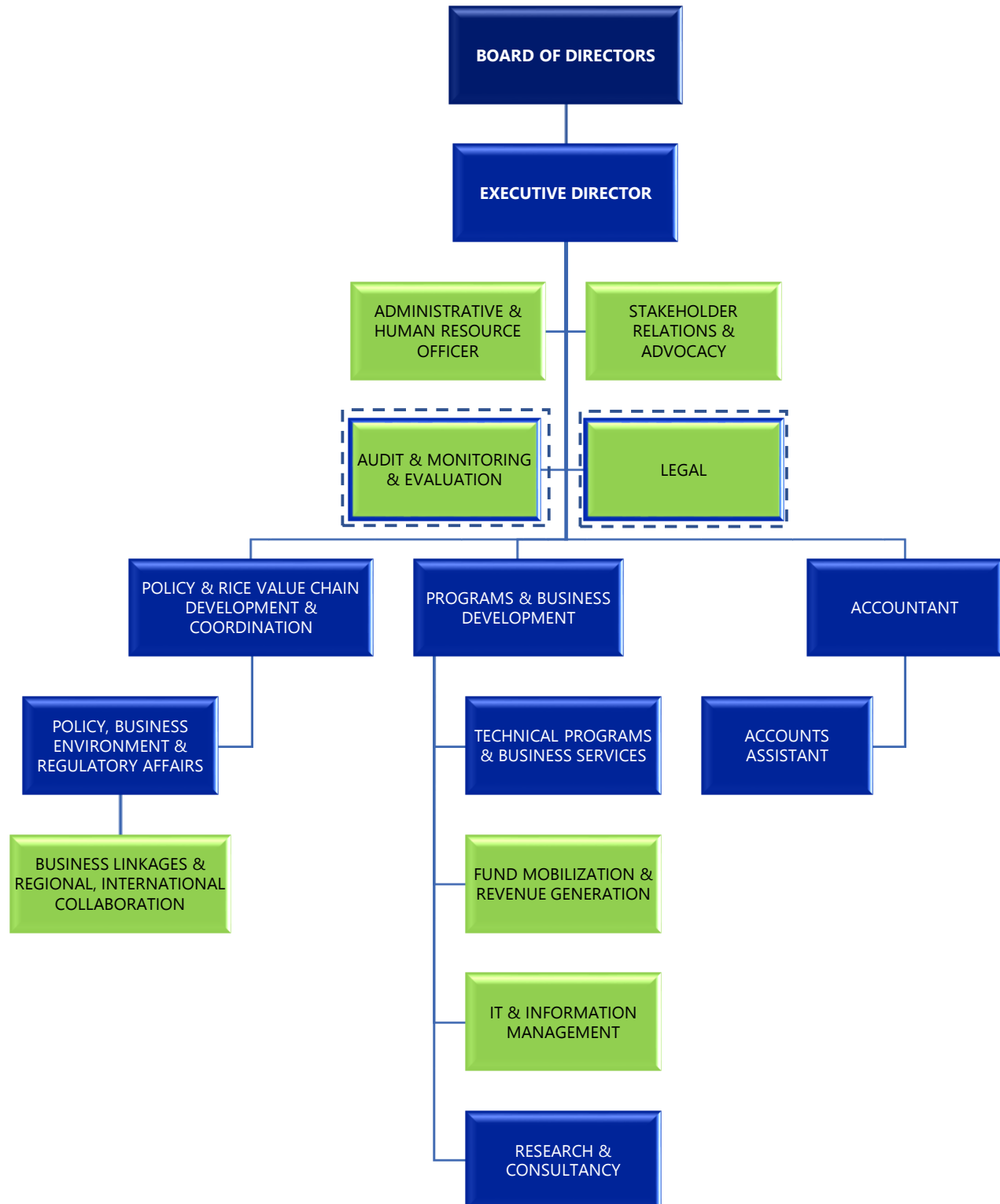


Figure 2: RCT Organizational Structure

5.4 Physical Resource Development and Management

Among the key roles of RCT as the umbrella body for the RVC in Tanzania is ensuring that resources are readily available to support operations in the rice industry, and eventually realize the desired outcomes. To this end, RCT will continue sourcing for funds and planning for optimization, as well as risk management of physical resources and other resources like equipment, facilities, and infrastructure, which are vital for increased productivity, and sustainability of the rice industry. Towards improving the establishment of its facilities, RCT will:

- i. Secure office space with sufficient space to accommodate the additional employees yet to be recruited, and will include a board room spacious enough for about ten people.
- ii. Procure quality furniture and equipment.
- iii. Procure technical and ICT facilities (*website, computers/laptops, internet facilities, backup and recovery, Data Security, Data Backup, communication and other peripheral equipment, etc*).
- iv. Procure computer software including: Microsoft Windows 10; Microsoft Office suite; Data Analysis and Statistics; Accounting and Invoicing software; Online conferencing/collaboration platform for up to 20 participants; Antivirus Software; Monitoring and Evaluation, Stakeholder Relationship Management; and Project Management software.
- v. Procure a vehicle (*Toyota Land Cruiser hard top*).

The above infrastructure will contribute to RCT's brand, capacity and efficiency by creating an enabling work environment for staff. For the purpose of proper management of equipment, a ledger (both hard and electronic) will be opened for data storage. Some of the data to be maintained include date of servicing, maintenance, costs of spares, service offered, etc. Only well trained internal or out-sourced personnel will be allowed to operate, repair, and upgrade the equipment.

5.5 Funding and Financial Sustainability

5.5.1 Financial Resource Acquisition and Management

RCT will develop a fund mobilization strategy for generating new sources of revenue, and will continue to solicit funds from members through membership subscriptions and other potential sources. In the rice industry, agricultural development, capacity building and enterprise development will remain one of the core functions of the business, while the private sector, financial institutions, Government, and development partners will remain the main financiers.

For effective mobilization and management of financial resources, the following strategies will be considered:

- i. Members, clients, services providers, development partners, and collaborating partners will be the primary source of funding for RCT activities.
- ii. Employ a competent Fund Mobilization and Revenue Generation Officer who is conversant with fund mobilization and financial management.

- iii. Recruit a competent accounts officer to effectively manage the funds.
- iv. Establish transparent mechanisms for disbursements, utilization and accounting of financial resources at all levels;
- v. Install modern electronic financial management software to simplify financial management and information sharing;
- vi. Regular monitoring of RCT programs implementation, to ensure conformity to financial resources management in accordance with the donor's financial management requirements.
- vii. Establish a subsidiary company to manage the income generating activities
- viii. Establish linkage and collaboration with domestic, regional and international organizations for sharing of joint activities and other resources for efficient implementation of its operations.
- ix. Develop concept notes, proposals and bids for mobilizing funds from communities, emerging business enterprises/private sector, multilateral bodies, and grants from financial institutions such as local banks, private foundations, and philanthropic organizations such as Bill and Melinda Gates Foundation. The aforementioned financial sources will ensure constant funding and financial sustainability of the RCT operations and activities quantified in the Implementation Matrix.

5.5.2 Assumptions

The following key assumptions are suggested in the Implementation Matrix.

- (i) RCT will be governed by a strong, functional Board, to advice and guide the management on ways to secure additional funds using Board members' networks and influence.
- (ii) RCT will be led by a committed, visionary leadership, to achieve high performance and excellence in management at all levels; and
- (iii) Substantial efforts and resources will be invested in mobilizing resources and lobbying for rice industry specific projects.

5.6 Monitoring and Evaluation

Monitoring and Evaluating the implementation of the Strategic Plan is essential in ensuring effectiveness of sustainable impact. The Rice Council of Tanzania will apply both quantitative and qualitative techniques to monitor the implementation of the planned activities. The major techniques of monitoring and evaluation that will be used are variance analysis and budgetary control.

Variance Analysis: RCT will assess and compare the planned operational activities and the departmental performance targets against the relevant actual results and any variance identified. As a consequence of variance analysis and identification of causes, the management shall take appropriate remedial actions.

Budgetary Control: Actual results will continually be checked against planned results and budget variances. If necessary, action plans will be amended in line with the budgeted results or the budget will be adjusted considering new developments which require action.

In both cases, the emphasis shall be on applying participatory methods to ensure the involvement of Board Members, stakeholders, RVC actors and staff of RCT. This will create ownership and commitment to the achievement of the planned objectives.

RCT is accountable on how it uses its own funds and those given by the donors and collaborative partners. It needs to demonstrate that the donors' investment in RCT activities is a worthwhile and transformative development investment and that the funds have been used effectively and efficiently to make good value for money, hence a difference in the Rice Value Chain and the Rice Industry in general.

Effective planning, implementation, monitoring and evaluation of activities are important pre-requisites for effective and quality outputs. The purpose of M&E is to track and assess effectiveness and efficiency in the implementation of the Strategic Plan and its long-lasting impact on the stakeholders.

5.6.1 Monitoring and Evaluation Reporting Framework

Monitoring the implementation of the Strategic Plan constitutes regular, systematic tracking of activities and actions to assess progress, which is measured against specific targets and schedules included in the plan. Effective monitoring helps to identify challenges and problem areas, which when reported enable the team to take immediate remedial action, thereby ensuring that targets are achieved. Regular reporting at all levels is necessary for follow-up and record keeping.

The following Monitoring and Evaluation Framework will be put in place to ensure the effective implementation of the 2025-2029 Strategic Plan.

5.6.1.1. Strategy Implementation Team (SIT)

The RCT will establish a Strategy Implementation Team to follow up and ensure that strategies are being implemented, performance is being measured, progress reports are written and discussed, and corrective action is taken where necessary. The SIT should include appointed champions from each department, HODs and will be chaired by the Executive Director. The Team shall meet fortnightly, monthly, quarterly, half-yearly and annually.

5.6.1.2. Utilizing the Balance Scorecard (BSC)

RCT will utilize the Balanced Score Card (BSC)-based performance management system to link operational actions with the strategic goals and objectives. The BSC framework will deliver the following benefits:

- i. Set strategic milestones;
- ii. Establish indicators (scorecards) which measure the achievement of each strategic milestone;
- iii. Link reward to performance measures; and
- iv. Provide feedback for strategy review and learning

5.6.1.3. Cascading the Plan to all Staff

The Strategic Plan must translate to work; thus, it will be cascaded downwards to the lowest level of staff. This will help each member understand, embrace and buy into the plan for effective and supportive implementation.

5.6.1.4. Departmental and Individual Annual Work Plans

It is envisaged that each department and individual staff will prepare detailed work plans with clear performance indicators and responsibility for their achievement. Key indicators to inform management decision-making will be identified and the frequency of reporting on these indicators will be determined. This will form the basis of the M&E system.

5.6.1.5. Data and Information Collection Procedures

Elaborate data and information will be collected and recorded in pre-designed templates, developed to measure performance as per the indicators and reports prepared. The reports submitted to the management will describe actions taken by the departments towards achieving the specific strategies of the Plan, and will include achievements, challenges, emerging issues, costs, benefits and recommendations.

5.6.1.6. Regular Meetings

Weekly and monthly review meetings at departmental and management level will be scheduled to ensure implementation is on track. The Consultant will be in attendance during the quarterly review meetings at Management level, where all Managers will make presentations on the implementation progress, highlighting challenges experienced for corrective action. The implementation of the Strategic Plan is the responsibility of the Board of Directors through its management staff headed by the Executive Director; therefore, progress reporting will be a permanent agenda item in the RCT Board Meetings.

5.7 Key Assumptions

The following key assumptions are crucial for the successful execution of this Strategic Plan. It is assumed that:

- i. The activities and operations of RCT during the plan period will be executed as planned;
- ii. There will be strong support from the Board of Directors and management staff for the implementation of the plan;
- iii. Internal and external factors will remain constant over the entire implementation period, 2025-2029;
- iv. The plan will be reviewed from time to time to be in tandem with the emerging trends in the business environment;
- v. There shall be sufficient funds and other required resources to facilitate the implementation of the Strategic Plan 2025-2029;

- vi. The Monitoring and Evaluation framework provided will be adhered to, ensuring effective implementation and achievement of targets within the set timelines;
- vii. The members and other stakeholders will appreciate, approve and support the implementation of the scheduled Strategic Plan activities

5.8 Monitoring and Evaluation Framework

The overall responsibility shall be with the Executive Director through the Strategy Implementation Team (SIT).

- i. The SIT will coordinate the review and preparation of annual plans of operation for each department in line with the strategic objectives and activities.
- ii. The SIT shall meet to prepare monitoring and reporting guidelines and responsibilities for each department and member of staff as per the situation on the ground. The guideline should be developed while ensuring the effective participation of all those involved in the implementation. The involvement and buy in is important for successful implementation of the Plan.
- iii. The responsibilities will highlight who will be in charge of data collection and processing of progress reports at the departmental level; and when to share the reports so as to make the appropriate suggestions and decisions.
- iv. The process has to be escalated up to the level of the Executive Director. Timing is critical.
- v. While the Executive Director's level monitoring meetings will be held monthly, those at the Board level should be done quarterly, semi-annually and annually.
- vi. The Executive Committee shall serve as the Strategic Plan implementation Committee of the Board of RCT.

5.9 Content of the Monitoring and Evaluation Report

The contents of the monitoring and evaluation report should include:

- i. Strategic objectives for that specific year
- ii. An approved operational work plan for that year
- iii. Achievements compared to the planned activities and outputs. Achievements need to indicate both qualitative and quantitative attributes
- iv. Internal or external constraints encountered over the plan period
- v. Proposed remedial actions and the way forward clearly spelt out, indicating the plan of activities to be carried out for the next period such as three months, six months, or a year.

At a later stage, RCT will establish and strengthen a Monitoring and Evaluation Unit that reports to the ED. This shall facilitate charting out a collective future road map to strengthen the position of RCT in the discharge of its mandate in facilitating and building a sustainable Rice Sector in Tanzania.

6.0 RECOMMENDATIONS

The critical issues identified following the SWOT, PESTLE and Stakeholder analysis, visits and interviews conducted with the management staff and Board of Directors, prompted the related recommendations highlighted below:

- i. **Effective Participation in Policy formulation:** Effectively participate and contribute in the formulation, review and implementation of sound policy and regulatory frameworks, in collaboration with the other relevant Government agencies and stakeholders, in line with the aspirations and needs of the rice industry
- ii. **Application of best practices in Governance, Leadership and Management:** Embrace modern governance, management and administrative approaches in the discharge of the RCT mandate.
- iii. **Enhancement of RCT Internal capacity:** Improve the competency, skills, commitment, and performance levels of RCT staff, through improved office space, working environment, equipment and tools, technical backstopping, training and development.
- iv. **Enhancement and empowerment of Human Resources:** Recruit additional staff and bring in the missing skills to strengthen the RCT Manpower, and adequately compensate and motivate them
- v. **Procurement and installation of ICT Infrastructure:** Procure and install state-of-the-art ICT infrastructure to facilitate creation of an effective and efficient call and digital information hub for efficient and effective communication to the stakeholders, and positioning of RCT in the Rice Industry
- vi. **Facilitating the improvement of Return On Investment (ROI) to RVC actors:** Effectively support the Rice Industry stakeholders to achieve their production, processing, trade and competitiveness for maximum returns on their investment.
- vii. **Promotion and adoption of Professional Business Practices by Actors in RVC:** Train and enhance the capacity of the various actors in the Rice Value Chain (RVC) to embrace professional business practices and increase production volumes, as well as quality and value of rice and related diversified products, and thus contribute to the food security objectives of the Country.
- viii. **Development and Submission of Quality Financial Proposals:** Aggressively market and promote the Strategic Plan 2025-2029 to attract stakeholder ownership, contribution, and participation in the implementation process, by launching it in the presence of key stakeholders, strategic partners and potential financiers. Develop and submit quality concept notes and proposals to processors, millers, potential funders, and partners to source finances for implementing the Strategic Plan.
- ix. **Diligent and Comprehensive Execution of the Strategic Plan 2025-2029:** Execute the Strategic Plan 2025-2029 in collaboration with external stakeholders and Partners, putting into consideration agricultural and other cross-sectoral policies, strategies, programs, interventions, and respective regional and international agreements.

- x. **Enter into Strategic Partnerships and Alliances:** Strengthen the current alliances and on-board new partnerships, strategic alliances, collaborative arrangements and networks to enhance the operational performance and effectiveness of RCT, and thus achieve the established strategic objectives
- xi. **Development of Key Strategies:** Develop and implement funds mobilization, communication, partnerships and Rice Gender strategies
- xii. **Development of a Technical Plan and a Business Plan:** Develop a Technical Plan and a Business Plan of services to be provided by RCT
- xiii. **Launch, Market and Promote the Strategic Plan 2025-2029:** The diligent implementation of the Strategic Plan 2025-2029 with focus to these critical issues will enable RCT to respond appropriately to the stakeholder, partner, and society's needs and expectations for a sustainable rice industry
- xiv. **Monitoring and Evaluation Framework:** Implement a monitoring and evaluation framework with an in-built Performance Management Appraisal System, to facilitate close monitoring of outputs, trends, changes and impact of RCT activities.

7.0 ANNEXURES

ANNEX I. STAKEHOLDERS ANALYSIS

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
SMALLHOLDER RICE FARMERS	<ol style="list-style-type: none"> 1. Price of paddy 2. Paddy productivity and production have remained low for years. 3. Rice to enhance food and nutrition security, income, and wealth. 4. Government subsidies on inputs 5. Development of infrastructures to enhance buyers to access their area. 6. To have a voice in bargaining rice prices. 7. Better yielding varieties. 8. Investment capital 	<ul style="list-style-type: none"> • Inadequate production technical skills, farm business management and organization capacity. • There are farmers who don't have access to knowledge, extension and other support services. • Poor crop husbandry and pest management practices. • Low productivity across the RVC and high post-harvest losses is reducing farmers' incomes substantially • Insufficient supply of improved seed varieties, and high cost of quality fertilizer and chemical inputs. • Lack of low cost agricultural credit and innovative financial products and services such as value chain • High post-harvest losses due to poor harvesting, handling, lack of proper storage and transportation facilities. • Uncertain economic factors and decisions which negatively affect price of agriculture commodities and 	<ul style="list-style-type: none"> • Training and capacity upgrading. • Increase government budget • Strengthening the provision of quality public and commercial extension services-initiate a private rice extension service. • Ensure comprehensive agricultural productivity enhancing packages are promoted in the extension services. • Support effective pest and invasive management promotion. • Allocation to adequately trigger rice sub sector performance improvement. • Fair and competitive farm gate rice prices, with low seasonal variance. • Facilitate access to inputs and technologies for post-harvest management. • Promote business models that enhance productivity and win-win benefits to RVC actors e.g. Producer schemes, warehouse receipt system. • Improve farm-level productivity through increased access to quality, weather resilient seeds as well as chemical inputs.

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
		<p>reduce farmer income (constraints on export of rice, over production).</p> <ul style="list-style-type: none"> Uncertain weather conditions. 	<ul style="list-style-type: none"> Promote and fund research and development into quality, high yielding, minimal water and fertilizer requiring varieties-by TARI . Financing, and medium to long term production, value add and trade finance for budding RVC enterprises. Establish ward/village based financial services and facilitate linkages with Savings and Credit Cooperative Societies (Sacco's)/Savings and Credit Associations (SACAs), microfinance and financial institutions, and commercial banks to advance credit to farmers for agricultural production. Increase access to financial products that enable farmers to invest in technologies that minimize post harvest losses and enhance their links to the Rice Value Chain, and market the produce as groups/association/cooperative. Facilitate adequate use of agronomic packages: access to on-farm and post-harvest technologies, techniques, and practices to reduce loses by a half. Increase warehousing capacity in major rice producing regions/districts. Improve direct market access and market information system. Devise and implement climate change strategies and adaptation plans for rice industry. Facilitate access to commercial risk and weather insurance products for crop failure due to weather variability, drought, and climate changed effects.

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
			<ul style="list-style-type: none"> Promote production and processing of diversified products and organic rice according to international standards for quality and safety standards to get premium prices. Promote sound environmental management through use of eco-efficient practices, GAP, and GMP.
LARGE SCALE RICE FARMERS, PROCESSORS, AND TRADERS	<ol style="list-style-type: none"> Ensure predictability of policy and regulations; Reduce tax burdens. Coordination and synergy among RVC entities is sub optimal 	<ul style="list-style-type: none"> Variation of produce cess levied by local government. The Common External Tariff (CET), originally introduced to protect a young and fledgling Tanzania rice industry is not wholly implemented by some EAC member states. Comprehensive incentives for increased private sector investment in RVC are inadequate. This is necessary for effective implementation of the rice development commercialization agenda, as per NRDS 	<ul style="list-style-type: none"> Promote and encourage PPP investments. RVC investment opportunities should be elaborated on and profiles promoted to potential investors by RCT. Sustain EAC's CET and advocate the same to other EAC member states. Strengthen and ensure credibility and reliability of official rice market information and data. Reduce taxes and tariffs, and also accelerate reforms on destructive taxes. Implement Agricultural land bank and related services. Guarantee Private sector investment protection measures. Agricultural financial services should be enhanced. Promote small, medium to large-scale investments in the diversified, quality value added rice products to enhance RVC linkages with other industries and export markets, e.g. for snacks and feed. Improve incentives for rice and allied products exports: facilitation of export of rice to increase incomes through regional and international trade.

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
		<ul style="list-style-type: none"> Limited access to regional and international markets. Limited access to business and extension services, and skilled human resources. Rising costs and demand for diverse inputs (fertilizers, agro chemicals, improved seeds, implements), 	<ul style="list-style-type: none"> Strengthen RCT to set up or revive public-private forum/platform for rice in regions/districts for policy and business dialogue and coordination Strengthen and enforce quality and safety rice standards. Establish structured trading systems and rice or grain commodity exchange Create an enabling business environment for large scale production. Improved linkages to international markets. Ensure a well negotiated EPAS and WTO Doha round with benefits to Tanzania's rice industry. Reduce cost of inputs.
PROCESSORS	<ol style="list-style-type: none"> Improved agronomic practices of smallholder farmers to reduce breakage at the mills. Stable power supply Quality and standards 	<ul style="list-style-type: none"> Technical infrastructure (electricity, water, etc) is suboptimal. Quality and standards need to be enforced 	<ul style="list-style-type: none"> Promote dissemination, adoption and use of technologies that help improve processing and delivery efficiency to small - medium millers and women value adding groups. Package technologies that are easily accessible. Ensure sanctions are effectively implemented for non-adherence to standards by strengthening capacity of respective TBS, and TANTRADE Facilitate value chain partners to adapt standards and quality incentives and self-regulating mechanisms
TRADERS	<ol style="list-style-type: none"> Technical and physical infrastructure upgrading and construction is lagging behind in 	<ul style="list-style-type: none"> A poorly developed Rice Value Chain with poor coordination, governance and weak market links. 	<ul style="list-style-type: none"> Government should increase resources for investment in priority infrastructure upgrading projects geared at enhancing competitiveness.

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
	<p>strategic areas in the RVC which is lowering competitiveness.</p> <p>2. Need to establish mechanism and links in the rice trade to enable Tanzania export enterprises compete in regional and international markets.</p> <p>3. Need of domestic rice market development.</p>	<ul style="list-style-type: none"> Agricultural support infrastructure (storage, wholesale markets, mills and processing facilities) are inadequate for the mission of driving down supply chain costs. For instance, imported rice, is much cheaper and far superior in quality than domestic rice because of differences in post harvest storage, processing and transport, and partly due to own government subsidies. Unpredictable business environment, frequent changes in trade policy and regulations. Common external tariffs are not observed by EAC member states and other trade barriers are yet to be removed. 	<ul style="list-style-type: none"> Improve and significantly reduce infrastructure constraints that limit the size of the local and neighbouring countries market so that farmers can access it economically. Prioritize and promote infrastructure investments, particularly roads and railway, based on their impact in terms of improving market access and increasing rice farming viability. Facilitate and negotiate favourable rice trade terms with neighbouring countries Kenya, Zambia, DRC, Mozambique, Comoro, Malawi, whose demand for rice is set to increase in the next decades with population and urbanization growth. Facilitate conformance to standards and certification requirements. Strengthen TANTRADE and other trade facilitating and supporting institutions, such as TPRI, PHS, TRA, etc. and reduce bureaucracy through increased use of ICT platforms and coordination in implementation of regulatory functions. Ensure effective implementation of Tanzania rice development strategy's objectives of transforming the rice sector into a commercially viable production system, by making rice more affordable to consumers (e.g. Retail price below Tshs 1500/kg), and making the country's rice exports more competitive in regional markets.
INPUT SUPPLIERS		<ul style="list-style-type: none"> Agro dealers support not optimal. 	<ul style="list-style-type: none"> Establish ward/village based input supply services.

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
		<ul style="list-style-type: none"> Stockists don't have enough access to credit and the appropriate business skills. 	<ul style="list-style-type: none"> Promote proper use of inputs for increased production and productivity. Build strong and economically viable supply chains up to village level. Need incentives to finance optimum application of farm inputs. Equip stockists with the appropriate business skills and give them better access to credit.
RCT EMPLOYEES	<ol style="list-style-type: none"> Only three technical staffs. Need of a conducive working environment and tools for efficient and timely delivery of services, and effective facilitation and coordination of the industry. Effective leadership, commitment, good governance and accountability by the board, management, and staff. 	<ul style="list-style-type: none"> Need for strategic and business plans. Need for additional staff. Inadequate securing, allocating, utilizing, and accounting for resources due to staff and capacity constraints. Limited capacity building opportunities for staff. Lack of timely and trustworthy information and data. Lack ICT platforms for delivering services and stakeholder communication and coordination. 	<ul style="list-style-type: none"> Develop a Strategic Plan and Business Plan for technical and business services. Recruit additional staff and ensure adequate remuneration, benefits, and rewards to minimize staff attrition. Mobilize adequate financial resources and ensure timely disbursement of funds for implementation of the Strategic Plan and allied RCT operations/activities. Need working tools such as office space, technical facilities, transport, and financial and other resources to run RCT. Build staff self-confidence, self-efficacy and performance levels through capacity building/ training opportunities. Enhance response to stakeholder needs by developing and delivering a Communication Strategy for accessing and delivery of accurate and reliable information and data on industry. Strengthen advocacy and negotiations capacity.

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
			<ul style="list-style-type: none"> • Introduce technologies, such as ICT platforms in delivering services and stakeholder communication and coordination. • Addressing cross cutting issues, including gender mainstreaming and prevention of communicable diseases. • Increase the number of partnerships and collaborating domestic and international organizations.
TRAINING INSTITUTIONS	<ol style="list-style-type: none"> 1. Limited human, financial and resources. 2. Outdated technical and physical training infrastructure. 3. Number of trainees increasing at a faster rate than available capacity. 	<ul style="list-style-type: none"> • Insufficient resources for training, recruiting and maintaining skilled and competent staff. • Insufficient financial resources to support training functions and maintenance of students (hostels, etc) 	<ul style="list-style-type: none"> • Increase the human, financial and physical resources. • Expand the training network to ward level. • Increase the capabilities for developing and delivery of diversified range of different training courses, services, and acquiring excellent, up-to-date training materials and facilities. • Recruit and remunerate well skilled and experienced trainers.
RESEARCH & DEVELOPMENT, AND EXTENSION SERVICES	<ol style="list-style-type: none"> 1. Resources for conducting quality research and support of public extension services. 2. Working tools. 3. Training & recruitment of young highly skilled researchers. 	<ul style="list-style-type: none"> • Professional, targeted extension service not reached by a vast majority. • Poor work environment (e.g. lack of transport, computers, communication tools, and occupation health equipment and materials, access to internet, poor compensation and benefits 	<ul style="list-style-type: none"> • Extend the coverage of professional, targeted extension service. • Improve the work environment by providing transport, computers, communication tools, and occupation health equipment and material, basic work facilities (e.g. Access to internet), compensation and benefits (attractive health insurance and pension schemes) to attract, motivate, and retain specialists/extensionists. • Invest more in research and development to get improved seeds and planting materials for given agro-ecological zones, optimum agronomic practices, efficient irrigation, and understand the likely effects of

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
	<p>4. Training of extension staff on new gap skills e.g. Sri</p> <p>5. Provision of climatic forecast information to extension staff</p> <p>6. Soil tests in agroecological zones for responsive and optimal input applications recommendations</p> <p>7. Business skills to extension staff</p>	<ul style="list-style-type: none"> Weak research-extension-farmer linkages leading to inadequate dissemination of research outputs. 	<p>climate change on crop growing areas, so as to develop practical climate change resilience adaptation strategies/measures.</p> <ul style="list-style-type: none"> Improve on the seeds and planting materials with the right attributes required by the processing and value adding industries and consumers (varieties that meet the needs of specific market segments that fit future customer tastes). Undertake irrigation water management studies in order to maximize crop water productivity for increased and well distributed crop production throughout the year, and to develop and disseminate appropriate irrigation technologies suited for the smallholder growers in order to maximize crop productivity and distribution of harvesting period throughout the year. Provide accessible, affordable, and user-friendly technologies to extensionists for transfer, adaptation and adoption by stakeholders. Design and implement an accountability mechanism for delivery by extension officers. Set up farmer field schools and demonstration plots in strategic and accessible areas. Conduct feasibility and cost-benefit analysis for expansion of agricultural production in new areas and establishment of factories, the utility, long-term benefits, and spill overs. Strengthen the capacity of private and public organizations 'in seed production and delivery systems.

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
			<ul style="list-style-type: none"> Acquire UV test laboratory to assist farmer in quick soil tests for optimal input application
WOMEN AND YOUTH		<ul style="list-style-type: none"> Youth and women not aware of the opportunities in the RVC and how to grab them. Little access to gender disaggregated data on rice industry development and growth Little development and dissemination of combined and joined-up approaches to facilitate and technically and financially empower women and youth in rice production, value addition, and trade. Not much freedom and capacity to participate in decision making and industry activities and make a sizeable income. Traditional customs discriminate against women and hinder women and women groups from progressing in rice businesses. 	<ul style="list-style-type: none"> Empower women and youth's knowhow wise to uplift their skills, knowledge, confidence, economic power to fully participate in RVC processes and activities to make beneficial and equitable gains and income. Increased access to gender-disaggregated data on the rice industry development and growth Empower women to be financially independent to safeguard their rights and improve their production performance to enable them to fulfil their potential by increasing opportunities for technical and financial capabilities development and entrepreneurship training to build agro-entrepreneurial ability and self-employment and diverse market participation to supply local and distant markets. Improving freedom and capacity to participate in decision making and industry activities and make a sizeable income. Reform traditional and cultural practices and violence against women that limit their contributions, acquiring of input factors, and advancement and growth in the rice industry.
FARMER ORGANIZATIONS/ PRODUCE-BASED GROUPS (IRRIGATORS)	1. Inadequate management, organizational and agribusiness capacity.	<ul style="list-style-type: none"> Poor capital base Failure to deliver quality and cost-effective services to members Unstable membership. 	<ul style="list-style-type: none"> Strengthen the capacity and capabilities, institutional arrangements, and governance model of producer groups/organizations.

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
ORGANIZATIONS, TANZANIA SMALL FARMER'S GROUP NETWORK (MVIWATA), ETC)	<p>2. Inadequate funding to effectively run operations and investments.</p> <p>3. Low business ethics, lack of trust, limited compliance to contract, agreements, and regulations by certain members.</p>	<ul style="list-style-type: none"> • Low level of autonomy due, in some cases, to external interference. • Rice producer, processors, and trade organizations not empowered enough to render more effective advice and support services to members and to equitably and sustainably participate in the RVC. • Lack of agronomic and agribusiness skills for improvement of efficiency, productivity, and profitability. • Limited access, suitability and cost of finance: the majority of the actors in the RVC have limited sources of financing for investment which hinders the growth of certain nodes/processes and industry. • The farmers in position of inferior bargaining position and getting low farm gate prices. • Weak producer groups: producer groups/associations are weak and not able to effectively engage and dialogue with other RVC actors on issues that affect them. <p>This limited capacity hinges on two levels one on civic expression while the other lies on the knowledge and</p>	<ul style="list-style-type: none"> • Enable small holder farmers and small and medium scale processors, and traders to access appropriate and affordable financial services. • Training to build management and organizational capacity, appropriate business attitude and acumen, and build trust and greater understanding amongst members for effective collaboration. • Training on how to conduct profitable business transactions in the RVC. • Promote use of mechanization and uptake of technologies to enhance productivity and expansion, and competitiveness. • Enhance the skills set and make rice production, processing, and trade attractive to youth. • Improve access and sources to finance investment • Promote exchange visits to draw on experiences and lessons from elsewhere.

STAKEHOLDER/ ACTOR	PRIORITY AREAS/NEEDS	MAJOR ISSUES/CONCERNS	ACTION/INTERVENTION/RESPONSE NEEDED
		<p>skills in agronomy, post harvest handling and marketing.</p> <p>These factors imply that limited skills will compound in poor yields, quantities, quality; and inability to comply to standards requirements, which translates into low productivity and low profitability.</p>	
BUSINESS SUPPORT ORGANIZATIONS/ PRIVATE SECTOR SERVICE PROVIDERS (ACT, ANSAF, TPSF, TCCIA, CTI, SAGCOT, TANTRADE, TBS, SIDO ETC)	<p>1. Strengthening of capacity for influencing policy and regulatory framework.</p> <p>2. Inadequate funding.</p>	<ul style="list-style-type: none"> • Significant dependence on public sector and donor financial support. • Present principally in major urban centres; need to expand to district level. • Inadequate membership and efficacy. 	<ul style="list-style-type: none"> • Strengthen the capacity for lobbying for policy, regulatory and business environment and effective contribution to formulation and implementation of regional and international agreements. • Extension of network and increase in membership at district level. • Support to enhance technical and managerial skills. • Address sustainability challenges.

ANNEX II. IMPLEMENTATION PLAN 2025-2029

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
SO1: To advocate for five major conducive, equitable and gender sensitive policies in agro-inputs, trade, investment, fiscal and environment (at least one policy lobbied by annum), to support the growth of the rice industry in Tanzania and the East African Community by 31st December, 2029						
Strategy 1: Build coalitions with like-minded stakeholders to enhance lobbying and advocacy						
	i. Identify and categorize like-minded partners in various sector	Number of partnerships identified	April 30, 2025	RCT (Advocacy and Partnership Department)	0.5	Partners, Members contributions
	ii. Prepare and sign MOU's with the identified partners	Number of MoU signed	Jun 30, 2025	RCT (Administration and Finance Department) ED	0.2	Partners, Members contributions
Strategy 2: Organize and conduct five conferences to advocate and lobby for policies in agro-inputs, trade, investment, Fiscal and environment to strengthen the Rice Sector						
	i. Form high level rice sector stakeholders committee to work with RCT Management Staff and Board to annually organize and conduct the five conferences	Identified committee member and made initial Number of meetings/Conferences Done	May 15, 2025	RCT (Advocacy and Partnership Department) ED	5	Norgesvel
	ii. Develop the TOR for the committee covering the fundraising and logistical details	TOR for Committee Developed	June 15. 2025	RCT (Administration and Finance Department) ED	5	Members Contributions Partners
	iii. Publicly Inaugurate and publicize the committee membership, and provide them with the	Launching event done	June 20, 2025	RCT (Advocacy and Partnership Department) ED	25	Members Contributions Partners

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	necessary resources to work					
	iv. Document and disseminate the outputs and outcomes of each conference	Documentation and dissemination done	August 30, 2025	RCT (Communication and M&E Department) ED	1	Members Contributions Partners
Strategy 3: Conduct research and undertake surveys on various policies, legislation, regulations and other initiatives impacting negatively on the rice industry, and disseminate the findings to appropriate stakeholders, including policy brief notes to the Government for remedial action.						
	i. Analyse the various policies, legislation, regulations and other initiatives impacting negatively on the rice industry and disseminate to appropriate stakeholders and prepare policy brief notes to the Government for action	Number of Research Conducted and Number of issues Documented (Policy Briefs) and disseminated	January to December 30, 2025	RCT (Advocacy and Partnership Department), PAG, ANSAF, ACT, SAGCOT SPA	6	Partners Contributions, Norgesvel
	ii. Document and share feedback from Government for the knowledge of the stakeholders and implement the necessary parts	Number of Documents prepared	June 30, 2025	RCT (Communication and M&E Department)	0.5	Partners Contributions, Norgesvel
Strategy 4: Convene policy dialogues and briefing meetings with relevant government decision makers and stakeholders to deliberate on and get solutions to the developments, opportunities, and challenges facing the rice industry.						

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	i. Using the standing committee organizing strategy 1 above, convene the policy dialogue and annual Rice Conference	Number of Policy Dialogue Conference Convened	September 15, 2025	RCT (Advocacy and Communication Depts) SPA	38.5	Partners, Development Partners, Coalition members
	ii. Document and disseminate the outputs and outcomes of each conference	Number of documentations and publications made and disseminated	September 30, 2025	RCT (Communication and M&E Department)	2.2	Partners, Development Partners, Coalition members
Strategy 5: Advise and liaise with the relevant Government's MDAs, Agencies, LGAs, Parastatals, and other public entities informed on issues or events that concern or are expected to impact on the rice industry and related stakeholders now or in the future for necessary action						
	i. Map out the relevant Government's MDAs, Agencies, LGAs, Parastatals, and other public entities and prepare a comprehensive data base of their mandates and contacts of decision makers	Database of Government Department mandates and contacts Developed	Many 30, 2025	RCT (Communication and M&E Department)	2.5	Partners, Development Partners, Coalition members
	ii. Prepare a comprehensive brief of issues on rice relating to their institutions and itinerary	Summary document of issues prepared per Institution	March 30, 2025	RCT (Communication and M&E Department)	1	Partners, Development Partners, Coalition members
SO2: To improve RCT's Board, and Management staff competence in governance and leadership through capacity building, creation of conducive working conditions, staffing, coaching, and the formulation and implementation of a Succession Plan by 31st December, 2029						

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
Strategy 1: Implement the actions that were identified and proposed through the Organizational Capacity Assessment Program (OCAP)						
	i. Validate and consolidate the OCAP findings and the emerging needs from this Strategic Plan 2025-2029	Validated OCAP Document	January 30, 2025	RCT (Administration and Finance Department) ED	4,5	Partners, Development Partners, Coalition members
	ii. Align the consolidated needs from the OCAP in the implementation matrix of this Strategic Plan 2025-2029	Summary of alignment of OCAP and Strategic Plan	January 30, 2025	RCT Team ED		Partners, Development Partners, Coalition members
	iii. Departmental Heads (HODs) to prepare respective work plans for implementation	Department work plans Prepared	January 31, 2025	RCT HODs ED		Partners, Development Partners, Coalition members
Strategy 2: Recruit the technical and operational Staff to bring in the missing skills and provide conducive working environment						
	i. Recruit a Program Officer Partnerships and Advocacy; Policy Advisor/Analyst; Fund Mobilization and Business Development Officer; Accountant; Administration and Human Resources Officer Procurement and logistics officer; ICT Expert, Membership Officer,	Staff recruited per requirements	January to December 2025	RCT Administration and Finance Department	114	Partners, Development Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	Receptionist and Administrative Assistant to ED, Clerk and Driver;					
	ii. Develop and operationalize policy for internship and volunteer program	Policy Developed and adopted by the Board	January 2025	RCT Administration and Finance Department	6	Partners, Development Partners, Coalition members
	iii. Conduct Training Needs Assessment and prepare a training calendar for three trainings per staff, per a year in areas relevant to their job specifications	Training Needs assessment done Training program done	March 2025	RCT HR Department	5	Partners, Development Partners, Coalition members
	iv. Procure a Human Resource Management System and train on HR how to use it effectively, to align it to all RCT systems and operations.	System procured, training done	August 2025	RCT Administration and Finance Department	34	Partners, Development Partners, Coalition members
	v. Put in place a Staff Performance Management Appraisal System.	System of staff performance appraisal in place	June 2025	RCT HR Department	4.5	Partners, Development Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
Strategy 3: Governance and Leadership- Conduct a Board of Directors (BOD) capacity building, training and development needs assessment						
	i. Carry out a capacity building training and development assessment for BOD and prepare a comprehensive report to guide their capacity building programme	Assessment done and Report produced	June 30,2025	RCT Administration and Finance Department	4	Partners, Development Partners, Coalition members
	ii. Prepare the Board of Directors Governance and Leadership Charter and train the BOD on the same	Board Charter prepared and in use	February 2025	RCT Administration and Finance Department, Board	3	Partners, Development Partners, Coalition members
	iii. Train the Board and Management in Leadership and Good Governance of a stakeholder led commodity-based Council;	Board Training program done	March,30, 2025	RCT Administration and Finance Department, BOARD	3.6	Partners, Development Partners, Coalition members
	iv. Organize for a capacity building and learning study visit to one of the thriving rice growing countries	Learning Visit Planned and Done	September 2025	RCT Communication and M&E Department, BOARD	126.9	Partners, Coalition members
	v. Procure the E-Board programme and associated gadgets and train the board on the	Training program done and Gadgets procured	September 30, 2025	RCT Administration, and Communication Departments	40	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	same for application in virtual meetings			Board		
Strategy 4: Conduct a staff capacity building, training and development needs assessment						
	i. Carry out a capacity building training and development assessment for staff and prepare a comprehensive report to guide their capacity building programme	Assessment report and training program prepared	March 2025	RCT HR Department	4	Partners, Coalition members
	ii. Prepare a comprehensive Human Resources Policy and Procedures Manual with a motivation and incentive package for staff	HR Manual reviewed updated	February 2025	RCT Administration/ HR Department, Board	3	Partners, Coalition members
	iii. Procure the equipment's and tools for the staff to improve their working capacity	Equipment procured	September 2025	RCT Administration and Finance Department	30	Partners, Coalition members
	iv. Prepare detailed training and capacity development proposals to five different donors to fund the plan and provide the required working equipment's and tools	Five training proposals prepared for staff	September 30, 2025	RCT Administration, and Fund Mobilization Departments	3	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
Strategy 5: Carry out RCT internal capacity and infrastructure needs Assessment						
	i. Prepare an internal RCT capacity development plan with a comprehensive list of all the equipment's, tools and infrastructure needed including the associated costs of procurement and installation	Capacity Development Plan prepared	March 2025	RCT Administration and Finance Department	2	Partners, Coalition members
		Proposals prepared for staff capacity development	March 2025	RCT Administration, and Fund Mobilization Departments	3	Partners, Coalition members
	ii. Procure appropriate software and manuals to enhance organizational and operational performance;	Identified software procurement plan made and implemented	January to December 2025	RCT Administration and Finance retirement	200	Partners, Coalition members
	iii. Procure an ICT infrastructure and information management System to facilitate efficient communication	Identified software procurement plan made and implemented				
	iv. Facilitate and adequately pay for the BOD and staff meetings	Development of remuneration plan and implement it	March 2025	RCT Administration and Finance Department	30	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	v. Put in place a Monitoring and Evaluation System to facilitate the annual review of this Strategic Plan, capturing the progress achieved and causes for variations and remedial actions to be taken	M&EL Plan put in Plane and implemented	January 30, 2025	RCT Administration and M&E Departments	7	Partners, Coalition members
	vi. Install a Management Information System (MIS) to facilitate real-time report preparation and submission	MIS Procured, Installed and in Use	June 2025	RCT Administration and M&E Departments	15	Partners, Coalition members
SO3: To increase RCT membership by 80% from the current 11 platforms to 50 platforms by 31/12/2029 through on boarding 10 platforms, 10 large scale farmers, 20 large scale, processors/millers, 10 traders and 10 Service providers per annum						
Strategy 1: Establish gender sensitive rice stakeholder platforms comprising small, large-scale farmers, processors, millers and service providers in all major rice producing districts, and strengthen the current ones.						
	i. Identify current and potential major rice growing areas to be impacted by RCT, strengthen the current and establish new stakeholder platforms	Map of areas for intervention prepared and prioritization made	March 2025	RCT Head of Programs	10	Partners, Coalition members
	ii. Train and support the members of the current and newly established stakeholder	Training program made and implemented	July to November 2025	RCT Head of Programs	35	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	platforms to function optimally					
	iii. Convene RVC actors to elect representatives for the different chain nodes and gather information on the needs of the platforms	Value chain nodes representatives elected	December 15, 2025	RCT Head of Programs		
	iv. Develop information needs of the platforms.	Information needs List prepared	June 30, 2025	RCT Head of Programs and M&E Department	21	Partners, Coalition members
	v. Upgrade the current website and integrate it with androids of RVC actors, from farm to end user, and launch it	Website upgraded and in-house training done	January 15, 2025	RCT Head of Programs, ICT Department and Business Development Department	1.5	Norgesvel
	vi. Train the members on how to access the websites for the information which they may need.			RCT Head of Programs and communication departments		
Strategy 2: Enhance member awareness, sharing of information and collaboration among RVC actors Develop and implement an effective communication strategy for recruitment and on boarding of members.						
	i. Develop and implement a partnership strategy (Local Radio and TV stations, Project	Partnership Strategy made and Implemented	June 30, 2025	RCT Advocacy and Partnership Department, Nafaka Kilimo	35	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	implementing partners at local level)					
	ii. In collaboration with government bodies and business enterprises, continually collect, systemize, update and disseminate information on the Rice Industry through the member platforms	Data collection, archived and disseminated	August 30, 2025	RCT Business Development Department, MoA, MIT, TANTRADE	45	Partners, Coalition members
	iii. Establish a high-level team/committee of highly skilled and knowledgeable cross-sectoral experts to conduct quarterly rice forecasts and advise the stakeholders accordingly.	Team of skilled experts for rice quarterly forecast	June 30, 2025	RCT Business Development and Communication Departments	50	Partners, Coalition members
	iv. Organize an Annual General Meeting for members and share with them the key crosscutting issues in the rice sector and the response and actions required from their end.	AGM PREPARED	June 2025	RCT Administration & Finance, Head of Programs, M&E, Business Development	40	Norgesvel

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
SO4: To increase RCT resource levels by on boarding 9 sources of income (3 new donor, 4 partner and 2 income generating projects) by 31st December 2029, to ensure smooth implementation and sustainability of these Strategic Objectives. (income generating through Membership Subscription by 2025, inclusion in Govt budget allocation by 2025/2026 financial year, one new Donor by 2027, one new partner by 2028/2029)						
Strategy 1: <i>Establish a well-designed and attractive mechanism for membership subscription and fees</i>						
	i. Develop and implement a partnership strategy	Partnership Strategy developed	May 30, 2025	RCT Membership and Partnership Departments	2	RCT members contributions
	ii. Identify the number/types of membership fees to be charged, and set the rates for membership subscriptions and fees based on membership categories and sizes.	Membership fee structure reviewed implemented	March 30, 2025	RCT Administration and Membership Departments, Board	1.5	RCT members contributions
	iii. Learn lessons from other Councils and organizations, e.g., TAHA, EAGC and others on how to inspire members to regularly and consistently remit the membership subscriptions fees	Lessons learned and documentation done	May 30 2025	RCT Administration, Communication and Membership Departments	3	Partners, Coalition members
	iv. Seek for membership approval on the types and rates of membership	Board and AGM Approval of members fee structure	June 30,2025	RCT Administration and Finance Department	3.5	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	subscriptions and fees to increase ownership					
Strategy 2: Fundraise 25% of the SP budget by Dec. 2026 to enable smooth implementation						
	i. Invite influential stakeholders and potential funders to the launch the Strategic Plan, and challenge them to take up and finance some of the key activities	SP Launching done	June 2025	RCT Administration & Finance, Communication and Business Development departments	25	Partners, Coalition members
Strategy 3: Mobilize resources from relevant Government agencies and goodwill partners for rice industry development programs/projects, including PPP						
	i. Sign MOUs with Government agencies and other actors who have the potential to fund the development of the rice sector, by undertaking some activities to address the industry challenges.	Number of MoU signed	ED April 30, 2025	RCT Administration, Advocacy & Partnership departments	7.5	Partners, Coalition members
	ii. Develop, submit, and follow up the signed MOUs for effective implementation	Follow up Documentation done	September 15, 2025	RCT Administration and Partnership Department	3.5	Partners, Coalition members
Strategy 4: Advocate and lobby for RCT to be included in the Government Budget Allocation in the financial year 2025						
	i. Seek appointment with the Minister for Agriculture and Food	Meeting minutes and Follow up Done	March 2026	ED, Board, Advocacy and	5	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	Security to formally present the RCT Strategic Plan 2025-2029, and petition for RCT to be included in the Government Budget allocation in the financial year 2026/2027			Partnership Department		
	ii. Develop a Business Case and submit it to the Minister of Agriculture based on his guidance from (i) above, to increase the possibility of the inclusion of RCT in the Government Budget allocation	Business case developed	March 25, 2025	ED, Advocacy and Partnership Department	4	Partners, Coalition members
Strategy 5: Establish subsidiary business company(ies) under RCT for income generation.						
	i. Prepare a business case for presentation to the BOD, seeking their approval for the registration of the company	Business case developed and presented to Board	March 30 2025	Administration & Finance, Business Development Departments and a special task force	3	Partners, Coalition members
	ii. Engage legal services for preparation of Memorandum and Articles of Association for registration	Lawyer engaged	April 30 2025	RCT Administration	6	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	iii. Prepare a business plan to facilitate its registration and ultimate operation.	Business plan developed	May 2025	Business Development and Fundraising Departments	5	Partners, Coalition members
SO5: To facilitate the increase of rice production and competitiveness by 5% per annum to 25% by December 2029, and rice processing through capacity building of 50 Rice Value Chain associations per year, to make a total of 250 RVC's by December 2029						
Strategy 1: Facilitate and support the Rice Industry entities to increase productivity, production and profitability through improved access to affordable rice farming inputs						
	i. Enhance and support market-oriented variety development by research institutions	Number of varieties promoted	May 30 2025	RCT Business Development Department, TARI, ASA, TOSCI, IRRI	30	Partners, Coalition members
	ii. Link rice producers to agro input suppliers for improved seeds, fertilizers, pesticides and herbicides	Number of linkage meetings done	November 30, 2025	RCT Business Development Department, Agro Input Companies, Financial Institutions,	45	Partners, Coalition members
	iii. Link rice producers to agro-mechanization suppliers (tractor, planter, combine harvester and rotary weeder)	Number of linkages done	November 30, 2025	RCT Business Development Department and Agro-mechanization Suppliers	50	Partners, Coalition members
	iv. Promote sustainable rice production practices	Number of farmers reached with SRP	September 2025	RCT Business Development Department	45	Partners, Coalition members
	v. Advocate for Expansion of irrigated area land levelling, and allocation	Number of advocacy and dialogue done	November 30, 2025	RCT Advocacy and Partnership Department, PAG,	32	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	of land for seed multiplication in the irrigation schemes			ANSAF, ACT, SAGCOT		
	vi. Facilitate the development of strong SMEs in the Rice Value Chain	Number of SME Strengthened	September 30, 2025	RCT Business Development Department	100	Partners, Coalition members
	vii. Consult, lobby and advocate for the allocation of adequate resources and invest in technical and physical infrastructure development in major rice growing Districts.	Number of advocacy done	September 30, 2025	RCT Advocacy and Partnership Department, PAG, ANSAF, ACT, SAGCOT	30	Partners, Coalition members
	viii. Organize two training sessions annually on sustainable production processes (GAP, GMP), in collaboration with stakeholders, to build the capacity of small to medium farmers, value adding entities, and traders	Number of training done	September 2025	RCT Business Development department	120	Partners, Coalition members
	ix. Identify potential areas that have weak access to extension services and organize Mass approach to training (MAiT).	Number of Mass training done	March 30 2026	Business Development department	35	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	x. Facilitate accessibility to finance for RVC actors by the financial Institutions	Number of facilitations done	June 30, 2025	RCT Business Development Department, TADB, Azania Bank, CRDB and NMB	45	Partners, Coalition members
Strategy 2: Catalyze the RVC to adopt and use innovative, cost-effective post-harvest technologies, including adequate and quality warehousing.						
	i. Map out the location and condition status of existing post-harvest technologies	Report on Mapping done	July 2026	RCT Business Development Department	25	Partners, Coalition members
	ii. Identify post technology manufacturer and suppliers, and linking them with rice producers to reduce post-harvest losses.	Identification and linkage	July 2025	RCT Business Development Department, RCT Members	30	Partners, Coalition members
	iii. Promote construction and upgrading of quality storage facilities and equipment.	Number of Promotions done	September 2025	RCT Business Development Department, RCT Members	35	Partners, Coalition members
	iv. Promote research for fortification of rice, and use of fortified paddy varieties to enhance nutrition the value of rice	Number of promotions done	September 30, 2025	RCT Business Development and Advocacy/ Partnership Departments	35	Partners, Coalition members
Strategy 3: Promote the production of high-quality rice using Good Agricultural and Processing/Manufacturing Practices in line with national, and international production, value addition, and marketing standards and safety requirements						

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	i. Promote the adaptation and application of the rice standards to the rice stakeholders through workshops, meetings, and fairs.	Number of promotions done	June 15 2025	RCT Business Development Department	45	Partners, Coalition members
	ii. Promote contract farming between the farmers and market outlets.	Number of promotions done	September 2025	RCT Business Development Department	35	Partners, Coalition members
	iii. Promote the establishment of private, rice specific extension service.	Number of private extensions promoted	September 30, 2025	RCT Business Development Department	20	Partners, Coalition members
Strategy 4: Promote market-oriented produce and demanded rice products and their trade						
	i. Promote grading, quality packaging materials and branding	Number of Promotions done	July 2025	RCT Business Development Department	50	
	ii. Promote significant value addition to rice: Shift gradually from production and trade of bulk raw rice to diversified, value-added, high-quality rice and allied products and bye-products.	Number of promotions done	September 30, 2025	RCT Business Development Department	45	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	iii. Conduct regular monitoring of market performance to identify potential unproductive and disruptive market dynamics and other sensitive internal and external (regional and international) policy and regulatory practices, e.g. tariffs; taxes; standards, quality and safety requirements;	Number of monitoring done	December 2025	RCT Advocacy and Partnership Department	50	Partners, Coalition members
	iv. Advocate for equity and equality in distribution and sharing of income, incentives and benefits along the Rice Value Chain.	Number of interventions done	December 2025	RCT Advocacy and Partnership Department	50	Partners, Coalition members
	v. Facilitate the design and development of a structured rice market system					

SO 6: To lead the coordination and dissemination of information, and improve on rice sector data management in terms of production, prices, farmers database, rice markets and trade by setting up a state-of-the-art ICT platform by 31st June, 2025

Strategy 1: Establish a comprehensive digital data centre for collecting and disseminating the relevant information and data required by all stakeholders and actors in the Rice Value Chain through member platforms.

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	i. Procure a state-of-the-art ICT platform to enable the setting up of a comprehensive digital data centre for collecting, processing, managing and disseminating relevant information and statistics to the stakeholders through their respective member platforms	ICT Gadget Procured	June 30 2025	RCT Administration & Finance, ICT and Business Development Departments	120	Partners, Coalition members
	ii. Sign an MOU with ARIFA AFRICA RESEARCH INSTITUTE FOR AI to support the development and management of RCT's database.	MOU Signed and management arrangement made	June 30, 2025	RCT Administration, Advocacy & Partnership and Business Development Departments		Partners, Coalition members
	iii. Hire a specialized ICT expert to launch the digital data centre	IT specialist employed	June 30, 2025	RCT Administration & Finance Department, RCT Members & Stakeholders	125	Partners, Coalition members
	iv. Train the leaders of and representatives of member platforms from the regions on how to access information. They will	Number of Training Done	October 30 2025	RCT Head of Programs, Business Development, ICT and Communication Departments	60	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	be trained to train their members					
	v. Train the Management staff and Board of Directors to effectively use the digital data centre	Training done	October 30 2025	RCT Head of Programs, Business Development, ICT and Communication Departments	6	Partners, Coalition members
	vi. Organize an official launch in the presence of key stakeholders, members platform representatives and main media houses for maximum publicity.	Launching of Data centre done	November 30, 2025	RCT Head of Programs, Business Development, ICT and Communication Departments	40	Partners, Coalition members
	vii. Set up a virtual library for use by stakeholders and researchers in the rice Industry.	Library Set up	September 2025	RCT Head of Programs, Business Development, ICT and Communication Departments	20	Partners, Coalition members
Strategy 2: Enter into partnership with government bodies and business enterprises, to continually collect, systemize, update and disseminate information and data on the rice industry through member and stakeholder platforms						
	i. Sign MoU's with government bodies and business enterprises on the sharing and transmission of information and data	Number of MoU signed	July 30 2025	RCT Administration and Partnership Department	15	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	to the digital data centre.					
	ii. Make regular follow-up with respective institutions and document feedback on progress.	Number of Data follow up done	December 2025	Head of Programs, Advocacy & Partnership, Business Development, Communications and M&E	9	Partners, Coalition members
Strategy 3: Subscribe to selected international virtual rice journals and libraries, to access international research findings on rice to enrich our local information resource						
	i. Enrol RCT to key respected International Virtual Rice Journals and Libraries for access to international research findings to enrich our National Virtual Library.	Number of of enrolments done	December 15, 2025	RCT Business Development, ICT and Partnership Departments	3	Partners, Coalition members
	ii. Configure the subscribed accounts to the RCT Virtual National Library for information synthesis and processing for dissemination	Number of accounts configured	December 15, 2025	RCT Communication and M&E, ICT and Business Development Departments	4	Partners, Coalition members
SO 7: To forge and enter into strategic alliances and partnerships, and sign five MOUs (at least one per annum) with Government, Boards, Cereals Associations and other rice sector supporting organizations, within and outside Tanzania, for appropriate joint activities to support the various actors in the Rice Value Chain						

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
Strategy 1: Participate in important events, conferences, and shows e.g., Saba Saba and Nane Nane, and East African Community SADC, COMESA, NEPAD, and European Community NAFTA, and ASEAN to learn and apply the knowledge gained						
	i. Map out and prepare a comprehensive list of key events, conferences and shows which must be attended by RCT representatives	List of Key events prepared	March 2025	RCT Communications and M&E, Business Development departments	3	Partners, Coalition members
	ii. Prepare a detailed projected budget of the related costs	Budget prepared	March 15, 2025	RCT Finance and Business Development Departments	2	Partners, Coalition members
	iii. Prepare detailed financial proposal and seek for sponsors	Number of proposals prepared	March 15, 2025	RCT Admin, Fund Mobilization and Partnership departments	10	Partners, Coalition members
	iv. Prepare for relevant position papers to be presented in such conferences and enrol in advance for presentation slots	Number of position papers prepared	April 30, 2025	RCT Advocacy and Partnership Department	6	Partners, Coalition members
Strategy 2: Enter into smart strategic partnerships and alliances and sign MOUs with Government, private sector entities, international councils, institutions and organizations involved in research and development of the rice sector, for joint lobbying, sharing of lessons and experiences, and dissemination of information to the stakeholders,						
	i. Map out and prepare a comprehensive list of key strategic partners and Government	List of strategic partners prepared	May 15, 2025	RCT Advocacy and Partnership Department	4	Partners, Coalition members

OUTPUT	ACTIVITY/ACTION STEPS	VERIFIABLE INDICATORS	IMPLEMENTATION PERIOD	LEAD & PARTNERS	BUDGET, MILLION /TZS	SOURCES OF FUNDS
	Agencies to sign MOUs with, and seek audience for dialogue meetings to discuss the content of the MOUs					
	ii. Prepare concept notes and case positions relevant to each potential strategic partner	Number of concept notes prepared	June 15, 2025	RCT Advocacy and Partnership Department	6	Partners, Coalition members
	iii. Seek Board approval and endorsement.	Approval by the Board Obtained	June 15, 2025	RCT Administration Department	5	Partners, Coalition members
	iv. Organize for media publicity in the MOU signing events for RCT visibility and market positioning	Media publicity done	June 15, 2025	RCT Head of Programs, Communication and M&E Department	7	Partners, Coalition members
Subtotal				Annual	2,342,400,000	
				Five years	11,861,150,000	

ANNEX III. STAKEHOLDER WORKSHOP PARTICIPANTS

NAMES	ORGANIZATION/STATUS	ADDRESS	TELEPHONE/CELL
1. ABEL LYIMO	Rural and Urban Development Initiatives (RUDI) -DSM – Economist, CEO	P. O Box 78741, Dar es Salaam	+255 754 288 151
2. DR. DENNIS MWIGHUSA	ARIFA	Dar es Salaam	+255 787 408 308
3. DR. KISSA KAJIGILI		Dar es Salaam	+255 754 362 340
4. LUHENDE MALIJA	Director, Small Farmers Association Shinyanga Rice Farmer Representative	P. O. Box 113 Shinyanga luhendem@gmail.com	+255 752 139 727
5. RAPHAEL SWILLA	Mbeya Rice Farmers Representative Chairman, Mbeya Federation.	P. O. Box 331, Chimala, Mbeya swillaraphael@gmail.com	+255 754 746 101
6. TULALUMBA MLOGE	SAGCOT Centre	T.Mloge@sagcot.co.tz	+255 755 962 765
7. FADHILI A. MNGAZIJA	Ministry of Agriculture (MoA)	Dodoma	+255 717 933 570
8. AMINA O. NDUDI	Ministry of Agriculture (MoA)	Dodoma	+255 744 584 245
9. MARK J. MAGILA	Agriculture Council of Tanzania (ACT)	Dar es Salaam	+255 754 263 934
10. EXPEDITO NYAKUNGA	Nafaka Kilimo	Iringa	+255 764 295 622
11. DR. ATUGONZA BILARO	Tanzania Agriculture Research Institute (TARI)	Dodoma	+255 655 763 022
12. RAPHAEL RUHIYE	Rice Farmer and Processor	Mbarali, Mbeya	+255 754 201 474

NAMES	ORGANIZATION/STATUS	ADDRESS	TELEPHONE/CELL
13. GEMIN RWE GASIRA	Eastern Africa Grain Council (EAGC)	Dar es Salaam	+255 742 428 645
14. GEOFREY RWIZA	Rice Council of Tanzania (RCT)	Dar es Salaam	+255 713 299 435
15. LEONCIA SALAKANA	Rice Council of Tanzania (RCT)	Dar es Salaam	+255 0754 580 128
16. IKUNDA TERRY	Rice Council of Tanzania (RCT)	Dar es Salaam	+255 712 404 232
17. DR. BENSON MOMANYI	Consultant	Nairobi, Kenya	+255 760 676 644 +254 722 741 497